A woman with blonde hair, wearing a teal button-down shirt, is seated at a table and gesturing with her hands while talking to a man whose back is to the camera. He is wearing a blue button-down shirt. They are in a modern office environment with glass partitions and other people working in the background.

# UK Gender Pay Gap Report 2024

# A message from Wayne Hoare

**At IHG Hotels & Resorts, fostering an inclusive culture where everyone feels welcome and can thrive sits at the heart of our purpose of providing True Hospitality for Good.**

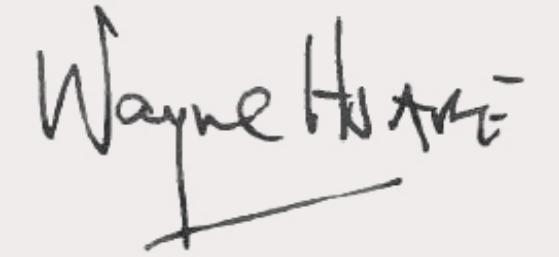
Driving gender equality is crucial to our progress, and through our Journey to Tomorrow responsible business plan commitments we continue to make important strides. In our UK gender pay gap report to 5 April 2024, I'm pleased to say we have reduced our median hourly pay gap versus the previous year.

Our report contains key data points for UK corporate employees, including areas where we

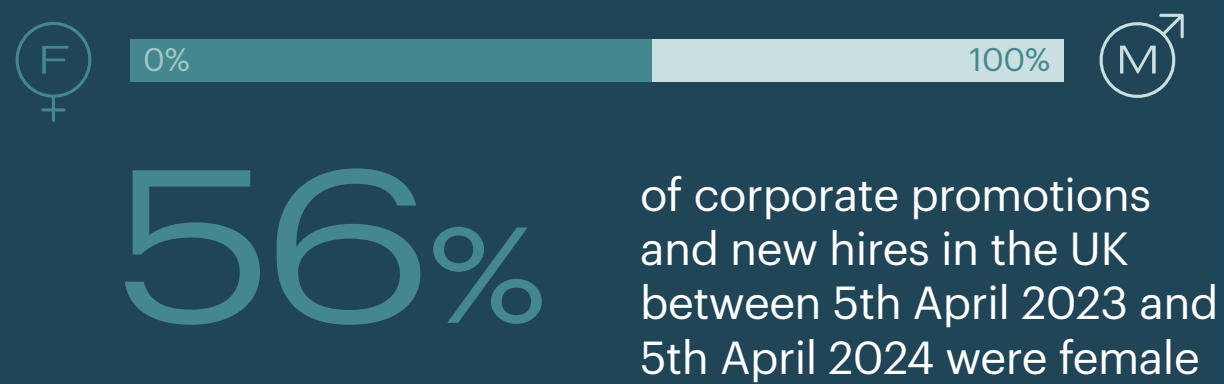
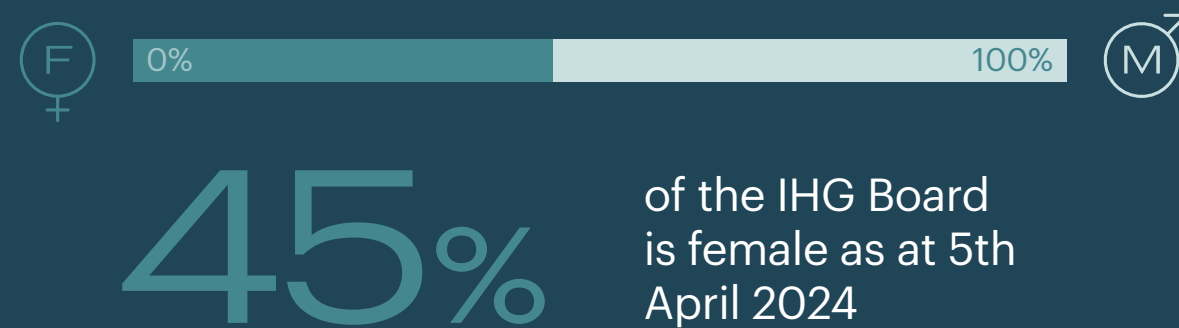
have made progress and those in which we need to go even further. Progress includes updates on programmes and activities to specifically help talented women thrive, such as growing our RISE mentoring programme and working closely with Employee Resource Groups such as Lean In to help shape an inclusive culture that supports the advancement of women.

