



This report refers to Hilton UK Hotels Ltd. gender pay gap figures in April 2020

All government-required data points, along with additional context, are included within the report.



FOREWORD

At Hilton, our commitment to diversity and inclusion sits at the very heart of our business. Our Team Members are absolutely critical to our success and whilst we are proud of the progress we have made to advance issues of diversity and inclusion, we humbly acknowledge that there is still much more work to be done.

COVID-19 presented the worst crisis ever experienced by the hospitality industry and had a profound impact on our business and our Team Members globally. Whether they were personally impacted by the virus, were home schooling their children, caring for family members, working or on furlough, we sought to support them, and I am incredibly proud of the resilience, innovation, and determination demonstrated by our entire team.

We were recently named #1 on the UK’s Best Workplaces list by Great Place to Work, along with being recognised as #3 on the UK’s Best Workplace for Women list. These are outstanding achievements made even more meaningful considering the challenges of the pandemic. Additionally, it’s a testament to our focus on creating a truly inclusive place to work for all Team Members—regardless of gender, background, role and location.

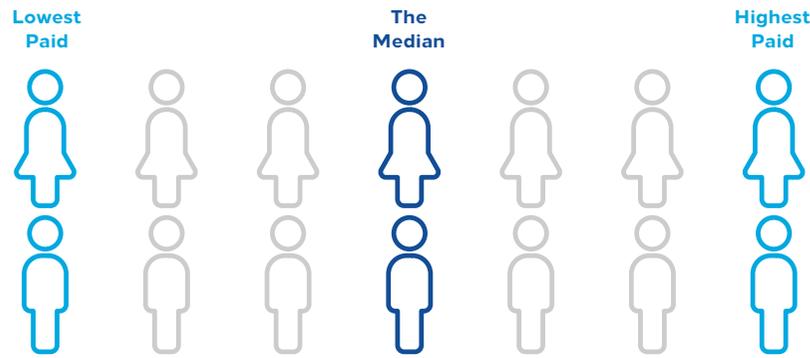
Gender pay gap reporting has helped to shine a light on the barriers women face in the workplace and we have been working tirelessly within our own business to provide inspiration, support and opportunity for our Team Members to progress.

We aim to not only nurture an inclusive culture that values a balanced and diverse workforce, but we also aim to ensure that from our approach to recruitment, all the way through to our Women in Leadership programmes, we are holding ourselves accountable to achieve parity. As part of our ongoing commitment, we’re pleased to share an overview of the additional steps we’re taking as we work towards total equality within this report.

Stephen Cassidy
Senior Vice President and Managing Director UK & Ireland



WHAT IS A GENDER PAY GAP AND HOW IS IT CALCULATED?



MEDIAN HOURLY PAY

figures are calculated by placing all female and male employees in order of earnings.

MEAN HOURLY PAY

figures are calculated by adding all male or female hourly pay together and dividing by the total number of employees included.

THE MEDIAN

is the middle figure from each list.

THE GENDER PAY GAP

shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.

*In line with government guidance, individuals on Furlough should not be included in the hourly gender pay gap analysis as they are not considered to be 'Full Pay Relevant Employees'.

Our RESULTS

- Analysis shows our gender pay gap continues to be primarily driven by more men holding senior higher paid roles, together with the number of part-time and flexible roles predominantly held by women.
- In the immediate term, we are focused on attracting, retaining and promoting more women into senior leadership positions.
- Longer term, we are committed to growing a strong pipeline of female talent at every level of our organisation.

It is important to note that the Gender Pay Gap is not the same as equal pay for equal work.

The gender pay gap reveals the difference in hourly pay between men and women across the whole business, whilst equal pay measures what men and women are paid for doing work of equal value.

Fewer women in senior positions will therefore result in a gender pay gap even if those women are being paid more than their male counterparts.

COVID-19 IMPACT

- The hospitality industry has been one of the hardest hit sectors by the pandemic.
- As the COVID-19 pandemic created unprecedented challenges for the travel and tourism industry, Hilton developed industry-leading guest innovations, reached significant growth milestones and continued to positively impact communities around the world whilst activating programmes to support all Team Members.
- During April 2020, many of our hotels were closed and the majority of Team Members were placed on Furlough. As per the Government guidelines these Team Members were not included* in our reported hourly pay gap or quartile analysis figures.
- Whilst we have observed a significant improvement in our gender pay gap this year, we advise these figures are treated with caution. We anticipate some volatility in our gender pay gap numbers until the industry recovers to pre-pandemic levels and Furlough conditions comes to an end.

