

GENDER PAY GAP REPORT

**This report refers to Hilton UK Hotels Ltd.
gender pay gap figures in April 2023**

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



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GRAND VACATIONS CLUB

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2023 FOREWORD

As a hospitality company operating in 126 countries and territories, there is an opportunity for everyone to build a career at Hilton, and fostering a culture which empowers each individual to thrive sits at the heart of our business.

We are incredibly proud to have been recognised as the #1 World's Best Workplace by Fortune and Great Place to Work for our efforts – the first and only hospitality company in history to have topped the list.

As a result of our commitments and ongoing efforts, we continue to make significant strides towards gender pay parity, and year-over-year, we have seen a reduction in our gender pay gap.

Over the past year, we have focused our efforts on continuing to elevate the talented women in our business across all levels – making sure everyone has access to the right opportunities to grow and continue building a rewarding career with Hilton.

Central to our efforts is the development of initiatives that specifically support women in the advancement of their careers. Our Women's Team Member Resource Group (WTMRG) and Women in Leadership Sponsorship Programme are two essential forums that promote inspiration, mentorship and skill building, empowering the talented women in our company to excel – and ensuring those around them feel equipped to support them.

We're proud of our achievements, but acknowledge our work is far from over. We invite you to explore this report, which provides an overview of the steps we are taking as we continue our journey towards total equality.



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:

- a higher proportion of men Team Members in senior positions
- a higher proportion of women Team Members in the Lower and Lower Middle quartile pay bands
- part-time and flexible roles predominantly being held by women Team Members

We are focused on attracting, retaining and promoting more women into senior leadership positions and can report that women Team Member representation in our Upper quartile pay band is at its highest level since records began in 2017. Longer term, we are committed to growing a strong pipeline of women talent at every level.

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 men 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 women counterparts.

Definitions

Median hourly pay

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

The gender pay gap

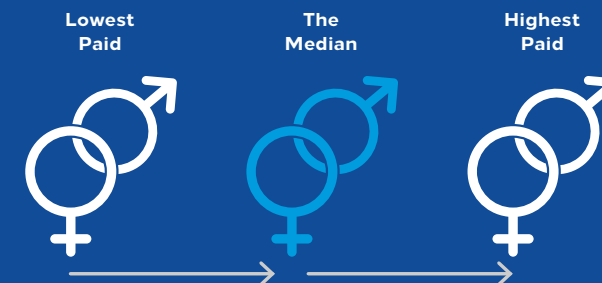
shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.

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.



OUR GENDER PAY RESULTS

Hilton

4.2%
Median gender pay gap
Hilton

6.6%
Mean gender pay gap
Hilton

Comparators

14.3%
Median gender pay gap
national average
according to latest ONS data (2023)

5.3%
Median gender pay gap
Hotels & similar accommodation
according to latest ONS data (provisional 2023)

We have observed a year-over-year reduction in both our mean and median gender pay gap. This is primarily attributed to an increase in the proportion of women Team Members in our upper pay band and an increase in the proportion of men Team Members in our lower quartile pay band.

Our bonus pay results

Our mean bonus pay gap has increased year-on-year. This is primarily attributed to a higher proportion of women Team Members in operational roles and a higher proportion of men Team Members in senior management positions within our hotel operations and corporate office. When considering our hotel operations in isolation we observe:

- The mean bonus pay gap for our hotel operations (excluding the General Manager position) is less than 3%.
- The mean bonus pay gap for our General Manager population is negligible (-/+ 1.5%).

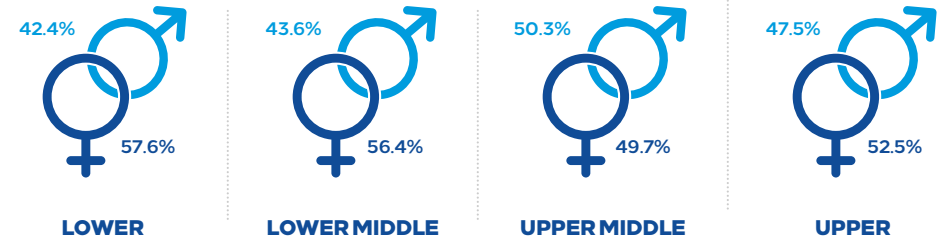
Our median bonus gap declined year-on-year to 19.3%. We observe that the median bonus pay gap within each of our quartile pay bands is less than or equal to 3%.

19.3%
Median

32.7%
Mean

Gender split by quartile

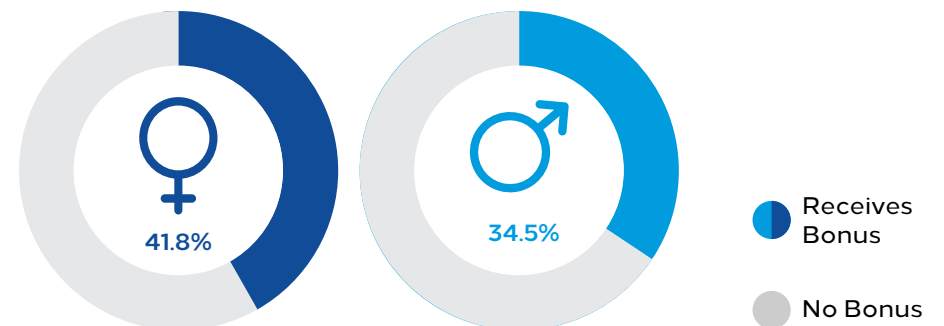
● Women ● Men



Women Team Member representation in our upper quartile pay band is at its highest level since records began in 2017. 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.**





