



**ACCOR UK B&L
GENDER PAY GAP REPORT
2018**



BACKGROUND

UK legislation introduced in 2017 means that all organisations employing more than 250 people must report on a number of key metrics to illustrate their gender pay gap. This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

The gender pay gap measures the difference in average earnings for all male and female employees, regardless of their role or seniority. It provides a snapshot of the gender balance within an organisation, but is distinct from equal pay, which is about ensuring that men and women receive the same remuneration for carrying out work of equal value.

Please note that our 2017 figures are not comparable as we used to include Accorhotels UK employees, being part of the same entity in 2017.

GENDER PAY GAP 2018



Benchmark Industry ¹

Gender pay gap

8.6% (mean)

4.8% (median)

12.4%

6.6%

Gender bonus gap

33.0% (mean)

28.1% (median)

49.1%

44.6%

Bonus received

Males employees receiving a bonus : 79.3%

Female employees receiving a bonus : 82.3%

¹: Benchmark provided par Xpert HR, data from the National Statistics Annual survey of Hours and Earnings 2016, Industry: Hotels, catering and leisure

GENDER SPLIT IN EACH PAY QUARTILE

We divide the workforce into 4 equally sized groups based on the hourly rate. In order for there to be no gender pay gap, there would need to be the same ratio of men to women in each quartile band.





OUR GENDER PAY GAP : ANALYSIS AND ACTION PLAN

The distribution of men and women in the different levels of jobs across our firm remains the main reason for our gender pay gap. As such, we remain committed to closing our gender pay gap as a means of measuring our success in tackling this wider issue of women's representation within the senior positions in our company.

Our overall gender pay and bonus gap continues to reflect fewer females in our Leadership teams. 98% of our teams are working in hotels. Out of 850 people having a managerial role (team leader, manager, General manager), only 36% are women.

The different roles within our workforce command different levels of pay in the respective markets and as such contributes to the outcome of the gender pay gap. We are confident that there is no gender bias in our pay practices and we will continue to apply gender equality audits across our workforce.



OUR GENDER PAY GAP : OUR ACTIONS

98% of our employees are working in our hotels, managed by Accor. With Accor, we are working hard to overcome historic and legacy issues to ensure our firm is a great place to work and to build careers for everyone.

How we are addressing our UK Gender Pay Gap

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



OUR GENDER PAY GAP : OUR ACTIONS

The #StOpE initiative

In order to provide a favorable environment to our female employees, AccorInvest in is one of thirty companies creating the #StOpE initiative to fight against “ordinary” sexism in the workplace.

Because 80 %* of working women say they are confronted with sexist conduct in the workplace (those acts, remarks and behaviour which inadvertently or insidiously exclude, belittle and disqualify women in their everyday professional life) the **#StOpE initiative aims to share and promote good practices in the fight against sexism and to create a collective of companies and executives committed to this issue.**

These companies and organisations are committed to reducing ordinary sexism through the #StOpE initiative and will deploy actions in their companies and organizations during the coming year

- Publicize and apply the zero tolerance policy
- Inform personnel in order to raise awareness of sexist behaviour (acts, remarks, attitudes) and its impact
- Give training with a focus on the obligations and good practices in the fight against ordinary sexism
- Provide employees with learning materials to counter sexist conduct in the Workplace
- Encourage all employees to participate in preventing and identifying sexist behaviour and to react in the face of ordinary sexism
- Prevent instances of sexism and assist the victims, witnesses and decision makers to report and deal with sexist conduct
- Punish offensive behaviour and communicate on the penalties incurred
- Measure and implement monitoring indicators to adapt the fight against ordinary sexism policy

OUR GENDER PAY GAP : OUR ACTIONS WITH ACCOR



RIISE

Actively invested and associated in *Riise*, Accorinvest 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.

John Ozinga, CEO of AccorInvest, is a Joint Ambassador of the network with Maud Bailly, Chief Digital Officer of Accor. They both reaffirmed Riise's ambition by emphasizing the extent to which "diversity is a powerful driver of collective performance: it is important to involve men, women, and managers at the highest level to set an example. Promoting gender diversity is everyone's duty regardless of their own gender."

OUR GENDER PAY GAP : OUR ACTIONS WITH ACCOR



HeForShe

Committing to gender equality with *HeForShe*

Since 2015, Accor 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.

In this way, Accor has set itself the goal of having more than 35% female hotel managers by 2020 within its network of more than 4,600 hotels. AccorInvest is fully supporting this objective, reaching already 30% of female Hotel manager in 2018.

Inspiring women into leadership

Through this internal development programmes, Accor provides our talent with the opportunity to grow to senior roles and trains a balanced number of women and men.

Accor's *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.