

## **GENDER PAY GAP REPORT FOR SHANGRI-LA HOTEL, AT THE SHARD, LONDON**

UK legislation requires that all UK companies employing at least 250 employees publish a gender pay gap report. In accordance with these regulations, please find here the Shangri-La Hotel, At The Shard, London gender pay gap report.

Mean and median hourly pay gap calculations compare hourly rates of pay as they stood on 5<sup>th</sup> April 2017. Mean and median bonus gap calculations encompass the 12-month period to 5<sup>th</sup> April 2017. The proportion of males and females in each quartile of our pay structure illustrates the total number of males and females employed, split into four equal parts based on hourly rates of pay.

As of 5<sup>th</sup> April 2017, Shangri-La Hotel, At The Shard, London employs 359 employees in total, of which 187 are males and 172 are females. Employees are paid the same pay regardless of gender when working in the same role.

<b>PAY</b>	<b>Mean</b>	<b>Median</b>
<b>Gender pay gap %</b>	7.2%	8.9%

The mean gender pay gap is 7.2% while the median is 8.9%. The nature of the hotel industry means that a significant proportion of employees work in hourly-paid teams. The difference in hourly-paid team members is just £1.

<b>BONUS</b>	<b>Mean</b>	<b>Median</b>
<b>Bonus gender pay gap Males &amp; Females %</b>	15.7%	42.6%

The proportion of males and females receiving a bonus payment are as follows. As of 5<sup>th</sup> April 2017, 34.7% of females received a bonus and 41.2% of males received a bonus. The difference in mean bonus pay is 15.7% and the difference in median bonus pay is 42.6%. The bonus schemes are gender neutral. The results show there were a significant number of males in roles eligible for a bonus payment at the time the data was taken.

There are more male wait staff and chefs employed in food and beverage in comparison to females at the hotel. Employees employed in food and beverage receive discretionary service charge payment which has a direct impact on bonus payments. The housekeeping team is predominantly female and, the housekeeping division as a whole are not eligible for service charge. This has a direct correlation with the bonus gender pay gap when compared to the food and beverage department.

<b>Quartile</b>	<b>Male</b>	<b>Female</b>
<b>Lower</b>	46.1%	53.9%
<b>Lower Middle</b>	42.7%	57.3%
<b>Upper Middle</b>	56.8%	43.2%
<b>Upper</b>	65.9%	34.1%

Salaries paid to employees are based on market rate and experience. We have a proportionately higher representation of men in the upper pay quartile with 65.9% male representation and 34.1% female representation. This is predominantly a group of executive committee members and senior management employees working in the food and beverage department where 38 were females and 58 were males at the time the data was collected. The lower quartile is represented by 46.1% male representation and 53.9% female representation, indicating we have a higher proportion of females in junior roles.

### **HOW WE'RE ADDRESSING THE GENDER PAY GAP**

This is the first year we are reporting on the gender pay gap and we are committed to closing the gap at Shangri-La Hotel, At The Shard, London. We're making progress through the continuation of, and introduction of a number of programmes and processes.

We are committed to supporting all employees to strike a fair work and personal work-life balance. We encourage all employees to utilise our flexible working process and advocate for employees to utilise the government childcare voucher scheme.

To help continue the personal and academic development of employees, Shangri-La Hotel, At The Shard, London is a member of the Harvard Manage Mentor Programme. Apprenticeship, internship and graduate programmes are also available in partnership with universities including Oxford Brookes University.

To ensure we have a diverse workforce, potential employees can apply for a role with Shangri-La Hotel, At The Shard, London through a variety of channels such as social media, media partner The Caterer, hospitality education events and also directly through the website. We also partner with an apprentice provider to utilise the government levy.

Building on our values, we strive to work with all of our employees to help them reach their full potential.

#### **Our Core Service Values**

Our core values are at the heart of everything we do, from our relationships with colleagues to our recruitment to the way we carry out our business relations with guests and suppliers.

**Respect:** Due regard for the feelings, wishes, or rights of others

**Humility:** The quality of having a modest or low view of one's importance

**Courtesy:** The showing of politeness in one's attitude and behaviour towards others

**Helpfulness:** Giving or ready to give help

**Sincerity:** The absence of pretence, deceit, or hypocrisy

**Selflessness:** Concerned more with the needs and wishes of others than with one's own.