

# UK gender pay gap Report 2022

February 2023

# A message from Wayne Hoare

At IHG, caring for our people, communities and planet forms part of our strategy to deliver our purpose of True Hospitality for Good.

For our people, our commitment to create a workplace where everyone can thrive is backed by a clear Diversity, Equity and Inclusion agenda and forms a crucial part of our Journey to Tomorrow responsible business plan.

We recognise that driving gender representation globally is a key component of championing a diverse culture and I'm pleased to say that our UK gender pay gap has reduced again over the previous year.

We've made significant progress over the past decade and we are committed to maintaining momentum in the future.

This report outlines key data points for our UK corporate employees and some of the programmes and activities we've put in place to address the gender pay gap, such as our mentoring programme, our career development workshops and delivering high-impact learning modules.

We remain committed to attracting, developing and retaining more diverse talent, including creating a pipeline of female talent and recruiting a higher proportion of women into senior roles. And we're identifying and removing potential barriers to increase the number of female General Managers across our estate.

As part of our commitment, we also separately outline our progress against our entire DE&I journey, showing the steps we're taking to create an inclusive and inspiring culture, increase the ethnic/racial representation of leaders in our markets, and make a difference through our regional DE&I councils. We know this commitment is increasingly valued by our guests, owners and talent of tomorrow and therefore important for our future success.

We look forward to continuing to report on our progress.



A handwritten signature in black ink that reads "Wayne Hoare".

**Wayne Hoare**  
Chief Human Resources Officer

We work hard to ensure that our culture is representative of the diversity of our guests, owners and colleagues

**46%**

of the IHG Board is female as at 5th April 2022

**45%**

of our colleagues working at VP level and above in the UK are female

**57%**

of corporate promotions and new hires in the UK between 5th April 2021 and 5th April 2022 were female

The following report covers the period  
5th April 2021 – 5th April 2022.

# About our UK gender pay gap

## How our UK gender pay gap is calculated

IHG has a presence in more than 100 countries. Approximately 325,000 people work across our branded hotels and corporate offices globally, but our predominantly franchised and managed business model means that we do not employ the vast majority of people working in IHG branded hotels.

Under the UK Government's gender pay gap regulation, all legal entities in Great Britain with more than 250 employees are required to report their gender pay gap. As at 5th April 2022, IHG employed 692 people across our UK corporate population (on the same date in 2021, this number was 679 people). This population is split across two separate entities, IHG Hotels Limited ("IHL") and Six Continents Limited ("SCL"), both of which employ at least 250 people. In this report, we have provided analysis for these two entities combined, as we believe that this gives the most representative illustration for the total population of our UK corporate employees.

## UK owned and leased hotel estate

The data on the following pages does not include the 914 IHG employees working across our owned and leased hotel estate in the UK as at 5th April 2022. If data for this group were included alongside IHG's corporate population, our mean and median gender pay gaps for 2022 would have been 9.1% and -4.7% respectively.



## The ethnicity pay gap

Whilst there is currently no regulatory requirement to report on ethnicity pay gap, we believe as part of our commitment to create an equitable and inclusive culture, that reporting is important, and we are making good progress in this area.

## The gender pay gap is different to Equal Pay

The gender pay gap is not the same as equal pay. The gender pay gap measures the difference in average hourly pay between women and men. Equal pay measures what women and men are paid for doing the same work or similar work of equal value.

# Key facts



**~325,000**

colleagues work across IHG's branded hotels and corporate offices in more than 100 countries

**13,000**

employed by IHG globally

**692**

UK corporate employees as at 5th April 2022 (679 as at 5th April 2021)

**23.5%**

UK Mean hourly pay gap 2022  
(2021: 27.7%; 2017: 39.3%)

**UK Mean hourly pay gap 2017 – 2022**



**46%**

of the IHG Board is female as at 5th April 2022 (2021: 38%)

**45%**

of our colleagues working at VP level and above in the UK are female

**57%**

of corporate promotions and new hires in the UK between 5th April 2021 – 5th April 2022 were female

