









2018































# OUR DIVERSITY & INCLUSION STANARY

Conrad Hilton set out to "fill the earth with the light and warmth of hospitality." Today, our instinct is the same: to look outward and create heartfelt experiences for Guests, meaningful opportunities for Team Members, high value for Owners and a positive impact in our Communities.

We are more than just a business.

# We Are HILTON We Are HOSPITALITY

Diversity is at the core of our Vision, Mission, and Values. We are committed to an inclusive workforce that fully represents many different cultures, backgrounds and viewpoints. Our global brands provide meeting places for people from all walks of life 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

#### **VISION**

To fill the earth with the light and warmth of hospitality - by delivering exceptional experiences - every hotel, every Guest, every time.

#### **MISSION**

To be the most hospitable company in the world - by creating heartfelt experiences for Guests, meaningful opportunities for Team Members, high value for Owners and a positive impact in our Communities.

#### **VALUES**

HOSPITALITY
INTEGRITY
LEADERSHIP
TEAMWORK
OWNERSHIP
NOW

# DIVERSITY & INCLUSION STARTS AT THE TOP

Accountability starts with our executive leadership. Our senior leaders demonstrate ongoing support and commitment to diversity and inclusion through a variety of channels:

- Our President and CEO Chris Nassetta chairs the Hilton Executive Inclusion Council (EIC). The EIC is comprised of the company's most senior leaders and provides oversight of our diversity and inclusion programs and initiatives.
- A Quarterly Diversity Dashboard, including updates on key diversity metrics and progress related to our culture, talent and marketplace initiatives, is reviewed by EIC members.
- Our leaders are committed to our diversity and inclusion efforts, and we hold them accountable through **Organizational Objectives** that measure their performance against our diversity goals. We also monitor feedback directly provided by our Team Members on our leaders' diversity focus.
- Through our **Executive Committee (EC) Networking Program,** Chris Nassetta and all EC members meet with emerging leaders who are diverse in background, functional area, geographic location and experience on a regular basis.
- Diversity initiatives, programs and metrics are reviewed annually with our Board of Directors, of which, 50% are female.
- Our Team Member Resource Groups (TMRGs) are all sponsored by our most senior leaders.



IN OUR 100<sup>TH</sup> YEAR, WITH MORE THAN 160 MILLION GUESTS AND 400,000 TEAM MEMBERS, WE SERVE AND EMPLOY INDIVIDUALS FROM EVERY WALK OF LIFE. WE'RE VERY PROUD TO HAVE BUILT AN INCLUSIVE AND AWARD-WINNING CULTURE THAT KEEPS DIVERSITY AT THE CENTER OF EVERYTHING WE DO.

- Chris Nassetta
President & Chief Executive Officer

# WE HAVE COME A LONG WAY IN OUR DIVERSITY & INCLUSION JOURNEY

#### 2010 & 2011

Established a global framework for Diversity and Inclusion under Culture, Talent & Marketplace initiatives

#### Created Hilton Executive Inclusion Council

Initiated Executive Committee Networking Program

Established Travel with Purpose – global corporate

#### 2012

Created partnerships with Black, Hispanic, Asian and Pacific Islander-serving colleges and universities

#### Launched first Team Member Resource Groups (TMRGs)

Established relationships with diverse nonprofit strategic partners (i.e. NAACP)

#### 2013

Appointed the first two women to the Board of Directors

Launched Multicultural Marketing Advisory Board

Expanded TMRGs:

- Virtual Abilities and Veterans TMRGs
- Women's TMRG in UK
- TMRGs in Call Centers

Launched
Operation:
Opportunity,
our veteran
hiring intiative

#### 2014

Pledged commitment to women through Women's Empowerment Principles

#### Achieved 100% on the Human Rights Campaign Corporate Equality Index for the first time

Launched Darden Women's Leadership Development Program

Pledged to 'Open Doors' for One Million Young People by 2019

Recognized as Top 10 Company for Veterans by DiversityInc

#### 2015

Updated Global Employment policies to reflect best practices in diversity & inclusion

Partnered with U.S. State Department in support of Global Equality Fund

Rolled out U.S. GED Assistance program

#### Launched first annual Global Team Member Appreciation Week

Recognized as DiversityInc Top 50 Companies for Diversity (#47) and Top 10 Company for Supplier Diversity

