A photograph of three business professionals sitting around a table in a modern office or cafe. On the left, a man in a dark blue shirt is seen in profile, looking towards the women. In the center, a woman with long red hair, wearing a black top, is smiling and looking at the woman on the right. On the right, a woman with dark hair, wearing a light-colored blazer, is also smiling and looking towards the other two. They are all holding dark-colored mugs. The background is a blurred office space with warm lighting and modern decor.

UK Gender Pay Gap Report 2023

March 2024

A message from Wayne Hoare

At IHG Hotels & Resorts, we are committed to creating an inclusive workplace where everyone can thrive – one that reflects the millions of guests who choose to stay with us and the thousands of communities in which we operate. This sits at the heart of our purpose of providing True Hospitality for Good and is not only crucial to the progress of our people but the success of our business.

Driving gender parity plays a central role in our business and, guided by our Journey to Tomorrow responsible business plan, I'm pleased to say that we once again reduced our mean UK gender pay gap over the previous year.

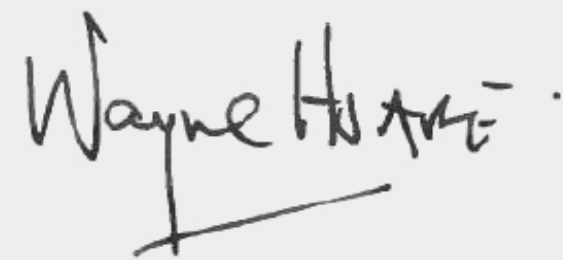
In this report, you can see key data points for our UK corporate employees alongside the ways we

are helping women thrive at IHG. This includes growing our mentoring programme, strengthening talent planning to develop female leaders of the future, and supporting Employee Resource Groups such as Lean In that champion the advancement of women. The report also highlights the impact our work is having both in the UK and beyond. IHG was recently ranked second on the Financial Times Europe's Diversity Leaders 2024 list and we have also been recognised by both Forbes and Fortune as being among the best places for women to work in the US.

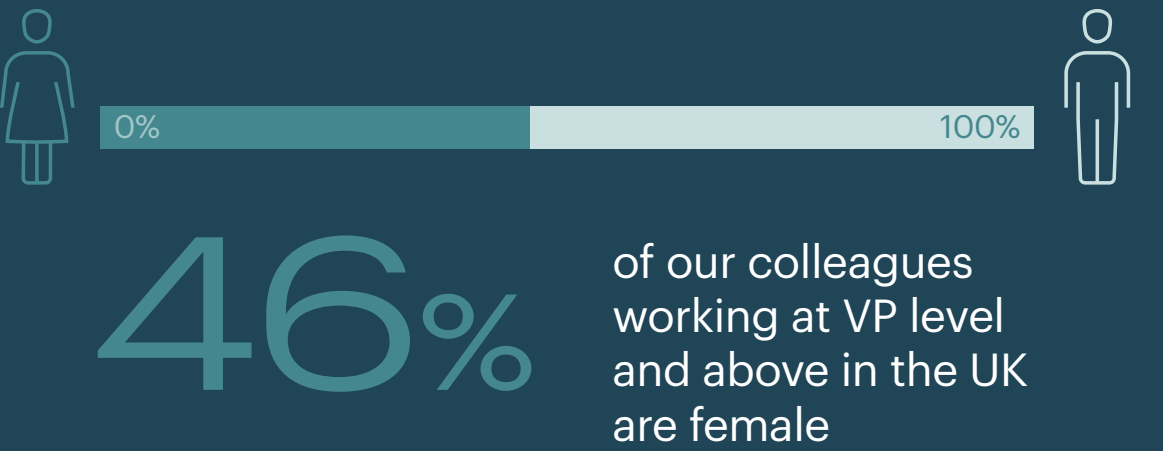
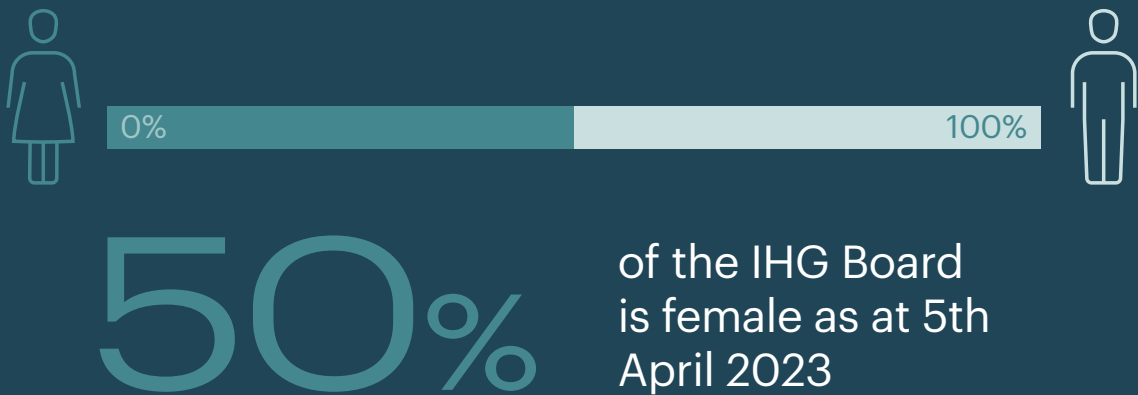
Further illustrating our progress, I am proud to say the report also shows how we have reduced our mean hourly pay gap by almost 20% points since UK companies were first required to publish their data in 2017.

