

Hilton's Response to BHRRC's Survey Questions, May 2022

- 1. Please describe the scope of your operations and supply chains in Qatar, including whether you or your projects will be increasing the rate of recruitment in Qatar ahead of the World Cup and/or across the Gulf, by how much and in what timeframe.**

Count	Brand	Hotel Name	City	Country	Business Model
1	DoubleTree	DoubleTree by Hilton Doha - Al Sadd	Doha	Qatar	Managed
2	DoubleTree	DoubleTree by Hilton Doha - Old Town	Doha	Qatar	Managed
3	Hilton	Hilton Doha	Doha	Qatar	Managed
4	Hilton	Hilton Doha The Pearl Residences	Doha	Qatar	Managed
5	Curio	Aleph Doha Residences, Curio Collection by Hilton	Doha	Qatar	Managed
6	Curio	AlRayyan Hotel Doha, Curio Collection by Hilton	Doha	Qatar	Franchised
7	Hilton	Hilton Salwa Beach Resort	Abu Samra	Qatar	Managed

- 2. Does your company have a publicly available policy which requires that no worker in its operations or supply chains should pay for a job, and that the costs of recruitment (i.e., recruitment fees and related costs) should be borne by the employer ("Employer Pays Principle")? If yes, please provide link to the policy.**

Hilton's [Code of Conduct](#), [Human Rights Principles](#) and [Responsible Sourcing Policy](#) state our opposition to any forms of modern slavery and forced labor. Our 2021 environmental, social, and governance (ESG) [Annual Report](#) describes this commitment (page 36).

As stated in our Responsible Sourcing Policy and in contracts with labor suppliers, Hilton reserves the right to review recruitment agencies' practices through audits. If Hilton were to discover any issues, Hilton would investigate the matter and would use its leverage to remedy the situation.

Policies: [Code of Conduct](#) • [Human Rights Principles](#) • [Responsible Sourcing Policy](#)

- 3. Please complete the below table with information on the recruitment agencies and labour suppliers used by yourself and business partners in Qatar since 2020. If you no longer use a particular agency or supply, please state why the contract/ business association was ended.**

Since 2020, we have used 15 Recruitment agencies headquartered in India, Sri Lanka, Kyrgyzstan, Philippines, Nepal, Kenya, Eastern Europe, Belarus, Mexico, Argentina, Lebanon, Morocco and Tunisia to recruit employees from these countries at our managed properties in Qatar.

- 4. Please describe the due diligence process you undertake to ensure that your recruitment standards are applied. In your answer, please address specifically:**
- a) Whether you carry out due diligence on recruitment agents in sending countries? Yes/No. If yes, please provide details.**
 - b) Do you take proactive steps to prevent fee prevention? For example, do you pay recruitment fees direct to agents to ensure workers do not pay? If yes, please provide details.**
 - c) What % of workers do you interview prior to employment specifically to establish if fees have been paid? (Please provide details of process.)**
 - d) What % of workers do you interview during employment to specifically establish if fees have been paid? (Please provide details of process.)**
 - e) Do you monitor the compliance of business partners? Yes/No. If yes, please describe your monitoring process.**

Hilton's processes around selection of business partners, including both hotel owners and suppliers, includes consideration of treatment of migrant workers. During our initial engagements with prospective owners and suppliers, we require them to review our Code of Conduct and Human Rights Policy (as well as our Responsible Sourcing Policy, in the case of suppliers), make representations regarding their reputational and legal history related to human rights, and provide sufficient information to allow for vetting. Our vetting process consists of due diligence conducted with the assistance of third-party experts, including consideration of human rights and modern slavery issues such as recruitment fees, wages, working/living conditions and health and safety. The nature and scope of such due diligence is adjusted depending on the particular risks of the jurisdictions at issue and other key factors.

Our internal training modules provide Development, Procurement, Human Resources, and Operations Team Members with tools to assess human rights and modern slavery risks, and encourage these Team Members to avoid potential business relationships when they spot such risks. We know from anecdotal data that many third-parties who may be interested in a business relationship with Hilton are never even considered due to early identification of risks prior to any formal due diligence.

The due diligence processes described apply equally to recruitment agencies. Recruitment agencies are required to implement the standards described in Hilton's Responsible Sourcing Policy (as incorporated into all contracts) and expected to monitor against those standards during the life of our business relationships. No recruitment agency can be approved for a business relationship with Hilton absent these steps and considerations.

Policies: [Code of Conduct](#) • [Human Rights Principles](#) • [Responsible Sourcing Policy](#)

- a. Whether you carry out due diligence on recruitment agents in sending countries? Yes/No. If yes, please provide details.**

Yes, we conduct due diligence on recruitment agencies. Details on the due diligence process can be found above.

- b. Whether you carry out due diligence on recruitment agents in sending countries? Yes/No. If yes, please provide details.**

Yes, we conduct due diligence on recruitment agencies. Details on the due diligence process can be found above.

- c. Do you take proactive steps to prevent fee prevention? For example, do you pay recruitment fees direct to agents to ensure workers do not pay? If yes, please provide details.**

Yes, we take proactive steps to prevent recruitment agents from charging recruitment fees. For each Team Member that we hire from a recruitment agency, we pay that recruitment agency a fee for having sourced, interviewed, and presented that candidate to us. Hilton may also pay the recruitment agency fees associated with medical costs, government fees, and visa processing fees for Team Members that Hilton hires from the recruitment agency.

We interview all candidates who are hired for positions to ensure that no recruitment agencies required them to pay any fees to obtain the position for which they were hired. We ask these employees the same question during their interview process and during their onboarding process during their employment.

- d. What % of workers do you interview prior to employment specifically to establish if fees have been paid? (Please provide details of process.)**

We interview all candidates during the hiring process determine if they were required to pay any recruitment fees.

- e. What % of workers do you interview during employment to specifically establish if fees have been paid? (Please provide details of process.)**

We interview all Team Members before and during employment to determine if they were required to pay any recruitment fees. Specifically, we ask this question during the interview process and again during their onboarding process during their employment.

- f. Do you monitor the compliance of business partners? Yes/No. If yes, please describe your monitoring process.**

Hilton reserves the right to review its business partners' practices through third-party audits. Hilton investigates any allegation that a business partner has violated Hilton's standards; an adverse finding may lead to action, including requiring the business partner to change its practices or ultimately termination of the relationship if appropriate.

- 5. How many instances of recruitment fees paid by workers in Qatar has your due diligence process uncovered in 2020, 2021 and to date in 2022, and how much (if any) was paid back to workers during each year. What percentage of your workforce were found to have paid fees in each year?**

Through our due diligence processes described in the answer to question 4, Hilton uncovered instances of recruitment fees paid by workers in Qatar in 2021 – with Hilton reimbursing those Team Members. Hilton immediately addressed the issue with all affected Team Members and recruitment agencies. Hilton conducted a thorough investigation, determined that some recruitment agencies had compelled Team Members to pay recruitment fees, and immediately reimbursed Team Members for recruitment fees that the recruitment agency had forced them to pay. Hilton used its leverage to compel the recruitment agencies to modify its practices. However, when one of the recruitment agencies would not commit to stop charging recruitment fees, Hilton ceased using that recruitment agency.

Policies: [Code of Conduct](#) • [Human Rights Principles](#) • [Responsible Sourcing Policy](#)

Goals Tracker: [2030 Goal Tracking](#)

- 6. After the Qatar World Cup, do you commit to disclosing information on recruitment risks identified during the preparations for and while the tournament was happening, including how many workers were discovered to have paid fees, how much they paid, and how much was paid back within six months of the risks being identified?**

It is not in our practices and protocol to disclose hotel-specific data of this type, however we will continue to consider information requests on a case-by-case basis.

RESPONSIBLE SOURCING POLICY STATEMENT



At Hilton, we are committed to driving positive change through our business. Through Travel with Purpose, Hilton's Environmental, Social and Governance (ESG) commitment, we aim to advance responsible travel and tourism globally and drive positive social and environmental change across our operations, our supply chain and our communities. As part of this commitment, we aim to partner with our Suppliers to protect human rights and the environment, ensure responsible sourcing and drive collective action across our business.

This Responsible Sourcing Policy outlines the minimum ESG standards we require our Suppliers to meet. For the purposes of this Policy, "Supplier" means any company, corporation or other entity (including subsidiaries and affiliates) that sells or seeks to sell goods or services to Hilton, any Hilton corporate entity, and/or any leased or managed Hilton property.

SUPPLIERS' MANAGEMENT SYSTEMS

Suppliers shall have their own systems and policies in place to comply with this Policy. Suppliers shall establish their own policies, employee education programs, and whistleblowing procedures to receive complaints from their workers, business partners, customers and other relevant parties. We require our Suppliers to hold their suppliers and subcontractors accountable to these standards.

Hilton reserves the right to appoint independent third parties or itself to conduct unannounced assessments, audits and inspections of Suppliers and their facilities to ensure that appropriate efforts are being taken to operate in a manner consistent with the fundamental principles of this Policy.

Violations of this Policy may lead to Hilton taking a range of actions, including terminating the Supplier relationship.

FUNDAMENTAL PRINCIPLES

- **Legal Compliance, Integrity and Fair Dealing.** Suppliers are expected to act with the highest standard of integrity when conducting business. This includes complying with all applicable local and global anti-corruption laws and regulations. Suppliers should not give, offer, promise or authorize anything of value to any person, including government official or their family members, for the purpose of improperly influencing official action or gaining an improper advantage.

RESPONSIBLE SOURCING POLICY STATEMENT

Hilton

- **Anti-Money Laundering.** Suppliers should not engage in or facilitate transactions anywhere in the world that involve funds that were derived from illegal activities.
- **Contractual Obligations.** We require Suppliers to honor the terms and conditions of contracts.
- **Protecting and Using Personal and Business Information.** Suppliers are required to respect their employees' privacy rights and to repudiate the inappropriate acquisition, possession or use of proprietary, confidential or trade secret information of competitors or other third parties. Suppliers must comply with data and information privacy laws throughout their operations and safeguard all data and information.
- **Labor Rights, Human Rights, and Prohibition Against Human Trafficking, including Sexual Exploitation.** Suppliers are required to comply with the employment and labor laws in every country and region in which they operate. Suppliers are expected to condemn all forms of human trafficking and commercial exploitation, including the sexual exploitation of men, women or children. We expect our Suppliers to support fundamental human rights for all people as defined in the Universal Declaration of Human Rights. Suppliers also must adhere to the principles detailed in our [Human Rights Principles](#) and set forth below. Our Suppliers shall, and shall ensure that their suppliers and sub-contractors shall:
 - Not employ individuals who are under 15 years of age or the lawful age of employment (whichever is higher) in any country in which we operate.
 - Not use child labor in accordance with the International Labour Organisation (ILO) standards.
 - Comply with all wage and compensation requirements as defined under applicable local laws and regulations, including those relating to minimum wages and at a minimum provide legally mandated benefits.
 - Not exceed maximum hours of work defined by applicable law and shall appropriately compensate overtime.
 - Not use forced labor, including prison, bonded or debt labor.
 - Not allow physical punishment or abuse of any worker.
 - Not charge recruitment fees or costs.
 - Ensure that all workers and third parties have an effective mechanism to report grievances which facilitates constructive resolution of any such grievances.
 - Have appropriate mechanisms for reporting labor and human rights violations, including appropriate whistleblowing reporting mechanisms.

RESPONSIBLE SOURCING POLICY STATEMENT



- **Safe and Healthy Work Environment.** Suppliers shall provide a safe and healthy work environment. This includes complying with all applicable safety and health laws and guidelines.
- **Anti-Harassment & Non-Discrimination.** Suppliers shall ensure that any behavior, communication, or other conduct that creates an intimidating, offensive, abusive or hostile work environment, or that otherwise interferes with any worker's ability to perform his or her job, is prohibited. Suppliers shall maintain a work environment that is free from harassment, discrimination and retaliation based on a legally protected status. Suppliers shall provide equal employment opportunities for qualified employees.
- **Diversity and Inclusion.** Suppliers are encouraged to cultivate a work environment that promotes diversity and inclusiveness.

Suppliers should use good faith efforts to award subcontracts to or utilize Diverse Suppliers to the fullest extent possible without compromise of quality, price, or reliability expectations. A "Diverse Supplier" is a business that provides products or services and qualifies as a disadvantaged-owned small business, minority-owned business, women-owned business, HUBZone business, disabled-owned business, service-disabled veteran-owned business, or certified gay-, lesbian-, bisexual- or transgendered-owned business or veteran owned business. This definition may be modified from time to time by Hilton. Suppliers should establish and operate a program that enables Diverse Suppliers to be considered fairly as subcontractors.

Suppliers shall track and report their use of Diverse Suppliers to Hilton on a quarterly basis. Suppliers shall submit reports via Hilton's online Reporting System and shall include "direct" and "indirect" spend on Diverse Suppliers.

- **Commitment to the Environment.** Suppliers are encouraged to support our environmental objectives, as outlined in our [Environmental Statement](#) and [Energy Stewardship Statement](#). Throughout the term of the relationship, and otherwise at Hilton's request, Suppliers are expected to provide information on their efforts to identify, monitor and minimize the environmental impacts of its operations. Objectives should include:
 - Ensuring compliance with local, state and national environmental legislation.
 - Strategically looking to minimize environmental footprint, and identify program successes in this area, including by engaging with their own suppliers on sustainable procurement guidelines.
 - Minimizing the use of endangered and non-renewable raw materials wherever practicable and feasible.
 - Incorporating the use of recycled materials where practicable and feasible in the manufacturing process.

RESPONSIBLE SOURCING POLICY STATEMENT



- Implementing programs to recycle waste resulting from the manufacturing processes.
 - Seeking operational processes that result in energy and water savings.
 - Implementing the use of sustainable alternatives to fossil and unnatural materials and processes where applicable.
 - Taking steps to support biodiversity conservation and regeneration, where possible.
 - Continuing to educate themselves and Hilton on the concept of sustainability as it relates to their business.
 - Participating in sustainability-related industry standardization programs as they are developed.
- **Sustainable Forestry.** Hilton requires Suppliers of wood and paper products to maintain compliance with all applicable laws, rules and regulations. Hilton will not purchase wood or paper products made with illegally harvested or traded wood. Hilton gives preference to recycled and certified products and those protecting High Conservation Value Forests, avoiding natural forest conversion and ensuring protection of human, civil and labor rights wherever feasible. We understand there are many forest certification options and will give preference to Forest Stewardship Council (FSC) certified products based on regional risk and if all other product attributes are equal.

We consider certifications legitimate if they have independent governance, multi-stakeholder inputs (including board representation), independent certification with independent auditors, complaints and appeal process, transparency, and open participation.

- **Animal Welfare.** Suppliers are encouraged to implement humane procedures to prevent the mistreatment of animals, including when they are raised, cared for, transported and processed, in accordance with Hilton's [Animal Welfare Statement](#).

REPORTING CONCERNS

We require our Suppliers to raise concerns about any potential breach of our Responsible Sourcing Policy or the law. Suppliers can submit concerns to Hilton at The_Legal_Compliance_Team@hilton.com.

Hilton reserves the right to amend or modify this Responsible Sourcing Policy. Last updated August 2021.



HILTON

Code of Conduct

Hilton

Welcome TO THE CODE

Team Members,

As you all know, we have the extraordinary opportunity to connect with millions of people every day and to show them that Hilton truly is the world's most hospitable company. These connections are the key to our success and you, our Team Members, are at the heart of it all.

Our teams around the world are united by a shared Purpose – the Vision, Mission and Values that inspire us to go above and beyond for our guests, owners, communities and each other. As a part of our deep commitment to delivering exceptional hospitality experiences, it is important that we regularly remind ourselves of the Hilton Code of Conduct, which holds us all to the highest ethical standards.

Thank you for taking the time to review our Code of Conduct, and for all that you do to incorporate it into your everyday actions.



Sincerely,

A handwritten signature in black ink, appearing to read "Chris Nassetta". The signature is fluid and cursive, written over a white background.

Chris Nassetta
President & Chief Executive Officer
Hilton

OUR PURPOSE PLATFORM

Our Purpose Platform consists of Our Vision, Mission and Values. It ensures we are known as one, unified global brand, and gives our brand meaning.

This creates consistent emotional impact throughout the company. And it's meaningful to all of our audiences: Guests, Team Members, Owners, Shareholders and Communities.

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	We are passionate about delivering exceptional Guest experiences.
INTEGRITY	We do the right thing, all the time.
LEADERSHIP	We are leaders in our industry and in our Communities.
TEAMWORK	We are team players in everything we do.
OWNERSHIP	We are owners of our actions and decisions.
NOW	We operate with a sense of urgency and discipline.

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**NEED
HELP?**

CULTURE OF INTEGRITY

The reputation of Hilton and each of our Hotels is the key to our past, present and future success.

We are each personally responsible for acting with integrity in order both to enhance Hilton's reputation and maintain a healthy work environment. Integrity means doing what's right, all the time, and encouraging those around us to do the same.

This Code of Conduct provides guidance about how we all must work together to maintain the highest ethical standards in the hospitality business. It describes some of the most important standards that we all must follow. It discusses how to report concerns and seek guidance. And, most importantly, it describes our unwavering commitment to integrity and conducting our business in compliance with the law. This culture of integrity that governs how we treat each other, our guests, our business partners, and the communities where we operate is the key to our Mission to be the preeminent hospitality company.

WHO MUST FOLLOW THIS CODE OF CONDUCT?

This Code of Conduct is applicable to all employees, officers, and directors of Hilton Worldwide Holdings Inc. and its subsidiaries (collectively, “Hilton”), and to the employees of all hotels owned, operated or managed by Hilton. Within this Code, we collectively refer to all who must follow its principles and policies as Team Members.

OUR CODE OF CONDUCT – LIKE OUR COMPANY – IS GLOBAL

We believe the diverse backgrounds and experiences of our Team Members, guests, suppliers, partners and owners strengthen our organization. Moreover, we respect the diverse communities where we live, work and serve around the globe and strive to address their local needs.

EXPECTATIONS OF ALL TEAM MEMBERS

As a Hilton Team Member, you are expected to:

- Uphold the highest standards of ethical conduct in every action you take on Hilton’s behalf.
- Understand the rules, laws and policies that govern your work, and comply with them.
- Ask questions and seek guidance when you are uncertain about the right course of action.
- Report issues or concerns when they arise.

One of Hilton’s core Values is Integrity. We do the right thing, all the time.

ADDITIONAL EXPECTATIONS OF HILTON LEADERS

In addition to the expectations that apply to all Team Members, Hilton leaders have additional responsibilities under this Code. Hilton leaders must:

- Demonstrate the highest standards of integrity – set the right example, and others will follow your lead.
- Create a culture of compliance and ensure that Team Members understand that business results are never more important than acting legally and ethically.
- Discuss ethics and compliance topics with Team Members and ensure that everyone on your team completes compliance training and other compliance requirements.
- Create an environment where Team Members are comfortable speaking up, and be available to receive reports of potential violations of the Code or applicable laws.
- Ensure that reports of suspected violations are brought to the attention of the **Legal Compliance Team** immediately.
- Protect reporting Team Members from retaliation, and safeguard the confidentiality of investigations as needed.

SEEKING GUIDANCE

This Code describes a number of policies, laws and regulations applicable to Hilton Team Members around the world. Laws are often complicated. New business lines, processes and initiatives, in particular, must comply with the law. If you have questions about the Code or applicable laws or regulations, consult

- Your direct supervisor
- Your next level manager
- Human Resources representative
- The **Legal Compliance Team**

SPEAKING UP

Team Members are expected to report suspected misconduct. Only by speaking up when we suspect potential violations of law or policy can Hilton address issues before they potentially become bigger problems. There are several places for you to raise compliance concerns:

In your workplace

You can report issues directly to the Hilton Hotline (see section “Reporting to the Hilton Hotline” below.) Alternatively, you can report issues to:

- Your direct supervisor
- Your next level manager
- Human Resources representative
- Any other Hilton leader

They will help ensure that your concern is routed to the **Legal Compliance Team** for review and response.