**15%**

UK Median hourly pay gap 2022  
(2021: 19.6%; 2017: 35.7%)

**~16%↓**

UK Mean hourly pay gap 2017 – 2022

# Explaining our UK gender pay gap

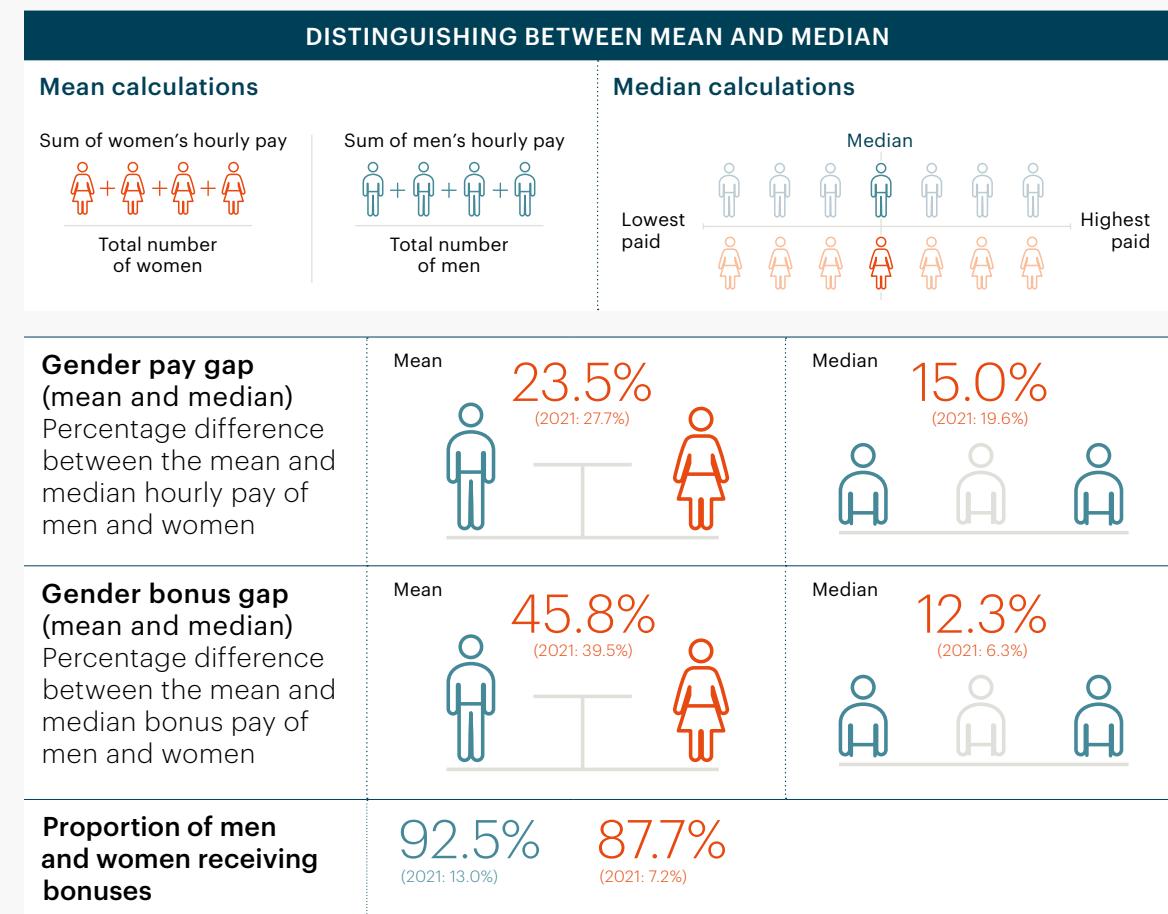
Our mean gender pay gap has improved, currently standing at 23.5%. This compares to 39.3% in 2017, our first year of reporting.

## An increase of women in senior roles

We continue to increase the number of women in the top quartile and middle quartile of our UK corporate population, contributing to a decrease in our pay gap. However, a gap still remains as our top quartile comprises more men than women. This top quartile is primarily made up of UK-based EC, their direct reports and their senior teams, where there is a wider range in mean hourly pay compared to the other quartiles. The analysis on page 5 provides more detail on this.