#### 2016

Launched Millennial TMRG

Signed White House's Equal Pay Pledge

#### Launched bestin-class parental leave policies and adoption assistance

Hired 10,000 veterans in three years, reaching goal 2 years early

Established Global Apprentice Network for our youth

Recognized as DiversityInc Top 50 Companies for Diversity (#42)

Recognized as a Great Place to Work winner in 13 countries

Awarded Fortune 100:

- Best Companies to Work For (#56)
- Best Workplaces for Millennials (#60)
- Best Workplaces for Women (#56)
- Best Multinational Workplaces

#### 2017

Signed CEO Action for Diversity and Inclusion

Recognized as Diversity Top 50 Companies for Diversity #30 & six specialty lists

Signed Coalition for the American Dream in support of Deferred Action for Childhood Arrivals

Launched Regional Inclusion Councils in Americas, APAC and EMEA

#### GPTW for Diversity for the first time

Launched Women's TMRG Globally

Launched D&I Property Toolkit to 241 owned and managed properties in the US

Operation:
Opportunity
expanded
commitment to
hire an incremental
20,000 veterans and
spouses by 2020

Launched Bereavement Leave

#### 2018 & 2019

Recognized as the #2 World's Best Multinational Workplace, and as a Great Place to Work winner in 14 countries and 3 regions

Awarded Fortune 100:

 Best Companies to Work for (#1)

Great Place to Work:

- Best Workplaces for Diversity (#1)
- Best Workplaces for Parents (#1)
- Best Workplaces
- for Women (#14)
   Best Workplaces
  for Millennials (#26)

#### Recognized as DiversityInc Top 50 Companies for Diversity (#10):

- #6 People with Disabilities
- #10 Mentoring
- #7 Supplier Diversity
- #7 Employee Resource Groups
- #19 Diversity
  Councils
- Top Companies for LGBT employees

Business Coalitions:

- United Nations LGBTI Global Standards of Conduct for Business
- HRC Business Coalition in support of transgender equality

# **DEFINING DIVERSITY, INCLUSION**& BELONGING AT HILTON

#### Our comprehensive definition spans global cultures, perspectives, and lifestyles.

#### **DIVERSITY**

The appreciation of our unique differences seen and unseen.

#### **INCLUSION**

The act of leveraging differences to foster innovation by creating a culture where we are all seen, heard, valued and respected.

#### BELONGING

The feeling of trust and acceptance, where we feel safe being our authentic selves.

CORE ATTRIBUTES	ADVANCED ATTRIBUTES	FULL INCLUSION ATTRIBUTES
DEMOGRAPHIC  • Physical traits  • Age  • Gender  • Race  • Gender identity  • Sexual orientation  • Marital status  • Physical ability	CULTURAL & GEOGRAPHIC  • Ethnicity  • Citizenship  • Location  • Language(s)  • National Origin  • Religion  • Values and beliefs	<ul> <li>SKILLS &amp; COMPETENCIES</li> <li>Life experiences</li> <li>Educational background</li> <li>Professional experience</li> <li>Thinking style</li> <li>Communication style</li> <li>Industry knowledge</li> <li>Technical skills and expertise</li> </ul>
	Values and beliefs	



MORE THAN
113 COUNTRIES
AND TERRITORIES



OVER 40 LANGUAGES SPOKEN



58% OF CORPORATE GLOBAL MANAGERS ARE WOMEN



51% OF GLOBAL TEAM MEMBERS ARE MILLENNIALS



69% OF ALL U.S. TEAM MEMBERS ARE ETHNICALLY DIVERSE

# OUR DIVERSITY & INCLUSION STRATEGY

Our strategy is to leverage and promote diversity and inclusion through a framework of Culture, Talent and Marketplace initiatives to foster innovation and create a globally competitive business.

#### **CULTURE**

We are committed to creating an inclusive workplace and a culture driven by our Team Members' unique viewpoints and diverse backgrounds and experiences.