Reporting to the Hilton Hotline

- Online at www.HiltonHotline.com
- By telephone 24 hours a day, 7 days a week (refer to the Hotline website and printed materials at your workplace for telephone numbers.)

The Hotline is run by an independent company that collects information, which it then relays to the **Legal Compliance Team**.

In the United States and many other countries, you may report your concern to the Hilton Hotline anonymously. However, some countries limit the types of issues that can be reported to the Hotline and whether reports can be made anonymously. Of course, Hilton respects the local laws that govern our Hotline.

One of Hilton’s core Values is Ownership. We are the owners of our actions and decisions.

NO RETALIATION

At Hilton, we strive to create a culture in which Team Members can ask questions and raise concerns without fear of retaliation. Hilton prohibits retaliation against anyone for seeking advice, reporting a concern in good faith or assisting in an investigation. Subject to applicable law, Team Members found to have engaged in retaliation may be cause for disciplinary action, up to and including termination.

RESPECTING CONFIDENTIALITY

Hilton will take steps to protect the confidentiality of anyone who makes a good faith report of an actual or suspected violation, where appropriate and to the extent reasonably possible.

INVESTIGATIONS OF REPORTS

At Hilton, we take reports of suspected misconduct seriously. We timely investigate reports as appropriate, and we maintain confidentiality where appropriate and to the extent possible, consistent with our need to conduct an investigation and follow up on any concerns. It is important that Team Members promptly report if they believe that a violation of our policies may have occurred. Investigations often involve complex issues; prompt reporting is important to ensure that Hilton can review concerns raised. You may be asked to assist with an investigation. Unless you are informed cooperation is voluntary, you must cooperate with Hilton’s investigators and answer questions fully and truthfully.

VIOLATIONS OF THE CODE OF CONDUCT

Subject to applicable law, any violation of the laws or policies described in this Code, or other improper and unlawful conduct, may subject a Team Member to disciplinary action, up to and including termination and possibly legal action. Subject to applicable law, disciplinary measures can also apply to any manager or supervisor who directs, approves or condones violations, or has knowledge of violations and does not promptly report and correct them.

QUESTIONS AND ANSWERS

If I report something that seems suspicious, but it turns out that nothing was wrong, will I get in trouble?

No. Team Members are expected to raise concerns if they believe in good faith that something illegal or unethical is occurring or has occurred. The only reports that you shouldn't make are those you know to be intentionally false or inaccurate.

What happens when I call the Hilton Hotline?

Calls to the Hilton Hotline are answered by a call specialist who works for the independent company that operates the Hotline. That person will listen, ask you some questions, and make a detailed report of your call. The outside service will then forward the information to the **Legal Compliance Team**, who will decide how to handle your report or question. Similarly, if you open a case using the web reporting tool, your submitted report will be sent through the reporting system to the **Legal Compliance Team**. Every effort will be made to give your call a timely response. If an investigation is undertaken, Hilton will see that corrective action is taken, as appropriate.

Each of us is responsible for putting this Code to work, but we do not have to do it alone. There are a number of people who can answer our questions and guide us through difficult decisions. When in doubt, ask!

When faced with a decision-making dilemma, ask yourself the following questions. If you cannot answer “yes” to each and every one of them, seek advice before taking the action.

- Is the action legal?
- Is it ethical?
- Is it socially responsible?
- Does it comply with the Hilton Code, Policies, and Values?
- Does it appear to others to be appropriate? (Would it look good in the newspaper?)
- Does it promote Hilton's reputation as an ethical company?

If, after going through the above questions, you still have doubts about the best course of action, consult your supervisor, the **Legal Compliance Team**, or the other resources discussed in this Code.

OUR TEAM MEMBERS

Every day, in every action we take, Team Members can have a direct impact on Hilton's reputation.

Always behave in a manner that is consistent with Hilton's Values in your business interactions. As global leaders in the hospitality business, we understand the importance of treating all people well.

Team Members are expected to be aware of and abide by the Hilton standards and policies.

DIVERSITY

We are a company of diverse cultures serving diverse guests. We seek to understand our unique global communities, and to create an environment of inclusiveness. We maintain our competitive position by applying our core Values; attracting the best and brightest talent; and valuing the diversity of our Team Members, guests, suppliers, partners and owners.

HARASSMENT-FREE WORKPLACE AND NON-DISCRIMINATION

Hilton does not tolerate any form of discrimination or harassment on the basis of race, religion, color, gender, age, national origin, sexual orientation, disability or any other characteristic protected by applicable law. Any behavior, communication, or other conduct that creates an environment that is intimidating, offensive or hostile based on any protected characteristic, or that otherwise interferes with any Team Member's ability to perform his or her job, is unacceptable.

QUESTIONS AND ANSWERS

What are some examples of prohibited harassment?

Harassment can take many forms including:

- **Written or verbal abuse or threats;**
- **Unwelcome remarks, jokes, slurs or taunting of a discriminatory nature;**
- **Practical jokes based on a protected classification that embarrass or insult someone;**
- **Ignoring, isolating or segregating a person because of a protected classification;**
- **Materials that are of a discriminatory nature that are displayed publicly or circulated in the workplace; or,**
- **Unwanted physical contact.**

SAFE AND HEALTHY WORK ENVIRONMENT

Hilton is committed to the health and safety of our guests, Team Members and business colleagues. Safety requires a commitment from everyone. Hilton does not tolerate violent conduct or threats of violence among our Team Members. Hilton is committed to compliance with environmental, occupational and health laws. Each Team Member is responsible for understanding and complying with all applicable safety and health laws and guidelines. We are also each responsible for identifying and responding to health and safety hazards and security concerns. If you see a safety hazard, report it immediately.

One of Hilton's core Values is Teamwork. We are team players in everything we do.

BUSINESS ETHICS

Hilton has a long history of succeeding through honest business competition.

We act with the highest standard of integrity when conducting Hilton business. We compete for business on the basis of price, service and quality, and we award business on the same basis. Our business decisions are based on Hilton's best interests and are always consistent with our Values.

FAIR DEALING

Hilton strives to deal fairly with guests, business partners, competitors and Team Members. We do not take unfair advantage of anyone or engage in any unfair-dealing practices in our business activities.

ADVERTISING AND MARKETING

Our advertising and marketing activities are truthful, accurate, and not misleading, whether we are talking about ourselves or about our competitors. Team Members involved with or responsible for Hilton marketing and advertising practices must be familiar with and comply at all times with applicable laws regarding these practices.

COMPETITION AND ANTITRUST

Hilton is committed to complying with all applicable antitrust and competition laws and regulations. These laws are designed to promote competition and protect consumers.

Team Members must not propose or engage in any formal or informal agreements, understandings, meetings, or communications with competitors or potential competitors regarding competitively sensitive issues, such as prices and occupancy rates. We must never enter into an agreement with a competitor to:

- **Fix, stabilize or control prices;**
- **Allocate products, markets or territories;**
- **Boycott certain customers or suppliers; or,**
- **Refrain from the sale of any product.**

DO NOT

- **Engage in discussions with competitors that could be viewed as even an informal agreement regarding competitive issues.**
- **Share non-public, price-related or occupancy-related information with competitors.**
- **Enter into agreements with suppliers or customers that improperly restrict competition.**

DO

- **Compete vigorously and fairly with our competitors.**
- **Notify the [Legal Compliance Team](#) immediately if you believe that you have received competitively sensitive or trade secret information from a competitor.**

One of Hilton's core Values is Hospitality. We are passionate about delivering exceptional guest experiences. And we do it legally and ethically.

QUESTIONS AND ANSWERS

What types of Hilton information should NOT be shared with competitors?

The following types of Hilton information should not be shared with competitors:

- Rates (e.g., group rates, advertised rates, average rates, timeshare rates and prices);
- Price lists, discounts, credit terms, or other terms or conditions of sale;
- Occupancy rates;
- Complimentary room policies;
- Margins, commissions, rebates, promotions;
- Banquet pricing;
- Deposits, surcharges, price ranges, minimum or maximum prices, or price formulas; and,
- The timing of a rate increase (or decrease).

What types of Hilton information should NOT be shared with competitors?

You are free to engage in networking with your peers from competitors as long as you do not exchange information that is subject to competition laws or confidentiality. A good rule of thumb is to ask yourself whether what you are discussing with an industry peer is the sort of thing you would normally consider discussing with someone whose objective is to take business away from you and Hilton. If the answer is no, avoid the discussion.

PROTECTING HILTON'S ASSETS

We all must protect Hilton's assets by using them responsibly, efficiently and in a manner consistent with Hilton's policies. Hilton's assets include items like our properties, cash, company-issued credit cards, equipment and supplies, as well as our technology assets and intellectual property.

Technology assets include computers, software, telephones and networks. Intellectual property includes items such as trademarks, trade secrets, copyrights, patents, logos and confidential or proprietary information. All of Hilton's assets must be protected from misuse, damage, or theft, and they should never be used for personal gain or illegal purposes. Remember that theft, carelessness and waste have a direct impact on our bottom line.

You are expected to exercise appropriate judgment in your use of Hilton e-mail and the Internet. Where legally permissible, we reserve the right to review all Internet searches, e-mail communications and other activities that Team Members perform using Hilton's assets. When you leave Hilton, you must return all Hilton property.

DO NOT

- Use Hilton resources or time to conduct outside work.
- Use Hilton property to promote your financial interests or provide benefits to friends or relatives.
- Use Hilton assets to send, receive, reproduce or access unlawful materials or illegally copy software, music, books or other legally protected works.

DO

- Protect Hilton property from misuse, damage, or theft.
- Ensure that travel and expenditures on behalf of Hilton are undertaken with appropriate approval and documentation.

PROTECTING AND USING THIRD PARTY INFORMATION

Hilton is committed to safeguarding and handling third party information in accordance with applicable laws and contractual obligations, and in a manner that protects privacy and preserves trust. We will not improperly obtain, have or use proprietary, confidential or trade secret information of our competitors or other third parties, such as vendors, suppliers, owners and former employers. In addition, we will only collect, safeguard and use personal information in accordance with laws and in order to fulfill legitimate business purposes.

Examples of sensitive third party information include:

- **Strategic plans and presentations;**
- **RFP, RFI or RFQ responses;**
- **Non-public information about business partners, customers, and vendors;**
- **Information subject to a non-disclosure agreement;**
- **Any third party information marked confidential or proprietary or similarly marked materials;**
- **Any material on the letterhead or containing logos or other owned marks of a third party that is not publicly available;**
- **Private information about guests; and,**
- **Personally identifiable information (e.g., social security numbers and credit card information) of guests and business partners.**

QUESTIONS AND ANSWERS

A new Team Member who came to Hilton from another Hospitality company mentioned that he could modify some strategic planning materials that he prepared for his former employer to save time in pulling together a Hilton presentation. Would he be doing anything wrong?

Yes. Team Members are strictly prohibited from possessing confidential materials from their former employers, and Hilton's onboarding procedures require new Team Members to certify that they have no such information. This matter should be reported to the **Legal Compliance Team** immediately.

Recently, my favorite celebrity stayed at a hotel where I am the Front Desk Manager. The celebrity agreed to take a picture with me. Can I post the picture on my social media site?

No. We take the privacy of our guests seriously and protect their personal information as if it were our own. Information, including the fact that the celebrity was our guest, must be protected and should not be shared publicly.

DO NOT

- **Use any third party confidential information that you may have from a former employer or that you may receive improperly or inadvertently during the course of business.**
- **Solicit confidential information from a third party except pursuant to an express agreement and in consultation with Hilton Legal.**

DO

- **Be mindful of the various sources by which third party confidential information may come to Team Members and systems.**
- **Immediately contact the **Legal Compliance Team** if you are concerned that you may have received unauthorized third party confidential information.**
- **Immediately report to ISC@hilton.com any concern that personal information in Hilton's custody or control has been acquired, modified, used, disclosed or accessed by any unauthorized person, or by any person in an unauthorized manner or for an unauthorized purpose.**

PROTECTING AND USING HILTON INFORMATION

Hilton also has a strong interest in protecting its own information. Team Members must not disclose Hilton's confidential information except when disclosures are authorized or legally required. Confidential information includes all non-public information that might be of use to competitors, or harmful to Hilton or its customers, if disclosed. Team Members should be mindful of how they store and share Hilton confidential information and should maintain all Hilton business records in accordance with Hilton's records retention policies.

Examples of information that must be protected from disclosure include:

- **Confidential information about Hilton's property developments, business operations, or financial performance;**
- **Competitive information, including pricing, occupancy rates, and promotional strategies;**
- **Information about potential innovations in Hilton hotels or brands;**
- **The terms and structure of Hilton's customer and vendor contracts and financing agreements;**
- **Information related to Hilton software, databases and other systems, including their structure and content;**
- **Customer lists; and,**
- **Information marked confidential, privileged, or proprietary.**

DO NOT

- **Disclose confidential Hilton information to those who do not have a business need to know the information.**
- **Disclose confidential Hilton information to third parties without a non-disclosure agreement.**
- **Forward or share information marked "legally privileged" or the like with colleagues outside Hilton or colleagues inside Hilton who do not have a need to know without first seeking guidance from Hilton Legal.**

NOTE: For purposes of these examples, confidential Hilton information does not include information lawfully acquired by non-management Team Members concerning wages, hours or other terms and conditions of employment, if used by them for purposes protected by the National Labor Relations Act. Under that law, non-management Team Members have the right to discuss with others their terms and conditions of employment.

DO

- **Maintain Hilton's confidential information in a secure manner, so that it can only be accessed by those who need the information to perform legitimate business activities.**
- **Clearly mark documents containing confidential Hilton information as "Confidential and Proprietary."**
- **Immediately notify the [Legal Compliance Team](#) if you believe confidential Hilton information has been lost, misplaced, accessed by an unauthorized person or inadvertently disclosed.**

COMMUNICATING ABOUT HILTON

As a publicly-traded company, Hilton is committed to providing accurate and complete information to the public in compliance with legal requirements and consistent with our Vision, Mission, and Values. Only authorized spokespersons of Hilton may communicate on behalf of the Company concerning Hilton's official position on topics such as financial performance, business strategy, development plans, operations status, legal matters and public policy issues.

Hilton has designated particular Team Members who are authorized to act as representatives of Hilton in sharing information with the news media, government officials, shareholders, analysts and other key stakeholders. Requests for financial or other information that are directed to Hilton from the media, the financial community, shareholders or the public should be referred to Corporate Communications. Requests for information that are directed to Hilton from regulators or the government should be referred to Hilton Legal.

DO NOT

- **Comment on Hilton's behalf or speak as a Hilton representative in response to any inquiries or rumors regarding Hilton's financial performance, business strategy, or other confidential information unless you are an authorized Hilton spokesperson.**

DO

- **Refer inquiries directed to Hilton about matters such as Hilton's financial performance, business strategy, or other confidential information to an authorized spokesperson.**
- **Continue to conduct ordinary course, routine business communications with other Team Members and outside parties regarding topics that do not include confidential information.**

SOCIAL MEDIA

Using social media – platforms such as Twitter, Facebook, Instagram, LinkedIn and others – is a great way to communicate with others. When using social media that is in any way connected with Hilton, you must follow the law and Hilton policies.

Never use social media to harass or discriminate against other employees or guests. And if you are posting about Hilton, you should be transparent and disclose your relationship to the Company. And remember that you may not speak on behalf of Hilton concerning Hilton's official positions on topics such as financial performance or other issues unless you are authorized to do so.

QUESTIONS AND ANSWERS

I recently saw a review on a travel web site that contained completely false information about our hotel. Can I respond to the reviewer so that I can correct this?

No. While your intentions are good, only authorized individuals may speak for Hilton on travel sites or in other official ways. You should instead notify The Communications Department about the review so that Hilton can respond if appropriate.

INSIDER TRADING

In the course of your job, you may learn of material information about Hilton or other companies before it is made public. This is often referred to as “inside information.” Using this information for your personal benefit (by buying or selling securities) or sharing this information with others is a violation of this Code and possibly the law. This prohibition applies to the buying or selling of securities of any company about which you have inside information, not just Hilton. This prohibition also applies to sharing material non-public information with anyone else who may buy or sell securities based on inside information. In short, do not act on inside information yourself, and do not share that information with others.

Team Members whose business activities or position within Hilton exposes them to material non-public information may be subject to additional requirements related to the buying or selling of securities. Such Team Members must abide by those requirements.

Material information includes information that could be important for an investor to consider in making a decision about whether to buy or sell securities. Such information may not be shared or used for personal investment decisions when it has not yet been made generally available to the investing public.

Examples of material non-public information include key financial information and results, big changes at Hilton (such as mergers and acquisition or new brands), and important legal developments.

DO NOT

- **Purchase, sell or donate securities of Hilton or another company while aware of material non-public information.**
- **Disclose any material non-public information to any person inside or outside of Hilton who does not have a business need to know the information.**

DO

- **Pay close attention to Hilton notifications of trading restrictions.**
- **Notify Hilton Legal immediately in the event of an unintentional disclosure of material non-public information.**

BUSINESS COURTESIES

Giving or accepting gifts, meals, travel, entertainment, favors or other items of value (“business courtesies”) is often a part of building business relationships. However, these business courtesies can also improperly influence our business decisions, and they can create the appearance of impropriety. Never give or accept a business courtesy that could influence your judgment on behalf of Hilton. And use good judgment to avoid even the perception that any business courtesy has influenced or is intended to influence business judgment.

Generally speaking, you may accept or offer business courtesies so long as they are:

- **Legal;**
- **Customary and commonly accepted;**
- **Intended to promote successful working relationships with persons or firms with whom Hilton maintains or may establish a business relationship;**
- **Not excessive in value;**
- **Appropriate for the job function of the recipient;**
- **Not associated with purchasing, procurement or contracting decisions; and,**
- **Given and accepted without an express or implied understanding that the recipient is in any way obligated by acceptance of the gift.**

Entertainment or gifts that are extravagant in value or exclusive in nature (such as Super Bowl, Golf Masters or World Cup tickets) should not be accepted without prior approval from the **Legal Compliance Team** in consultation with management to carefully consider the nature of the business relationship with the entity/individual making the offer and the business role of the Hilton recipient. In general, Hilton should be solely responsible for the travel and lodging expenses associated with these exclusive events.

Stricter standards apply to business courtesies when they involve government officials. Hilton Team Members may never offer, promise, pay or authorize anything of value to a government official or state owned entity unless permitted to do so by Hilton policies. For additional information on Hilton’s policies regarding business courtesies to government officials, see the section of this Code regarding **Bribery and Other Corrupt Practices** below.

Team Members must never request gifts or solicit favors from business partners. When excessive gifts are received, the item must be returned with a clear explanation that the gift violates Hilton’s business courtesies policy. If you are concerned that refusing or returning a gift that violates Hilton’s policies may cause offense, you should consult the **Legal Compliance Team** for guidance. It may be appropriate for the item to be donated to a charity or displayed at a Hilton site. Hilton encourages Team Members to share consumable gifts that meet the “reasonable and not excessive” standard (such as food baskets) in a common work area.

Team Members may never accept offers of expense-paid trips for pleasure from persons or firms that Hilton does or seeks to do business with. Hilton business trips are just that: trips intended to conduct Hilton business or develop Hilton business relationships.

As a result, only Hilton should pay for the travel and lodging expenses of Team Members while on Hilton business with the following exceptions:

- **Travel incident to the business event, such as transportation between meeting sites.**
- **Travel and lodging in connection with an industry event, professional association, or similar occasion where the organizer is not a business partner of Hilton.**
- **Travel and lodging offered to a Team Member as a presenter at a conference where all presenters are offered the same as a matter of course.**

Team Members whose job function customarily involves receipt of unsolicited tips or gratuities (such as valet, bell captain, restaurant worker, guest room attendant and housekeeper) may accept unsolicited gifts and gratuities from guests and customers in connection with job performance. No Team Member who has control over the terms of doing business with the individual making the offer may accept any tip or gratuity. In any event, Team Members are prohibited from soliciting tips or gratuities.

