

GENDER PAY GAP Report

**This report refers to Hilton UK Hotels Ltd.
gender pay gap figures in April 2022**

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



CONTENTS

2022 FOREWORD

As a hospitality company operating in more than 120 countries worldwide, we often say that Hilton is diverse by nature and inclusive by choice. Fostering a culture of diversity, equity, inclusion and belonging is core to who we are, and we recognise that driving gender equality is a critical component of building a truly inclusive culture.

In 2022, we began to rebuild our teams following the pandemic, and throughout 2023, as our headcount returns to 2019 levels, we expect to see further progress towards gender pay parity.

As part of our continued commitment, we have held ourselves accountable to diversity metrics for a number of years, including a pledge to achieve global gender parity at our corporate leadership levels by the end of 2027. Across our business, we're relentlessly focused on making Hilton a great place to work where all women can thrive, by investing in tailored training, coaching and leadership programmes specifically aimed at supporting women to achieve their goals.

Underpinning this is our powerful Women's Team Member Resource Group (TMRG), a group of individuals from across our business who play a significant role in shaping a culture which supports the advancement of women.

Our people are at the heart of our business, and efforts like these help us to be consistently recognised as a great place to work for women, from ranking #1 on Fortune's Best Workplaces for Women list, and appearing on the list of Best Workplaces for Women in the UK, to being inducted into DiversityInc's Hall of Fame for our leadership in diversity, equity, and inclusion.

Our long-term commitment to equality is reflected in the progress we've continued to make on gender parity. Whilst we've taken meaningful steps forward, we acknowledge there is still more work to be done, and as part of our continued commitment, we are pleased to share an overview of the steps we are 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?

OUR RESULTS

Analysis shows our mean gender pay gap was impacted by a combination of:

- the evolving structure and size of our workforce as our business recovers from the COVID-19 pandemic
- a higher proportion of male Team Members in senior positions
- a higher proportion of female Team Members in the Lower and Lower Middle quartile pay bands.

It is important to note that our workforce in April 2022 was still significantly below pre-pandemic levels as our hotels were only beginning to ramp up their operations.

In April 2022 our headcount was 68% of what was reported in April 2019. Whilst our mean gender pay gap has increased year over year, it remains significantly below our figures reported between 2017-2019; prior to the impact of COVID-19.

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.

Therefore, fewer women in senior positions will result in a gender pay gap even if those women are being paid the same or more than their male counterparts.

Conversely, a lower proportion of men in operational positions will also have an impact on the gender pay gap even if those men are being paid the same or less than their female counterparts.

DEFINITIONS

MEDIAN HOURLY PAY

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

THE GENDER PAY GAP

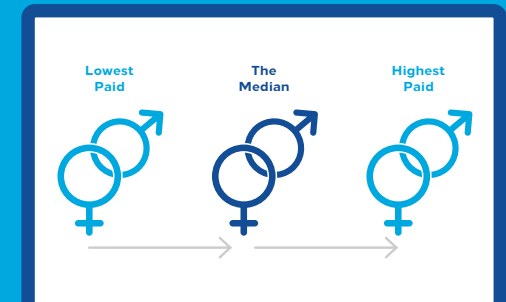
shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.

THE MEDIAN

is the middle figure from each list.

MEAN HOURLY PAY

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



COVID-19 IMPACT

- The hospitality industry has been one of the hardest hit sectors by the COVID-19 pandemic.
- As the 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.
- At the time of reporting, April 2022, our hotels had recently reopened and our workforce size and structure was not comparable with either current (April 2023) or pre-COVID-19 levels.
- Whilst we have observed an increase in our 2022 gender pay gap, we are mindful that the ongoing impact of the pandemic has continued to impact on our progress.
- We are focused on attracting, retaining and promoting more women into senior leadership positions and continue in our resolute commitment to growing a strong pipeline of female talent at every level of our organisation.

OUR GENDER PAY RESULTS

Hilton

6.6%
Median gender pay gap
Hilton

8.7%
Mean gender pay gap
Hilton

COMPARATORS

14.9%
Median gender pay gap
national average

according to latest ONS data (2022)

5.3%
Median gender pay gap
Hotels & similar accommodation

according to latest ONS data (provisional 2022)

During April 2022, whilst our hotels had reopened, our property workforce remained significantly below 2019. We therefore anticipate our gender pay gap to change further next year as our headcount returns to pre-pandemic levels.