- Team Member Resource Groups celebrate our uniqueness
- Team Member benefits support personal and professional growth
- An Executive Inclusion Council provides oversight of our diversity and inclusion programs and initiatives
- Regional Inclusion Councils in the Americas, APAC and EMEA provide regional oversight and guidance for Diversity and Inclusion initiatives in alignment with Hilton's Global Diversity and Inclusion framework

#### **TALENT**

We attract, develop, and retain the best and brightest talent in hospitality.

- Focused development and representation of diverse workplace segments
- Innovative recruitment, learning, and leadership development programs
- Quarterly reporting of Team Member diversity metrics to improve visibility of diverse Team Members, including a differentiated investment in our global women

#### **MARKETPLACE**

We engage, support, and create business opportunities in our communities.

- Strategic partnerships with nonprofit organizations and marketing campaigns to diverse customer segments
- Property ownership opportunities for women and people of color
- A supplier program that procures products and services from diversely owned businesses

#### **LEADERSHIP SPOTLIGHT**



# Dyr teams

ARE TRULY
INSPIRATIONAL IN
THE PURPOSE-DRIVEN
WORK THEY DO TO
CREATE WELCOMING
AND INCLUSIVE WORK
ENVIRONMENTS, AND
AMAZING EXPERIENCES
FOR OUR GUESTS.

- Matt Schuyler

Chief Human Resources Officer
Executive Committee Sponsor of Millennial TMRG

# **CULTURE**

We are committed to creating an inclusive workplace and a culture driven by our Team Members' unique viewpoints and diverse backgrounds and experiences.

Our TMRGs are all sponsored by an EC Sponsor as well as a Hilton Leadership Group (HLG, VP+) advocate.

The success of these groups is reflected in the substantial growth in membership and in the number of chapters. Total membership has increased by **492**% since 2012 with the addition of hotel participants at owned and managed properties. The number of chapters has jumped **from 20 to 39** with **8,000 total members**.



Recognized as **#7** on DiversityInc Top 13 Companies for Employee Resource Groups, 2018

#### AREAS OF TMRG IMPACT:



#### 1) BUSINESS INSIGHTS

Sharing unique perspectives on internal business practices and external market factors with senior leaders across the organization



#### 2) TEAM MEMBER DEVELOPMENT

Discussing topics such as personal branding, career management and emerging industry trends with members of the Hilton Leadership Group and external industry professionals



#### 3) COMMUNITY OUTREACH

Engaging with local diverse communities via direct service projects and supporting corporate partnerships



#### **LEADERSHIP SPOTLIGHT**

"As a global hospitality company, it's increasingly important to leverage the benefits of an intentional diversity and inclusion management practice to drive sustainable engagement and company performance. I'm proud of the important strides we've made on our diversity and inclusion journey at Hilton and look forward to building on those successes to support our mission to be the most hospitable company in the world."

- Jon Muñoz

Vice President of Global Diversity and Inclusion



#### **LEADERSHIP SPOTLIGHT**

"Hilton has been committed to connecting and serving people from diverse cultures and backgrounds for 100 years. As we expand to new markets and welcome more guests and Team Members every year, our Team Member Resource Groups provide perspectives that enhance our business performance and strengthen our ability to deliver world-class hospitality."

- Mike Hollman

Vice President Mergers & Acquisitions

### **CELEBRATING THE STORY OF US**

#### Team Member Resource Groups by the numbers.

Our Team Member Resource Group successes are a shining example of Hilton's commitment to an inclusive workforce that fully represents many different cultures, backgrounds and viewpoints. In just a few short years, our program has grown to be best in class.

#### **8,000 TEAM MEMBERS**

participate in a TMRG at corporate and hotel locations, HRCC offices and owned and managed properties across the country



#### **25 SIGNATURE EVENTS**

celebrated in 2018 across the country!

Over 95+ events and activities across our corporate and HRCC offices hosted annually for TMRG membership focused on career development, community support and innovation!