QUESTIONS AND ANSWERS

I travel to a lot of different countries on behalf of Hilton, and I sometimes feel that I must accept a gift that may violate Hilton's policy in order not to offend the people I am visiting. What should I do?

You should use your best judgment in such situations. If you feel that you cannot decline a gift without offending the giftgiver, then you may accept the gift on behalf of Hilton and disclose the situation to your supervisor and the **Legal Compliance Team**. The **Legal Compliance Team** will then assist you in dealing with the situation. It may be appropriate to display the gift at one of our sites or to donate it to charity.

NEVER ACCEPTABLE

You should not give or accept a business courtesy if:

- It violates the law.
- It might be construed as a condition for something in return or as a bribe or payoff.
- It may be associated with ongoing commercial negotiations.
- It involves sexually inappropriate or offensive content (for example, taking a customer to a strip club).
- It involves cash or a cash equivalent (such as a gift certificate).
- It violates Hilton's or the recipient employer's policies.
- It is part of a pattern of gifts or entertainment offered frequently by the same supplier.

USUALLY ACCEPTABLE

Common business courtesies that are usually okay and do not ordinarily require prior approval include:

- Occasional meals with business partners.
- Occasionally attending sports and other cultural events with business partners, if the business partner is in attendance and business is discussed.
- Occasionally accepting reasonable and customary gifts.
- Accepting promotional items of nominal value such as pens, notepads and coffee mugs.

CONFLICTS OF INTEREST

A conflict of interest occurs when a Team Member's personal interests interfere or appear to interfere with their duties on behalf of Hilton. Team Members' business decisions must be governed by sound judgment and objectivity, free from the influence of personal interests. Even the appearance of a conflict of interest can be harmful to Hilton's business reputation. Team Members have a duty to avoid situations that could cause someone to question their judgment or objectivity, and an obligation to disclose potential conflicts in every aspect of their jobs.

Conflicts may arise from a number of areas. Common conflicts that must be disclosed include:

- **Outside employment with, or having family members who are employed by, suppliers and other business partners.**
- **Personal investments in a company that already is or seeks to become a supplier or business partner of Hilton.**
- **Serving as a Board Member, director, officer, employee or consultant to an outside business entity, including a non-profit, that has the potential to compete with or do business in areas related to Hilton.**

Serving as a Board Member of a publicly traded company may raise additional risks. Team Members must alert their supervisor and seek advice from the [Legal Compliance Team](#) prior to accepting any such position.

Team Members may not use or attempt to use their position with Hilton to obtain any improper benefits for themselves, their families, or anyone else. For example, Team Members may not direct business to a company that is owned by a family member or close personal friend or use their position with Hilton for personal benefit.

QUESTIONS AND ANSWERS

We are looking for a company to supply our hotel with waste removal services. We've already spent a lot of time looking. My brother owns a company that provides just this type of service, and I know that he would give us a good deal. Can't we just use his company?

No. Hiring a company that your brother owns creates a conflict between your desire to get the best deal for Hilton and your desire to help your brother. If, however, you disclose your relationship with your brother's company and remove yourself from the selection process, it may be possible for his company to compete for the business along with other vendors, so long as no one who reports to you is involved in the selection process and you have approval from the [Legal Compliance Team](#) to submit his company's name to the appropriate parties for consideration.

DO NOT

- **Own or participate in a business that operates in a competing or complementary business area with Hilton.**
- **Take part in a Hilton business decision that involves a company with which you or your family members have a personal affiliation (as an owner, an investor, a consultant or an employee).**
- **Take part in a Hilton decision that involves hiring or supervising a family member.**
- **Borrow money from any company or person doing or seeking to do business with Hilton where doing so could create a risk of, or the appearance of, impropriety or lack of objectivity.**

DO

- **Avoid situations that could make someone question your judgment or objectivity on behalf of Hilton.**
- **Disclose potential conflicts immediately.**

PURCHASING PRACTICES

We strive to be fair and impartial in our dealings with suppliers and contractors. Purchasing decisions must be based on legitimate, defined criteria, including quality, service levels and price. We honor the terms and conditions of contracts, pay in a timely manner, and protect the confidential and proprietary information of suppliers and contractors.

CORPORATE OPPORTUNITIES

Do not use Hilton property or information or your position with Hilton for personal gain. Do not compete against Hilton. Team Members have a duty to advance Hilton's business interests whenever the opportunity arises. You must not take personal advantage of (or direct a third party to) a business opportunity that is discovered through your position or use of Hilton property or information.

BRIBERY AND OTHER CORRUPT PRACTICES

Bribery is never okay. Hilton strictly prohibits Team Members from giving, offering, promising or authorizing anything of value to any person for the purpose of improperly influencing official action or gaining an improper advantage.

Hilton does not bribe, and we comply with all laws prohibiting bribery and other corrupt practices. As a U.S. based company, Hilton's business operations around the world must comply not only with local anti-corruption laws, but also with laws that globally apply to Hilton's business activities, such as the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act. These laws prohibit Hilton from offering or giving "anything of value" to a government official or their family members to influence that person in his or her official duties or to encourage unlawful conduct.

Under anti-bribery laws, the definition of a "government official" is broad. It includes anyone acting on behalf of a government or government agency (including government employees) and employees of government-owned business, such as state-owned airlines.

Government officials can include any of the following:

- **any person acting in an official capacity for or on behalf of any government or government agency, including government employees;**
- **politicians, political party officials and candidates for public office;**
- **the judiciary; and**
- **directors, officers and employees of state-owned commercial enterprises, such as state-owned airlines.**

Under many anti-bribery laws, "anything of value" includes both cash and non-cash benefits such as travel, complimentary rooms and even charitable donations.

Illegal payments could consist of any of the following – or anything else of value to the recipient:

- **Cash or cash equivalents, such as below-market loans or gift certificates;**
- **Travel;**
- **Complimentary rooms or upgrades;**
- **Hilton Honors points or status upgrades;**
- **Entertainment such as golf outings or tickets to sporting events;**
- **Political or charitable donations; and,**
- **Offers of employment or internships.**

The prohibition against bribery also applies to activities undertaken by third parties on behalf of Hilton. In other words, our agents and business partners may not bribe on our behalf. When engaging business associates who will interact with government officials on Hilton's behalf, conduct appropriate due diligence so that we select organizations that will meet our high standards.

Hilton also prohibits all commercial bribes and kickbacks. We do not bribe government officials, business partners or anyone else. Hilton maintains a system of internal controls to prevent and detect improper payments. Team Members must accurately record all business transactions and keep complete books and records of business expenditures.

DO NOT

- **Offer or give a payment, gift or anything of value to a government official or anyone else to influence official action or commercial activities.**
- **Authorize or approve a business partner or any third party to make a bribe for the benefit of Hilton.**
- **Use your personal funds to pay a bribe to government officials or anyone else.**

DO

- **Conduct due diligence prior to engaging any business partner who may interact with government officials on behalf of Hilton.**
- **Notify the [Legal Compliance Team](#) immediately in the event of a concern about improper payments.**

CREATING AND MAINTAINING ACCURATE BUSINESS RECORDS

At Hilton, we make full, fair, accurate, timely and understandable disclosures in all reports and documents that we file with, or submit to, the Securities and Exchange Commission, state agencies, and in any other public communications that we make.

Accurate business records are essential to maintaining the trust of our stakeholders. In addition, as a public company, Hilton is subject to a number of laws and regulations that govern our business records, including U.S. securities laws.

We must record Hilton's activities accurately and in compliance with Hilton policies, practices and standards. This includes financial information and operational information. Untrue information that directly or indirectly portrays inaccurate business performance is never acceptable.

PROVIDING ACCURATE INFORMATION TO THE GOVERNMENT

In performing our jobs, we always provide current, complete and accurate information to any and all government agencies. False, incomplete, inaccurate or misleading representations or certifications may result in serious legal risks both for the individual involved and for Hilton.

COMPLIMENTARY TREATMENT AND ENTERTAINING OF UNION OFFICIALS

U.S. law prohibits Hilton, its representatives, or Team Members acting in the interests of Hilton from providing U.S. labor unions, officials or their representatives, with money or other things of value except under narrow and specifically authorized circumstances. This prohibition extends to items provided using a Team Member's personal funds, but it does not prevent Team Members from lawfully supporting a labor union through the payment of dues, fees, or lawful assessments. Violations may result in civil or criminal penalties for Hilton and individual Team Members.

GLOBAL CITIZENSHIP

Hilton's Values serve as our foundation everywhere we do business.

We conduct Hilton business in a way that honors Hilton's respect for the communities where we operate and our commitment to do what's right, all the time. Our corporate citizenship strategy Travel with Purpose balances the long-term needs of our business with current and future needs of the communities we serve.

HUMAN RIGHTS

Hilton complies with the employment and labor laws in every country and region in which we operate. We respect and support fundamental human rights for all people, and we are never complicit in human rights abuses. We expect our suppliers and business partners to commit to the same. This means, among other things, that:

- **We will not employ individuals who are under 15 years of age or the lawful age of employment (whichever is higher) in any country in which we operate.**
- **We will comply with all wage and compensation requirements as defined under applicable laws and regulations, including those relating to minimum wages, and at a minimum provide legally mandated benefits.**
- **We will not exceed maximum hours of work defined by applicable law and will appropriately compensate overtime.**
- **We will not use forced labor, including prison, bonded or debt labor, physical punishment or abuse, slave labor or trafficked persons. Forced labor includes coercion such as threats, violence, and the retention of identity documents or non-payment of wages that traps a worker in a job they might otherwise want to leave. Workers must consent to employment and have the freedom to leave at any time, with reasonable notice.**
- **We respect the lawful rights of our Team Members to choose (or not choose) collective bargaining representation.**
- **We are committed to the health and safety of our Team Members and comply with all applicable health and safety laws and guidelines.**

DO

- **Notify the [Legal Compliance Team](#) immediately in the event of a concern about labor trafficking, forced or bonded labor.**

DO NOT

- **Allow employees or contractors to pay recruitment fees. If it is found that fees have been paid, report the matter to Human Resources or the [Legal Compliance Team](#).**
- **Ask to control employee personal bank accounts for any reason.**

Hilton is a proud signatory of the United Nations Global Compact.

PROHIBITION AGAINST HUMAN TRAFFICKING

Hilton condemns all forms of human trafficking and commercial exploitation, including the sexual exploitation of men, women or children. As signatories of the ECPAT Tourism Child-Protection Code of Conduct, we are fully committed, in each and every one of the markets in which we operate, to protecting individuals from all forms of abuse and exploitation. We expect our Team Members as well as our business partners to help us meet this commitment. Sex trafficking and sexual tourism is a large and growing problem worldwide, and Hilton prohibits any Hilton property, product, or service from being used in any manner that supports or enables any form of abuse and exploitation.

COMMITMENT TO THE ENVIRONMENT

Protecting the environment is a top priority for Hilton. Responsible environmental activity is good for both our business and the communities we serve. Hilton is committed to complying with all applicable environmental laws and regulations wherever we do business. We expect Team Members to properly handle, store and dispose of all hazardous materials and wastes, and to comply with all environmental permits that apply to Hilton equipment, operations or facilities.

COMMITMENT TO OUR COMMUNITIES

As a world leader in travel and tourism, Hilton recognizes our responsibility to create shared value wherever we do business. We actively support a wide variety of issues and organizations in our communities and encourage all of our Team Members to volunteer or otherwise participate in the economic and social development of their local communities.

Our mission is to be the most hospitable company in the world, notably by creating a positive impact in our communities. It comes to life through responsible operations and meaningful local engagement.

One of Hilton's core Values is Leadership. We are leaders in our industry and in our communities.

BOYCOTTS

As a U.S. based company, Hilton's business operations worldwide must comply with U.S. antiboycott rules. These antiboycott rules may prohibit us from participating in or cooperating with foreign boycotts of countries that are not approved by the U.S. government (such as the Arab League boycott of Israel). U.S. antiboycott rules also impose regular reporting requirements with respect to the receipt of any boycott-related requests (such as a question about whether Hilton does business with Israeli companies), often even if complying with such requests would otherwise be permissible.

QUESTIONS AND ANSWERS

What are some examples of boycott requests that we cannot comply with and must report?

Examples of boycott requests include the following:

- **Certify that certain goods are not of Israeli origin.**
- **Certify that Hilton does not have an office in a boycotted country.**
- **Do you have an office in Israel?**
- **Identify the race, religion and sex of all employees who will work on this project.**

TRADE EMBARGOES AND EXPORT CONTROLS

Hilton is committed to conducting its business in compliance with all applicable trade and financial sanctions imposed by the United Nations, United States, European Union and other authorities. As a U.S. based company, Hilton's business operations in countries outside the U.S. must comply not only with local sanctions but also take into account U.S. sanctions, which frequently apply to activities and persons outside the U.S.

Sanctions restrict our ability to do business with certain individuals and entities. Hilton's decisions to do business with various partners are guided by applicable law, our Values and our interest in protecting our Team Members and reputation.

QUESTIONS AND ANSWERS

How do I know if I am dealing with a counterparty that is subject to sanctions?

A good place to start is with the U.S. government's Office of Foreign Assets Control ("OFAC") list of Specially Designated Nationals ("SDNs") that are subject to sanctions. You can find the most current version of the SDN List in searchable format at <http://sdnsearch.ofac.treas.gov>.

Non-U.S. operations may also be restricted from engaging in transactions involving parties designated under local sanctions lists (e.g., European Union Designated Parties). In addition, certain countries are subject to very broad sanctions programs that prohibit Hilton from engaging in transactions with any companies or individuals located or based in such countries, the governments of these countries or any entities owned, controlled by or acting on behalf of those governments. Hilton business travel to these countries is also not permitted. The current list of such countries can be found in the [Hilton Trade Sanctions Policy](#).

DO NOT

- Proceed with a transaction prior to checking the counterparty against the OFAC SDN list.
- Proceed with a transaction where the counterparty may be linked to a country that is subject to broad sanctions prohibitions.

DO

- Take the time to know our potential business partners – who they are, what they do, where they are based and how they will interact with Hilton – in order to avoid becoming involved in a prohibited transaction without realizing it.
- Search the name of the potential business partner against the OFAC SDN List and determine whether the counterparty has an address in or a national ID issued by a country subject to broad sanctions prohibitions.

ANTI-MONEY LAUNDERING

Team Members are prohibited from engaging in or facilitating transactions anywhere in the world that involve funds that were derived from illegal activities. Hilton must comply with all applicable anti-money laundering laws and regulations of the U.S. and all other countries where we do business. We must carefully scrutinize all payments and transactions with customers, vendors, business partners, agents and affiliates. We will not accept any payments that appear to have come from illegal activities. Involvement in money laundering activities can severely damage our good reputation, and can expose Hilton and Team Members to penalties that include severe fines and imprisonment.

POLITICAL INVOLVEMENT

Team Members may not make political contributions or expenditures on behalf of Hilton or involve Hilton in political activities of any kind without prior approval. This includes the use of Hilton's name, funds, assets or services, as well as activities performed while on Hilton paid time. Hilton participates in U.S. federal elections through our Political Action Committee.

While Hilton encourages Team Members' personal participation in political activities, such participation must be on non-working time, without the use of Hilton resources unless otherwise authorized, and in a manner that does not suggest Hilton sponsorship or approval. Hilton will not reimburse Team Members for any such personal contributions.

QUESTIONS AND ANSWERS

I gave some money to support a political candidate in my community who is supportive of several Hilton projects. Will Hilton reimburse me for my contribution?

No. Hilton encourages you to be active in your community and the political process. However, Hilton will not reimburse any Team Member for personal contributions to a political candidate, campaign or party. This includes the price of tickets to dinners, rallies or other functions.

GOVERNMENT RELATIONS AND COMPLIANCE WITH UNITED STATES LOBBYING LAWS

Hilton and Team Members may not engage in "lobbying" activity without prior approval from the Hilton Government Affairs Team and without properly registering and reporting as required by U.S. law. This includes communicating with government employees and officials at any level and in any jurisdiction on issues that affect Hilton or engaging outside parties or agents to lobby on Hilton's behalf. Failure to register Team Members involved in lobbying and to report their activities in accordance with applicable laws exposes those individuals and Hilton to heavy fines and other penalties.

ADMINISTERING THIS CODE

SCOPE OF THE CODE

Nothing in this Code is intended to, or will be applied in a manner such that it will, restrict or interfere with Team Members' rights, where applicable, to self-organize, form, join or assist labor organizations, to bargain collectively through representatives of their choosing, or to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, or to refrain from engaging in such activities.

WAIVERS

Hilton generally will not waive provisions of this Code. Any Team Member who believes that a waiver may be called for should contact the **Legal Compliance Team**. Do not engage in any conduct inconsistent with this Code of Conduct without receiving a waiver in writing. Any waiver of this Code for executive officers or directors may be made only by the Board of Directors or a Board committee. Hilton will disclose any waivers for executive officers or directors as required by law or regulation.

NO RIGHTS CREATED

This Code of Conduct and the policies described in it are not an employment contract. Hilton does not create any contractual rights by issuing this Code or related Hilton policies. In addition, this Code is not intended to and does not create any obligations to or rights in any employee, client, supplier, competitor, shareholder or any other person or entity.

ADDITIONAL GUIDANCE

For additional guidance regarding topics described in this Code, consult Hilton's policies and the training resources available to Team Members at the:

SCHOOL OF LAW

ADOPTED ON MAY 10, 2017



2030 Goal Tracking

Our 2030 Goals align with the UN's Sustainable Development Goals (SDGs) and targets. The corresponding SDG for each of Hilton's 2030 Goals is included below, as well as an update on our progress.



INTRODUCTION

ESG STRATEGY

Our Strategy and Framework

2021 ESG Highlights

Stakeholder Engagement

LightStay

Meet With Purpose

Hilton Effect Foundation

2030 Goal Tracking

ENVIRONMENTAL IMPACT

SOCIAL IMPACT

GOVERNANCE

APPENDIX

Environmental Paving the way to net zero				
HILTON'S 2030 GOALS		SDGs	PROGRESS TO DATE	STATUS
WATTS	<p>Science-based targets: Reduce Scope 1 and 2 carbon intensity from managed hotels by 61%, and work with franchisees to reduce Scope 3 carbon intensity from franchised hotels by 52% (MT CO₂e/m², 2008 baseline)</p> <p>Adopt a global standard for responsible travel and tourism, complementing our existing environmental certifications</p>	 7.2 7.3 7.a	<p>Developed new, more ambitious science-based targets, which are currently under review with the Science Based Targets initiative (SBTi)</p> <p>50% reduction in carbon emissions intensity (managed hotels)*</p> <p>43% reduction in carbon emissions intensity (all hotels)*</p> <p>Signed on as the first hospitality company to commit to the U.S. Department of Energy Better Climate Challenge</p> <p>Sourced 100% renewable electricity for one-third of our owned, managed and leased hotels in the EMEA region, as well as our Watford and Glasgow offices, and offered renewable energy option for U.S. managed hotels</p> <p>Continued to enhance LightStay, including the addition of a Meeting Impact Calculator to calculate the environmental footprint of meetings and events</p> <p>Achieved Global Sustainable Tourism Council (GSTC)-Recognized Standard status for LightStay</p> <p>100% of hotels mapped against climate risks</p>	 On track
WATER	<p>Reduce water use in our managed operations by 50% (liters/m², 2008 baseline)</p> <p>Activate 20 context-based water projects in our communities and watersheds of top water risk</p>	 6.3 6.4 6.6 6.b	<p>39% reduction in water intensity (managed hotels)*</p> <p>43% reduction in water intensity (all hotels)*</p> <p>3 context-based water pilots completed</p> <p>Mapped 100% of hotels against WRI and WWF water risk indices</p> <p>Continued investment in community water stewardship efforts through the Hilton Effect Foundation</p> <p>Refreshed Energy and Water Efficient Design Companion Guide to guide hotels on design decisions that can improve properties' energy and water efficiency</p>	 Making progress
WASTE	<p>Reduce landfilled waste in our managed operations by 50% (MT/m², 2008 baseline)</p> <p>Reduce food waste sent to landfill by 50% in our managed operations (MT/m², 2017 baseline)</p> <p>Send zero soap to landfill by recycling all used guest soap bars, where available</p>	 3.3	<p>70% reduction in landfilled waste intensity (managed hotels)*</p> <p>62% reduction in landfilled waste intensity (all hotels)*</p> <p>Established global food waste reduction program</p> <p>Collaborated with WWF and the hotel industry to develop a standardized waste measurement methodology</p> <p>Continued to expand Digital Key and transition hotels to bulk amenities, reducing plastic waste from key cards and miniature toiletry bottles</p> <p>5,500+ hotels partnered with soap recycling organizations to donate soap to those in need</p>	 On track

* Improvements in environmental measures during 2021 are partially attributable to the continued reduction in system-wide occupancy as a result of the COVID-19 pandemic.

