



UK Gender
Pay Gap
Report 2025

A message from Tejas Katre

At IHG Hotels & Resorts, fostering an inclusive environment where everyone feels welcome, valued, and empowered is central to delivering our purpose of True Hospitality for Good.

As a global business operating in more than 100 countries, creating a culture where everyone can thrive is fundamental to our long-term success. When people feel supported and equipped to perform at their best, we are better positioned to attract top talent and deliver positive outcomes for our business, guests, hotel owners, and shareholders.

For our people, this commitment is embedded in a global focus on talent and leadership, culture and experiences, and community and partnerships - and areas of progress and achievements can be found in our 2025 [Annual Report](#).

In this UK gender pay gap report to 5 April 2025, I'm pleased to say that we have reduced our median hourly pay gap compared to the previous year. The report outlines key data for our UK corporate colleagues and highlights areas of progress, as well as where we can go further.

While we are encouraged by our continued progress, we recognise there is more to do. We remain committed to maintaining momentum in the years ahead and we look forward to sharing our progress and action plan in future reports.



Tejas Katre,
Chief Human Resources Officer



40% of the IHG Board is female as at 5 April 2025

12.8% UK median hourly pay gap 2025 for corporate (2024: 13.8%; 2017: 35.7%)

61% of corporate promotions and new hires in the UK between 5 April 2024 and 5 April 2025 were female

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 5 April 2025, IHG employed 868 people across our UK corporate population (on the same date in 2024, this number was 888 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 2,001 IHG employees working across our owned & leased and managed hotel estate in the UK as at 5 April 2025. If data for this group were included alongside IHG's corporate population, our mean and median gender pay gaps for 2025 would have been 6.6% and -2.0% respectively.

IHG has a presence in more than 100 countries. Approximately 400,000 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.



Key facts

~400,000

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

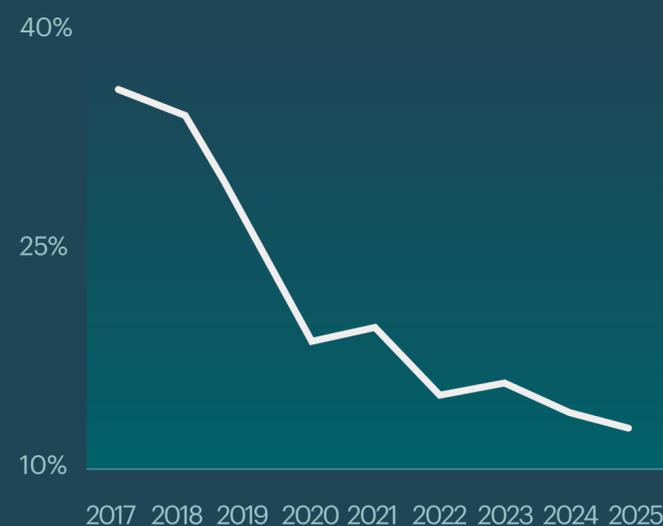
868

UK corporate employees as at 5 April 2025 (888 as at 5 April 2024)

12.8%

UK median hourly pay gap 2025 for corporate (2024: 13.8%; 2017: 35.7%)

UK median hourly pay gap 2017 – 2025 



21.6%

UK mean hourly pay gap 2025 (2024: 23.4%; 2017: 39.3%)