# 39 CHAPTERS & 78 CHAPTER LEADERS

# 27% OF CORPORATE TEAM MEMBERS

are members of one or more TMRGs

8% INCREASE IN MEMBERSHIP SINCE 2017



# RESOURCE GROUPS EXECUTIVE COMMITTEE SPONSORS HILTON LEADERSHIP GROUP ADVOCATES

#### **ABILITIES**

(People with Disabilities)

CHRIS SILCOCK

EVP Commercial Services

#### **AFRICAN AMERICAN**

**KATIE FALLON**EVP Global Corporate Affairs

#### ASIAN & PACIFIC ISLANDER

IAN CARTER
President Global Development

#### HISPANIC/LATINO

KEVIN JACOBS EVP & CFO

#### LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER & FRIENDS

JON WITTER EVP & CCO

#### **MILITARY**

**DANNY HUGHES**Area President Ops Americas



#### **MILLENNIAL**

MATT SCHUYLER Chief Human Resources Officer

#### WOMEN

**KRISTIN CAMPBELL** EVP & General Counsel

**EXPANDED TO 39 GLOBAL CHAPTERS AND 274 OWNED & MANAGED PROPERTIES IN THE U.S.** 

# **TMRGS IN ACTION**

#### **BUSINESS INSIGHTS**



#### **MILLENNIAL TMRG**

Millennial TMRG Members served as a focus group for HR senior leaders sharing their feedback on a variety of HR programs and planned initiatives.



#### **AFRICAN AMERICAN TMRG**

Members of the African American TMRG leadership group provided insights to senior leaders on community outreach strategies.

#### **TEAM MEMBER DEVELOPMENT**



#### **MILITARY TMRG**

Each campus engaged local military leaders during November in recognition of National Veterans and Military Families Month including Major Ed Pulido founder of Warriors for freedom and the Folds of Honor Foundation



#### **WOMEN TMRG**

Brand Management partnered to host the Colors of Hilton event, a lunch and learn to help members understand and experience each of Hilton's distinct brands.

#### **COMMUNITY OUTREACH**



#### **HISPANIC/LATINO TMRG**

The TMRG lead a hospitality 101 workshop for the staff of Mary's Center; discussed careers in hospitality with local high schools students and assembled hygiene kits for distribution within the Memphis community.



#### **LGBTQ & FRIENDS TMRG**

A partnership with Marketing enabled successful executions for Pride in McLean, Memphis and Dallas which raised the visibility of Hilton's brand with hundreds of thousands of people in the LGBTQ and allied community.

### **TALENT**

#### We attract, develop, and retain the best and brightest talent in hospitality.

### Recruiting Sourcing & hiring diverse talent

Across all manager levels, we have established 30% diverse hire targets for all non-hourly job openings, in addition to one third diverse candidate slates for all Director and above positions.

Our sourcing efforts and scholarship support are targeted across a broad set of talent pools, including Black, Hispanic, Asian and Pacific Islander-serving colleges and universities.

#### Developing Focusing on professional development

We offer opportunities for Team Members at every level of the organization:

- External Development Programs with top universities (e.g., Harvard, Cornell)
- Leadership Excellence Programs
- Signature development programs for diverse groups of emerging leaders
- Leadership events & publications
- Team Member Resource Groups
- Mentoring programs for diverse and women leaders
- Women in Leadership Conferences and Workshops

# Committing to diversity at the top

We have set three-year diversity goals for our corporate leadership, targeting at least 35% females and 20% ethnically diverse leaders. Additionally, we have set regional goals for female representation of our global General Manager population.

Our senior leaders are committed to increasing diversity:

- Increased focus on accountability
- Aligned compensation goals to demonstrated progress
- Measured feedback and performance on a quarterly and annual basis



**CLICK HERE TO WATCH AND LEARN ABOUT OUR "I AM HILTON" VIDEO SERIES THAT SHOWCASES SOME OF OUR UNIQUE AND INSPIRING TEAM MEMBER STORIES FROM ALL OVER THE WORLD** 

#### **LEADERSHIP SPOTLIGHT**



WOMEN WHO MAKE AMERICA
WOMEN WHO MAKE AMERICA
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**WE PLEDGE TO MAKE HILTON A GREAT PLACE** TO WORK WHERE ALL **WOMEN THRIVE - FROM OUR HOUSEKEEPERS TO OUR EXECUTIVES - BY INVESTING IN EVERY STAGE** OF THEIR EXPERIENCE WITH US: INCLUDING HIGH **SCHOOL COMPLETION ASSISTANCE, IVY LEAGUE** LEADERSHIP COURSES. **BEST IN CLASS PROGRAMS FOR PARENTS, FULLY PAID SABBATICAL PROGRAMS** AND BY SETTING A BOLD **STRATEGY TO ACHIEVE GENDER PARITY AT OUR LEADERSHIP LEVELS** 