Social Creating an Engine of Opportunity

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HILTON'S 2030 GOALS	SDGs	PROGRESS TO DATE	STATUS
<p>CAREERS</p> <p>Double our investment in youth opportunity programs in countries with lowest youth well-being (2017 baseline)</p> <p>Fulfill Hilton's commitment to achieve global gender parity and 25% US ethnic representation at our corporate leadership levels by 2027</p>	<p>5.1, 5.5 8.5, 8.6, 8.b 10.2, 10.3</p>	<p>In partnership with the International Youth Foundation (IYF), launched Passport to Success Concierge to provide free soft-skills training to young people interested in exploring or building careers in travel and tourism</p> <p>Continued to provide Hilton Effect Foundation grant support to partners supporting youth opportunity, including IYF, The Memorial Foundation, and Springboard</p> <p>39% women at global corporate leadership levels (+2 vs YE2020)</p> <p>19% ethnically diverse at corporate leadership levels in the US (+2 vs YE2020)</p> <p>In 2021, training on Diversity & Inclusion/Unconscious Bias and creating a Harassment-Free Workplace was completed by 94% of managed hotels in the U.S., as well as 90% of managed hotels globally</p>	<p>On track</p>
<p>COMMUNITIES</p> <p>Double our investment in programs that contribute to sustainable solutions and economic opportunity for all (2017 baseline)</p> <p>Contribute 10 million volunteer hours</p> <p>Double our monetary response, empowerment efforts and investment in resiliency against natural disasters (2017 baseline)</p> <p>Support our Team Members affected by disasters</p> <p>Participate in food donation programs, where allowed by law (managed hotels)</p> <p>Double Action Grants for hotel-led social and environmental impact projects in our communities</p> <p>Promote environmental awareness and open our LightStay technology in school educational programs</p>	<p>1.1, 1.2, 1.5 11.5 12.3</p>	<p>Since established in 2019, awarded \$5M+ in Hilton Effect Foundation grants to more than 50 NGOs and community-based organizations</p> <p>1,810,744 hours volunteered since 2017, including 197,824 hours in 2021</p> <p>Distributed more than \$2.5M in critical financial support to more than 2,500 Team Members impacted by disasters and crises since 2014</p> <p>Positively impacted more than 25,000 refugees since 2015 through volunteering, in-kind donations, purchasing, training and employment</p> <p>Committed to the TENT Partnership for Afghan Refugees, expanding on existing commitments to hire refugees and mentor LGBTQ+ refugees</p> <p>All managed hotels in North America are required to have food donation programs in place</p>	<p>On track</p>
<p>CONDUCT</p> <p>Sustainably source (e.g., certified) all meat and poultry, produce, seafood and cotton at managed hotels (where available)</p> <p>Double our sourcing spend from local, small and medium-sized enterprises and minority-owned suppliers for managed hotels and corporate offices (2017 baseline)</p> <p>Create framework for collaboration program with top-tier suppliers</p> <p>Train employees at Hilton-managed hotels on relevant environmental and social issues</p> <p>Engage guests in supporting responsible travel in destination hot spots</p>	<p>12.2, 12.5, 12.6 14.4, 14.b</p>	<p>We continue to make incremental progress on sourcing 25% of our global seafood volume for managed properties from Marine Stewardship Council (MSC) fisheries and Aquaculture Stewardship Council (ASC) farms</p> <p>Prior to the pandemic, cage free eggs represented 88% of egg volume in our managed hotels in the Americas and decreased to 53% in 2021. We are working toward reaching pre-pandemic levels globally moving forward</p> <p>Sourced from more than 2,500 women-, minority-, veteran-, disabled- and LGBTQ-owned businesses in 2021</p> <p>50% of brands have at least one brand standard requiring local sourcing</p> <p>54% of hotel leaders report their Team Members have completed our anti-human trafficking training</p> <p>Launched "Extending Our Stay" series to engage guests in our Travel with Purpose strategy and inspire them to travel responsibly</p> <p>Launched refreshed Meet with Purpose program to incorporate environmental and social impact into customer meetings and events</p>	<p>Making progress</p>

Governance Advancing and measuring our goals

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HILTON'S 2030 GOALS	SDGs	PROGRESS TO DATE	STATUS
<p>PUBLIC AFFAIRS</p> <p>Shape ESG legislation and regulation to advance Hilton's Travel with Purpose 2030 Goals</p> <p>Advocate for policies that support and advance climate action, destination stewardship, human rights, and diversity, equity and inclusion</p>		<p>Led advocacy efforts on behalf of our Team Member and owner community to support COVID-related relief and recovery</p> <p>Advocated to advance legislation related to anti-human trafficking, immigration reform, climate action, plastic elimination, skills training and apprenticeships programs, and diversity, equity and inclusion</p> <p>Monitoring forthcoming government regulations related to ESG disclosure requirements</p>	<p>Making progress</p>
<p>PARTNERSHIPS</p> <p>Create and partner with cross-industry networks to advance Travel with Purpose goals, including advancing international human rights and a low-carbon future</p>	<p>8.7, 8.8 12.2 13.1, 13.2, 13.3</p>	<p>Participated in Sustainable Hospitality Alliance and World Travel & Tourism Council committees and working groups and contributed to the development of the industry's "Net Positive Pathway"</p> <p>Signed UN Global Compact</p> <p>Collaborated with expert partners on human rights topics, including ECPAT and It's a Penalty</p> <p>Led engagement with key industry trade organizations</p> <p>Continued to work with partners, such as World Wildlife Fund, on sustainable destination management</p> <p>Collaborate with corporate partners on shared ESG goals and values, including partnership with American Express on distributing 1 million rooms to medical professionals at the frontlines of the battle against COVID-19 and partnership with Lyft to sponsor rides to increase access to vaccines</p>	<p>On track</p>
<p>POLICIES & REPORTING</p> <p>Encourage suppliers to set goals and validate through auditing and incentive program</p> <p>Increase data visibility by incorporating social and environmental criteria into supplier registration and inquiry processes</p> <p>Embed human rights due diligence across our global operations and in our supply chain, and partner with suppliers to address any form of forced labor or trafficking</p>	<p>8.7, 8.8</p>	<p>Progressed partnership with EcoVadis to track and validate supplier sustainability performance</p> <p>All suppliers are encouraged to observe and abide by Hilton's Responsible Sourcing Policy, which is included in all property contracts</p> <p>Where relevant, routinely incorporate sustainability criteria into our sourcing exercises, catalogs and purchasing data</p> <p>100% of hotels mapped against human rights risks, and 100+ country-level human rights briefs and mitigation plans developed</p>	<p>On track</p>

OUR COMMITMENT TO HUMAN RIGHTS

Hilton is committed to promoting human rights – the basic rights and freedoms inherent to all human beings. We conduct our business operations in a manner that respects human rights as defined in the **International Bill of Human Rights** and avoids complicity in human rights abuses. We are a signatory to the **United Nations (UN) Global Compact**, and we consider the **UN Guiding Principles on Business and Human Rights** and the **OECD Guidelines for Multinational Enterprises** as best practices for managing human rights risks.

We document our dedication to human rights in our Human Rights Principles and in our policies, including our Code of Conduct, our Harassment and Violence-Free Workplace Policy, our Equal Employment Opportunity Policy, and our Responsible Sourcing Policy.

If there is a practice or an incident that is inconsistent with our principles or our policies, we want to know about it. We maintain a hotline that is available 24 hours a day, 365 days a year. Anyone, internal or external to Hilton, can make a report through the hotline about our corporate offices and owned, leased and managed properties, and we will conduct a thorough investigation into that report and take appropriate action.

We are dedicated to filling the earth with the light and warmth of hospitality, and we know that promoting human rights is critical to achieving that goal. That's why our corporate offices; owned, leased and managed hotels; owners of managed properties; owners of franchised properties; companies that manage franchised properties; and suppliers all are required to abide by the principles set forth in this document.

OUR PRINCIPLES

Our core human rights principles are:

- **Ethical Standards.** We hold ourselves to the highest ethical standards, which are set forth in our [Code of Conduct](#). We have a culture of integrity and we promote business ethics.
- **Healthy and Safe Environment.** Hilton is committed to creating and maintaining a healthy and safe environment for our Team Members and guests.
- **Anti-Harassment & Non-Discrimination.** Hilton values diverse people, talent and ideas. We have a zero tolerance policy for harassment or discrimination based on any personal characteristic protected by law. Hilton's Harassment and Violence-Free Workplace Policy outlines our commitments to prohibiting all forms of harassment, including sexual and non-sexual harassment.
- **Prohibition Against Human Trafficking, including Sexual Exploitation.** Hilton condemns all forms of slavery, forced labor, human trafficking and commercial exploitation. As signatories of the ECPAT Tourism Child-Protection Code of Conduct, Hilton is fully committed to protecting individuals from all forms of abuse and exploitation.

- **Inclusivity.** Hilton is committed to an inclusive workforce that fully represents many different cultures, backgrounds and viewpoints. We also are committed to ensuring equal opportunities for our Team Members and complying with all local laws and policies addressing equal opportunity. Hilton's Equal Employment Opportunity Policy ensures all Team Members are provided with equal opportunities with respect to employment, promotion decisions and remuneration within set compensation and benefits strategies, country-specific statutory requirements and other relevant factors.
- **Privacy.** Hilton is committed to respecting Team Members' and guests' privacy rights. Hilton only gathers personal information for legitimate business purposes and does so in a reasonable manner and in accordance with applicable laws.
- **Responsible Sourcing.** The [Responsible Sourcing Policy](#) establishes the standards Hilton suppliers must meet. Our suppliers are obligated to comply with fundamental principles including: promoting human rights, complying with laws, engaging in fair purchasing practices and fair dealing, and preventing bribery and other corrupt practices.

HOW HILTON PROTECTS HUMAN RIGHTS

Hilton identifies, evaluates and mitigates human rights impacts in the following ways:

1. Mapping

Hilton operates at a global scale, with a complex supply chain. We recognize the human rights risks associated with operating in the hotel and tourism sector, including but not limited to the risk that hotels around the world may be used by traffickers for commercial sexual exploitation.

We undertake human rights mapping exercises to understand supply chain and human rights-related risks. We map 100% of our hotels and pipeline countries against independent environmental and social risk indices that are updated at least annually. This analysis informs the prioritization of our work, including the deployment of tools and processes at managed hotels and efforts to make such tools available for franchise business partners, particularly in higher risk areas.

2. Due Diligence

Hilton conducts human rights due diligence across our global operations and in our supply chains to identify, address and mitigate adverse human rights impacts. We both utilize the EcoVadis platform and our own internal due diligence process to assess third parties' practices with respect to human rights. The results of our due diligence efforts inform updates to our policies and procedures to strengthen our human rights approach.

3. Risk-Based Approach

We consider various risks that drive the level of due diligence and compliance checks, as well as contractual obligations, that we require of third parties. These risks include country, sector, transaction terms, and business relationship type and duration.

For the latest updates on risk mapping and actions taken, please refer to Hilton's annual Environmental, Social and Governance (ESG) Report: www.cr.hilton.com.

4. Contractual Terms

We contractually obligate our suppliers to meet the standards established in our Responsible Sourcing Policy. The Responsible Sourcing Policy includes the human rights principles set forth in this document as well as other principles, such as sustainability and anti-money laundering, that suppliers must commit to and abide by.

5. Training

Hilton requires all of its Team Members to complete training on our Code of Conduct. All hotel-based Team Members also are required to complete training on how to identify and report signs of human trafficking. A list of signs to identify risks of human trafficking for sexual exploitation and forced labor is posted in Team Member areas at all managed hotels globally. In the United States, we place posters to raise awareness of the U.S. National Anti-Trafficking Hotline in guest-facing areas of our managed hotels, as required by some state laws, and we share available resources with franchised hotels.

To further mitigate human rights risks, we are focused on educating stakeholders and collaborating with leading organizations about human rights issues. In 2019, we made our training on the risks of modern slavery in labor sourcing available at no charge to the hospitality industry via the International Tourism Partnership (ITP, now known as the Sustainable Hospitality Alliance).

6. Key Performance Indicators (KPIs)

Hilton communicates with its stakeholders both internally and externally regarding how it addresses impacts and publishes its progress in its annual ESG Report and UK Modern Slavery Act statement. Hilton's 2030 Travel with Purpose goals include embedding human rights due diligence across our global operations and our supply chain, partnering with suppliers to eradicate all forms of forced labor or trafficking, and creating and partnering with cross-industry networks to advance international human rights. Hilton articulates KPIs for each goal and monitors its progress towards those goals.

7. Remediation, Disputes and Grievances

Hilton has established mechanisms for Team Members and others to raise concerns about potential human rights violations. The Hilton Hotline is an anonymous reporting mechanism available for anyone to report concerns regarding our corporate offices or leased and managed properties. The Hotline also is available externally to suppliers, business partners, consumers and community members. For managed hotels, Hilton directly reviews and

investigates Hotline reports, tracks findings and responsive actions, and protects Team Members who make reports from retaliation. For franchised hotels, Hilton ensures allegations are formally communicated to the relevant franchise owner with reminders about the franchise owner's contract obligations, the brand standards and the law. Hilton's Global Compliance team is responsible for ensuring all Hotline reports receive appropriate review and response. On a quarterly basis, the Global Compliance team provides confirmation to Hilton's Board of Directors and external auditors that all Hotline reports have received appropriate treatment. The Global Compliance team also engages in benchmarking to ensure the Hilton mechanism is functioning effectively in terms of expected volume of reports.

8. Partnerships and Alliances with NGOs and Advocacy with Trade Associations

Hilton understands that human rights risks in the travel and tourism industry are complex, and we recognize we cannot solve them on our own. Accordingly, we engage proactively with industry and expert organizations to raise awareness of human rights issues, develop solutions, and shape public policy and legislation to reduce human rights abuses and human trafficking.

- Since 2011, we have been signatories of the ECPAT Code of Conduct to fight the sexual exploitation of children in travel and tourism, and we have been providing their training on identifying signs of trafficking to all our hotels.
- To combat risks of trafficking for sexual exploitation, we have partnered with Vital Voices since 2012 and co-founded the Global Freedom Exchange program in 2013 to support women leaders at the forefront of anti-human trafficking efforts.
- In 2016, we co-founded the UK Stop Slavery Hotel Industry Network, led by Shiva Foundation, which brings together hotel brands, operators and owners, providing tools to help procurement teams address forced labor and modern slavery risks in the supply chain.
- Hilton President and CEO Chris Nassetta, who served as Chair of the World Travel and Tourism Council (WTTC) from 2018 through 2020, supported the launch of the ECPAT/WTTC Call for Action for the Protection of Children in Travel and Tourism in 2018 and co-founded the WTTC Anti-Trafficking Task Force in 2019.
- We are co-founders of the International Tourism Partnership (ITP), now known as the Sustainable Hospitality Alliance, and an active member of their Human Rights working group which helped make Hilton's training on modern slavery risks in labor sourcing publicly available to the hospitality industry at no cost starting in December 2019.
- In 2019, Hilton proactively participated in a series of workshops for the hotel industry in Qatar on fair recruitment organized by the ITP, the International Labour Organization, the Qatar Ministry of Administrative Development, Labour and Social Affairs and the Institute for Human Rights and Business, sharing best practices and contributing to the creation of industry-wide tools.
- We are members of the Global Business Initiative on Human Rights, a coalition that works to advance human rights in a business context through cross-industry peer learning, outreach and capacity building.
- In 2019, Hilton collaborated with the It's a Penalty campaign to raise awareness about human trafficking with Super Bowl stakeholders, including Team Members, guests and NGOs. We continued our collaboration during the 2020 Super Bowl and the 2021 Euro Football tournament.

GOVERNANCE OF HILTON'S HUMAN RIGHTS STRATEGY

Hilton's human rights strategy is part of our overall ESG strategy. Our Board of Directors works with the business to set Hilton's strategic direction and ensure the business is managed ethically and responsibly. The Nominating and ESG Committee reviews and assesses our ESG strategy, practices and policies and makes recommendations to the Board as appropriate. Our Executive Committee approves major ESG programs and monitors progress towards our Travel with Purpose 2030 goals. The Chief ESG Officer oversees Hilton's ESG strategy and reporting efforts and reports directly to our CEO, who is accountable for ESG-related issues and decisions.

For the latest information about the company's structure, please refer to www.ir.hilton.com.

**Team Members include employees at Hilton corporate offices and its owned and managed properties, and employees of franchisees who work on-property at independently owned and operated franchise properties in the Hilton portfolio.*

Hilton reserves the right to amend or modify these Human Rights Principles. Last updated May 2021.





Travel with Purpose

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About this report

This report contains information about Hilton's Environmental, Social and Governance (ESG) strategy and performance. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and integrates the recommendations of the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD).

In addition to the information found in this report and on our [website](#), we externally report on our Travel with Purpose strategy, programs and progress towards our 2030 Goals in Hilton's [Form 10-K](#), [Annual Report](#) and [Proxy Statement](#). We obtain third-party assurance over selected data disclosed in this report, as indicated in our [2021 Assurance Statement](#). All financial figures indicated in this report are in U.S. dollars, unless otherwise noted.

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Hilton CEO Christopher J. Nassetta speaking at the World Travel and Tourism Council Summit.

“Now more than ever, it’s our responsibility to preserve the destinations we call home and create truly inclusive growth in our communities.”

Christopher J. Nassetta
President and
Chief Executive Officer

Through another year of change and challenges, what united our Hilton family was our shared purpose—to fill the earth with the light and warmth of hospitality.

The pandemic made clear that our hospitality is a force for good in this world, and we are committed to making that a reality each and every day for all of our stakeholders across our 18 award-winning brands and more than 6,800 hotels. Now more than ever, it’s our responsibility to preserve the destinations we call home and create truly inclusive growth in our communities. That’s why we have remained committed to our Travel with Purpose strategy, and in 2021 we made exciting progress against our goals.

As we focused on our business’ recovery from the COVID-19 pandemic, we never lost sight of supporting our communities as they recovered too. In collaboration with our Team Members, owners, and community partners, we were the first hospitality company to sign the U.S. Department of Energy Better Climate Challenge, launched our carbon neutral meetings program to make sustainable events simple for our customers, and awarded nearly \$2 million in grants through the Hilton Effect Foundation, investing in groups leading the charge in building resiliency and recovery around the world.

There’s no doubt that our Team Members—who are truly at the heart of everything we do—rose to the occasion, volunteering more than 190,000 hours, and bringing to life our environmental and social programs in the thousands of communities we serve. Thanks to their tremendous dedication, I am proud to share highlights of the recognition we received for our environmental and social efforts, including being named:

- A global sustainability leader on the Dow Jones Sustainability Indices for the fifth consecutive year and the only hotel company to earn Gold Class distinction in S&P Global’s Sustainability Yearbook;
- DiversityInc’s #1 Company for Diversity; and
- The #1 Best Big Company to Work For in the U.S. and the #3 World’s Best Workplace by Great Place to Work Institute and Fortune Magazine.