This shows our actions and policies are keeping us moving in the right direction. But we also know we still have more work to do to further improve the balance of our workforce and we have outlined the ongoing steps we are taking to narrow pay gaps.

I look forward to updating you on our progress.



Wayne Hoare,
Chief Human Resources Officer



About our UK gender pay gap

How our UK gender pay gap is calculated

IHG has a presence in more than 100 countries. Approximately 345,000 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 2023, IHG employed 830 people across our UK corporate population (on the same date in 2022, this number was 692 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 1,688 IHG employees working across our owned and leased hotel estate in the UK as at 5th April 2023. If data for this group were included alongside IHG’s corporate population, our mean and median gender pay gaps for 2023 would have been 7.2% and -11.3% respectively.

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.

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 inclusive culture, that reporting it is important, and we are making good progress in this area.



Key facts

~345,000

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

~13,500

employed by IHG globally

830

UK corporate employees as at 5th April 2023 (692 as at 5th April 2022)

22.3%

UK mean hourly pay gap 2023 (2022: 23.5%; 2017: 39.3%)

UK mean hourly pay gap 2017 – 2023



15.9%

UK median hourly pay gap 2023 (2022: 15%; 2017: 35.7%)

50%

of the IHG Board is female as at 5th April 2023 (2022: 46%)

46%

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

59%

of corporate promotions and new hires in the UK between 5th April 2022 – 5th April 2023 were female



Explaining our UK gender pay gap

Our mean gender pay gap has improved, currently standing at 22.3%. 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 and middle quartile of our UK corporate population, contributing to a decrease in our Mean pay gap.

Understanding the continued Hourly Pay Gap

Demographic factors drive our Hourly Pay Gap, i.e. the make up of our organisation by gender. Our bottom quartile comprises more women than men, with female representation in this quartile growing vs. 2022. Conversely, although we are closing the gap, our top quartile continues to comprise more men than women. This top quartile is primarily made up of UK-based Executive Committee (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 6 provides more detail on this. Assuming the relative male and female representation levels in our junior roles does not change significantly in the coming years we anticipate, we may see a levelling off in the Hourly Pay Gap.

