

Inclusion

As a global business, our ability to understand, operate and celebrate in a multicultural world is critical to our success. Our approach begins by fostering a culture that values diverse people, talent and ideas. And we carry that commitment to the marketplace with our guests and our suppliers.

Goal

Committed to understanding and celebrating the unique global cultures that reflect our Hilton Team Members*, franchise employees and the guests, owners and communities we serve.**

Introduction

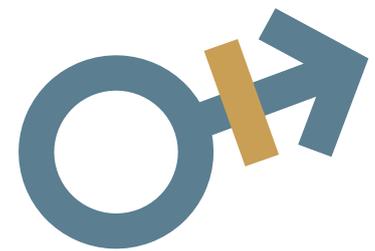
As a company that operates in nearly 100 countries, our goal is to serve any guest anywhere in the world for any travel need they have. As a business of people serving people, our success depends on our ability to understand and reflect the different cultures, perspectives and needs of our guests, owners and communities around the world. Diversity and inclusion are core beliefs we celebrate at Hilton, and when we combine the unique talents and perspectives of our Hilton Team Members and franchise employees, together we provide the best experiences for our guests.

Impact Highlights



51%

Percentage of women in our U.S. Hilton Team Member population at owned, managed and corporate locations.



100%

We received a perfect score of 100 percent on the 2015 Corporate Equality Index (CEI), a U.S. benchmarking survey and report related to lesbian, gay, bisexual, and transgender (LGBT) workplace equality, administered by the Human Rights Campaign.

Our Approach

Our approach to diversity begins with our vision to 'fill the earth with the light and warmth of hospitality', which inspires our spirit of inclusiveness. We focus on three core pillars – culture, talent and marketplace. Our first priority is to create a strong culture where all Hilton Team Members feel seen, heard, valued and respected, and we invest in programs that foster inclusion. Second, we strive to attract strong talent by supporting local hiring pipelines and providing coaching, mentoring and leadership development opportunities for Hilton Team Members. Our third priority is to continually promote diversity within our marketplace through initiatives such as our Supplier and Ownership Diversity programs.

Action

Culture

A respect for inclusion starts with some of our most fundamental company policies and extends to governance. Language outlining our commitment to diversity and inclusion is embedded in our Global Code of Conduct as well as our Hilton Team Member Handbook. Further, we established an Executive Diversity Council (EDC) chaired by our President and CEO to provide oversight and direction to our overall strategy.

Hilton Team Member Resource Groups

(TMRGs) support our Hilton Team Member population at our corporate offices and owned and managed hotels in the United States and England, providing onboarding, networking and professional development opportunities. We currently have TMRGs focusing on Abilities, African American, Asian and Pacific Islander, Hispanic/Latino, LGBT & Friends, Veterans and Women. The success of these groups is reflected in the substantial growth in membership and chapters. Membership has increased 150 percent since 2012, and the number of chapters has jumped from 20 to 36 globally. Each TMRG is sponsored by a senior leader and is governed by a global Steering Committee.

Talent

Hilton also has an Executive Diversity Networking program as part of our ongoing effort to build a pipeline of diverse talent. All 13 of our Executive Committee Members have at least two mentees they support through the program. Since launching the program two years ago, 25 percent of program participants have been promoted to higher levels in the organization.

Women represent 51 percent of our U.S. Hilton Team Member population. To help build the talent pipeline of our next generation leaders, we initiated and formalized our Women in Leadership strategy, which includes several key initiatives: a signature women's leadership development program, an Executive Committee Networking program, a women's mentoring program, hotel operations programs and year-round networking opportunities.

In 2015, we launched Leadership Connection, a publication featuring remarkable women leaders sharing insight on leadership skills. We have also incorporated 'Women in Leadership' sessions into key global internal meetings, including the inaugural Women In Leadership Conference in China. In Asia Pacific (APAC) we announced a target to achieve a 20 percent female Hilton GM population in the region by 2017. We are also leading a number of regional initiatives, including establishing 'Gender

Job Shadowing for Female Students

Since 2012, Hilton has collaborated with Room to Read to benefit more than 43,000 young people in Asia. This year, our partnership launched the first-of-its-kind Job Shadowing Program to introduce 300 young female students to career opportunities in the hospitality sector. Hilton Team Members in India and Sri Lanka hosted the first job shadow day to great success.



Equality in Leadership' committees in APAC and driving efforts to increase our headcount of women in Saudi Arabia, which doubled in the last year.

Our internal learning platform, Hilton University, offers several online courses to educate and engage Hilton Team Members about diversity and inclusion. We provide self-guided tools to help hotels learn how to better communicate with people from other cultural backgrounds as well as reinforce the importance of creating inclusive environments and experiences for all people and communities.

Marketplace

In 2012, we launched our 'Stay Hilton. Go Out.' package to celebrate inclusive experiences at top destinations around the world with the LGBT community. With more than 460 participating properties worldwide, all hotels are required to take part in a 'Stay Hilton. Go Out.' Learning Conversation, which discusses service etiquette to ensure each of our LGBT guests feel cared for, valued and respected.

For more than 10 years we've sourced products for our properties from a diverse range of vendors and suppliers. Our award-winning Supplier Diversity Program has cultivated relationships with more than 4,000 women and minority-owned businesses, leading to US \$1 billion of spend to date.