There has never been a more important time to double down on our commitments and raise the bar on our environmental and social goals. In the coming year, as climate science and best practices continue to evolve, we will set more ambitious environmental targets that will help preserve the destinations where we live, work and travel, and pave the way to a net-zero future. We are also expanding our social goals, focusing on creating career opportunities, meaningfully impacting our community members, and promoting responsible, inclusive conduct across our operations.

I am so proud of all that we accomplished in 2021, and even prouder of the course we are charting for the future. Together, our Hilton family is defining the next golden age of travel, anchored in sustainability and inclusivity. Thank you to all our Team Members, owners, guests and other partners around the globe who bring Travel with Purpose to life every day—thanks to you, we have a truly bright future ahead.

Christopher J. Nassetta
President and Chief Executive Officer
April 8, 2022

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Hilton At-A-Glance

Hilton is one of the largest and most recognized hospitality companies in the world. Since 1919, we have been an innovator in the industry, driven by the vision of our founder Conrad Hilton, “to fill the earth with the light and warmth of hospitality.”

<p>18 brands</p>	<p>6,837 hotels</p>	<p>156,500,000+ guests in 2021</p>
<p>122 countries and territories</p>	<p>1,074,791 rooms</p>	<p>365,748 Team Members globally, including 216,681 in the U.S.</p> <p><small>Includes corporate, owned, managed and franchised Team Members.</small></p>

Our mission is to be the most hospitable company in the world—by creating heartfelt experiences for guests, meaningful opportunities for Team Members, strong value for owners and positive impact in our communities.

Our business model

We organize our operations into three distinct and separately managed operating segments:

1. Our managed segment, comprising hotels that are managed by Hilton on behalf of third-party hotel owners
2. Our franchised segment, comprising hotels owned and operated by third-party owners and management companies
3. Our ownership segment, comprising hotels that are owned or leased by Hilton or our affiliates

A more detailed description of our business model can be found in our [public filings](#).

OPERATING HOTELS



Our greatest asset: our Team Members

Our Hilton Team Members are at the heart of our business. We foster a culture of inclusivity for our Team Members and are committed to offering a workplace where they can grow, thrive and reach their full potential. We define Team Members as employees at Hilton corporate offices and owned and managed properties, and employees of franchisees who work on-property at independently owned and operated hotels in the Hilton portfolio.

Hilton Supply Management

Our global procurement and supply chain arm, Hilton Supply Management (HSM), develops relationships and negotiates with suppliers around the world to source goods and services at the best combination of price, quality and service. HSM works with more than 85,000 Tier 1 suppliers to source over 482,000 products for hotels around the world, servicing over 14,000 properties, including more than 6,600 non-Hilton branded hotels. Learn more at [Hilton Supply Management](#).

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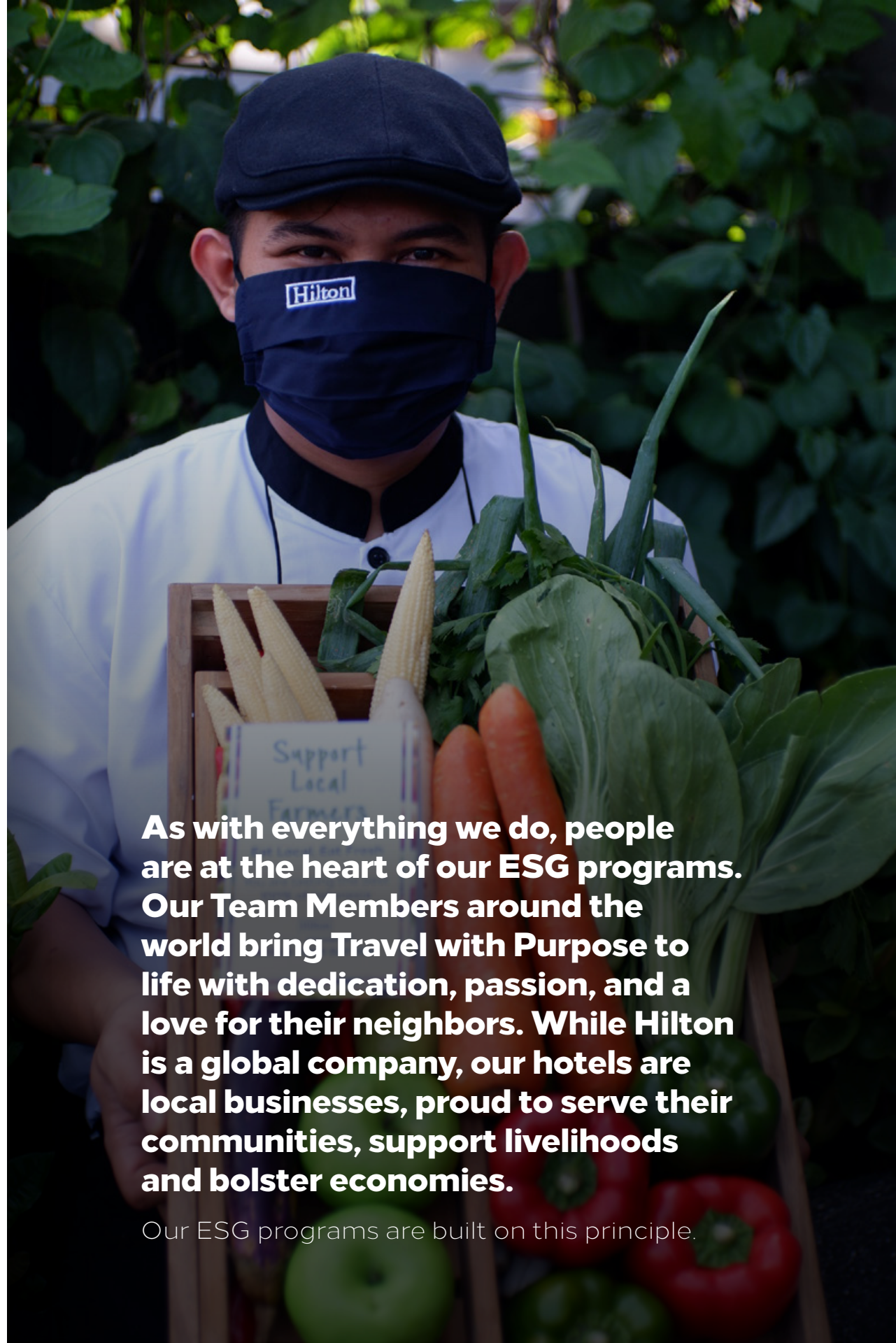
TRAVEL WITH PURPOSE

Our ESG Strategy

At Hilton, we're committed to driving responsible travel and tourism globally. Our environmental, social and governance (ESG) strategy is called Travel with Purpose, and it is integrated through every aspect of our business, including our operations, our supply chain and our engagement with our communities.

An LED lighting project at the Arizona Biltmore, A Waldorf Astoria Resort in Phoenix, Arizona, illuminates the iconic Wright Bar. LEDs provide high-quality and efficient lighting. This project is part of a \$1.4M investment as part of owner BRE Hotels & Resorts' ESG program. The property-wide lighting project is expected to reduce electric usage by nearly 30% (from the 2019 baseline) and achieve a 2.9 year payback accelerated by \$100,000 in utility incentives.

[ARIZONA BILTMORE](#)



As with everything we do, people are at the heart of our ESG programs. Our Team Members around the world bring Travel with Purpose to life with dedication, passion, and a love for their neighbors. While Hilton is a global company, our hotels are local businesses, proud to serve their communities, support livelihoods and bolster economies.

Our ESG programs are built on this principle.

LEARN MORE
[About our Travel with Purpose 2030 Goals](#)

About Travel with Purpose

Travel with Purpose is Hilton’s ESG strategy to drive responsible travel and tourism globally. Through Travel with Purpose, we seek to create positive environmental and social impact across our operations, supply chain and communities. We pursue best-in-class operational excellence and governance, engage our guests, owners and Team Members, and use our innovation and influence to make meaningful differences in the destinations and communities in which we operate.

While social and environmental impact has long been a priority for Hilton, in 2018 we set our ambitious [Travel with Purpose 2030 Goals](#) to hold ourselves accountable for the environmental and social progress we aim to create in our business. Our 2030 Goals are underpinned by targets which closely align with the United Nation’s Sustainable Development Goals (SDGs). To achieve these goals, our hotels use [LightStay](#), our industry-leading ESG measurement and management platform. We also leverage our numerous [partners](#) and the [Hilton Effect Foundation](#), Hilton’s primary international philanthropic arm, to invest in programs and partnerships that will drive progress on our 2030 Goals.

These best-in-class ESG programs, combined with the incredible work of our Team Members around the world to put Travel with Purpose into action, have made [Hilton an industry leader](#) in driving social and environmental impact. Yet we are continuously pushing to advance our ESG strategy and evolve our programs to do better—for our guests, our communities and the world.

Materiality assessment

We periodically reevaluate our programs to ensure we are aligning with the issues that matter most to our business and stakeholders. In 2020, we worked with a third party to conduct a thorough ESG materiality assessment, leveraging guidance from the GRI, SASB, and the World Economic Forum. The results of this assessment can be found in our [Materiality Assessment Report](#).

[View Our 2030 Goals](#)

A pledge to travel lighter—we are paving the way toward a net zero world and creating an engine of opportunity in the communities we serve around the globe.



“We don’t look at ESG in isolation or silos, but as an intrinsic part of our enduring strategy. Not only is it a top priority for our business, but it’s ingrained in our culture and founding values. Creating a positive impact on the planet and our communities empowers everyone across the organization to find a deeper purpose in our daily work. Our Team Members, everywhere, are taking that to heart.”

Kristin Campbell
General Counsel and
Chief ESG Officer

Our new ESG strategic framework

LEARN MORE
[About our Travel with Purpose 2030 Goals](#)

In 2021, we conducted a strategic review of our Travel with Purpose 2030 Goals to ensure that Hilton continues to evolve its ESG strategy in line with climate science and best-in-class programs.

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Looking to the future, we have developed a framework that will expand and deepen our commitments to our Team Members, our communities and our planet. It serves as a way to focus and communicate our efforts and will be accompanied by specific targets later this year. As climate science has continued to evolve, we have reevaluated our goals, and will reveal more ambitious **environmental** targets in alignment with the Science Based Targets Initiative (SBTi) that will help preserve the destinations where we operate and set us on the path to a net-zero future. We will also announce expanded **social** goals that refocus us on driving meaningful impact and creating an engine of opportunity for our Team Members and community members. Finally, we formally incorporated our **governance** priorities into our Travel with Purpose strategy, including our work in public affairs, partnerships, and policies and reporting.

Here is our path forward at a glance:

E Environmental

PAVING THE WAY TO NET ZERO
CLIMATE ACTION
DESTINATION STEWARDSHIP

**WATTS
CARBON/ENERGY**

Cut managed portfolio emissions intensity by 2030 (1.5°C scenario)

Cut franchised portfolio emissions intensity by 2030 (well-below 2°C scenario)

Drive toward a net zero future

WATER

Cut water use in half by 2030

WASTE

Cut waste in half by 2030

S Social

CREATING AN ENGINE OF OPPORTUNITY
HUMAN RIGHTS
DIVERSITY, EQUITY & INCLUSION

CAREERS

Create learning and career growth opportunities for Team Members and communities with a focus on **underrepresented groups**

COMMUNITIES

Meaningfully impact community members

- ✓ Local Support
- ✓ Disaster Relief
- ✓ Economic Opportunities

CONDUCT

Promote **responsible, inclusive conduct** across our value chain operations

G Governance

ADVANCING AND MEASURING OUR GOALS
INTEGRITY
TRANSPARENCY

PUBLIC AFFAIRS

Advocate for public policies that advance our Travel with Purpose goals

PARTNERSHIPS

Create and partner with **cross-industry networks** to advance Travel with Purpose objectives

POLICIES & REPORTING

Operate through **best-in-class** measurement (LightStay), governance and oversight

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<p>SUBMITTED APPLICATION TO THE SCIENCE BASED TARGETS INITIATIVE (SBTI) with more ambitious environmental targets to further reduce our greenhouse gas (GHG) emissions.</p>	<p>JOINED THE U.S. DEPARTMENT OF ENERGY BETTER CLIMATE CHALLENGE as the first hospitality company to commit to their GHG reduction targets and to share best practices with government leaders.</p>	<p>LAUNCHED CARBON NEUTRAL MEETINGS PROGRAM to support our customers in reducing the carbon footprint of their meetings and events and facilitate carbon credits through our partners at South Pole.</p>	<p>AWARDED NEARLY \$2M IN HILTON EFFECT GRANTS to support organizations leading recovery and resiliency projects for our communities and our planet.</p>
<p>COMPLETED ISO 14001, ISO 9001 AND ISO 50001 RECERTIFICATION OF OUR PORTFOLIO OF HOTELS continuing as one of the largest portfolio of hotels in the world to complete the certifications.</p>	<p>HOSTED WORLD LEADERS AND ENVIRONMENTAL EXPERTS AT COP26 in Glasgow, Scotland, and showcased our Travel with Purpose efforts.</p>	<p>LAUNCHED NEW ELECTRIC VEHICLE SEARCH FEATURE on Hilton website to allow guests to easily search for the 1,400+ Hilton properties that offer electric vehicle charging stations.</p>	
<p>REDUCED SINGLE-USE PLASTICS by continuing to eliminate the use of miniature toiletry bottles at all hotels by the end of 2023.</p>	<p>PARTICIPATED AS A U.S. FOOD LOSS AND WASTE 2030 CHAMPION at the U.S. Department of Agriculture's first-ever Food Loss and Waste Innovation Fair.</p>	<p>RELEASED ETHNIC AND GENDER DIVERSITY COMMITMENTS and shared detailed demographic data on our new diversity website.</p>	<p>HELD 10TH ANNUAL HILTON EFFECT WEEK to inspire social and environmental volunteer efforts from our Team Members around the world.</p>
<p>RECEIVED 100% RATING ON THE HUMAN RIGHTS CAMPAIGN'S CORPORATE EQUALITY INDEX for eight years in a row.</p>	<p>JOINED THE TENT COALITION FOR AFGHAN REFUGEES commitment to provide job opportunities for Afghan nationals displaced by the 2021 humanitarian crisis.</p>	<p>RELAUNCHED MEET WITH PURPOSE PROGRAM that integrates sustainability and community impact activities into meetings and events.</p>	<p>DISTRIBUTED \$750,000+ FROM OUR TEAM MEMBER ASSISTANCE FUND to provide assistance grants to Team Members impacted by COVID-19 and other crises or disasters.</p>

ESG LEADING RECOGNITION

Recognized as a **global sustainability leader** by being included on the Dow Jones Sustainability Indices for the 5th year in a row



Received **2022 Gold Class distinction** in the S&P Global Sustainability Yearbook



Ranked in 21 countries, and certified in 19 others, named by Fortune and GPTW the **#1 Best Big Company To Work For in the U.S., #1 Best Workplace For Women in the U.S., and #3 World's Best Workplace**



Ranked **#1 in DiversityInc's** Top 50 Companies for Diversity



The only hotel brand named to **3BL Media's 100 Best Corporate Citizens List**

Awarded **EcoVadis silver medal** in recognition of sustainability achievement



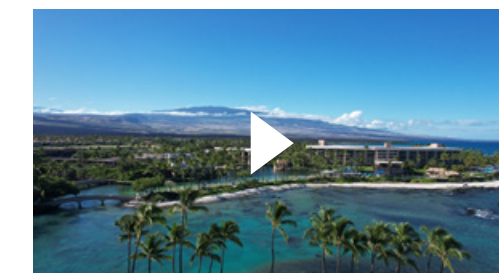
Named to Newsweek's list of **America's Most Responsible Companies**

Named a **Trendsetter** in political disclosure and accountability on the CPA-Zicklin Index



"EXTENDING OUR STAY" ECO-TRAVEL DOCUSERIES

Focused on sustainable travel, our "Extending Our Stay" series takes the virtual traveler to beautiful destinations around the world to explore how they can engage in responsible and sustainable travel. The series highlights Travel with Purpose and the actions our hotels and our community partners are taking to make a positive social and environmental impact. Topics include sustainable food and beverage, food waste, and plastic pollution, among others.



[WATCH "EXTENDING OUR STAY"](#)

Engaging with our key stakeholders

While Hilton is a global business, the nature of our work is local when it comes to the operations of our 6,800+ hotels. We have built relationships with a global network of stakeholders, whom we regularly consult to better understand and inform our business decisions, including on ESG issues. Their feedback and priorities refine our focus and ultimately improve our initiatives.

Our internal stakeholders keep a finger on the pulse.

Hilton Leadership

Within the Board of Directors, our Nominating & ESG Committee oversees our ESG strategy and receives quarterly updates on progress towards our 2030 Goals. Similarly, the Board receives annual updates on our strategy. Our CEO and Executive Committee review progress toward those goals during quarterly business reviews, and share with other business leaders and internal stakeholders as appropriate.

Team Members

Team Member feedback is collected year-round via our ESG Inbox and Hilton Team Member Hotline. We also collaborate with a global network of Travel with Purpose Champions—Team Members across the business and at our hotels who are committed to advancing our Travel with Purpose 2030 Goals.

Owners and Developers

We continuously engage with our Owner community on relevant Travel with Purpose programs, and we collaborate closely with owners and developers to pilot new sustainability initiatives and achieve mutual goals.

External stakeholders broaden our perspectives and help focus our actions.

External stakeholders

INVESTORS

We regularly meet with our investors to discuss ESG programs and progress towards our 2030 Goals. We provide transparent, third-party assured ESG information in our [Form 10-K](#), [Proxy Statement](#), [Annual Report](#), and in ESG questionnaires and ratings indices.

GUESTS

We monitor guest feedback, including from nearly 128 million Hilton Honors members, and address questions related to our ESG programs. We seek to exceed guest expectations as we refine our efforts.

CORPORATE CUSTOMERS

We engage with corporate customers to solicit their feedback on our Travel with Purpose programs and endeavor to align our efforts with their own sustainability objectives, such as reducing the environmental footprint of business travel and meetings and events.

SUPPLIERS

We work with suppliers to help us identify innovative, local and sustainable sourcing options, foster a diverse supply chain, and conduct due diligence that assesses human rights and other ESG factors.

NGOs AND INTERNATIONAL ORGANIZATIONS

Hilton and the [Hilton Effect Foundation](#) partner with leading NGOs and international organizations to advance our Travel with Purpose goals and provide Hilton Effect Grants to amplify the impact of our community-based partner organizations around the world.

COMMUNITY MEMBERS

Through our partnerships with NGOs and local organizations, we engage community members to understand the issues of greatest importance to them and to align our programs and innovations with their needs.

POLICYMAKERS

Our global Government Affairs team engages with legislators, regulators and key government decision makers on ESG-related issues.

INDUSTRY

We collaborate with our peers in the travel and tourism industry to advance collective action on environmental and social issues, including driving policy agendas that advance our mutual goals. With them, we co-create industry commitments and initiatives related to human rights, carbon, water, food waste and other critical topics.

LEARN MORE
[About how we leverage partnerships to advance our ESG strategy](#)

TRAVEL WITH PURPOSE CHAMPION



“As the Travel with Purpose champion in Egypt, I advise on Hilton’s 2030 Goals. The network facilitates hotel leaders to share ideas and inspire each other to always go one step further to minimize our environmental impact and increase our contribution in communities across the region.”

Florian Gruhl
 General Manager
[HILTON LUXOR RESORT & SPA](#)



Measuring and managing our environmental and social performance

Our award-winning ESG management system, LightStay, helps us track, analyze and report our environmental and social impact at each of our hotels, as well as our progress towards our 2030 Goals.



\$1B+

cumulative savings in energy costs since 2009
by measuring and monitoring our demand-side energy management in LightStay

Launched in 2009, LightStay is a pioneering, industry-leading technology for measuring and managing the environmental and social impact of hotels. We have continuously evolved and enhanced its capabilities to deliver stronger data and drive greater impact in our portfolio of properties.