OUR INITIATIVES

We're continuously focused on developing initiatives which promote inclusivity and support the development of all our Team Members, some of which include:

Women's Team Member Resource Group

With executive-level sponsorship, our resource group provides a discussion forum to connect women Team Members and promote inclusivity across the region. The group runs a series of events which include panel discussions exploring topics such as inclusive networking, inspirational guest speakers from across the business and practical workshops. In 2023, Hilton organised events focused on personal and professional development, including building personal brands, celebrating women's achievements, promoting inclusive networking, and embracing feedback. These initiatives aimed to empower Team Members, foster diversity, and enhance professional growth within the company.

Women in Leadership Sponsorship Programme

A six-month learning initiative which supports our commitment to creating equal career opportunities for all. The goal of the program is to help raise the profile of our women leaders, equip them with the necessary tools and resources and instill in them the confidence to accelerate their ascension to General Manager positions.

Hilton Chef Inclusion Programme

The Hilton Chefs Inclusion Programme is tackling gender disparities in culinary leadership, aiming to foster inclusivity and diversity. By engaging with women chefs across the EMEA region, the program identifies barriers to advancement and perceptions of inclusivity in kitchen culture. A comprehensive inclusion charter is being developed to formalize commitments. Despite challenges such as a male-dominated environment and balancing caregiving with career progression, the program is making strides, evidenced by increased mentorship opportunities and notable appointments of women chefs in Hilton locations.

Women in Hospitality Travel & Tourism

The Women in Hospitality Travel & Tourism (WiHTL) Collaboration Community brings together a wide variety of brands from across the Hospitality, Travel and Leisure industry to collaborate and share best practices in diversity, equity and inclusion in order to drive forward meaningful progress in creating inclusive workplaces for all. Hilton is a key participant including having two Hilton representatives on the advisory board.

Thrive@Hilton

Our flexible, adaptable approach to workplace wellness. Thrive at Hilton embraces our diversity and provides our Team Members a toolbox to create the most optimal work experience for them as an individual. By empowering them, we aim to create a space for what matters most: innovation, creativity and building connections.

Our Team Member Resource Group (TMRGs) successes are shining examples of Hilton's commitment to an inclusive workforce that fully represents many different cultures, backgrounds and viewpoints. Our active TMRGs in Europe include the following:



OUR STRATEGY

Our commitment

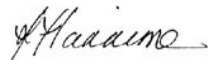
We have built and continue to cultivate a strong culture that promotes connectivity, inclusivity and trust among all Team Members and has been recognized as the #1 World's Best Workplace by Great Place to Work and Fortune magazine. Under the umbrella of our Thrive at Hilton Team Member value proposition, our goal is to enable Team Members to grow and flourish in both their professional and personal lives.

Hilton is committed to driving responsible travel and tourism globally and generating positive environmental and social impact across our operations and communities through our Environmental, Social and Governance (ESG) strategy, Travel with Purpose. As a part of that commitment, we continue to foster an inclusive workplace, including at our corporate leadership levels, with 42% women globally. In addition, we created over 860,000 learning and growth opportunities, making progress towards our Travel with Purpose 2030 Goal of 5 million, and increased the number of roles filled through internal Team Member mobility. To continue evolving, we regularly survey our Team Members and use their feedback to inspire program enhancements and new offerings, including enhancing our Thrive at Hilton "Care for All" wellness platform, scaling earned wage access to support the financial wellbeing of our Hotel Team Members and continuing to expand our Employee Stock Purchase Plan (ESPP) offering. Through these and other measures, we strive to maximize Team Member retention and minimize attrition.

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

To enable Team Members to grow and flourish in both their professional and personal lives we continued to make strategic investments for our Team Members in 2023, including:

- **Evolving our programs** based on Team Member feedback to best support their changing needs. For example, we expanded our global "Care for All" wellness platform by introducing a new suite of Mental Wellbeing resources globally to all Team Members, as well as individuals at franchised hotels.
- **Continuing to focus on attracting top talent** by providing meaningful and personalized experiences throughout the recruiting process. Through our employer brand campaign "Every Job Makes the Stay," we showcase the experiences and impact of our Team Members in order to attract talent from all backgrounds. Additionally, we introduced new channels to build our talent pipeline, including "Launch" our early talent development program with over 3,000 applications and 21 offers accepted, and in collaboration with Tent Partnership For Refugees, we are committed to creating career pathways for 3,000 refugees across the U.S. and Europe, further enriching our culture.
- **Accelerated training, development and growth** for our Team Members. We created over 860,000 learning and growth opportunities in 2023 for a total of 1,537,700 since 2022, making progress towards our 2030 Goal of 5 million. We expanded our mentoring efforts, enhanced our leadership development programs for 8,200 Team Members and launched the People Leader Essentials hub, a self-paced curriculum for all Team Members with content on key leadership topics. Rather than a one-size-fits-all approach, we create custom-curated experiences so that Team Members can learn, develop, lead and thrive at Hilton by following a training and career path best suited to their goals and aspirations.

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

For further information please contact:

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