## The UK bonus pay gap

As predicted in our 2021 pay gap report, we have seen an increase in the bonus pay gap from 2021, as we restored payment of an annual bonus award for 2022 following the extraordinary circumstances of the pandemic years.



# Explaining our UK gender pay gap

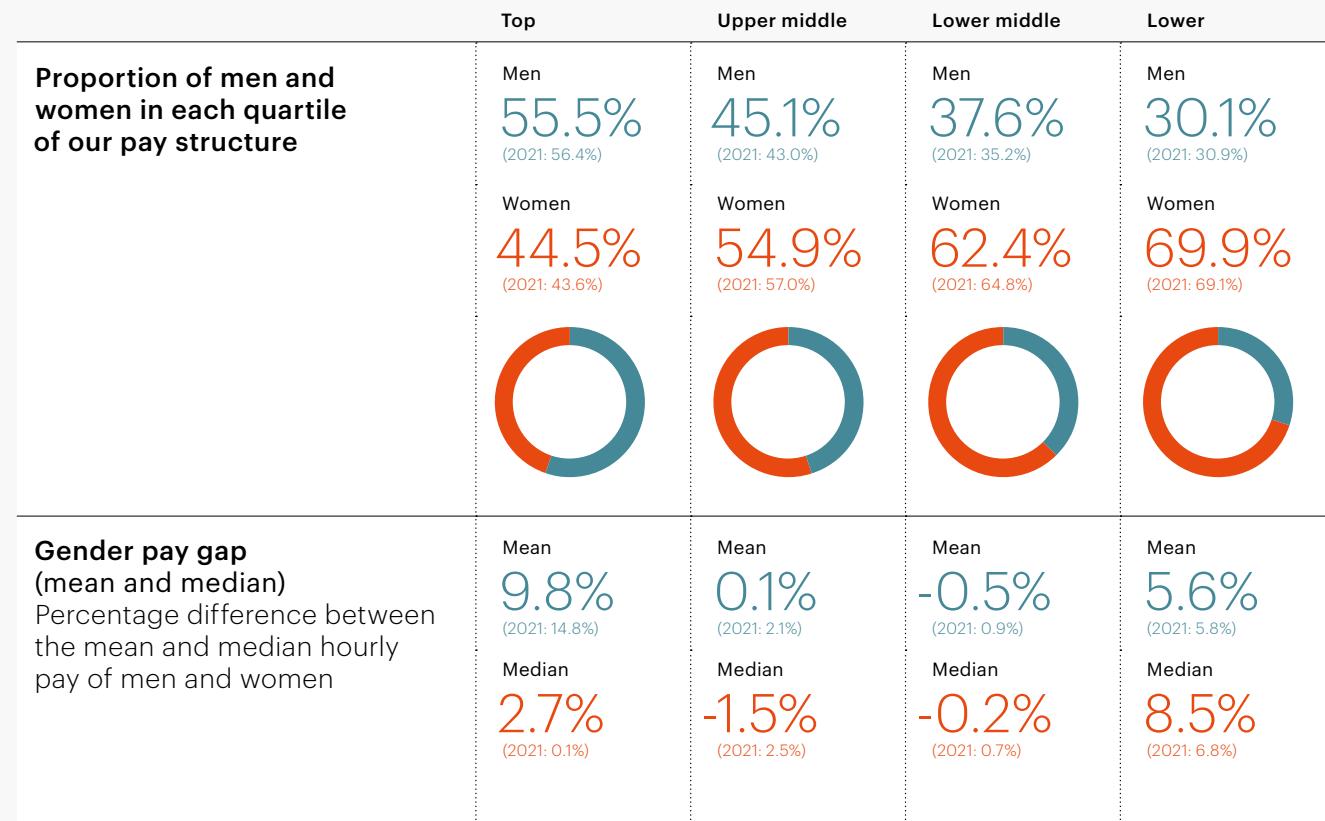
## Our data split by quartile

To help illustrate how a higher proportion of men in the top quartile of our corporate UK employee population influences our gender pay gap, we have gone beyond legislative requirements to conduct a further analysis on the gap for each quartile.