40%

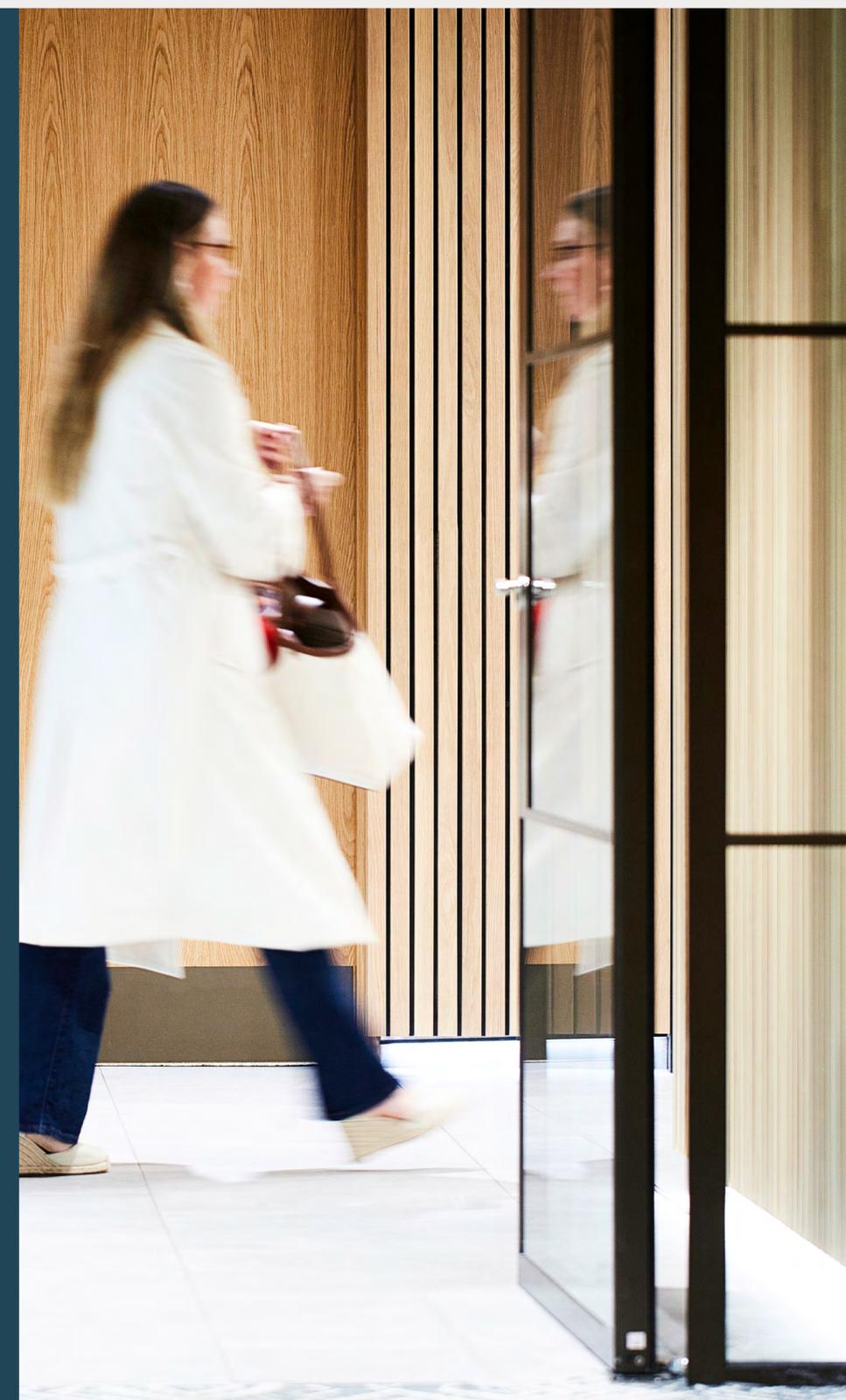
of the IHG Board is female as at 5 April 2025 (2024: 45%)

37%

of colleagues working at VP level and above in the UK are female (2024: 42%)

61%

of corporate promotions and new hires in the UK between 5 April 2024 – 5 April 2025 were female (2023-2024: 56%)



Explaining our UK gender pay gap

Our median gender pay gap in the UK has improved, currently standing at 12.8%. This compares to 13.8% in 2024 and 35.7% in 2017, our first year of reporting.

The mean pay gap in the UK has decreased from 23.4% in 2024 to 21.6% in 2025. Both the decreases in median and mean pay gap are attributable to a 4.7 percentage point increase in male representation in the lower quartile pay band and a 5.3 percentage point increase in female representation in the lower-middle pay band.

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

All UK corporate employees are eligible to participate in a bonus plan. As a result, the proportion of colleagues receiving a bonus each year is mainly influenced by movement within the workforce, specifically, the gender of new hires joining after the eligibility cut-off date and the gender of leavers who exit before the payment cut-off date.