> Senior Vice President of Talent & Rewards MAKERS Board of Directors Member Hispanic/Latino TMRG HLG Advocate

# OUR 'BEST-IN-CLASS' INCLUSIVE AND RESPECTFUL WORKPLACE TRAININGS

#### **Inclusive & Respectful Workplace Curriculum:**

#### **CORE COMPONENTS**

#### **Anti-Trafficking**

Learn the signs of human trafficking for sexual or labor exploitation and know how to take action.

#### **O** Code of Conduct

Commit to acting with integrity and maintaining the highest ethical standards.

#### Harassment Free Workplace

Create a positive environment for all, avoiding actions which create a hostile or offensive environment for others.

#### Diversity & Inclusion/Unconscious Bias

Build awareness of the implicit bias all humans have and how to overcome this to create an inclusive environment for all.









#### **NEW TO 2019:**

#### **Inclusive Leadership**

Breakout sessions at external conferences and as part of Leadership Development programs.

#### **Inclusive Guest Interactions**

Training on providing an inclusive, respectful and safe environment for our Team Members and guests.

#### **Inclusive Leader Guides**

Leader discussion guide and a dynamic 8-week cycle of huddle cards for pre-shift meetings.

# **MARKETPLACE**

### We engage, support, and create business opportunities in our communities.

Diversity is continually promoted within our marketplace through our supplier diversity program, multicultural marketing to diverse customer segments, partnerships with numerous diverse nonprofit organizations, and development of property ownership opportunities for women and minorities. We partner with key stakeholders to create opportunity in the marketplace for **SUPPLIERS**, **GUESTS**, **COMMUNITIES** and **OWNERS**.

Through our award-winning **SUPPLIER DIVERSITY PROGRAM**, which began nearly a decade ago, we have cultivated relationships with **MORE THAN 3,352** women-, minority-, Veteran-, and LGBTQ-owned businesses, by developing strategic alliances with companies whose culture and values are consistent with ours. In 2018, women and minority groups accounted for **OVER \$436 MILLION** of our supplier spend.\*

At the heart of our Corporate Responsibility Strategy, **TRAVEL WITH PURPOSE**, is the fundamental belief that any Team Member can make a difference, and that we as individuals, teams, hotels, and a company can positively impact the communities where we live, work, and travel.

\*Tier 1 & 2













#### McKinsey&Company LEAN IN



















#### **SUPPLIER SPOTLIGHT**

"Crown Linen LLC is proud to currently serve several Hilton branded hotels throughout Florida. The Hilton Diverse Supplier program is a remarkable opportunity for a supplier to become an integral part of a prestigious company. Of course, it's not a free pass, it's only an opportunity. Companies have to be GREAT from that point forward. Crown Linen will always be grateful and fully committed to Hilton because of valuing not just what we do, but also who we are."

- J.R. Garcia Chief Operating Officer, Crown Linen, LLC



#### **OWNER SPOTLIGHT**

"It's an honor and distinct privilege to have served in C-level executive brand positions for Hilton, earlier in my career, providing a cultural foundation of quality, respect, collaboration and integrity; ultimately contributing to the launch of PHD Hospitality and what remains my experience to date, as a Franchisee."

- Dawn M. Berry President/CEO, PHD Hospitality

# THRIVE@HILTON IS SUPPORTED BY AN ECOSYSTEM OF PROGRAMS

Thrive@Hilton is our Team Member Value Propostion. We are committed to supporting the well-being and performance of all of our Team Members, by providing an enviornment where all Team Members thrive and belong.