LightStay is a Global Brand Standard, which means both Hilton’s managed and franchised hotels are required to use the platform to track their environmental and social performance, assess progress toward their goals, and learn from the actions and performance of their peers.

Gaining recognition

LightStay is aligned with the globally recognized criteria of the UN-founded Global Sustainable Tourism Council (GSTC), the most respected seal of approval for sustainable travel and tourism practices. In 2021, LightStay was also recognized by Google as an approved program for their initiative to label eco-certified hotels. When searching for hotels on Google, consumers can now find the green leaf beside all Hilton properties, indicating their commitment to sustainability practices.

LightStay features

ENVIRONMENTAL IMPACT TRACKING
Tracking energy and water consumption, monitoring carbon and waste generation, sourcing practices and improvement projects, and providing peer performance benchmarking.

SOCIAL IMPACT TRACKING
Measuring the impact of volunteer activities, donations, and engagement with local partners.

BEST-PRACTICE SHARING
Tracking operational, design and construction sustainability practices, and enabling hotels to share best practices across our portfolio.

CONTEXT-BASED DATA
Analyzing and predicting utility consumption and costs through data-driven models that leverage local data, such as weather reports, and alerting hotel teams of consumption spikes in real time.

RISK MITIGATION
Mapping all hotels against external risk indices including disaster, climate, water and human rights risks, to inform local strategy and priorities.

ENGAGEMENT TOOLS
Connecting with our hotel teams via recognition, guidance, trainings and customized reports, including reports that can be shared with owners and clients.

CLIENT REPORTING
Enabling us to accurately measure our clients’ Scope 3 emissions from meetings and events.

THIRD-PARTY VERIFIED
Externally verified to ensure the accuracy and completeness of our data.



“Our ability to track progress against our ESG goals hinges on our ability to capture and report data in LightStay. This proprietary system not only measures our progress, it allows us to demonstrate real cost savings and business efficiencies from the most impactful improvement projects across our portfolio—including over \$1 billion in utility cost savings alone since 2009.”

Danny Hughes
EVP and President, Americas

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Meeting with Purpose

Meet with Purpose demonstrates how Hilton incorporates our customers’ priorities and feedback into our business offerings and supports customers to make progress toward their ESG goals.

In 2021, we refreshed and relaunched our Meet with Purpose program, which allows customers to integrate social and environmental considerations into their meetings and events, to assist them in achieving their own ESG goals. Meet with Purpose offers meeting planners and travel managers a set of tools to help their attendees **Gather, Nourish and Impact**. For **Gather**, our proprietary LightStay Meeting Calculator helps guests convene in a more sustainable way, calculating the environmental profile of their stay so they can make informed, low-waste choices and obtain carbon credits to

mitigate the carbon footprint of their gatherings. For **Nourish**, we offer climate-conscious menus featuring locally sourced and sustainably grown meals designed to boost energy and minimize leftovers, while also nourishing others in the local community by donating remaining food, where permitted. For **Impact**, we offer rewarding social impact opportunities important to our customers, ranging from packing hygiene kits to hosting a skills workshop for local youth, that align with the guests’ own ESG goals.



Our goal is to work with our customers to impact the destinations where they host business travel and meetings, leaving them better because they visited.

LEARN MORE
[About Meet with Purpose](#)



NEW IN 2021
CARBON NEUTRAL MEETINGS

By leveraging the robust, property-specific data in LightStay, we are able to offer a new Carbon Neutral Meeting/Event offering to our customers at participating hotels. In a Carbon Neutral Meeting, the CO₂ emissions created from the meeting activities are offset by carbon credits, which contribute to projects that reduce greenhouse gas emissions.

LightStay’s Meeting Calculator facilitates the offset of the carbon footprint of meetings by using each property’s unique consumption data to create a custom report detailing the predicted carbon, energy, water and waste generated by a meeting or event. The proprietary tool helps meeting planners and guests convene in a more sustainable way, reducing the environmental profile of their stay by making informed, low-waste choices and providing options for offsetting any remaining carbon impact.

We work with our partner, South Pole, to purchase the carbon credits for our Carbon Neutral Meeting offering. These credits fund projects that are located across the globe, including nature-based climate solutions and clean energy and community projects.



“The power of connection—bringing people together—is more important than ever as businesses reconvene. That’s why we created Meet with Purpose, which empowers our customers to convene sustainably and advance environmental and social impact goals. Our clients can even offset the carbon emissions of their event and volunteer to make an impact in the local community.”

Chris Silcock
 EVP & Chief Commercial Officer

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Creating a better world to travel

Established in 2019, the [Hilton Effect Foundation](#) (HEF) is our primary international philanthropic arm that seeks to advance our ambitious Travel with Purpose 2030 goals.

The Foundation seeks to have a positive impact on the communities Hilton serves, with the mission to create a better world to travel for generations to come. HEF awards grants within three focus areas—annual Hilton Effect Grants, disaster response and resiliency, and signature partnerships. In 2021, the Foundation focused on the theme of **restoring our communities and our planet for future generations of travelers**.

As our communities began to recover from the initial impacts of the COVID-19 pandemic, we focused our 2021 annual Hilton Effect Grants on two key urgent needs:

- **Restoring opportunities** for underrepresented groups and those who were disproportionately impacted by the pandemic.

- **Restoring the planet**, with a focus on programs that combat climate change and drive environmental stewardship.

To advance these restoration efforts, the Hilton Effect Foundation distributed nearly \$2 million in Hilton Effect Grants, a 50% increase in HEF grant awards from the prior year. These funds supported 12 grantees across six continents. An overview of the 2021 grantees can be found on the map below, and throughout this report we will acquaint you with stories of specific Hilton Effect Grantees and the important work they're doing to impact communities across the world. For more information about the grantees and their projects, visit hiltoneffect.org.



LEARN MORE
About the Hilton Effect Foundation and our 2021 Grantees [↗](#)

Nearly **\$2M** distributed in Hilton Effect grants

50% increase in HEF Grant awards from the prior year

Since established in 2019, **\$5M+** in grants awarded to more than **70** NGOs and community-based organizations



“The Hilton Effect Foundation empowers us to support mission-driven organizations all around the world that advance our Travel with Purpose objectives. Supporting inspiring organizations that improve communities enables us, together, to make a difference.”

Simon Vincent
President, Europe, Middle East & Africa



SUPPORTING OUR SIGNATURE PARTNERSHIPS

The Hilton Effect Foundation also supports long-standing partnerships with organizations creating a lasting positive impact in communities and environments around the world. HEF partners with **International Youth Foundation** to create opportunities for young people by developing and strengthening their skillsets, and we partner with **World Wildlife Fund** to support their environmental stewardship and conservation efforts.



Two HEF grantee projects in action: The Bread & Butter Project and WaterAid

2030 Goal Tracking

Our 2030 Goals align with the UN's Sustainable Development Goals (SDGs) and targets. The corresponding SDG for each of Hilton's 2030 Goals is included below, as well as an update on our progress.



LEGEND

- Making progress
- On track
- Complete

Environmental Paving the way to net zero					
HILTON'S 2030 GOALS	SDGs	PROGRESS TO DATE	STATUS		
<p>WATTS</p> <p>Science-based targets: Reduce Scope 1 and 2 carbon intensity from managed hotels by 61%, and work with franchisees to reduce Scope 3 carbon intensity from franchised hotels by 52% (MT CO₂e/m², 2008 baseline)</p> <p>Adopt a global standard for responsible travel and tourism, complementing our existing environmental certifications</p>	 7.2 7.3 7.a	<p>Developed new, more ambitious science-based targets, which are currently under review with the Science Based Targets initiative (SBTi)</p> <p>49% reduction in carbon emissions intensity (managed hotels)*</p> <p>43% reduction in carbon emissions intensity (all hotels)*</p> <p>Signed on as the first hospitality company to commit to the U.S. Department of Energy Better Climate Challenge</p> <p>Sourced 100% renewable electricity for one-third of our owned, managed and leased hotels in the EMEA region, as well as our Watford and Glasgow offices, and offered renewable energy option for U.S. managed hotels</p> <p>Continued to enhance LightStay, including the addition of a Meeting Impact Calculator to calculate the environmental footprint of meetings and events</p> <p>Achieved Global Sustainable Tourism Council (GSTC)-Recognized Standard status for LightStay</p> <p>100% of hotels mapped against climate risks</p>	 On track		
<p>WATER</p> <p>Reduce water use in our managed operations by 50% (liters/m², 2008 baseline)</p> <p>Activate 20 context-based water projects in our communities and watersheds of top water risk</p>	 6.3 6.4 6.6 6.b	<p>39% reduction in water intensity (managed hotels)*</p> <p>43% reduction in water intensity (all hotels)*</p> <p>3 context-based water pilots completed</p> <p>Mapped 100% of hotels against WRI and WWF water risk indices</p> <p>Continued investment in community water stewardship efforts through the Hilton Effect Foundation</p> <p>Refreshed Energy and Water Efficient Design Companion Guide to guide hotels on design decisions that can improve properties' energy and water efficiency</p>	 Making progress		
<p>WASTE</p> <p>Reduce landfilled waste in our managed operations by 50% (MT/m², 2008 baseline)</p> <p>Reduce food waste sent to landfill by 50% in our managed operations (MT/m², 2017 baseline)</p> <p>Send zero soap to landfill by recycling all used guest soap bars, where available</p>	 3.3	 12.3 12.5	 14.1	<p>70% reduction in landfilled waste intensity (managed hotels)*</p> <p>62% reduction in landfilled waste intensity (all hotels)*</p> <p>Established global food waste reduction program</p> <p>Collaborated with WWF and the hotel industry to develop a standardized waste measurement methodology</p> <p>Continued to expand Digital Key and transition hotels to bulk amenities, reducing plastic waste from key cards and miniature toiletry bottles</p> <p>5,500+ hotels partnered with soap recycling organizations to donate soap to those in need</p>	 On track

* Improvements in environmental measures during 2021 are partially attributable to the continued reduction in system-wide occupancy as a result of the COVID-19 pandemic.

Social Creating an Engine of Opportunity

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HILTON'S 2030 GOALS	SDGs	PROGRESS TO DATE	STATUS
<p>CAREERS</p> <p>Double our investment in youth opportunity programs in countries with lowest youth well-being (2017 baseline)</p> <p>Fulfill Hilton's commitment to achieve global gender parity and 25% US ethnic representation at our corporate leadership levels by 2027</p>	 5.1, 5.5 8.5, 8.6, 8.b 10.2, 10.3	<p>In partnership with the International Youth Foundation (IYF), launched Passport to Success Concierge to provide free soft-skills training to young people interested in exploring or building careers in travel and tourism</p> <p>Continued to provide Hilton Effect Foundation grant support to partners supporting youth opportunity, including IYF, The Memorial Foundation, and Springboard</p> <p>39% women at global corporate leadership levels (+2 vs YE2020)</p> <p>19% ethnically diverse at corporate leadership levels in the US (+2 vs YE2020)</p> <p>In 2021, training on Diversity & Inclusion/Unconscious Bias and creating a Harassment-Free Workplace was completed by 94% of managed hotels in the U.S., as well as 90% of managed hotels globally</p>	 On track
<p>COMMUNITIES</p> <p>Double our investment in programs that contribute to sustainable solutions and economic opportunity for all (2017 baseline)</p> <p>Contribute 10 million volunteer hours</p> <p>Double our monetary response, empowerment efforts and investment in resiliency against natural disasters (2017 baseline)</p> <p>Support our Team Members affected by disasters</p> <p>Participate in food donation programs, where allowed by law (managed hotels)</p> <p>Double Action Grants for hotel-led social and environmental impact projects in our communities</p> <p>Promote environmental awareness and open our LightStay technology in school educational programs</p>	 1.1, 1.2, 1.5 11.5 12.3	<p>Since established in 2019, awarded \$5M+ in Hilton Effect Foundation grants to more than 50 NGOs and community-based organizations</p> <p>1,810,744 hours volunteered since 2017, including 197,824 hours in 2021</p> <p>Distributed more than \$2.5M in critical financial support to more than 2,500 Team Members impacted by disasters and crises since 2014</p> <p>Positively impacted more than 25,000 refugees since 2015 through volunteering, in-kind donations, purchasing, training and employment</p> <p>Committed to the TENT Partnership for Afghan Refugees, expanding on existing commitments to hire refugees and mentor LGBTQ+ refugees</p> <p>All managed hotels in North America are required to have food donation programs in place</p>	 On track
<p>CONDUCT</p> <p>Sustainably source (e.g., certified) all meat and poultry, produce, seafood and cotton at managed hotels (where available)</p> <p>Double our sourcing spend from local, small and medium-sized enterprises and minority-owned suppliers for managed hotels and corporate offices (2017 baseline)</p> <p>Create framework for collaboration program with top-tier suppliers</p> <p>Train employees at Hilton-managed hotels on relevant environmental and social issues</p> <p>Engage guests in supporting responsible travel in destination hot spots</p>	 12.2, 12.5, 12.6 14.4, 14.b	<p>We continue to make incremental progress on sourcing 25% of our global seafood volume for managed properties from Marine Stewardship Council (MSC) fisheries and Aquaculture Stewardship Council (ASC) farms</p> <p>Prior to the pandemic, cage free eggs represented 88% of egg volume in our managed hotels in the Americas and decreased to 53% in 2021. We are working toward reaching pre-pandemic levels globally moving forward</p> <p>Sourced from more than 2,500 women-, minority-, veteran-, disabled- and LGBTQ-owned businesses in 2021</p> <p>50% of brands have at least one brand standard requiring local sourcing</p> <p>54% of hotel leaders report their Team Members have completed our anti-human trafficking training</p> <p>Launched "Extending Our Stay" series to engage guests in our Travel with Purpose strategy and inspire them to travel responsibly</p> <p>Launched refreshed Meet with Purpose program to incorporate environmental and social impact into customer meetings and events</p>	 Making progress

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Governance Advancing and measuring our goals

HILTON'S 2030 GOALS	SDGs	PROGRESS TO DATE	STATUS
<p>PUBLIC AFFAIRS</p> <p>Shape ESG legislation and regulation to advance Hilton's Travel with Purpose 2030 Goals</p> <p>Advocate for policies that support and advance climate action, destination stewardship, human rights, and diversity, equity and inclusion</p>		<p>Led advocacy efforts on behalf of our Team Member and owner community to support COVID-related relief and recovery</p> <p>Advocated to advance legislation related to anti-human trafficking, immigration reform, climate action, plastic elimination, skills training and apprenticeships programs, and diversity, equity and inclusion</p> <p>Monitoring forthcoming government regulations related to ESG disclosure requirements</p>	<p>Making progress</p>
<p>PARTNERSHIPS</p> <p>Create and partner with cross-industry networks to advance Travel with Purpose goals, including advancing international human rights and a low-carbon future</p>	<p>8.7, 8.8</p> <p>12.2</p> <p>13.1, 13.2, 13.3</p>	<p>Participated in Sustainable Hospitality Alliance and World Travel & Tourism Council committees and working groups and contributed to the development of the industry's "Net Positive Pathway"</p> <p>Signed UN Global Compact</p> <p>Collaborated with expert partners on human rights topics, including ECPAT and It's a Penalty</p> <p>Led engagement with key industry trade organizations</p> <p>Continued to work with partners, such as World Wildlife Fund, on sustainable destination management</p> <p>Collaborate with corporate partners on shared ESG goals and values, including partnership with American Express on distributing 1 million rooms to medical professionals at the frontlines of the battle against COVID-19 and partnership with Lyft to sponsor rides to increase access to vaccines</p>	<p>On track</p>
<p>POLICIES & REPORTING</p> <p>Encourage suppliers to set goals and validate through auditing and incentive program</p> <p>Increase data visibility by incorporating social and environmental criteria into supplier registration and inquiry processes</p> <p>Embed human rights due diligence across our global operations and in our supply chain, and partner with suppliers to address any form of forced labor or trafficking</p>	<p>8.7, 8.8</p>	<p>Progressed partnership with EcoVadis to track and validate supplier sustainability performance</p> <p>All suppliers are encouraged to observe and abide by Hilton's Responsible Sourcing Policy, which is included in all property contracts</p> <p>Where relevant, routinely incorporate sustainability criteria into our sourcing exercises, catalogs and purchasing data</p> <p>100% of hotels mapped against human rights risks, and 100+ country-level human rights briefs and mitigation plans developed</p>	<p>On track</p>

PAVING THE WAY TO NET ZERO

Environmental Impact

Through climate action and destination stewardship, we intend to pave the way to a net-zero future for our company and the global travel and tourism industry.

With the help of the resort's in-house marine biologist, guests at the Conrad Maldives Rangali Island have the opportunity to place coral "babies" onto a rope where they will be rehabilitated in the coral nursery. Participants will even receive updates from the resort over the next one to two years, so guests can keep an eye on how their baby coral is growing and learn when they get transplanted into their natural habitat.

[CONRAD MALDIVES RANGALI ISLAND](#)

Paving the way to net zero

Reducing our environmental footprint is vital to our business and the world we love to travel.

Climate change poses a critical threat to the growth and resiliency of the travel and tourism industry. We believe it is important to the long-term success of our business to build and operate sustainable, efficient hotels and to serve as good stewards of the beautiful destinations where we operate. We also aim to meet the expectations of the growing number of consumers who prioritize sustainability considerations when they travel. For these reasons, Hilton is committed to conserving the environment and working to reduce the environmental footprint of our hotels and our operations.

Hilton was the first major hospitality company to set science-based targets to reduce our greenhouse gas emissions in line with climate science. In 2021, we evolved our strategy to set more ambitious targets guided by the Science Based Target Initiative (SBTi). These targets are currently under review with the SBTi, a key body helping the global corporate community define and promote best practices in emissions reductions and net-zero targets in line with climate science.

We also participate in cross-sector sustainability initiatives through our collaboration in the Sustainable Hospitality Alliance, the World Travel & Tourism Council, and our status as a signatory to the U.S. Department of Energy Better Climate Challenge. We view such participation as a business imperative.

To lead our industry, we follow the data

Our primary source of emissions comes from the operation of our hotels. In 2020, as a result of the COVID-19 pandemic, we experienced a significant decrease in utility consumption across our global portfolio, primarily due to reduced occupancy and complete or partial suspensions of hotel operations.

During 2021, we began to recover from the impacts of the pandemic and the majority of hotels reopened and began to build back occupancy, in some cases reaching pre-pandemic levels. As such, we experienced an increase in consumption of energy, water and waste throughout 2021 as occupancy rates increased. As the business continues to recover, we aim to

remain below pre-pandemic consumption levels and to stay on track to achieve our 2030 emissions targets.

The pandemic also allowed us to collect valuable information on how we can optimize the efficiency of hotel operations in times of reduced occupancy, including partial building shutdowns, variable plant load operation, and implementation of enhanced building controls. We will use this knowledge to inform our operations going forward.

Better Climate Challenge

In 2021, Hilton was the first hospitality company to sign on to the U.S. Department of Energy's Better Climate Challenge, a national leadership initiative of organizations committed to reducing greenhouse gas (GHG) emissions, creating jobs, and promoting healthy, safe and thriving communities. As a Better Climate Challenge partner, Hilton has made a public commitment to a more than 50% reduction in GHG emissions across our managed hotel operations over the next 10 years.

PROVIDING SUSTAINABLE HOSPITALITY TO THE WORLD LEADERS AT COP26

Our Glasgow hotels hosted attendees of the 2021 United Nations Climate Change Conference, also known as COP26, at which heads of state from around the world reported on progress since the Paris Agreement and discussed the most recent report by the Intergovernmental Panel on Climate Change.