OUR BONUS PAY RESULTS

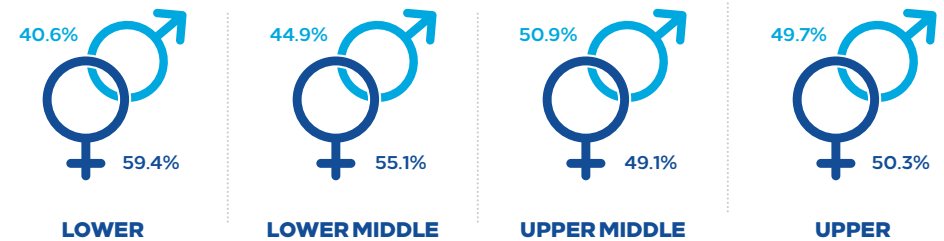
Our bonus gap has increased year- on-year. The gap is impacted by a higher proportion of male team members in senior positions and proportionally fewer men in operational roles.

23.4%
Median

20.2%
Mean

GENDER SPLIT BY QUARTILE

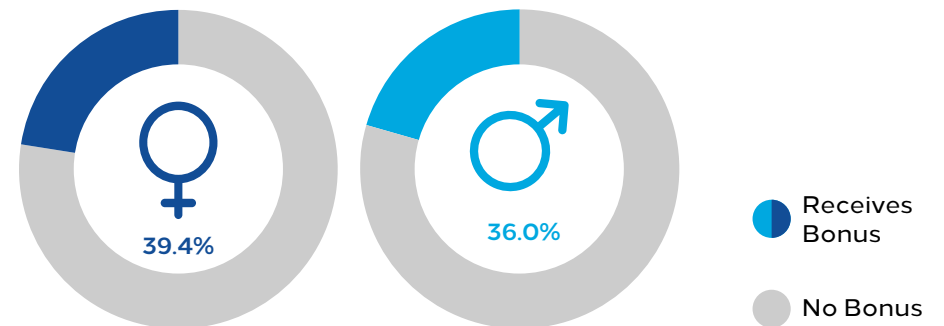
● Female ● Male



We continue to focus on providing relevant training and opportunities to support women in their career. Ultimately, this will translate into greater numbers of women progressing to senior leadership positions.

OUR BONUS GAP

A higher proportion of women are **awarded bonus pay relative to men.**



WOMEN'S TEAM MEMBER RESOURCE GROUP

Creates a collective culture to support the advancement of Women at Hilton through a network of engagement, empowerment and development which ensures every woman can thrive. Focuses on providing a support network, promoting allyship, inspiring growth and demonstrating career possibilities.

OUR COMMITMENT

50%
Gender Diversity

at our leadership levels globally

We continue to be committed to making progress on diversity at every level of our organisation and creating an inclusive environment where every team member can thrive.

25%
Ethnic Diversity

at our leadership levels in the US

By 2027, we are committed to achieving global gender parity at our leadership levels. We are also committed to achieving 25% ethnic diversity at our leadership levels in the US.

AREAS OF TMRG IMPACT



Building **COMMUNITIES** across all segments of our workforce

We launched a **TMRG monthly newsletter** called “**The BRIDGE - Building Relationships in Diverse Group Environments**” that features:

- Reflections from our leaders
- Rotating TMRG spotlight content
- Upcoming events and learning opportunities
- Easy access to our resources on Diversity, Equity and Inclusion



Providing professional development opportunities for our **TEAM MEMBERS**

The WTMRG launched “**In Conversation**” – a series of **podcast-style interviews** featuring incredible women across our global network **sharing insights on personal growth and building fulfilling careers.**



OUR FUTURE STRATEGY

OUR COMMITMENT

We are committed to an equitable and inclusive workforce that represents many different cultures, backgrounds and viewpoints. Grounded in our founding purpose, we foster an environment where Team Members can be their authentic selves with opportunity for all to learn, grow, succeed and thrive. Our global brands provide meeting places for people to connect, creating a welcoming environment for all.

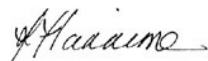
A few of our notarised pledges and commitments are listed here:

- We are committed to achieving global gender parity at our corporate leadership levels by the end of 2027. The goals will be tied directly to leadership compensation.
- 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 – Hilton became a Chartered employer in 2020.
- With Pride365, we have drawn specific commitments to better support LGBTQ+ inclusion.

We confirm that these statements are accurate and are approved by Hilton’s Senior Vice President and Managing Director for UK & Ireland, and HR Senior Director UK & Ireland.



Stephen Cassidy
Senior Vice President and Managing Director
UK & Ireland



Kay Harriman
Senior Director,
HR UK & Ireland

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, equity 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 restarted our graduate programme its aim is to target a gender balance intake.

Marketplace: We strive to help create a more inclusive overall society and community through external partnerships, such as Hilton Global Foundation, which works to support a variety of charitable organisations.

To learn more about Hilton’s broader efforts to progress issues of diversity, equality and inclusion, please visit our **Diversity & Inclusion Brochure**

For further information please contact:

Kay Harriman
Senior Director, HR UK & Ireland | kay.harriman@hilton.com