

Gender Pay Gap Report 2017

ANDAZ LONDON LIVERPOOL STREET

We welcome the transparency and accountability that Gender Pay Gap reporting brings, and the opportunity it provides us with to examine our commitment to a fair and inclusive workforce.

We pride ourselves on being a good Hotel Manager and Hyatt is pleased to have been recognised as one of Europe's best workplaces for the third year running by Great Places to Work®.

We are driven by a core belief that if we care for our people, they can be their best. This applies to every person, at every level across our organisation and the hotels we manage, own and franchise, and ensures that colleagues have opportunities to grow and to develop. This includes our commitment to equal pay.

A truly diverse workforce and inclusive culture is central to ensuring we deliver on this purpose of care. In order to have a truly inclusive workforce, we need to continuously review our efforts which this report allows us to do. The data tells us that the first thing we need to focus on is increasing the proportion of women at senior levels of the hotels we manage, own and franchise.

This report sets out our findings from our first year review and provides us with a benchmark which we can review year on year.

In this report, we provide gender pay gap information for Andaz London Liverpool Street.

Otto Steenbeek
General Manager

Dawn Turner
Area Director of HR – UK & Ireland

MEASURING THE PAY GAP

The gender pay gap shows the difference in average pay between women and men. It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.

The analysis conducted on 5th April 2017 shows a mean pay gap of 18.5%. This compares against the UK Office of National Statistics (ONS) mean of 17.4% for 2017.

It also captures the mean and median difference between bonuses paid to men and women at Andaz London Liverpool Street in the year up to April 2017. The mean bonus gender pay gap at Andaz London Liverpool Street is 35.4% which compares to the UK Office of National Statistics (ONS) mean of 71%.

18.5%

Mean gender pay gap at Andaz
London Liverpool Street

17.4%

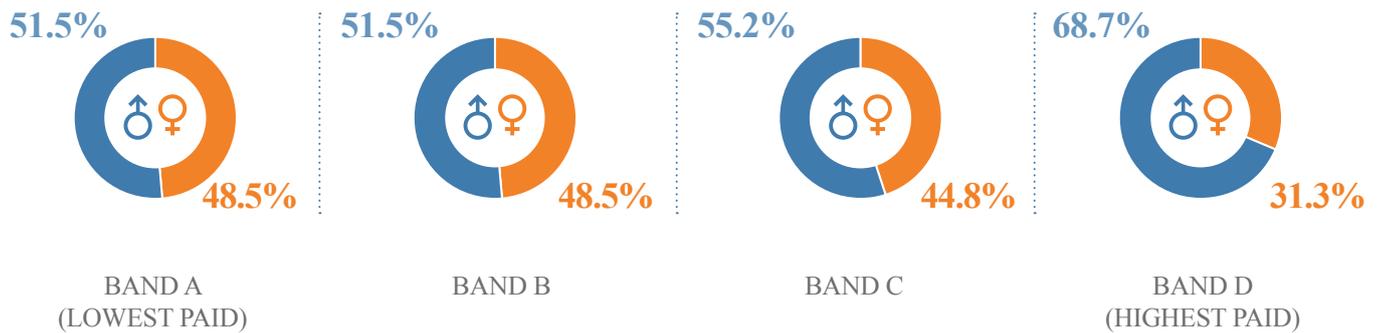
Mean gender pay gap of the
UK Office of National Statistics
(ONS)

THE RESULTS

Pay and Bonus Gap



Pay Quartiles



The above image illustrates the gender distribution at Andaz London Liverpool Street across four equally sized quartiles.

UNDERSTANDING OUR GENDER PAY GAP

The analysis of the gender demographic is consistent with what you would typically expect within a business and industry of this type.

We are confident the gender pay gap is not the result of a systemic equal pay issue, because all employees doing equivalent jobs are paid the same. Our analysis of pay and bonus suggests any pay gap at different levels is predominantly driven by the structure of the workforce.

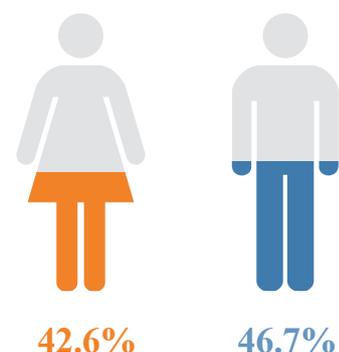
The results show that there is almost equal split between genders in the lower and lower middle pay quartiles. This supports our understanding that these roles - such as bartenders, housekeeping attendants and stewards - attract a high number of both men and women looking for part time or flexible work in the city.

Positions in the upper quartile, including the General Manager and the leadership committee, are predominantly held by male colleagues, which affects the pay distribution and thus the gender pay gap.

The gender bonus gap figure is driven primarily by the proportion of men and women in the highest senior

management roles. The General Manager, at the head of the hotel, is male and the leadership team has more male than female members. The roles at this level in the organisation, as in most organisations, attract a higher bonus entitlement which is reflected in these statistics.

Proportion of women and men awarded a bonus



WE ARE COMMITTED TO CLOSING THE GENDER PAY GAP

Achieving a better gender balance at all levels (and therefore improving the gender pay gap), is a priority for our organisation and at the hotels that we manage, own and franchise.

We have been reviewing and developing programmes that support women at work and their advancement in the organisation and at the hotels which we manage, own and franchise. This has led to the launch of global and now local initiatives, tailored to each hotel.

1. We have initiated an accelerator programme for promising talent and we support female staff with their career goals.
 2. We continue to review all family friendly policies to ensure the hotels we manage, own and franchise are inclusive employers. This includes a commitment to creating a flexible work environment to make careers at hotels managed, owned and franchised by Hyatt more attractive for women with families.
 3. Our 'Women@Hyatt' Diversity Business Resource Group, started in 2016 and aims to support women in their career advancement through knowledge sharing and mentoring.
 4. This year we are launching the UK 'Women@Hyatt' Diversity Business Resource Group, which will seek to address and target specific local challenges and opportunities as well as create new initiatives. Our first event will be in June 2018.
 5. Our UK talent review was set up to develop the next generation of female leaders. By gaining a deeper understanding of the factors that influence their career decisions and the barriers they face, we develop tailored programmes to support female leadership in the region.
 6. As part of our ongoing commitment to improving diversity we have implemented a training programme at the hotels we manage, own and franchise to eliminate unconscious bias and provide specific diversity training.
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