Our GENDER PAY RESULTS

Hilton

1.1%
Median gender pay gap
Hilton

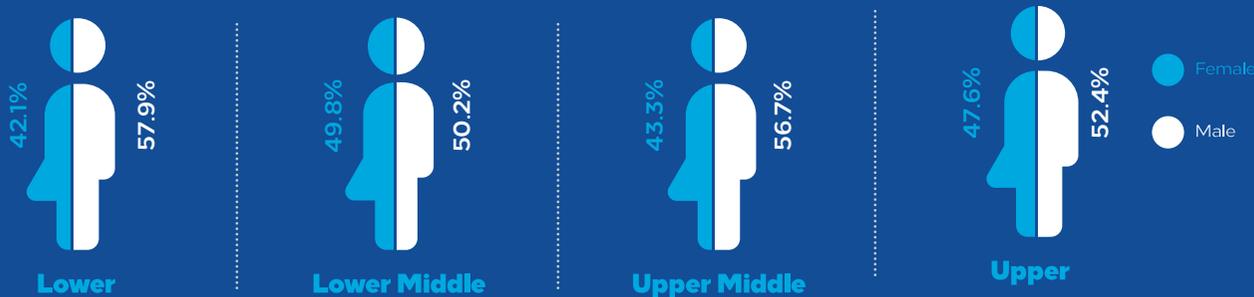
5.4%
Mean gender pay gap
Hilton

COMPARATORS

15.5%
Median gender pay gap
national average
according to latest ONS data (2020)

0.3%
Median gender pay gap
Accommodation & food sector
according to latest ONS data (2020)

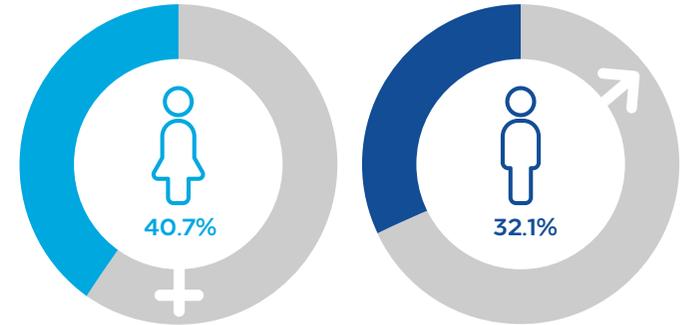
GENDER SPLIT BY QUARTILE



We continue to focus on providing relevant training and opportunities to support women in the early and middle stages of their career. Ultimately, this will translate into greater numbers of women progressing to the very top of our business.

Our OUR BONUS GAP

A marginally higher proportion of women than men are **awarded bonuses**.



● Receives Bonus ● No Bonus

Our BONUS PAY RESULTS

Our overall bonus gap has decreased significantly year-on-year. The remaining gap continues to be driven mostly by men receiving bonuses in higher-paid roles. When the gap is analysed by level, the figures are much more evenly distributed.

1.7% **35.5%**
Median Mean

OUR RESPONSE TO THE COVID-19 PANDEMIC

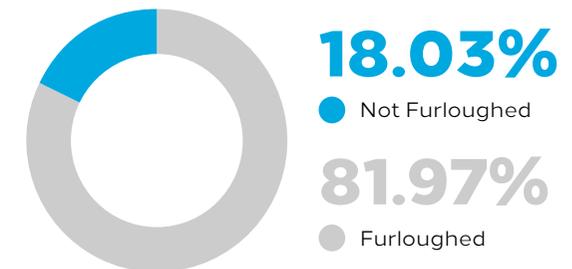
2020 saw Hilton go from being named the #2 Best Company to Work for Globally to, weeks later, having to furlough thousands of Team Members due to the impact of COVID-19 on travel and tourism. At every turn, the company focussed on its values to navigate the many challenges faced.