The Hilton Glasgow hosted a senior UN delegation and held a major two-day event attended by the CEOs of some of the world's largest businesses. Hosting this event created a great deal of attention to worthwhile sustainability projects, such as equipping refurbished rooms with technology to minimize electrical and water waste, and donating old furniture for upcycling. They also completed an installation of a state-of-the-art building management control system, which drives energy savings. The hotel took this opportunity to serve as a catalyst for the hotel's behavioral change toward sustainable practices, such as carbon offset meetings and plumbed water fountains.



HILTON GLASGOW [↗](#)



E Environmental

PAVING THE WAY TO NET ZERO

CLIMATE ACTION
DESTINATION STEWARDSHIP



WATTS CARBON/ENERGY



Cut managed portfolio emissions intensity by 2030 (1.5°C scenario)

Cut franchised portfolio emissions intensity by 2030 (well-below 2°C scenario)



Drive toward a net zero future



WATER



Cut water use in half by 2030



WASTE



Cut waste in half by 2030

SOUTH POLE IS HILTON’S PARTNER IN THE PURCHASE OF CARBON CREDITS

Take a look at some of the 2021 projects supported by Hilton’s partnership with South Pole. The credits supporting these projects were purchased as part of our Carbon Neutral Meeting Program and to offset unavoidable emissions. All of the projects selected are either Gold Standard Verified Emissions Reductions or Verified Carbon Standard projects to ensure their additionality and environmental integrity.

MYTRAH WIND POWER, INDIA

This wind energy project in the Indian states of Rajasthan, Andhra Pradesh, Madhya Pradesh and Telangana tackles climate change by providing a renewable source of electricity to the Indian grid. The project also benefits surrounding villages, providing employment and boosting access to education and clean water.



SAFE COMMUNITY WATER SUPPLY, RWANDA

Lack of safe water, along with poor sanitation and hygiene, is among the greatest causes of poverty in Africa. Without access to clean drinking water, breaking the poverty cycle is incredibly difficult. The Rwanda Safe Water Project both provides local communities with clean water and reduces CO₂ emissions.



Preserving destinations

Hilton recognizes that we have a responsibility to conserve the environment and protect the communities in which we operate. We are taking steps to assess our biodiversity risk as well as our exposure to physical climate risks, in accordance with guidance from the Sustainability Accounting Standards Board (SASB) and the Taskforce for Climate-related Financial Disclosures (TCFD).

We have mapped all of our hotels against the World Database of Protected Areas and the International Union for Conservation of Nature’s Red List of Threatened Species, and against Verisk-Maplecroft’s Climate Change Vulnerability Index. We have also mapped our

U.S. hotels against 100-year flood zone areas, as designated by the U.S. Federal Emergency Management Agency. We are working to develop mitigation plans for existing properties, as well as for new developments in high-risk areas, leveraging our established human rights due diligence process.

We also work with World Wildlife Fund to identify key destinations that might be experiencing higher social and environmental stress to help us prioritize our destination stewardship efforts. In addition, we map 100% of our hotels and pipeline countries against a series of 26 risk indicators, from modern slavery to deforestation.



HILTON SEYCHELLES NORTHOLME RESORT & SPA [↗](#)

PROFILE ON LOCATION

HILTON SEYCHELLES NORTHOLME RESORT & SPA

The Hilton Seychelles Northolme Resort & Spa is a heavenly hideaway that invites guests to help protect and restore Mahé’s coral marine life. The hotel’s well-established coral nursery, developed in partnership with Marine Conservation Society Seychelles, helps regrow coral on land. Guests can play their own part in the restoration journey by adopting a piece of coral to track its development after leaving the hotel and snorkeling along the 650-meter coral trail to see the positive impact of this work.



“Our brands and hotels have a unique responsibility to preserve and protect their local communities and surrounding environments to ensure their viability for future generations of travelers.”

Matthew Schuyler

Chief Brand & Communications Officer



WATTS

Fighting Climate Change

We believe we can achieve our energy goals through a relentless focus on energy efficiency, which will both reduce utility costs and greenhouse gas emissions from our hotels around the world.

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Harnessing the power of renewable energy

We began project development for a pilot to install rooftop microgrids at select Americas properties. All of our managed hotels in the U.S. are encouraged to procure at least a portion of their electricity from renewable sources through our energy procurement services contract. A third of managed hotels across EMEA, as well as our Watford and Glasgow corporate offices, are currently powered with 100% certified renewable electricity.

(Quality), ISO 14001 (Environmental) and ISO 50001 (Energy), which marks 10 years of our properties certified to ISO 14001 and ISO 9001 and seven years for ISO 50001, a milestone in our long history of commitment to energy efficiency at our hotels.



Designing greener hotels

In 2021, we relaunched our refreshed Energy and Water Efficient Design Companion Guide. This guide complements Hilton's Brand Standards by offering improvements that can be made during hotel development, refurbishment and maintenance to improve the environmental performance of the hotel.



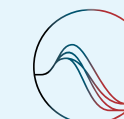
100%

offset of Scope 3 emissions from Hilton corporate air travel and rental cars



1/3

of all managed hotels in EMEA powered with 100% certified renewable electricity



SCIENCE BASED TARGETS

OUR SCIENCE-BASED TARGETS

We recognize climate change to be a critical threat to our planet, our communities and our business, and we've made combatting it a top business priority.

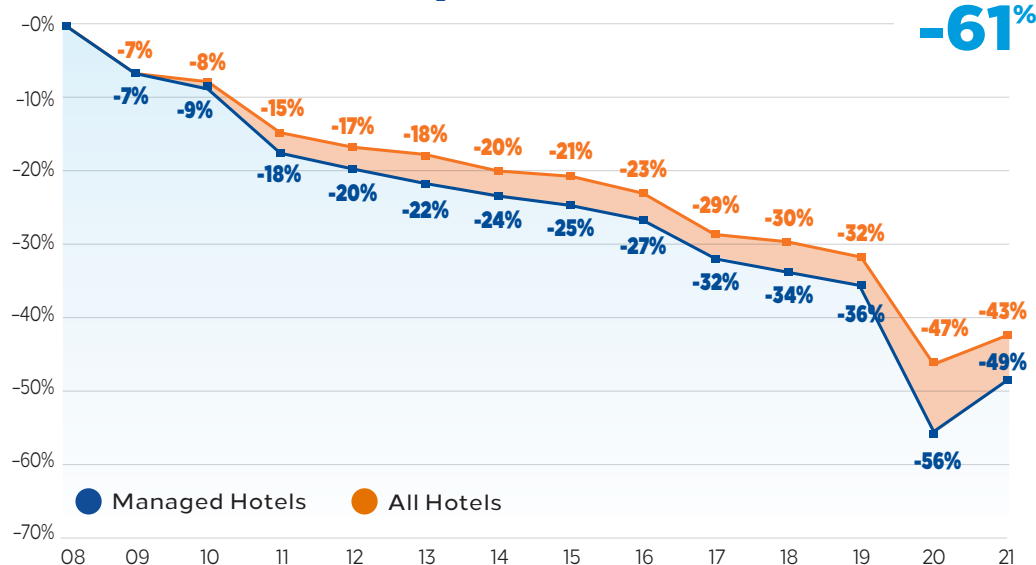
In 2018, Hilton was the first major hospitality company to set science-based targets to reduce our greenhouse gas emissions.

We committed to:

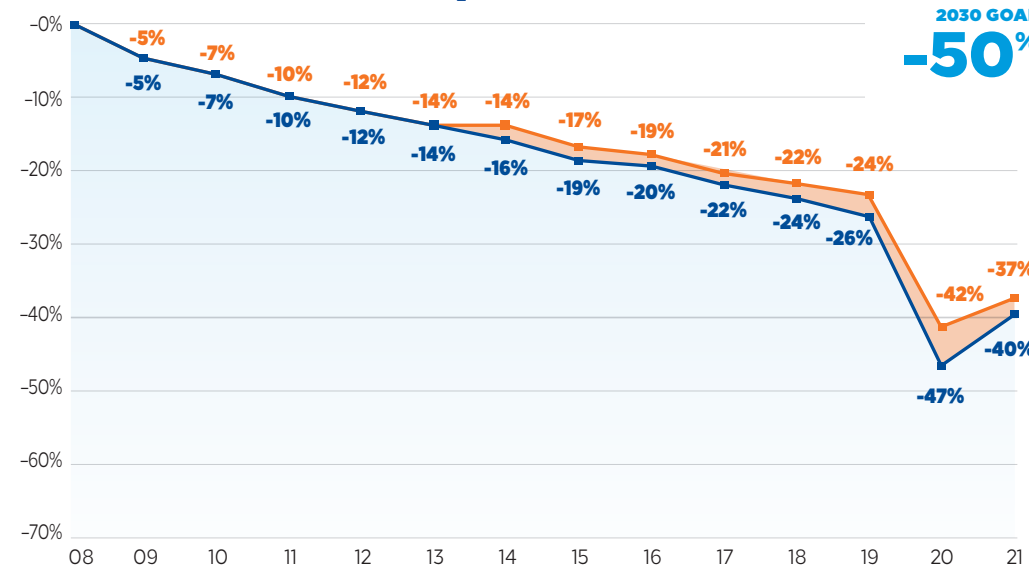
- Reduce Scope 1 and 2 carbon intensity from Hilton-managed hotels by 61%
- Work with our Franchisees to reduce Scope 3 carbon intensity by 52%
- Encourage suppliers to set goals around reducing their environmental and social impact

In 2021, we reviewed our commitments and moved to set more ambitious targets in line with the latest climate science. These new targets are currently under review with the Science Based Targets initiative (SBTi) and will be made public in 2022.

CARBON REDUCTION (MT CO₂E/M²)



ENERGY REDUCTION (KWH/M²)



2021 shows an increase in consumption against 2020 as business recovers from the impact of the pandemic; however consumption remains below 2019 levels, and we are still on track to achieve our 2030 goals.



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ANTICIPATED TO BE FIRST NET-ZERO HOTEL IN THE U.S.

HOTEL MARCEL NEW HAVEN, TAPESTRY COLLECTION BY HILTON

Hotel Marcel New Haven, Tapestry Collection by Hilton, set to open this spring, is anticipated to be the first net-zero hotel in the U.S. Originally designed by famed architect Marcel Breuer in 1967, the thoroughly updated property runs entirely independent of fossil fuel, powered onsite primarily from solar panels that cover both the hotel rooftop and parking lot. State-of-the-art retrofits of triple-glazed glass and insulation contribute to the energy efficiency.

Bruce Becker, visionary owner, architect and developer of the remodeled landmark, says, “You have to reuse, recycle, and reinvent existing buildings to be truly sustainable. The culture we have of tearing down and building new is really inefficient. This structure was built to last for another century. Not to repurpose it would have been a real shame. Beauty, function, sustainability: You can’t have a beautiful building without addressing all three.”

[HOTEL MARCEL NEW HAVEN, TAPESTRY COLLECTION BY HILTON](#)



MODERN ENERGY MANAGEMENT IN A HISTORIC HOTEL

ATHENEE PALACE HILTON BUCHAREST

Dating back to 1914, the Athenee Palace Hilton Bucharest has a long and storied history. However, thanks to a significant refurbishment project, the hotel’s building systems are modern and efficient. In the first phase of the project, numerous improvements were implemented to improve the efficiency of the building and ensure guests have the most comfortable stay, including the installation of a new energy management system that adjusts A/C based on presence in the guest room, new energy-efficient chillers & boilers, a roof terrace hydro-insulation to reduce heating/cooling loss, and LED lighting in renovated guest rooms and corridors. Furniture that was replaced in the renovation was recycled to other hotels or retirement homes, and the old chillers were delivered to another hotel to be given a second life. The original style of the Athénée Palace Hilton Bucharest remains, but with the latest technologies and innovations for guests to stay comfortably and sustainably.

[ATHENEE PALACE HILTON BUCHAREST](#)



ZERO-EMISSION CUISINE

CONRAD WASHINGTON, DC

Taking eco-friendly cooking to the next level, Chef Josh Murray is working fine dining wonders at SUMMIT the Rooftop at Conrad Washington, D.C. From April to October, the inspired chef—and now Director of Food and Beverage at the hotel—uses a solar oven to cook mouthwatering barbeque, and features locally grown produce, including herbs grown on the rooftop garden, in his artful dishes.

Conrad Washington D.C. has been making eco-consciousness a priority since the hotel opened in 2019. The property received Gold LEED certification thanks to sustainable measures like an onsite stormwater management system that captures 97 percent of rainfall and use it to irrigate the hotel’s outdoor terraces and to cool its air conditioning towers. The hotel also features complimentary electric vehicle chargers and in-room motion sensors that adjust a room’s temperature when unoccupied.

[CONRAD WASHINGTON, DC](#)



EV CHARGING STATIONS FOR GUESTS:

MORE THAN 1,400 HOTELS AND COUNTING

To make more sustainable road trips easier than ever, Hilton launched a new website feature that allows guests driving electric vehicles (EVs) to search for hotels with EV charging stations. With more than 1,400 hotels offering stations on property, Hilton is facilitating a sustainable energy transition and has a large portfolio of hotels with EV chargers, which will continue to grow through the establishment of new partnerships with five leading EV charging providers in the U.S. In the U.K., Hilton established an EV charging partnership with the nation’s largest EV network provider in 2019.

Above, EV charging stations at the Hilton McLean Tyson's Corner demonstrate the hotel's commitment to sustainable transportation connectivity in the community, and are part of owner Park Hotels and Resorts' charging station program, which extends across 24 hotels, comprising 56% of their portfolio.

[HILTON MCLEAN TYSON'S CORNER](#)

WATER

Driving holistic water stewardship across our value chain

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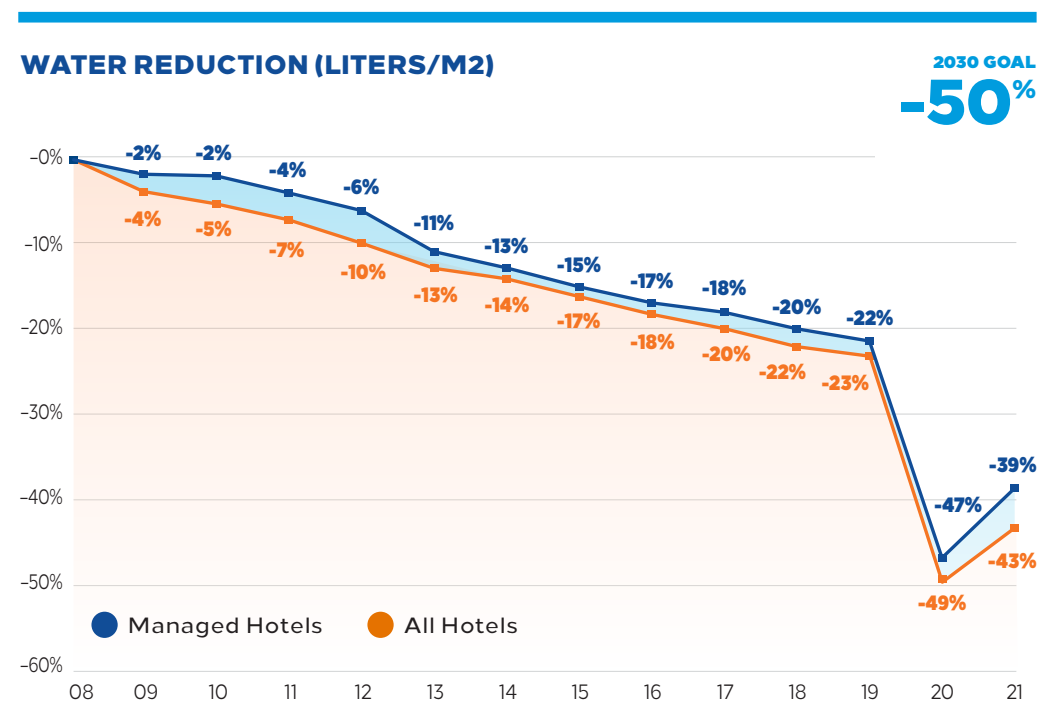
We embed water stewardship throughout our global operations. Our commitment to improving water availability and quality in all of our locations around the world requires we work closely with our hotels, our suppliers and our community partners to reduce water consumption.

Our water reduction targets have proven to be more challenging to achieve than our other environmental objectives. While significant reduction in global occupancy related to the pandemic resulted in a corresponding drop in our water consumption, we recognize that we have work to do to ensure we remain on track to hit our 2030 Goals when occupancy levels return to normal. We are committed to implementing best-in-class solutions to ensure we get there.

Elevating operational water efficiency

We continually train our Team Members to take steps to save water, and many of our hotels in water-stressed regions also encourage our guests to join us in conserving water. Through studying consumption patterns in low-occupancy times, we have focused on further reducing water use in landscaping and building operations, and are seeking opportunities to drive water efficiency and recycling in our HVAC systems and legionella control measures.

We are committed to collective action around water stewardship, and we are proud to be an endorsing company to the CEO Water Mandate's UN Water Action Platform to fight the global water crisis.



WATCH
 "Extending Our Stay"
 Access to Safe Water [↗](#)



[WALDORF ASTORIA RAS AL KHAIMAH](#) [↗](#)

PRACTICE YOUR SWING AND SUPPORT THE LOCAL ECOSYSTEM

Waldorf Astoria Ras Al Khaimah invites guests to practice their swing on the adjacent 18-hole championship golf course while helping to promote Ras Al Khaimah's marine life. The coastal driving range near the hotel offers guests the chance to hit "eco golf balls" into the sea. Made of biodegradable ingredients, the balls dissolve into fish food for the local marine life.

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Understanding and addressing water risk

We continually map all of our hotels against WWF’s Water Risk Filter and the WRI Aqueduct Water Risk Atlas, and use this mapping to analyze current and future water risks across our portfolio. We have incorporated the results of this analysis into LightStay so that our hotel teams can understand and address water risks specific to their geolocation.



2021 HILTON EFFECT GRANTEES
SUPPORTING COMMUNITY ACCESS TO CLEAN WATER



WaterAid

WaterAid transforms lives in South Africa and Tanzania by improving access to clean water, hygiene and sanitation in the world’s poorest communities. In South Africa, WaterAid installed community-owned solar-powered water kiosks to serve 30,000+ people. With the support of a 2021 HEF Annual Grant, WaterAid will be able to extend their solar-powered water kiosk project to two other regions in the country. In Tanzania, our grant allows WaterAid to provide climate-resilient water, sanitation and hygiene services in the community, and increase local knowledge and skills on water resource management and hygiene behavior.



Sungai Watch

Bali’s waterway guardians, Sungai Watch, is a community river cleanup organization with a mission to protect waterways on the Indonesian island. The group is developing and testing simple trash barriers to prevent plastics from entering the ocean, as well as conducting mass cleanups of waterways. Following the cleanup, Sungai Watch documents and collects data on trash found in rivers to deepen the conversation with companies on how to use more environmentally friendly materials. The HEF grant will enable Sungai Watch to install more trash barriers to lessen the impact of plastics on the community. To pitch in to this effort, Team Members at Conrad Bali, alongside Hilton Bali Resort, took part in an island-wide cleanup initiative which cleared more than 30 tons of plastic waste. These collaborative community engagement efforts are an example of how the Hilton Effect can be amplified around the world.



Clean the World

Clean the World is a social enterprise with the mission of saving millions of lives around the world by distributing recycled soap and hygiene products from more than 8,000+ hotel and resort partners to children and families. Through mobile shower units, Clean the World is providing WASH and wellness programming for individuals experiencing homelessness. During this multi-year partnership, this program will be a driving force towards a successful transition to housing, treatment and job placement services for this underserved community. Clean the World is restoring the community’s access to hot showers, which directly affect individuals’ health, wellness and ability to find employment.



WASTE

Preventing waste and contributing to a circular economy

Waste prevention, recycling, and food upcycling and donation are all key components of creating a greener hospitality industry.

Our waste reduction strategy seeks to decrease the overall amount of waste produced in our hotels, while taking steps to divert remaining waste from landfill through donation, recycling, composting, energy from waste incineration, and other opportunities. Waste is more closely linked to occupancy than energy or water, and the amount of waste produced by our hotels decreased dramatically due to the pandemic. As we look to the future, we are working with our partners, including waste haulers, suppliers and donation partners, to find innovative ways to continue that positive trend, even as occupancy rises.