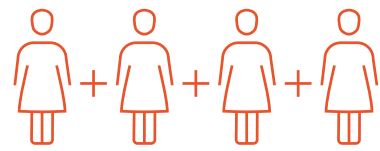
The UK bonus pay gap

2023 represents the first year of the return to ‘business as usual’ bonus. 2021 and 2022 bonus receivers and payments were impacted by the pandemic and the resulting performance of the sector. As expected, this translates to volatility in the 2021 – 2023 Bonus Pay Gap. However, we note a decrease in 2023 from our 2020 results. As with the Hourly Pay Gap, the demographic split of our organisation, as well as the increased representation of females in the lower quartile, is reflected in the Bonus Pay Gap.

Distinguishing between mean and median

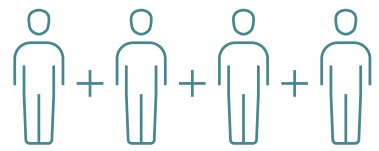
Mean calculations

Sum of women’s hourly pay



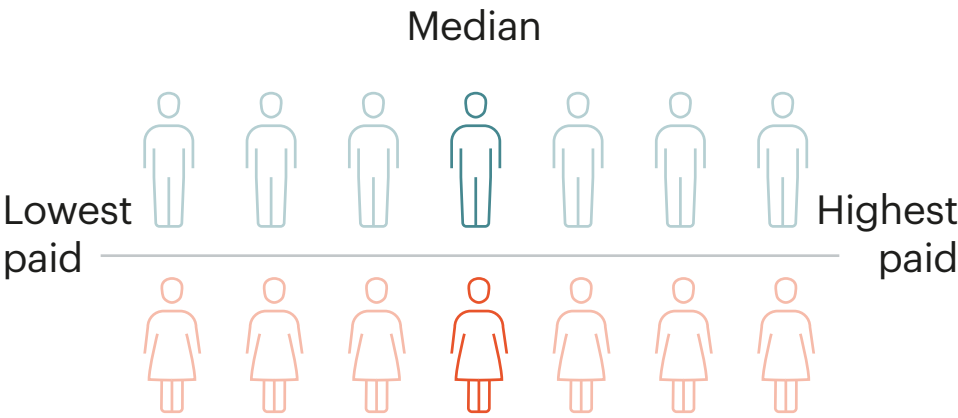
Total number of women

Sum of men’s hourly pay



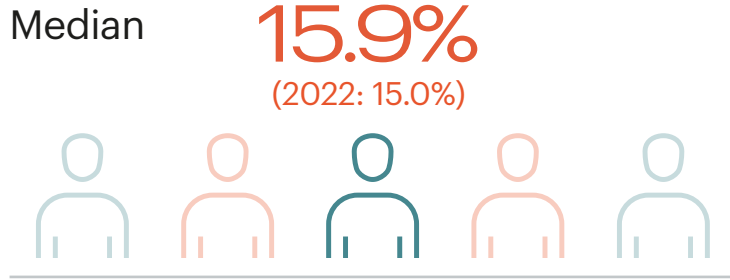
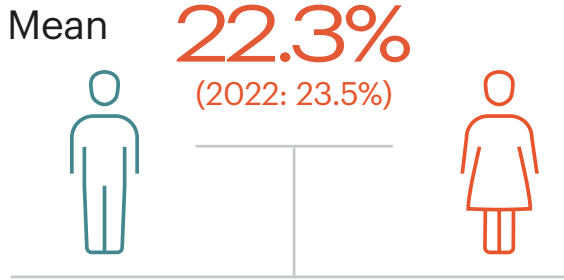
Total number of men

Median calculations

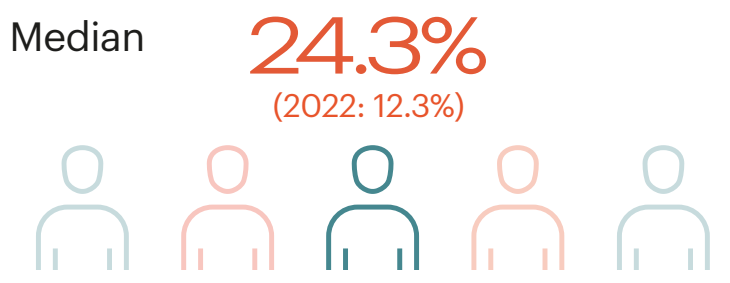
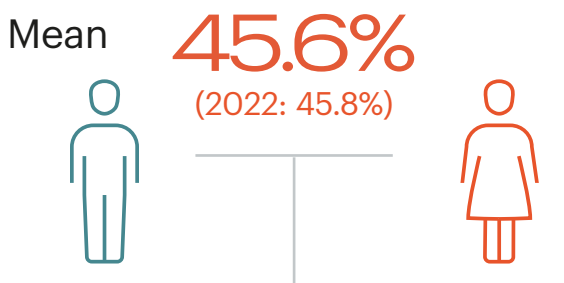


