

# Gender Pay Gap Report 2018

## ANDAZ LONDON LIVERPOOL STREET

Since releasing our gender pay gap report in 2017, we have made real progress towards closing our pay gap, decreasing by 7.4%. We are confident that we have the right plan in place to continue to move towards an ever-inclusive workplace.

At Hyatt, we believe in our purpose, to care for people so they can be their best and that includes taking action to create and sustain a culture where our colleagues at every level of our organisation feel valued.

Whilst we take a holistic approach to inclusion and diversity, reducing any gender pay gap is a priority for our organisation and our hotels.

We've laid a strong foundation – from our Women@Hyatt Diversity Business Resource Group to our focus on diverse leadership development – and our work is ongoing. Supporting these important initiatives reinforces our commitment to embedding inclusion and diversity into all areas of our business.

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

**Mario Flanagan**  
General Manager

**Dawn Turner**  
Area Director of HR – UK & Ireland

## MEASURING THE PAY GAP

The gender pay gap is the measure of the difference between men's and women's hourly earnings. The gender bonus gap is the difference in all incentive pay received by men and women in the 12 months up to April 2018. This includes bonuses and commission payments.

The gender pay gap 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. Equal pay is a legal requirement that ensures men and women performing the same work are paid the same.

The analysis conducted on 5th April 2018 shows a mean pay gap of 11.1%. This compares against the UK Office of National Statistics (ONS) mean of 17.4% for 2018. Compared to 2017, the mean gender pay gap has decreased by 7.4%.

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 2018. The mean bonus gender pay gap at Andaz London Liverpool Street is 65% which compares to the UK Office of National Statistics (ONS) mean of 71%.

**11.1%**

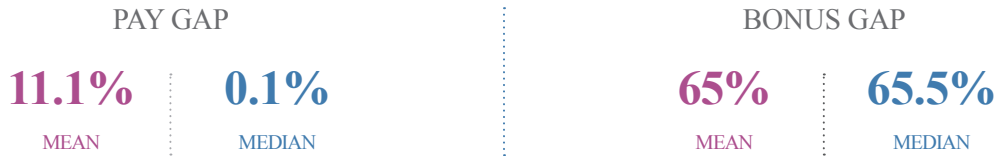
Mean gender pay gap at Andaz  
London Liverpool Street

**17.4%**

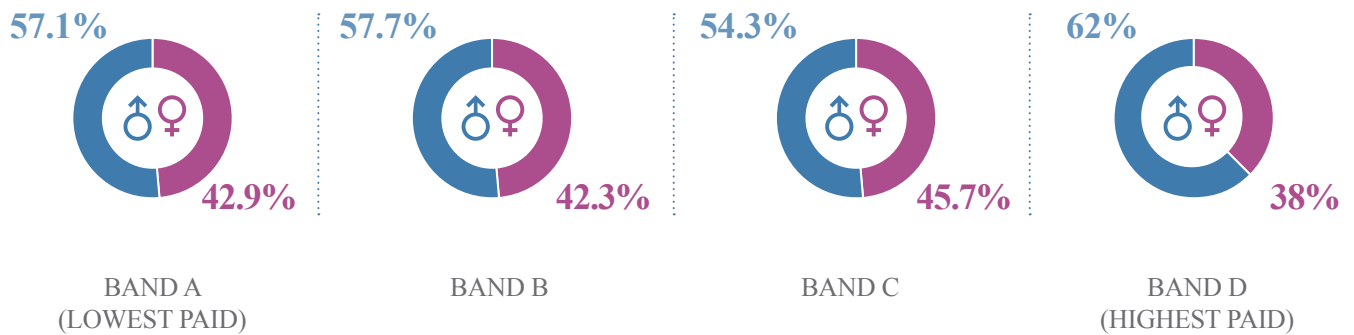
Mean gender pay gap of the  
UK Office of National Statistics  
(ONS)

# OUR 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 RESULTS

We are pleased that our gender pay gap has reduced by 7.4% since 2017 to 11.1% and compares to the UK pay gap at 17.4% (ONS).

A key reason for our gender pay gap, even following this year's improvement, is that women hold fewer senior-level positions at the hotel.

While more women have been hired or promoted to the top two quartiles, we are still working to increase the representation of women at the leadership committee level. Because more of these positions currently are held by male colleagues, pay distribution is affected.

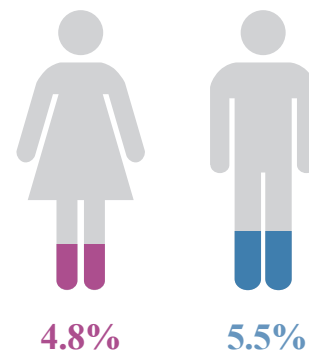
The mean bonus gap is higher than in 2017 primarily due to a change in how we measured and classified the bonus for some of our colleagues in 2018. We feel this is a more accurate reflection of the proportion of men and women who receive a bonus.

The bonus gap is driven primarily by the proportion of men and women in senior management roles. Whilst there is now a greater female representation in the upper quartiles, the General Manager 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.

We are confident that the gender pay gap is not the result of a systematic equal pay issue.

## Proportion of women and men awarded a bonus



# PROGRESS ON OUR COMMITMENTS

We are proud of the steps we have taken as a business. Reducing any gender pay gap is a priority for our organisation and sits at the heart of our inclusion and diversity journey.

We know that we can only be a truly inclusive workplace if we create an environment that allows our colleagues to bring their whole selves to work every day so they can be their best and better care for others.

With this in mind, we are proud to share progress on our ongoing commitments.

## **1. Supporting women in their career advancement**

Our 'Women@Hyatt' Diversity Business Resource Group continues to go from strength to strength. Started in 2016, it aims to support women in their career advancement through knowledge sharing and mentoring.

## **2. Forming a Global Inclusion & Diversity Council**

In 2018, we formed the Global Inclusion & Diversity Council, chaired by President and CEO Mark Hoplamazian. It was set up to promote cultural competence and an inclusive workplace and develop global and cultural awareness throughout Hyatt's global business. Going forward, we are setting up local I&D committees in our hotels focusing on breaking down outdated norms and removing barriers for I&D success. In the UK this has been built into a regional specific action plan which includes seeking commitments on unconscious bias training for colleagues and a code of conduct in relation to Inclusion and Diversity from each hotel.

## **3. Inspiring the next generation of female leaders**

We continue to have a structured approach to improving talent. Our UK talent review was set up to develop the next generation of leaders. By gaining a deeper understanding of the factors that influence a female leader's career decisions and the barriers they face, we can develop tailored programmes to support female leadership in the region.

## **4. Leading from the top of the business**

In 2018, we signed the CEO ACT!ON for Diversity & Inclusion. A unique collaboration of chief executives across industries, committed to advancing their workplaces through discussion, education and training.

## **5. Supporting LGBTI rights**

This year, we signed on as a supporter of the United Nations LGBTI Standards of Conduct for Business – a set of five core standards of conduct developed by the United Nations Human Rights Office to protect lesbian, gay, bi, trans and intersex (LGBTI) people from discrimination across business sectors.

## **6. Flexible working**

We encourage flexible working across our business. For example, our Sales & Marketing team are in the process of trialling working from home for 2 days per month and wherever and whenever possible, we are flexible with colleague start and finish times to accommodate out of work commitments.

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