## What this data shows us

The proportion of women in the top quartile has increased in recent years, which has contributed to reducing the pay gap.

However, when women are entering the top and middle quartiles, they are generally doing so at the lower end of the pay scale for that quartile, which is commonly the case for promotions.



# Creating a more equitable IHG

We are continuing to make good progress in building an inclusive, equitable culture that champions diversity at IHG, but we know we still have work to do to truly achieve our goals. We remain on a journey to understand where we can make further changes to attract, develop and retain more diverse talent, including creating a pipeline of female talent and recruiting a higher proportion of women into senior roles.

## Attracting



**Application process:** To ensure we have access to the widest and most diverse pool of talent, we recruit through a variety of channels, including non-traditional sources and social media. We work closely with our global executive search partners, to ensure that talent shortlists are as diverse as possible.



**Third-party collaboration:** We recognise the importance and power of collaboration, and partner with organisations who encourage the development of female senior leaders, to underline the importance of DE&I as part of our company culture.

## Developing



**IHG's RISE programme:** RISE is a 12-month mentoring programme designed to encourage aspiring female talent to fulfil their ambition to become a hotel General Manager. As part of the programme, colleagues are given a Mentor and Career Sponsor, who they meet for regular guidance and advice. The programme ensures that IHG is able to grow its pool of female role models in hotels across the world.



**Talent planning:** We maintain a healthy gender balance as part of our succession planning. Each of IHG's regions and corporate functions conducts an in-depth talent review with our CEO, Keith Barr, and CHRO, Wayne Hoare. The purpose of this is to understand how we can develop future leaders.



**Mentorships:** Every year, we put female colleagues on WiHTL's Cross industry talent programmes to connect them with mentors and leadership development opportunities.



**Committing at the top:** Every member of the Executive Committee has a DE&I-focused goal. Together with their leadership teams, they review talent quarterly, with a specific focus on diversity. For instance, in the UK, we've formed a steering group comprising EC, HR and ERG representatives to educate leaders on race and form an action plan to drive change.



**Conscious inclusion:** Our EC and their leadership teams have all undertaken training on conscious inclusion and we are currently completing the roll out of this programme to all other corporate colleagues.

## Retaining



**Flexible working:** We're continuing to support flexible working and are proudly sharing the success stories of the many corporate colleagues it's helping to prosper at work and home. Our Flexible Working Policy encourages them to organise their time in the best way for them and our business.



**Employee Networks:** Employee Networks are a series of voluntary, colleague-led groups that inspire career progression through the sharing of ideas and mentoring opportunities. Globally, there are more than 1,300 members of an Employee Network. One of the most popular is Lean In, which has a network of more than 340 members around the world. We have also seen inspiring activity led by DAWN, which has partnered with menopause advisers to provide menopause talks to educate colleagues on something that impacts, or will impact, 50% of our population.



**Family leave policy:** We're committed to helping all the parents and carers in our teams find the perfect work/life balance. We're leading the way through our market-specific family leave policies which, most recently, provided significant enhancements for UK corporate employees.

# Our active role in promoting DE&I

## Our 2030 Responsible Business commitments

Our Journey to Tomorrow responsible business plan is a series of ambitious new commitments that aim to make a positive difference for our people, communities and planet over the next decade. These include a promise to support our people and champion a diverse culture where everyone can thrive.