The mean and median results

Gender pay gap
(mean and median)
Percentage difference between the mean and median hourly pay of men and women



Gender bonus gap
(mean and median)
Percentage difference between the mean and median bonus pay of men and women



Proportion of men and women receiving bonuses



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 Mean pay gap. However, when women are entering the top and upper 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. This is a driver of the small increases we observe vs. the 2022 top and upper middle quartile Hourly Pay Gap.

In our lower middle and lower quartile population, Hourly Pay Gaps are below zero, indicating a small Hourly Pay Gap in favour of females.



	Top	Upper middle	Lower middle	Lower
Proportion of men and women in each quartile of our pay structure	Men 54.0% (2022: 55.5%)	Men 41.6% (2022: 45.1%)	Men 43.1% (2022: 37.6%)	Men 23.9% (2022: 30.1%)
	Women 46.0% (2022: 44.5%)	Women 58.4% (2022: 54.9%)	Women 56.9% (2022: 62.4%)	Women 76.1% (2022: 69.9%)
Gender pay gap (mean and median) Percentage difference between the mean and median hourly pay of men and women	Mean 7.8% (2022: 9.8%)	Mean 1.9% (2022: 0.1%)	Mean -1.1% (2022: -0.5%)	Mean -2.8% (2022: 5.6%)
	Median 5.7% (2022: 2.7%)	Median 2.2% (2022: -1.5%)	Median -4.3% (2022: 0.2%)	Median -4.2% (2022: 8.5%)

Creating a more diverse IHG

We continue to focus on ways we can 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 continue to develop critical channels to connect with different communities and integrating inclusive language into our social media activities and our recruitment processes, working closely with our global executive search partners to ensure all 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.

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. Globally, more than 200 women have graduated from the programme, and in 2023, we proudly welcomed another 162 participants.



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, Elie Maalouf, 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. WiHTL is the industry's only collaboration community devoted to increasing Diversity and Inclusion across Hospitality, Travel and Leisure.



Committing from the top: Every member of the Executive Committee has a goal to ensure a diverse and inclusive culture. Together with their leadership teams, they review talent quarterly, with a specific focus on diversity. For instance, in the UK, we have formed a steering group comprising Executive Committee, HR and Employee Resource Group representatives to educate leaders on race and form an action plan.



Conscious inclusion: Our EC and their leadership teams have all undertaken training on conscious inclusion. In 2023 we extended the training to all corporate, managed and franchised hotel colleagues. Since its launch in 2021, over 30,000 colleagues have completed the training.

Retaining



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



Employee Resource Groups (ERGs): ERGs are a series of voluntary, colleague-led groups that inspire career progression through the sharing of ideas and mentoring opportunities. We are proud to have grown our ERGs to more than 4,000 members and allies in 29 chapters around the world. In 2023, our Lean In UK & Europe ERG was shortlisted for the European Diversity Awards Outstanding Employee Network of the year category. Our Disability and Wellbeing Network ERG has also partnered with Women of a Certain Stage to produce a series of podcasts on the menopause.