The report also highlights recognition in this space globally, including a top 10 ranking in the UK's Financial Times Diversity Leaders 2025 list and being recognised by both Fortune and Forbes as being among the best places for women to work in the US.

While we are pleased with our continued progression, there is always more we can do, and we look forward to providing an update on further success in the next report.



**Wayne Hoare,**  
Chief Human Resources Officer



# About our UK gender pay gap

## How our UK gender pay gap is calculated

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 2024, IHG employed 888 people across our UK corporate population (on the same date in 2023, this number was 830 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 2,469 IHG employees working across our owned and leased hotel estate in the UK as at 5th April 2024. If data for this group were included alongside IHG's corporate population, our mean and median gender pay gaps for 2024 would have been 11.0% and -2.4% respectively.

IHG has a presence in more than 100 countries. Approximately 375,000 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.

## 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

**~375,000**

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

**13,500**

employed by IHG globally\*

**888**

UK corporate employees as at 5th April 2024 (830 as at 5th April 2023)

\* Number as of December 2023, unless otherwise stated.

**13.8%**

UK median hourly pay gap 2024 (2023: 15.9%; 2017: 35.7%)

UK median hourly pay gap 2017 – 2024 



**23.4%**

UK mean hourly pay gap 2024 (2023: 22.3%; 2017: 39.3%)

**45%**

of the IHG Board is female as at 5th April 2024 (2023: 50%)

**42%**

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

**56%**

of corporate promotions and new hires in the UK between 5th April 2023 – 5th April 2024 were female (2022-2023: 59%)



# Explaining our UK gender pay gap

**Our median gender pay gap has improved, currently standing at 13.8%. This compares to 35.7% in 2017, our first year of reporting.**

The small increase in our mean hourly pay gap has been driven by the requirement to exclude data for senior female leaders due to the reporting methodology and minor changes in our senior leadership team. We remain confident this does not reflect a broader trend within the organisation.

### Increased male representation in junior roles

Female representation in our senior roles has remained relatively stable versus 2023. However, we have observed an increase in male representation in our junior roles and lower pay quartile. This demographic shift serves to decrease our median hourly 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. 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 members (EC), their direct reports and their senior teams, where there is a wider range in 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 expect to see a levelling off in the hourly pay gap.

### The UK bonus pay gap

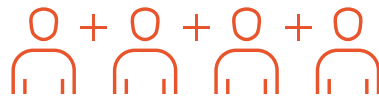
In 2024, female bonus receivers (94%) overtook male bonus receivers (91%). We also observed a decrease in both our mean and median bonus gap by 2.8% and 4.2%, respectively.

As with the hourly pay gap, the demographic split of our organisation, as well as the increased representation of males in the lower quartile, is reflected in the bonus pay gap.