### We will do this by:

- Driving gender balance and a doubling of under-represented groups across our leadership
- Cultivating an inclusive culture for our colleagues, owners and suppliers
- Supporting all colleagues to prioritise their wellbeing and the wellbeing of others
- Driving respect for, and advancing, human rights

These are supported by our Diversity, Equity & Inclusion Board, which is chaired by our CEO, Keith Barr, and has committed to:

- Ensuring all corporate colleagues have conscious inclusion training
- Improving the way we measure and report diversity, equity & inclusion, including piloting an inclusion metric
- Delivering an enhanced range of diversity talent programmes
- Developing a wellbeing strategy and invest in programmes that bring it to life

### For more information visit:

<https://www.ihgplc.com/en/responsible-business>

We are committed to a series of important business and industry movements:



CEO ACTION FOR DIVERSITY & INCLUSION



## External recognition



FTSE Women Leaders Hampton-Alexander Review Top 10, 2017 – 2019.

involve  
the inclusion people

CEO Keith Barr ranked first in the 'HEROes' Advocates for Women in Business by INvolve – the inclusion people.



Recognised by the Human Rights Campaign Foundation as a Best Place to Work for LGBTQ+ equality, earning a perfect 100% score for the seventh straight year on its annual Corporate Equality Index.

**Yahoo!/INvolve EMpower Role Model List** – Six IHG executives were included in the list that showcases leaders globally who are breaking down barriers and smashing the ceiling for people of colour within the business.

**WeAreTheCity The Rising Stars 2022** – Our UK DE&I Manager has been listed as a finalist for WeAreTheCity Rising Stars recognising the next generation of talent.

# Statutory disclosures

2021 data

## IHG Hotels Limited (IHL)

Total colleague population: 410 people

### Gender pay gap (mean and median)

Mean hourly pay gap	28.0%
Median hourly pay gap	18.7%

### Gender bonus gap (mean and median)

Mean bonus pay gap	9.1%
Median bonus pay gap	60.7%

### Proportion of men and women receiving bonuses

Men	11.3%
Women	5.4%

### Proportion of men and women in each quartile of our pay structure

	Men	Women
Top	62.0%	38.0%
Upper middle	39.4%	60.6%
Lower middle	37.4%	62.6%
Lower	29.3%	70.7%

## Six Continents Ltd (SCL)

Total colleague population: 269 people

### Gender pay gap (mean and median)

Mean hourly pay gap	28.1%
Median hourly pay gap	16.9%

### Gender bonus gap (mean and median)

Mean bonus pay gap	52.1%
Median bonus pay gap	-47.1%

### Proportion of men and women receiving bonuses

Men	15.7%
Women	9.9%

### Proportion of men and women in each quartile of our pay structure

	Men	Women
Top	51.5%	48.5%
Upper middle	43.9%	56.1%
Lower middle	37.9%	62.1%
Lower	27.7%	72.3%

I confirm that the calculations provided are accurate and meet the requirements of legislation.



**Wayne Hoare**  
Chief Human Resources Officer

**IHG 2022 UK gender pay gap reporting**  
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# Statutory disclosures

2022 data

## IHG Hotels Limited (IHL)

Total colleague population: 407 people

### Gender pay gap (mean and median)

Mean hourly pay gap	25.5%
Median hourly pay gap	19.0%

### Gender bonus gap (mean and median)

Mean bonus pay gap	39.1%
Median bonus pay gap	17.2%

### Proportion of men and women receiving bonuses

Men	91.8%
Women	88.9%

### Proportion of men and women in each quartile of our pay structure

	Men	Women
Top	60.8%	39.2%
Upper middle	40.2%	59.8%
Lower middle	39.2%	60.8%
Lower	25.7%	74.3%

## Six Continents Ltd (SCL)

Total colleague population: 285 people

### Gender pay gap (mean and median)

Mean hourly pay gap	20.6%
Median hourly pay gap	9.0%

### Gender bonus gap (mean and median)

Mean bonus pay gap	48.1%
Median bonus pay gap	4.7%

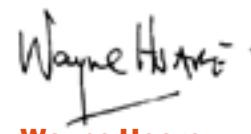
### Proportion of men and women receiving bonuses

Men	93.4%
Women	86.0%

### Proportion of men and women in each quartile of our pay structure

	Men	Women
Top	47.2%	52.8%
Upper middle	46.5%	53.5%
Lower middle	45.1%	54.9%
Lower	32.4%	67.6%

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RESORTS