Partnerships | Associations | Awards

We provide support for numerous universities globally by participating in conferences, recruiting events, and through monetary and in-kind contributions to support scholarships and student development programs.



We have an owner outreach program to educate minority and women entrepreneurs on becoming owners of our brands. Organizations such as **National Association of Black Hotel Owners, Operators & Developers (NABHOOD)**, **Latino Hotel & Restaurant Association (LHRA)** and the **Asian American Hotel Owners Association (AAHOA)**, are also instrumental in helping to promote our ownership initiatives.



We are members of **WEConnect International**, an organization that helps women-owned businesses succeed in global value chains.



We have built on our commitment to women in leadership by signing the **United Nations Women's Empowerment Principles** to demonstrate our support for full participation of women in our company.



In 2014, we supported **Project Inspire**, organized by UN Women and MasterCard to help young change-makers create a better world for women and girls in APAC, Middle East and Africa. Ten finalists selected from more than 500 applications in 70 countries pitched their social change ideas to a panel that included UN Women, MasterCard, Bain & Company, INSEAD and Hilton.

DiversityInc

In 2015, our company was recognized as one of **DiversityInc's** annual **Top 50 Companies for Diversity** and one of the **Top 10 Companies for Supplier Diversity**.



We received a perfect score of 100 percent on the **2015 Corporate Equality Index**, a US national assessment of corporate policies and practices related to LGBT workplace equality, administered by the **Human Rights Campaign**.



Hilton became the first hospitality company to join the U.S. State Department's **Global Equality Fund**, an initiative working to advance and protect the human rights of lesbian, gay, bisexual and transgender (LGBT) persons around the world.

* Hilton Team Members include employees of Hilton Worldwide at corporate offices, owned, managed, leased and timeshare properties.

** Franchise employees include employees at independently owned and operated franchised properties. While franchisees and their employees are not employed by us, they are a large part of our brands and our culture of hospitality. In addition to our corporate responsibility initiatives, we offer franchisees training and recognition programs and provide them with other resources that are relevant to them and their businesses.

Associations

We support many organizations that promote diversity and inclusion, including:

- Ascend Pan-Asian Leaders
- Asian Hotel Owners Association
- American Hotel & Lodging Educational Foundation
- American Resort Development Association
- Gay & Lesbian Alliance Against Defamation (GLAAD)
- Human Rights Campaign (HRC)
- International Gay & Lesbian Travel Association
- Latino Hotel & Restaurant Association
- League of United Latin American Citizens
- National Association for the Advancement of Colored People (NAACP)
- National Association of Black Accountants, Inc.
- National Association of Black Hotel Owners, Operators & Developers
- National Business & Disability Council
- National Center for American Indian Enterprise Development Council
- National Council of La Raza
- National Gay & Lesbian Chamber of Commerce
- National Gay & Lesbian Task Force
- National Minority Supplier Development Council
- National Society of Black Engineers
- National Urban League
- Out & Equal Workplace Advocates
- U.S. Black Chambers, Inc.
- U.S. Hispanic Chamber of Commerce
- U.S. Pan Asian American Chamber of Commerce
- WE International
- Women's Business Enterprise National Council

Awards

Recent awards and honors include:

- Top Corporation for LGBT Economic Empowerment (Affinity Inc. Magazine)
- Top Diversity Employer (Black EOE Journal)
- Top Supplier Diversity Program (Black EOE Journal)
- Top 50 Organizations for Multicultural Business Opportunities (DiversityBusiness.com)
- Top 50 Companies for Diversity, 2015 (DiversityInc)
- Top 10 Companies for Supplier Diversity, 2014–2015 (DiversityInc)
- Top 10 Companies for Latinos, 2014 (DiversityInc)
- Top 10 Companies for Veterans, 2014 (DiversityInc)
- Top 10 Companies for Employee Resource Groups, 2014 (DiversityInc)
- Top 30 Champions for Diversity (DiversityPlus Magazine)
- 2014 Award Honoree (Equality@Work)
- Military Friendly Employer, Ranked #56 in 2014 (GI Jobs Magazine)
- Military Spouse Friendly Employer (GI Jobs Magazine)
- Top 60 Companies for Diversity (Hispanic Business Magazine)
- Top 25 Companies for Supplier Diversity (Hispanic Business Magazine)
- Top Diversity Employer, 2015 (Hispanic Network Magazine)
- Top Supplier Diversity Program, 2015 (Hispanic Network Magazine)
- 100 Score on Equality Index (Human Rights Campaign)
- LATINA Style 50 Best Companies for Latinos, 2015 (LATINA Style Magazine)
- Best for Vets: 2015 #13 (Military Times)
- Second Place Finalist (NAACP Fairness Lodging Survey)
- Top Diversity Employer of Women, 2014 (Professional Woman's Magazine)
- Top Supplier Diversity Programs for Women, 2014 (Professional Woman's Magazine)
- Catalyst Award, Bill Kornegay, SVP of Supply Management (Uptown Magazine)
- Top 50 Corporations for Supplier Diversity (U.S. Hispanic Chamber of Commerce)