#### **BODY**

We build a strong foundation for health and well-being



#### **Parental Leave**

Providing all new parents paid time off



#### **U.S. Adoption Assistance**

Helping eligible Team Members lower the cost of adoption



#### **Bereavement Leave**

Offering days of to help support the moments that



#### **Heart of House**

Renovating the back of house and providing new wardrobe options to Team Members

#### MIND

We seek lifelong learning and mindful leadership



#### **Regional Inclusion Council**

Providing oversight and guidance for Diversity & Inclusion regionally



#### **Team Member Resource Groups**

Representing and celebrating our diverse workforce through eight resource groups



### Leadership and Career Development Tools

Offering world class leadership and career development



# **GED Assistance & Apprenticeship Programs**

Leading the hospitality industry with our fully paid GED certificate

#### **SPIRIT**

We dare to dream and connect with people



#### Thrive Sabbatical 🗘

Helping our Team Members thrive and bring their dreams to life with a month long sabbatical



#### **Operation Opportunity**

Meeting our prior commitment and announcing new military hiring goals



#### **Recognition Programs**

Recognizing Team Members in moments that matter



#### **Go Hilton**

Offering deep discounts in room rates and food and beverage

In a virtual reality learning experience that demonstrates the work of Hotel Team Members

86%

felt greater empathy and appreciation for other Team Members

of Team Members feel that Hilton welcomes diverse ideas, perspectives and backgrounds

8

of Team Members feel they can be themselves at work



# RECOGNIZED FOR OUR AWARD-WINNING **CULTURE**









2018 Top Global Diversity Executives - Jon Muñoz, VP Global Diversity & Inclusion

Black Enterprise

Black Journal

Top Employer

Top Supplier Diversity Program Top LGBT-Friendly Company Black EQE Journal Best of the Best



**Business Executive Award** 

Business Equality Network (BEQ) Pride



Top 50 Employers (#44)

Careers & the disABLED Magazine



Top 50 Companies for Diversity (#10), 2018 Top Companies for Supplier Diversity (#7), 2018

Top Companies for People with Disabilities (#6), 2018 Top Companies for Employee Resource Groups (#7).

2018

Top Companies for Mentoring (#10), 2018 Top Companies for Diversity Councils (#19), 2018 Top Companies for LGBT Employees (not ranked).

2018

DiversityInc



Best Companies to Work For (#8) Best CEO for Gender Diversity (#8

Fairygodboss



Best Employers for Diversity, 2018 Best Employers for Women, 2018

Forbes



FORTUNE Best Workplaces for Millennials (#26) Best Workplaces for Women (#14) Best Workplaces for Diversity (#1) Fortune Magazine

LATINO

Opportunities for Latinos **LATINO** Magazine



Above & Beyond Award **Gary Sinise Foundation** 

glassdoor'

Companies Committed to Diversity Hiring Glassdoor



Best Large Workplaces Award, 2018-2019:

 Asia (#1) Mexico Australia Netherlands

 Brazil • Peru • China Saudi Arabia

 Colombia Turkey

 Europe • United Arab Emirates India United Kingdom

 Italy • United States (#1)

• Latin America

100 Best Workplaces for Women 2018 Best Workplaces for Parents (#1), 2018 Best Workplaces for Diversity (#1), 2018

Great Place To Work



Top Employer

Top Supplier Diversity Program Top LGBT-Friendly Company Hispanic Network Best of the Best



Corporate Equality Index (CEI) rating of 100%

Human Rights Campaign (HRC)



Top 50 Companies for Latinas to Work For

Veteran Resource Group Company of the

Year (2018) **LATINA Style** 

Top 100 Companies Providing the Most

OMNIKAL

Top Employer Top Supplier Diversity Program

Professional Woman's Magazine Best of



Top 30 Best Employers for Latinos in the Nation

Latino Leaders Magazine



Best for Vets 2018 (#17) Best for Vets Indexes Military Times

MILITARY FRIENDLY

Military Friendly Employer - Top 10 (#9) Over 1 Billion category

Military Friendly Supplier Diversity Program -

Top 10 (#7) Over 1 Billion category Military Friendly Spouse - designation

Military Friendly



Global Top 100 Under 40 - Andrea Richardson, Director Multicultural & Diversity Engagement

Most Influential People of African Descent

(MIPAD)



Best of the Best Corporations For Inclusion National Business Inclusion Consortium





Top LGBT-Friendly Company

the Best

# We Are HILTON We Are HOSPITALITY