Here are some of the actions we took to support and protect team members:

- Activated Hilton’s Team Member Assistance Fund to support Hilton Team Members who have been directly impacted by COVID-19 or have a family member impacted by the virus
- Reversed its recruitment engine to connect Team Members impacted by furloughs and redundancies with access to more than a million job opportunities through the Hilton Workforce Resource Center
- Launched a new Hilton Alumni Network portal for former Team Members giving access to relevant career opportunities, resources, news and information.
- Introduced new channels of communication and facilitated virtual team events to ensure Team Members stayed connected while on furlough.
- Committed to an expedited recruitment process for Team Members who reapply for future roles when conditions allow.
- Extended Team Member Hilton Honors status and access to Go Hilton, Hilton’s industry-leading Team Member travel programme, for departing Team Members, and offered improved Honors status to current Team Members.
- Earned recognition as a top workplace, even as the pandemic continued.
- Continued to offer our Employee Assistance Programme to all departing Team Members post their leave dates.
- Encouraged and enabled Team Members to support their local communities through volunteering initiatives. For example, Team Members at Hilton London Metropole provided more than 44,000 meals for those in need in the local community.
- Recognised the heroic actions of frontline Team Members with the creation of a new Hospitality Heroes Award.
- Listened to Team Members and relaunched the network Team Member Resource Groups committed to building communities across the organization, and introduced a Courageous Conversation series to foster meaningful dialogue to bring about lasting change in the midst of an evolving social justice landscape.
- Launched our Thrive@Hilton Mental Wellness Hub and a number of resources to support our Team Members in and outside of the workplace.

Our FURLOUGHED TEAM MEMBERS

The impact of the pandemic resulted in the need to furlough some team members in our corporate offices and also at hotels, some of which were fully closed. Across the UK we had 82% of Team Members on furlough during the April pay period. Because of this significant change in year-over-year headcount, it is not appropriate to compare our gender pay gap figures with our 2019 data; despite the improvement.



Team Member Resource Groups



OUR FUTURE STRATEGY

Our COMMITMENT

Diversity is at the core of our Vision, Mission, and Values. We are committed to an inclusive workforce that fully represents many different cultures, backgrounds and viewpoints. Our global brands provide meeting places for people to connect, creating a welcoming environment for all.

Understanding our Team Members' unique perspectives, along with those of our Guests, Owners, Suppliers, and Partners, is essential to driving our competitive performance. Our company will always strive to reflect the global communities where we live and work.

A few of our notarised pledges and commitments are listed below:

- We are committed to achieving global gender parity at our corporate leadership levels by the end of 2027.
- UN Women – 7 Women Empowerment Principles. Business leaders across the globe express support for advancing equality between men and women.
- Diversity in UK Hospitality, Travel and Leisure – Chartered in 2020
- With Pride365, we have drawn specific commitments to better support LGBTQ+ inclusion.

Our FUTURE

We will continue to update our progress annually, both to provide transparency and to ensure we are holding ourselves accountable.

We have increased our attention to actively building equity across the workforce and to drive our commitment we will continue focusing on the following pillars:

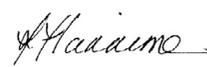
- Culture: Our culture leads the way in changing behaviours and embedding diversity into the business to create an inclusive environment. One of the many ways we do this work is through our Team Member Resource Groups (TMRG), including the Women's TMRG, who provide feedback on critical issues and help us drive our business strategies.
- Talent: We work to embed diversity and inclusivity into every aspect of the talent life cycle – including candidate attraction, recruitment, Team Member learning and career opportunities, performance management, rewards, promotions, succession management, leadership development (which includes our Women in Leadership programme) and Team engagement and retention. When we restart our graduate programme in 2022 we will be targeting a gender balance intake.
- Marketplace: We strive to help create a more inclusive overall society and community through external partnerships, such as Hilton Effect Foundation, which works to support a variety of charitable organisations.

To learn more about Hilton's broader efforts to progress issues of diversity and inclusion, please visit our [Diversity & Inclusion Brochure](#).

We confirm that this statement is accurate and is approved by Hilton's Senior Vice President and Managing Director for UK & Ireland, and HR Senior Director UK & Ireland.



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