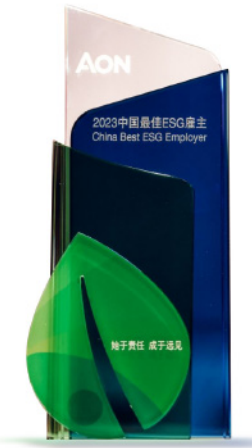
Family leave policy: We're committed to helping all the parents and carers in our teams find a helpful work/life balance. We're leading the way through our market-specific family leave policies. We are also partnering with Busy Bees nurseries to offer our UK corporate and managed hotel colleagues a 20% discount on childcare fees.

Industry Collaborations & Our Awards

We have committed our support to a range of influential business and industry collaborations...



External recognition for our efforts...



#2 on The Financial Times Europe's Diversity Leaders 2024: An outstanding achievement based on an independent ranking that highlights employers who have taken real action to promote change and create an inclusive environment.

Forbes World's Best Companies for Women 2023: We were honoured to receive this coveted accolade, which is based on more than 70,000 women from 37 countries surveyed across 4,000 organisations.

2023 Human Rights Campaign Corporate Equality Index survey: We were proud to receive a perfect 100 score for the ninth consecutive year in the US and third year running in Mexico, Latin America and Canada.

In the US, we have been named one of the **Best Workplaces for Parents (large companies)** by **Great Place To Work®**.

In Greater China, we were honoured to be named **Aon China Best ESG Employer**.

Yahoo!/ INvolve EMpower Role Model List: Yasmin Diamond, EVP Global Corporate Affairs, was listed among global leaders who are breaking down barriers and smashing the ceiling for people of colour within the business.

Peggy Berg Castell Award: Julianne Smith, Chief Development Officer, Americas, was the 2023 recipient. Presented by the AHLA Foundation, the award highlights women trailblazers who are paving the way for others to rise to the top of the hospitality industry.

WeAreTheCity The Rising Stars 2023: Three of our UK corporate colleagues were listed as winners in the Rising Stars of Hospitality category.

Fortune Best Workplaces for Women 2023: We were proud to receive this prestigious award.

Checking-IN 50 LGBTQ+ Hospitality Champions List: Two colleagues were named as individuals who are progressing LGBTQ+ rights in the hospitality industry.

European Diversity Awards: Our Lean In UK & Europe ERG was shortlisted for the European Diversity Awards' Outstanding Employee Network of the year category.

Statutory disclosures

2023 data

IHG Hotels Limited (IHL)

Total colleague population: 461 people

Gender pay gap (mean and median)

Mean hourly pay gap	27.9%
Median hourly pay gap	23.3%

Gender bonus gap (mean and median)

Mean bonus pay gap	43.4%
Median bonus pay gap	33.0%

Proportion of men and women receiving bonuses

Men	88.6%
Women	90.5%

Proportion of men and women in each quartile of our pay structure	Men	Women
Top	61.1%	38.9%
Upper middle	37.2%	62.8%
Lower middle	39.3%	60.7%
Lower	17.0%	83.0%

Six Continents Ltd (SCL)

Total colleague population: 369 people

Gender pay gap (mean and median)

Mean hourly pay gap	14.5%
Median hourly pay gap	2.7%

Gender bonus gap (mean and median)

Mean bonus pay gap	44.1%
Median bonus pay gap	9.8%

Proportion of men and women receiving bonuses

Men	91.6%
Women	91.6%

Proportion of men and women in each quartile of our pay structure	Men	Women
Top	47.8%	52.2%
Upper middle	46.1%	53.9%
Lower middle	43.8%	56.2%
Lower	34.8%	65.2%

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



Wayne Hoare,
Chief Human Resources Officer

IHG 2023 UK gender pay gap reporting

This document has been published in accordance with the Equality Act 2010 (gender pay gap Information) Regulations 2017. All data provided accurate as at 5th April 2023 and was calculated independently by Red House International.

IHG[®] HOTELS & RESORTS



REGENT



VIGNETTE
COLLECTION

KIMPTON
HOTELS & RESTAURANTS

HOTEL
INDIGO

VOCO



CROWNE PLAZA



EVEN



Garner

avid

ATWELL
SUITES



CANDLEWOOD
SUITES

IHG  ONE
REWARDS