## Distinguishing between mean and median

### Mean calculations

Sum of women's hourly pay



Divided by total number of **women**

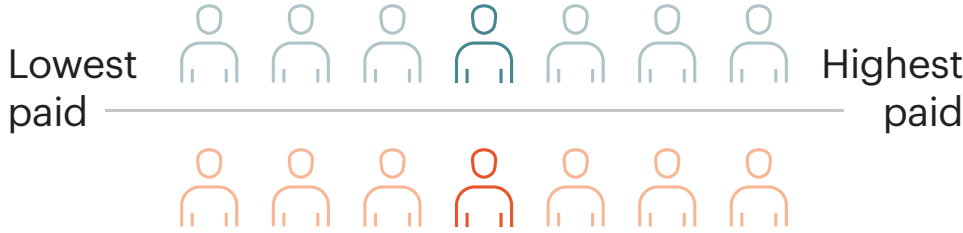
Sum of men's hourly pay



Divided by total number of **men**

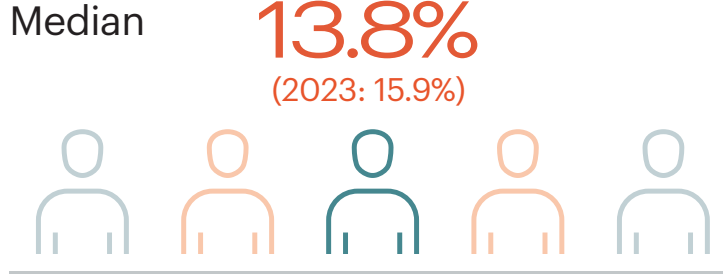
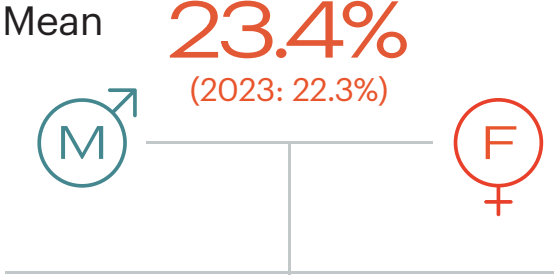
### Median calculations

Median (Middle individual's hourly pay)

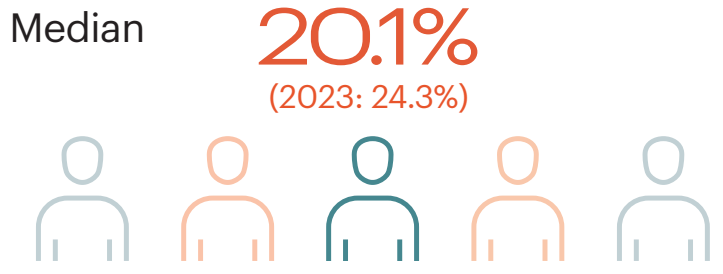
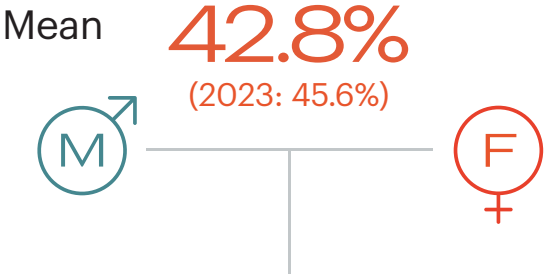


