

Gender Pay Gap report - April 2017

All UK companies with over 250 employees are required to report on their gender pay gap. This gives us an opportunity to further understand and address gender inconsistencies within the workforce.

The following gender pay gap information are reported:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure

In accordance with these regulations, we published our 2017 UK Gender Pay Gap Report on 28 March 2018.

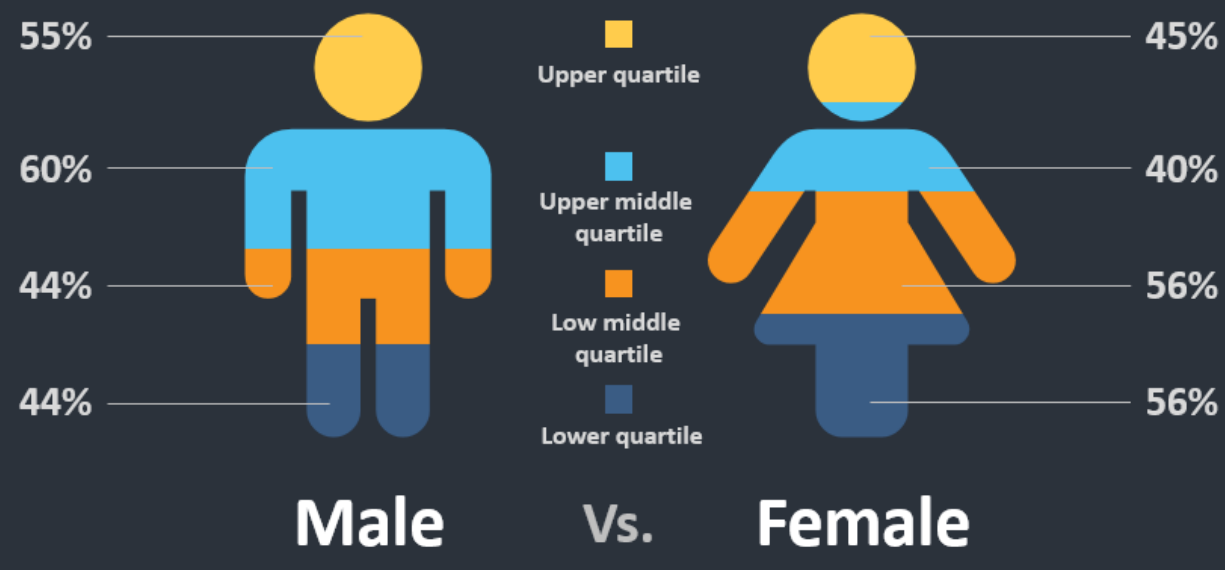
The Gender Pay Gap is different to Equal Pay

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, whilst equal pay measures what women and men are paid for doing the same or similar work of equal value.

Accor UK Business & Leisure Hotels Limited and Accor Hotelservices UK Limited Gender Pay Gap data 2017

Mean hourly pay difference	Median hourly pay difference	Mean bonus paid difference	Median bonus paid difference	Bonus received - Women	Bonus received - Men
8.2%	5.2%	30.8%	18.4%	73.9%	73.5%

Male vs. Female distribution per hourly pay





Interpreting our data

Our gender pay gap shows the difference in average pay between women and men for our corporate and hotels employees in the UK.

This is illustrated by 56% female representation in the lower and lower middle quartiles of our UK employee population; 60% male representation in the upper middle quartile (mainly Head of Departments and Assistant General managers) and 55% male representation in the top quartile (primarily Executive Committee roles and their direct reports).

Our gender pay gap and gender bonus gap reflect the fact that we have a proportionately higher representation of men in highly paid senior roles than women.

The difference can also be explained in some cases by the time in the role and skills developed by the employees.

How we are addressing our UK Gender Pay Gap

We have established a series of programmes and initiatives, which form an important part of our strategy to close our UK gender pay gap at AccorHotels. However, we still have work to do to drive a higher proportion of women into senior roles.



Inspiring women into leadership

Through our internal development programmes, we provide our talent with the opportunity to grow to senior roles and we train a balanced number of women and men.

Our *Step Up* mentoring programme inspire Female Managers to develop their skills and confidence, enhance their leadership abilities and guide them in their personal and professional development to retain them into senior roles.

Actively participating in our Global Company network *Women At AccorHotels Generation - WAAG*, we aim to inspire women to evolve within the group which is a real lever in its fight against stereotypes and to reach its gender equality goal.



Committing to gender equality with *HeForShe*

Since 2015, AccorHotels has been supporting *HeForShe*, the global movement for gender equality driven by UN Woman. We strongly believe that both women and men are critical to achieving gender equality and promoting women’s empowerment.



Attracting and developing our talents

As part of our wider Inclusion and Diversity initiatives to improve gender, disability, ethnicity and age representation, we challenge ourselves on our external recruitment practices and our succession plans.

When recruiting for senior positions we request a diverse slate of candidates with focus on gender and we are working on doing everything we can to ensure balance in our talent pipelines. We base all hiring decisions exclusively on professional skills and personal qualities, in line with our needs and the applicant’s own attributes.

Within our talent management processes we monitor the performance and assess the potential, review and report the balance of the succession plans for our senior roles across all functions to ensure long term success. Once highlighted, we can work on tailor-made personal development plans.

Sophie Kilic
Senior Vice President Talent and Culture AccorHotels UK & Ireland

Accor UK Business and Leisure Hotels Ltd Gender Pay Gap data 2017

Mean Hourly Pay Differences

	Full Pay Employees
All	£10.32
Female	£9.88
Male	£10.76
Pay Gap	8.21%

Mean Bonus Differences

	Mean Bonus	Number receiving a Bonus	% Bonus Distribution
Female	£2,356.64	1091	73.92%
Male	£3,403.82	1114	73.48%
Pay Gap	30.76%		

Median Hourly Pay Differences

	Full Pay Employees
All	£7.65
Female	£7.50
Male	£7.91
Pay Gap	5.20%

Median Bonus Differences

	Median Bonus	Number receiving a Bonus	% Bonus Distribution
Female	£1,008.00	1091	73.92%
Male	£1235.00	1114	73.48%
Pay Gap	18.38%		

Total distribution of male and female employees by hourly pay quartile

	Lower		Low Middle		Upper Middle		Upper	
	Number	%	Number	%	Number	%	Number	%
Female	424	56.46%	424	56.42%	295	39.70%	333	44.58%
Male	327	43.54%	327	43.54%	448	60.30%	414	55.42%

I confirm that the Gender Pay and Bonus Gap calculations and the data provided are accurate for Accor UK Business & Leisure Hotels Ltd and meet the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Olivier Daguzan, COO AccorInvest Northern Europe