

# Gender PAY GAP REPORT

This report refers to Hilton UK Hotels Ltd.  
gender pay gap figures in April 2018

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

Hilton



LXR CONRAD



CURIO  
COLLECTION



TAPESTRY  
COLLECTION



MOTTO



HOMWOOD  
SUITES

HOME  
SUITES 2



Hilton  
HONORS



# FOREWORD

As we enter our centenary year, we're very proud of the culture we have created. Our 405,000 Team Members are our greatest asset, and our ambition to be the most hospitable company in the world starts with them.

As a global hospitality company serving guests in 113 countries and territories, diversity is fundamental to our success. We are committed to providing every Team Member with the support they need to achieve their ambitions, and were extremely proud to be crowned the #2 best workplace for women in the UK by Great Place to Work last year, in recognition of our efforts.

We know that whilst this accolade is testament to our ongoing commitment and the progress we've made, we still have work to do. In this report, we're pleased to share an overview of the additional steps which we've taken since last year as we work towards total equality.

We've continued to focus on strengthening our female talent pipeline from a grassroots level, and recruited a higher number of women at every level of our organisation. Our long-term priority is to carve out meaningful progression opportunities, providing them with the right training and support to build a long and successful career with us. Ultimately this will help us to fulfil our ambition to achieve total parity across our organisation.

**Stephen Cassidy**

Senior Vice President and Managing Director  
UK & Ireland



**#2** Great Place to Work for Women in the UK



**#2** Great Place to Work globally  
An improvement of seven places



**50%** of our Independent Board of Directors are female



**400** high-potential young female leaders enrolled on our new Coaching on Call programme for women

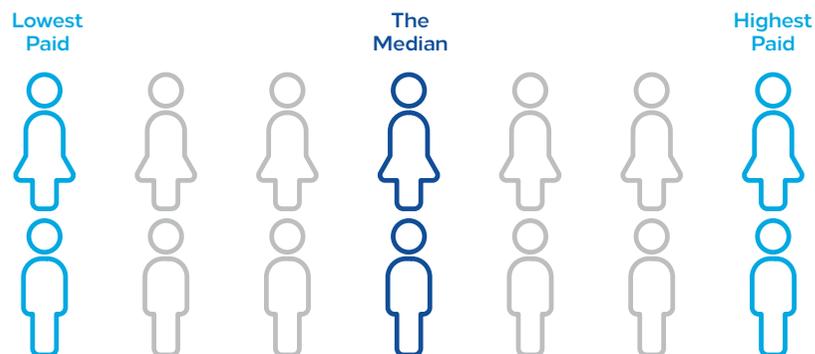


**88%** Trust score amongst female Team Members in 2018 Global Team Member Survey



**Headline signatory** of the Women in Hospitality 2020 charter

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



**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 gender pay gap continues to be primarily driven by **more men holding senior higher-paid roles**, together with the number of **part-time and flexible roles** predominantly **held by women**.
- In the immediate term, 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.
- **73% of our graduate Management Development Programme intake and alumni are female**, so our priority is to equip this group with the right support, skills and opportunities to build long and successful careers at Hilton, ultimately helping us achieve total parity 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.

Fewer women in senior positions will therefore result in a gender pay gap even if those women are being paid more than their male counterparts.

## OUR GENDER PAY RESULTS

Hilton

7.8%

Median gender pay gap  
Hilton

13.1%

Mean gender pay gap  
Hilton

### COMPARATORS

17.9%

Median gender pay gap  
National Average  
according to latest ONS data (2018)

4.2%

Median gender pay gap  
Accommodation & Food Sector  
according to latest ONS data (2018)

## GENDER SPLIT BY QUARTILE

We recruited more women than men over the year to April 2018. A large proportion of these women were brought into our frontline positions and this has driven a slight increase in women in the bottom two pay quartiles. Recruiting more women into these roles helps set us up for the future, building our talent pipeline from the grassroots.



We continue to focus on providing relevant training and opportunities to support women in the early and middle stages of their career. Ultimately, this will translate into greater numbers of women progressing to the very top of our business.

## OUR BONUS GAP

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



● Receives Bonus ● No Bonus

## OUR BONUS PAY RESULTS

Our overall bonus gap has decreased significantly year-on-year. The remaining gap continues to be driven mostly by men receiving bonuses in higher-paid roles. When the gap is analysed by level, the figures are much more evenly distributed.

14.4%

Median

36.7%

Mean

## OUR FUTURE

Our ambition to be the most hospitable company in the world starts with our 405,000 Team Members.

As we head towards our 100th anniversary this year, our commitment to attract, retain and promote the brightest and the best remains fundamental to the success of our business.

The hospitality industry provides a huge variety of career paths, and we are fully committed to helping female Team Members maximise their potential – whatever their ambitions.

Providing the support they need to reach their career goals, whilst continually striving to achieve and maintain total parity at every level, are critical to our continued success.



**Jessica Kelly**

Director of Operations, Hilton London Canary Wharf

I joined Hilton on the fast track Elevator graduate programme, which aims to prepare you for a General Manager position within 5-8 years of completion. At 26 years old, I'm now Director of Operations, managing a team of 100 people across six departments and I'd love to become a General Manager before I'm 30.

I would urge anyone to think about a career in hospitality. Elevator allowed me to understand how a hotel works in a very short space of time. It was intense, but Hilton gives the support and guidance to help your career really take off.