## The mean and median results

**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

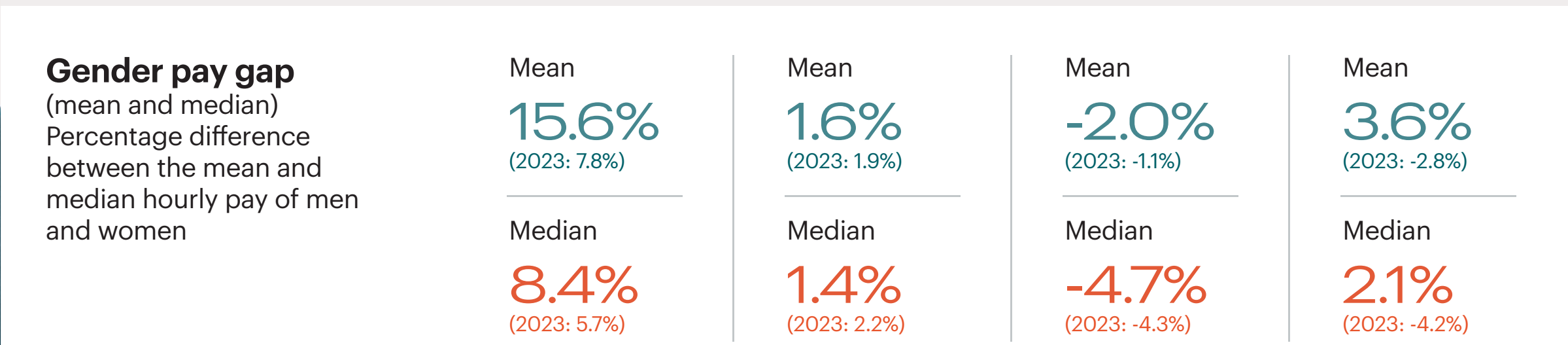
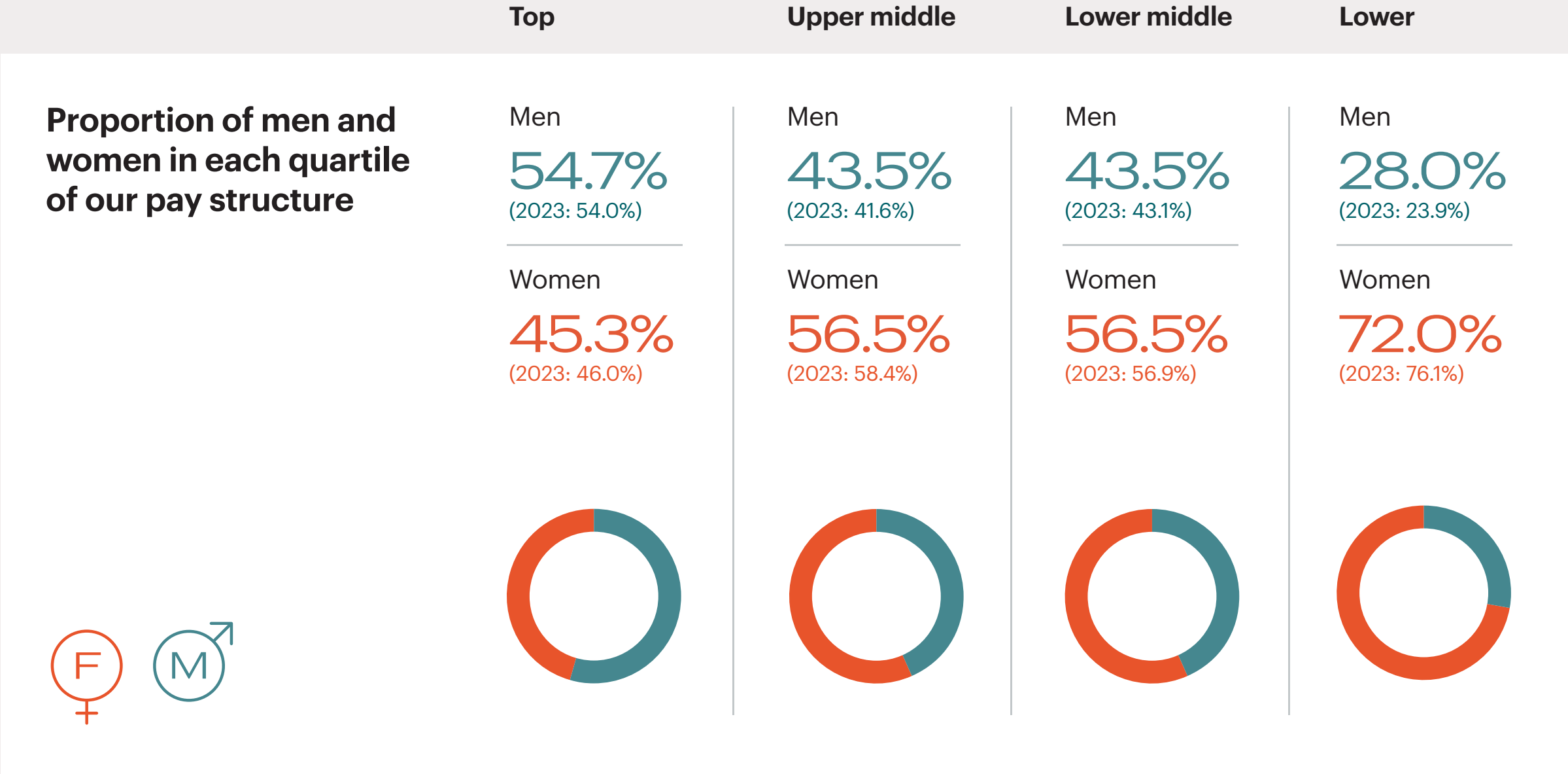
### Our data split by quartile

