



GENDER PAY GAP Report

**This report refers to Hilton UK Hotels Ltd.
gender pay gap figures in April 2021**

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



2022 FOREWORD

At Hilton, we strive every day to provide an environment where all our Team Members can thrive. Our commitment to diversity, equity and inclusion sits at the very heart of our business, and drives everything we do to help bring about real change.

While the hospitality industry has undeniably faced its worst ever crisis with COVID-19, we are proud of the steady progress we have made towards achieving gender balance.

In 2021, we placed #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. Whilst these achievements were made even more meaningful considering the challenges of the pandemic, we know there is still more work to be done.

As our industry recovers and our Team Members welcome guests back to our hotels we are refocussing our efforts on the opportunities ahead to achieve gender equity.

From our approach to recruitment, the flexibility and support we provide to new Team Members, through to our Women in Leadership programmes, we are ensuring constant progress that is bringing meaningful change.

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.

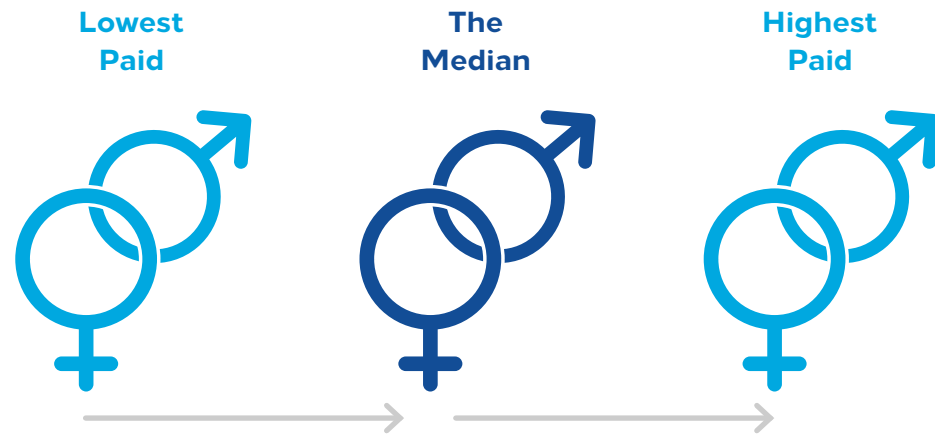


Stephen Cassidy

Senior Vice President and Managing Director UK & Ireland



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



DEFINITIONS

MEDIAN HOURLY PAY

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

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.

Our RESULTS

- Analysis shows our mean gender pay gap is currently driven by more male Team Members holding senior roles, as well as with the number of part-time and flexible roles predominantly held by female Team Members.
- 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.

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.

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.
- During April 2021, our hotels were either closed or operating with significantly reduced headcount, and many Team Members were still 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 an improvement in our gender pay gap this year, we are mindful that the ongoing impact of the pandemic may affect our future progress.

Our GENDER PAY RESULTS

Hilton

-3.0%
Median gender pay gap
Hilton

4.9%
Mean gender pay gap
Hilton

COMPARATORS

15.4%
Median gender pay gap
national average
according to latest ONS data (2021)

0.7%
Median gender pay gap
Accommodation & food sector
according to latest ONS data (2021)

During April 2021, our hotels were beginning to reopen. Initially our back-office property roles returned to work with a higher proportion of these posts filled by women. For this reason, we suspect our gender pay gap will increase next year as our employees return to work.

Our BONUS PAY RESULTS

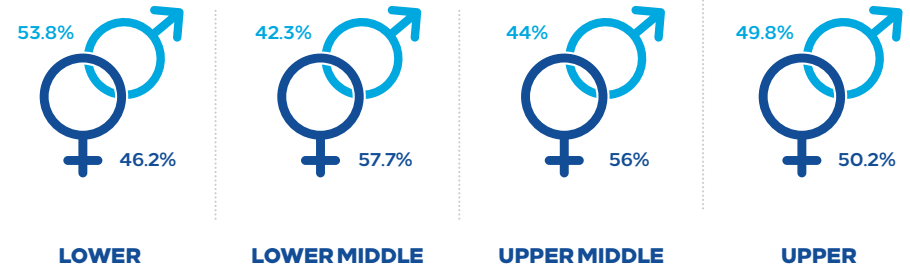
Our overall bonus gap has decreased year-on-year. The remaining gap is currently driven by male Team Members receiving bonuses in higher-paid roles. When the gap is analysed by level, the figures are more evenly distributed.

-32.1%
Median

7.3%
Mean

GENDER SPLIT BY QUARTILE

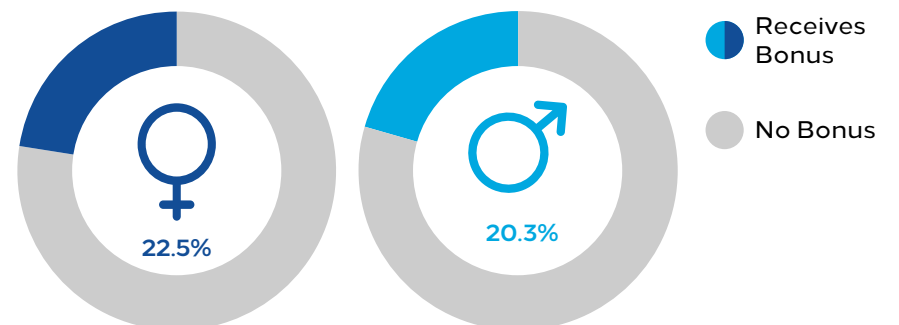
● Female
● Male



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 OUR BONUS GAP

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



OUR FUTURE STRATEGY

Our COMMITMENT

Diversity is at the core of our Vision, Mission, and Values. We are committed to an inclusive workforce that celebrates, supports, and respects guests and Team Members of every background, gender, sexual identity, ability, heritage and belief. 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 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 – 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:

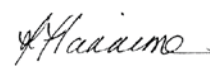
- **Culture:** Our culture leads the way in changing behaviours and embedding diversity into the business to create an inclusive environment. One of the many ways we do this work is through our Team Member Resource Groups (TMRG), including the Women's TMRG, who provide feedback on critical issues and help us drive our business strategies.
- **Talent:** We work to embed diversity, 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 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, equality 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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