

This report refers to Hilton UK Hotels Ltd. gender pay gap figures in April 2025  
All government-required data points are included within the report.

HILTON UK GENDER  
PAY REPORT



# UK Gender Pay Gap Report



# What is a Gender Pay Gap and how is it Calculated?

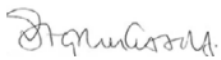
It is important to note that the Gender Pay Gap is not the same as equal pay for work of equal value.

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 undertaking work of equal value.

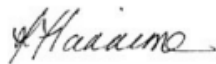
Therefore, fewer women in senior positions will result in a gender pay gap even if those women are being paid the same or more than their male counterparts.

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.

**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 RESULTS

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

- 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

## Definitions

### MEDIAN HOURLY PAY

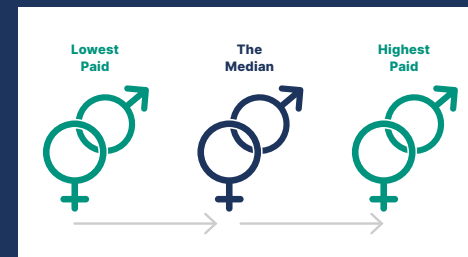
by gender, figures are calculated by placing all employees in order of hourly pay earnings. The median is the middle point within each dataset.

### MEAN HOURLY PAY

by gender, figures are calculated by adding all hourly pay earnings together and dividing by the number of employees.

### THE GENDER PAY GAP

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



# Our Gender Pay Results

**Hilton**

**1.2%**

Median gender pay gap  
Hilton

**2.8%**

Mean gender pay gap  
Hilton

## COMPARATORS

**12.8%**

Median gender pay gap  
national average  
according to latest ONS data (provisional 2025)

**4.1%**

Median gender pay gap  
Hotels & similar accommodation  
according to latest ONS data (provisional 2025)

We have observed a year-over-year reduction in our mean gender pay gap, primarily driven by an increased proportion of female team members in the Upper and Upper Middle quartile pay bands. Our median gender pay gap has also decreased from 4.3% in 2024 to 1.2% in 2025 due to an increased proportion of male team members in the Lower Middle quartile pay band.

## OUR BONUS PAY RESULTS

The median bonus pay gap for the group is -3.2%, and the median bonus pay gap within each quartile pay band is less than 4%.

Our mean bonus pay gap has decreased slightly year-on-year, from 33.0% in 2024 to 32.2% in 2025. This gap is primarily driven by a higher proportion of female team members working in operational roles and a higher proportion of male team members in senior management positions across our hotel operations and corporate office. When reviewing our hotel operations in isolation, we observe the following:

- The mean and median bonus pay gaps for our hotel operations (excluding the General Manager position) favour women.
- The median bonus pay gap for our General Manager population also favours women (-16.9%).

**-3.2%**

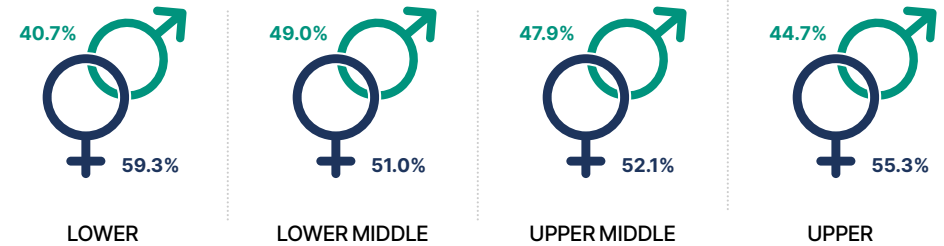
Median

**32.2%**

Mean

# Gender split by Quartile

● Female ● Male



Female team member representation in our Upper quartile pay band is at its highest level since reporting began in 2017.

# Our Bonus Gap

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