**Paulina Godfrey**

Director, Energy and Environment, EMEA

I work with hotels across the EMEA region to plan, direct and manage our energy and environmental practices, to help the company become more environmentally responsible and efficient. I love the fact that every pro-environmental improvement we recommend, however big or small, can have a positive ripple effect globally.

Hilton is all about people, growth and positive impact. It provides continuous opportunities to learn, inspire and engage with new individuals and cultures. I love seeing my young team grow, take on new responsibilities, be inspired and inspire others. Provided you are keen to take on a challenge, everyone is in a position to define their own career path.



**Jyoti Tailor**

Senior Director Operations Finance EMEA

I started at Hilton almost 20 years ago in the finance team as a junior manager. I joined because I loved the people I met and the people are one of many reasons I have stayed for so long. Hilton has enabled me to achieve the almost impossible dream of having both a successful career and raising a family. I can do that because I have had incredibly supportive managers who have allowed me to slow down when I needed to, including working part time for a few years, and then speed up when I was ready to move my career forward.

Hilton has heavily invested in my personal development and I was very fortunate to have been selected for the Hilton Executive Development Program last year. I am very excited about my career prospects and cannot wait for my next challenge!



**Elizabeth Hughes**

Shift Leader, Hilton Reading

I started working at Hilton Reading as a receptionist when I was 17. Soon after I joined, I was put forward to complete Elevate 1, a management training course, before being given the opportunity to become a Shift Leader. Now, I'm studying for a Level 2 Team Leading apprenticeship.

The support and recognition I've been given since I joined has really helped to build my confidence. Being recognised as Hilton Apprentice of the Year recently has really spurred me on. I know I want to build a career in hospitality, and I'm aiming to become Front Office Manager within the next two years.

## OUR STRATEGY

Whilst we continue to attract a strong pipeline of female talent into entry-level roles, we still have more to do to maintain that diversity at a more senior level.

Combatting this challenge is a key focus. Our priority is to remove any barriers which currently contribute to a drop in female talent at the most senior levels, including creating more flexible working patterns, providing more development opportunities, and creating more opportunities to engage with our female Team Members.

### Conferences, events and partnerships



#### Women@Hilton Conference

We hosted our largest ever Women@Hilton event in March 2019, in partnership with everywoman. Male and female Team Members attended a series of inspirational talks, panel debates and workshops designed to inspire them to reach their career goals and support their teams. Approximately 3,000 Team Members from across Europe joined at around 150 hotels. The content from the events will be made available to more than 67,000 Team Members across Europe, Middle East & Africa.



#### Women's Team Member Resource Group

With board-level sponsorship, our resource group provides a discussion forum to connect female Team Members and promote diversity across the region. The group runs a series of events which include panel discussions exploring topics such as flexible working, inspirational guest speakers from across the business and practical workshops.



#### Board of Future Generations

Last year we created the Board of Future Generations, comprised of 12 millennial Team Members, of whom 50% are women, from across EMEA's corporate offices and hotels. These young professionals continue to provide fresh perspectives on key strategic priorities to help future proof Hilton for the next 100 years. They support senior leadership through a range of initiatives, including reverse mentoring and the creation of Hilton's first podcast, which launches later this year, featuring interviews with inspiring Team Members from across the region.



#### Women in Hospitality 2020 charter

We are a headline signatory of the Women in Hospitality 2020 charter and are working closely with businesses across the industry to inspire and drive real change in the sector, ultimately aiming to achieve 33% female representation across boards and executive committees by 2020.



#### MAKERS Conference

Hilton is the first and only hospitality company to enter into a partnership with MAKERS, a media platform focused on advancing the representation of women.

## Working patterns



We've made huge strides in empowering corporate teams to implement their own flexible working patterns, which has resulted in improved productivity and engagement levels across the board.



All our General Manager positions are advertised with the potential for flexible working. We're also taking learnings from other markets who have successfully implemented part-time or shared positions in these roles.



We are also participating in the pilot of the first ever cross-industry returners programme with Women in Hospitality 2020, an initiative designed to help facilitate the transition back to work.



Thrive@Hilton is our flexible, adaptable approach to workplace wellness. Designed to help our Team Members thrive in mind, body and spirit, it puts the approach firmly in the hands of our people, allowing them to create initiatives which truly respond to their personal needs.

## Coaching and Development



### Coaching on Call

Last year, around 400 women enrolled on our Coaching on Call programme, aimed at female Team Members in the early stages of their careers. This year, we already have more than 150 women enrolled in the first cohort, with hundreds more expected to join throughout the year.



### Corporate Mentoring Scheme:

During 2018 more than 70% of mentees were female – up from around 50% in 2017.



### Driving Excellence

In 2018, we launched our Driving Excellence programme for aspiring leaders – our first Level 5 apprenticeship, aimed at developing leadership skills. Almost three quarters of participants in the first cohort are women.



### Gender-balanced nominations:

We're committed to ensuring nominations for all development programmes are gender-balanced, with a particular focus on encouraging high-potential women to attend leadership development programmes to help them progress their careers.



### Diversity Training

We have renewed our commitment to continuous learning by introducing a new requirement for all General Managers, front office and security Team Members globally to complete diversity training, with new modules currently in development.

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.

**Stephen Cassidy**

Senior Vice President and Managing Director  
UK & Ireland

**Kay Harriman**

Senior Director, HR UK & Ireland

For further information please contact:

**Kay Harriman**, Senior Director, HR UK & Ireland  
[kay.harriman@hilton.com](mailto:kay.harriman@hilton.com)