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, however, in 2024 this figure has remained broadly flat with 2023. As women have entered the top quartile, they have generally done so at the lower end of the pay scale. This is commonly the case for internal promotions and is a driver, alongside Senior Leadership changes, of the small increase we note in the 2024 top quartile hourly pay gap.

In our middle quartile populations (upper and lower), hourly pay gaps have decreased versus 2023, with the lower middle quartile continuing to have an hourly pay gap in favour of females.



# 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 a wide and diverse pool of talent, we continue to connect with different communities and integrate inclusive language into our social media activities and our recruitment processes.



**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:** Our programme for female colleagues aspiring to leadership roles in the hotel industry continues to make a significant impact. We are dedicated to building a robust platform and community that empowers our female leaders to thrive. Since inception, 318 women have graduated from the programme, and we welcomed an additional 137 participants in 2024.



**Talent planning:** We maintain a healthy gender balance as part of our succession planning. Each region and corporate function 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:** We continue our partnership with WiHTL (Women in Hospitality Travel and Leisure), which make cross-industry talent programmes available to connect individuals 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:** 75% of our senior leaders have completed Inclusive Leadership training. All colleagues have been invited to conscious bias, inclusion and code of conduct training.

## Retaining



**Flexible working:** We continue to support flexible working. Our Flexible Working Policy encourages colleagues 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 over 5,000 members and allies in 30 chapters globally. Our Lean In UK group drive interesting events focusing on allyship, while our Disability and Wellbeing Network's podcast partnership with Women of a Certain Stage on the menopause was shortlisted for the 2024 European Diversity Awards.



**Healthcare:** We are committed to supporting the mental and physical health of our diverse talent. Our UK corporate healthcare plan includes coverage for (but not limited to) fertility support, mental health support and gender dysphoria.



**Family leave policy:** We're committed to helping all the parents and carers in our teams find a helpful work/life balance.

# Statutory disclosures

## 2024 data

### IHG Hotels Limited (IHL)

Total colleague population: 480 people

#### Gender pay gap (mean and median)

Mean hourly pay gap	23.4%
Median hourly pay gap	16.4%

#### Gender bonus gap (mean and median)

Mean bonus pay gap	48.1%
Median bonus pay gap	26.3%

#### Proportion of men and women receiving bonuses

Men	90.5%
Women	96.1%

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

	Men	Women
Top	59.1%	40.9%
Upper middle	43.5%	56.5%
Lower middle	39.1%	60.9%
Lower	26.1%	73.9%

### Six Continents Ltd (SCL)

Total colleague population: 408 people

#### Gender pay gap (mean and median)

Mean hourly pay gap	23.1%
Median hourly pay gap	7.7%

#### Gender bonus gap (mean and median)

Mean bonus pay gap	36.9%
Median bonus pay gap	14.5%

#### Proportion of men and women receiving bonuses

Men	92.5%
Women	91.0%

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

	Men	Women
Top	50.5%	49.5%
Upper middle	42.4%	57.6%
Lower middle	46.5%	53.5%
Lower	32.3%	67.7%

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



**Wayne Hoare,**  
Chief Human Resources Officer

#### IHG 2024 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 2024 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