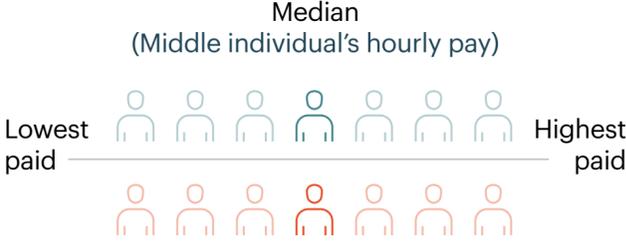
The mean bonus pay gap has increased from 42.8% in 2024 to 57.8% in 2025, driven by long-term equity incentives vesting at a higher level this year due to strong company performance. A higher percentage of male employees are represented at senior leader level, increasing the mean male bonus and therefore the mean bonus pay gap.

Distinguishing between mean and median

Mean calculations

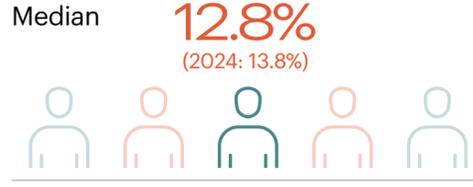


Median calculations

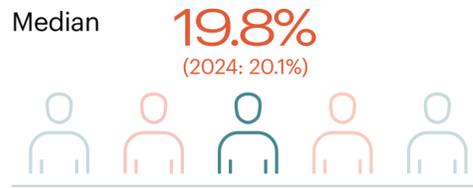


The mean and median results

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 conducted analysis to better understand the gap for each quartile.

What this data shows us

In the UK the proportion of women in the top quartile has increased in recent years, however, in 2025 this figure has remained flat with 2024.

Male representation in the UK has increased in the lower quartile, while female representation has increased in the middle quartiles. Within each pay quartile, except the top quartile, our median hourly pay gap is less than 3%.

Across all quartiles, the mean hourly pay gaps have improved compared to 2024. The lower-middle quartile continues to show a gap in favour of females. The upper middle, lower middle and lower quartiles all have gaps under 3%.



	Top	Upper middle	Lower middle	Lower
Proportion of men and women in each quartile of our pay structure 	Men 54.7% <small>(2024: 54.7%)</small>	Men 42.9% <small>(2024: 43.5%)</small>	Men 38.2% <small>(2024: 43.5%)</small>	Men 32.7% <small>(2024: 28.0%)</small>
	Women 45.3% <small>(2024: 45.3%)</small>	Women 57.1% <small>(2024: 56.5%)</small>	Women 61.8% <small>(2024: 56.5%)</small>	Women 67.3% <small>(2024: 72.0%)</small>
Gender pay gap (mean and median) Percentage difference between the mean and median hourly pay of men and women	Mean 13.7% <small>(2024: 15.6%)</small>	Mean 1.2% <small>(2024: 1.6%)</small>	Mean -1.5% <small>(2024: -2.0%)</small>	Mean 1.6% <small>(2024: 3.6%)</small>
	Median 9.5% <small>(2024: 8.4%)</small>	Median 0.8% <small>(2024: 1.4%)</small>	Median -2.9% <small>(2024: -4.7%)</small>	Median 2.2% <small>(2024: 2.1%)</small>

Statutory disclosures

2025 data

IHG Hotels Limited (IHL)

Total colleague population: 474 people

Gender pay gap (mean and median)

Mean hourly pay gap	17.3%
Median hourly pay gap	17.2%

Gender bonus gap (mean and median)

Mean bonus pay gap	43.2%
Median bonus pay gap	24.4%

Proportion of men and women receiving bonuses

Men	97.4%
Women	93.7%

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

	Men	Women
Top	56.0%	44.0%
Upper middle	40.5%	59.5%
Lower middle	36.2%	63.8%
Lower	28.7%	71.3%

Six Continents Ltd (SCL)

Total colleague population: 394 people

Gender pay gap (mean and median)

Mean hourly pay gap	25.2%
Median hourly pay gap	6.5%

Gender bonus gap (mean and median)

Mean bonus pay gap	63.8%
Median bonus pay gap	15.1%

Proportion of men and women receiving bonuses

Men	94.8%
Women	94.1%

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

	Men	Women
Top	55.2%	44.8%
Upper middle	40.6%	59.4%
Lower middle	43.8%	56.3%
Lower	37.5%	62.5%

* All numbers have been rounded to one decimal place.

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



Tejas Katre,
Chief Human Resources Officer

IHG 2025 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 5 April 2025 and was calculated independently by Red House International.

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EVEN



Holiday Inn

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