Ensuring that food is not wasted

The pandemic resulted in disruptions to food supply and a significant increase in global food insecurity, making fighting food waste even more of a business and moral imperative.

We are committed to cutting our food waste by 50% by 2030. To achieve this ambitious target, we are driving a true culture shift in our hotels. We have deployed our comprehensive food waste reduction program to our hotels in the Americas and EMEA regions and piloted the program in Asia Pacific.

Our program, which leverages the Hotel Kitchen Toolkit, guides hotels through techniques for reducing food waste in every step of the Food & Beverage process: targeting the prevention of food loss and waste before it arises through thoughtful menu planning; recovery of wholesome, otherwise wasted food for donation, where possible; and recycling of food loss and waste to other uses such as animal feed and compost. In 2021, we participated in the U.S. Department of Agriculture's first ever Food Loss and Waste Innovation Fair as a U.S. Food Loss and Waste 2030 Champion to highlight the solutions used at our hotels.

LEADING BY EXAMPLE IN THE UPCYCLING OF FOOD WASTE

According to 2021 reports from the United Nations, more than one billion tons of food is wasted around the world each year, contributing up to 10% of all greenhouse gas emissions. One-third of food produced for human consumption is wasted globally, due to waste from the supply chain, leftover meals, expired and stale foods, blemished fruits and vegetables, and more.

Taking a firm stand against food waste, Hilton's Team Members have embraced waste reduction and food upcycling strategies in creative ways, all over the world. Here are just a few examples:

ZERO WASTE CAFE

Waldorf Astoria, Los Cabos, opened Neutral, a reduced-waste cafe which uses coffee grinds to fertilize soil. Neutral focuses on providing the freshest products from local coffee communities, offering guests the opportunity to experience culture-rich traditions in a sustainable environment.

PRESERVING PAPAYAS

Enterprising chefs at Hilton Sukhumvit Bangkok and DoubleTree by Hilton Sukhumvit Bangkok, found new ways to use fragile papayas that would otherwise have gone to waste, creating papaya jam as well as sweet-and-sour mocktails to please their guests.

FINDING AN ECOFRIENDLY WAY

The Monsaraz San Diego, Tapestry Collection by Hilton is home to Westerly Public House. This restaurant has a zero-waste kitchen, utilizing fresh-grown citrus from the hotel's courtyard in the food and beverage program and repurposing used espresso grounds as a garnish for cocktails.

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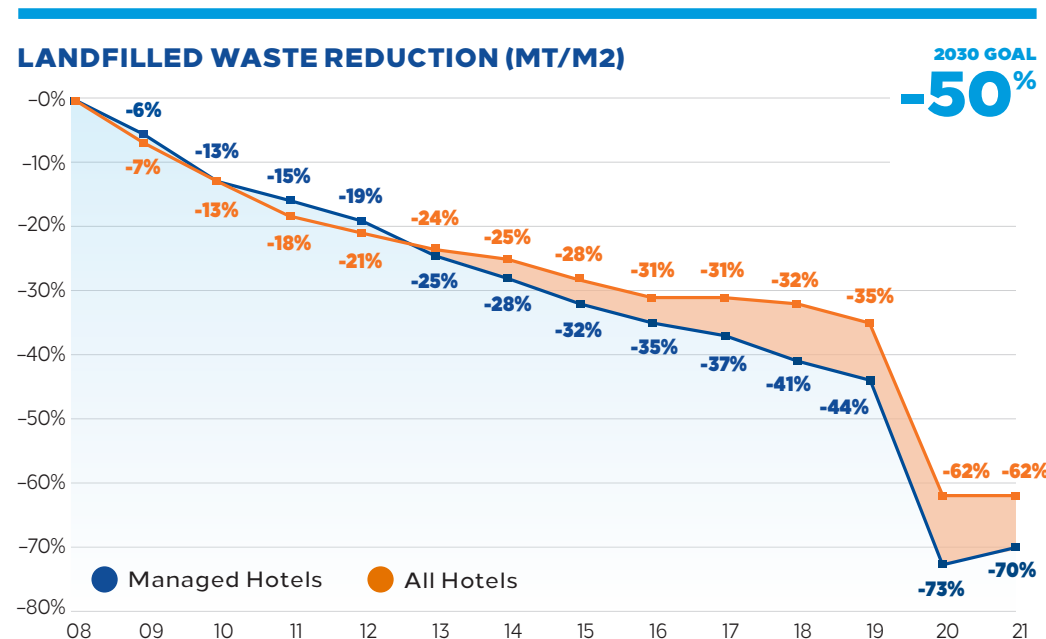
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WATCH
 "Extending Our Stay"
 The Impact of Food Waste [\[Link\]](#)





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WALDORF ASTORIA PARK CITY [↗](#) The on-site restaurant, Powder, guests can expect an almost completely plastic-free experience whilst enjoying farm-to-fork meats, cheeses and vegetables, all purchased through local farms.

Reducing our use of single-use plastics

Plastic pollution threatens communities, environments, and the destinations in which we operate. In 2021, we remained focused on reducing unnecessary single-use items in our hotels. In line with Hilton’s Travel with Purpose 2030 Goal to reduce waste output by 50% by 2030, we are replacing single-use toiletries with full-size amenity bottles across our entire global portfolio. We expect the majority of our hotels to be miniature-free by the end of 2023.

Hilton’s app-based Digital Key program expanded rapidly in 2021, as more guests chose to bypass the front desk and check in virtually. The technology is now available at more than 80% of Hilton’s portfolio, or more than 5,600 of Hilton’s more than 6,800 properties worldwide. It has been used to open more than 168 million guestroom doors and has reduced plastic waste by an estimated 125 tons.

Many of our hotels around the world have implemented sustainable hydration solutions such as reusable drinking vessels, refill stations, and closed-loop bottling systems.



Keeping soap where it belongs—in human hands, not landfills

We are proud to have been the first hotel brand to make soap recycling a brand standard, and the first to set the commitment to send zero soap to landfill. We operate the largest soap recycling program in the hotel industry, with over 88% of our portfolio participating in soap recycling, including all hotels in the U.S. and Canada. Used soap from guest rooms is collected by our house-keeping teams and sent to our soap recycling partners, including Clean the World, Soap Aid, Soap Cycling, and Sundara, who sanitize the soap and turn it into new bars for donation.

In 2021, we recycled our soap into more than 1.6 million bars that have been donated to those in need, diverting over 175,000 pounds from landfill. The COVID-19 pandemic resulted in this program becoming more important than ever before, and we are proud that our hotels around the world have continued to recycle soap—keeping waste from landfill and helping those who need it most.



HILTON BRISBANE [↗](#)

CREATING OPPORTUNITY TO CLOSE THE LOOP

Hilton Brisbane’s comprehensive waste reduction initiatives include more than 23 waste streams and community partnerships. Every stay is an opportunity to close the loop, from the recycling of oral care items and other single-use plastics, to the reduction of single-use coffee cups and single-use containers. The hotel diverts up to 10,000 items a month from landfills and funds environmental and social justice projects.



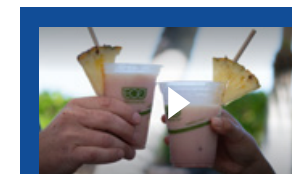
32%

of waste diverted from landfill (managed hotels only)



1.6M+

bars of soap donated in 2021



WATCH
“Extending Our Stay”
Impacting Plastic Pollution [↗](#)

PARTNERING ON NEW METHODOLOGY TO MEASURE WASTE ACROSS HOTEL CHAINS

Hilton has collaborated on an industry-wide waste measurement methodology developed by World Wildlife Fund (WWF) and Greenview, a global sustainability consulting group. The Hotel Waste Measurement Methodology provides a common approach, building on robust existing strategies to track waste and set targets, harmonizing methods of data collection, and addressing common data gaps and challenges. This gives major brands and individual properties a consistent way to set meaningful goals to reduce waste, keep it out of landfills, and track progress against those goals over time.



CREATING AN ENGINE OF OPPORTUNITY

Social Impact

Our enduring role is to foster opportunity for people, both within Hilton for our Team Members and for those in the communities, all around the world. In addition, we bring urgent focus and committed action to the pursuit of Diversity, Equity & Inclusion and to the protection of human rights.

The Hilton Buenos Aires recently launched a partnership with Vivera Organica, an urban communal garden. The garden is cared for by 14 families, and most of the producers are migrant women. Thanks to partnerships with businesses like Hilton, an improved organic vegetable garden has been opened and has provided an increase in income for the families. Guests are drawn to the hotel's dishes prepared with the locally grown herbs and vegetables.

[HILTON BUENOS AIRES](#)

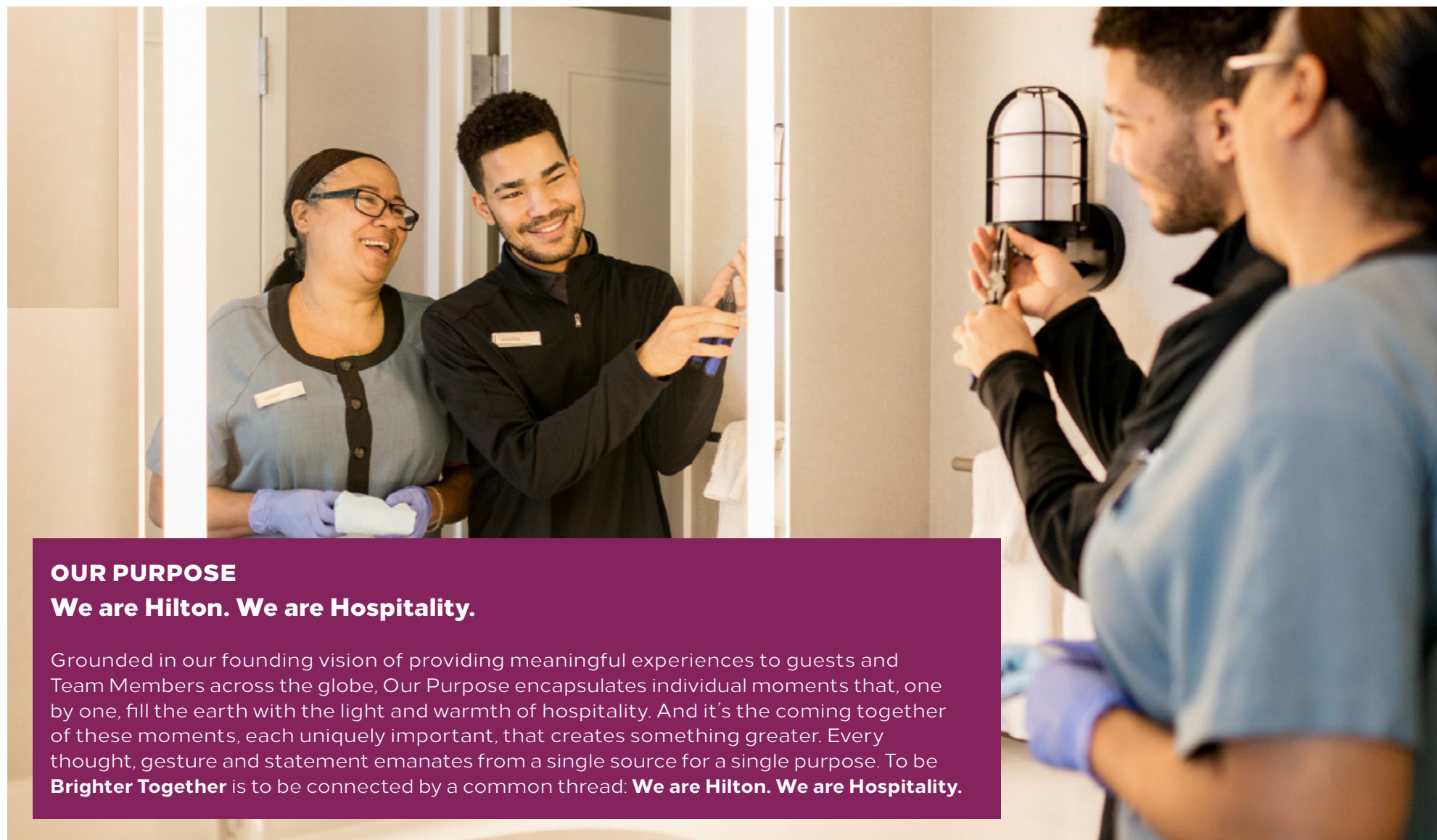
Creating an engine of opportunity

For more than one hundred years, Hilton has been an engine of opportunity for people and communities around the world.

We view our company as a global business that operates on a local level, building strong ties in our communities, partnering with local businesses and nonprofits, and creating a positive impact in the lives of our neighbors, through learning, career growth, and other opportunities.

As the world recovers from the pandemic, our social impact work is more important than ever, and we take great pride in supporting our communities as they emerge from the crisis.

In 2022, we will be enhancing our existing Travel with Purpose social goals to further commit to the areas where we can have the greatest impact, including supporting career opportunities, community impact, and responsible, inclusive conduct across our business.

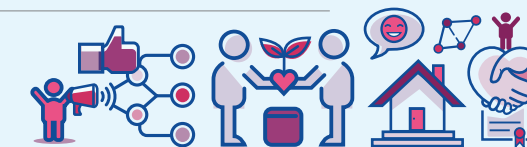


OUR PURPOSE

We are Hilton. We are Hospitality.

Grounded in our founding vision of providing meaningful experiences to guests and Team Members across the globe, Our Purpose encapsulates individual moments that, one by one, fill the earth with the light and warmth of hospitality. And it's the coming together of these moments, each uniquely important, that creates something greater. Every thought, gesture and statement emanates from a single source for a single purpose. To be **Brighter Together** is to be connected by a common thread: **We are Hilton. We are Hospitality.**

LEARN MORE
About our Social Impact on our ESG website [↗](#)



S

Social

CREATING AN ENGINE OF OPPORTUNITY

HUMAN RIGHTS
DIVERSITY, EQUITY & INCLUSION



CAREERS



Create learning and career growth opportunities for Team Members and communities with a focus on **underrepresented groups**



COMMUNITIES



Meaningfully impact community members

- ✓ Local Support
- ✓ Disaster Relief
- ✓ Economic Opportunities



CONDUCT



Promote **responsible, inclusive conduct** across our value chain operations



CAREERS

Enabling our Team Members to Thrive@Hilton



LEARN MORE
[About careers at Hilton](#)

We know that when our Team Members thrive, so do our guests and our communities. That is why we are committed to providing industry-leading programs that empower Team Members to be their best selves in and outside of work, while creating meaningful personal and professional growth opportunities.

Investing in our Team Members' development

We want the time Team Members spend at work to be one of the best, most meaningful parts of their lives, and that means creating opportunities for continuous growth and development for all. Through Hilton University, our Team Members have access to over 25,000 courses covering a wide variety of topics. All Team Members have the opportunity to grow their leadership skills and careers through our Lead@Hilton framework, which develops leaders at every step of their careers and features internal leaders-teaching-leaders videos as well as content from best-in-class partners such as Cornell and Harvard. Curricula were curated for each level of experience to ensure Team Members have the foundational tools to start as learners and the coaching, mentoring, and wellness resources to grow as leaders.

We are also the first company in our industry to partner with Guild Education to provide Team Members the opportunity for debt-free continuing education opportunities.

Beginning in the spring of 2022, Team Members will have access to a wide variety of educational credentials from leading universities and learning providers including high school completion, English language learning, college degrees, professional certifications, and more.

A catalog of options will be designed to help Team Members move into a variety of "destination roles." Whether they want to move from line level to supervisor, Heart of House to Guest Facing, we will have learning to support them moving towards their unique goals.

Prioritizing health and wellness

At a time when health and well-being are at the forefront of society, we continued to innovate how we deliver medical care that is convenient, accessible and affordable for our Team Members. Hilton was the first hospitality company to partner with Amazon Care, allowing eligible U.S. Team Members and their dependents to speak virtually with a clinician when it is convenient for them. If additional care is needed, they can request to have a nurse come to their home for

in-person care (in select locations). This service will increase access to care, allowing for more timely treatment of acute conditions, and better management of chronic conditions.

Vaccine education is a key component of pandemic recovery. In 2021, we took action to ensure our Team Members had access to vaccine information, which included hosting a webinar with a panel of medical experts that was later available to re-watch on demand, and building a COVID-19 microsite to serve as a central source of information. In fact, 21% of webinar attendees said that the information made them more likely to receive their vaccination.

COVID-19 and the many other professional, personal and social stressors of the last two years further spotlighted the importance of mental wellness. In April 2021, we launched a mental wellness platform to reduce the stigma often associated with mental health issues, equip Team Members with effective resources, and continue building a healthy culture. Through our Mental Wellness Hub, Team Members have access to a variety of resources, including over 100 leader testimonials, tips on normalizing conversations around mental health, and ways to seek clinical support if needed. We also offer free counseling sessions through our employee assistance program and through a free, dedicated counselor at our global corporate headquarters. Additionally, we partnered with Thrive Global to provide all Team Members access to their app-based experience, loaded with practical micro-steps to address mental wellness and tools to track progress.

Many of the programs described in this careers section are only targeted to Team Members at our owned/managed hotels and corporate offices



“To build a great culture, we make a promise to our Team Members to create the best, most inclusive environment in which to learn and grow, and one that is connected to a broader purpose. We all want to be a part of something bigger than ourselves and part of a culture where work fits into a good life, and not the other way around. We deliver on that by providing an evolving suite of best-in-class flexible benefits, ranging from lifelong learning and development to mental wellness to discounted travel, to enable our Team Members to bring their whole selves to work each day.”

Laura Fuentes
EVP and Chief Human Resources Officer

“Since I started working here, I’ve felt that someone believes in my skills and talent. I always felt free to test myself and put in practice what I learn every day. And this is the most important thing for me—being part of a working environment that supports you and your career development.”

Rafaella
[WALDORF ASTORIA ROME CAVALIERI](#)

“Working at Hilton means you get opportunities you wouldn’t get elsewhere—to stretch and grow, try new things, and really make a difference.”

Humoyun
Front Office Manager,
[HILTON TASHKENT CITY, UZBEKISTAN](#)



WATCH
“Thrive at Hilton”
[Mental Wellness](#)

Almost **40%** of our U.S. Team Members have been with Hilton for **10+ years**



LEARN MORE
[About careers at Hilton](#)

Recognizing Team Members

Our employees are at the core of our success. To show our appreciation, we celebrate and recognize them throughout the year with programs such as our annual “**Team Member Appreciation Week**”—a dedicated week to celebrate our employees around the world—and “**Catch Me at My Best**” which encourages guests, managers and peers to recognize employees whose actions and attitudes embody our values.

Two of our largest recognition programs are the CEO Light & Warmth Award and the Hospitality Heroes Award—both of which we



“It’s a wrap on another perfect Team Member Appreciation Week! Thank you to all Team Members for your passion and commitment to deliver exceptional guest experiences and support one another even during the most challenging times. I am privileged to work with such a fantastic team!”

One of Hilton’s many team members participating in the TMAW fun

expanded in 2021. The **CEO Light & Warmth Award** is our company’s highest honor, recognizing employees who have brought the light and warmth of hospitality to life through sustained, significant and life-changing actions. New in 2021, a team award was added to recognize cross-functional teams who exhibited our Hilton values and demonstrated effective collaboration to deliver impactful results for our business. The **Hospitality Heroes Award**, which started in 2020 to honor frontline workers, recognizes hotel employees who go above and beyond to bring Hilton hospitality to life—for guests or their Hilton teammates. In 2021, this award was expanded to also include employees at our call centers.

Creating time to recharge

Recognizing the importance of encouraging our Team Members to take time away, last year we adapted our Thrive Sabbatical program and launched the Thrive Mini Sabbatical. Team Members were invited to tell us how the pandemic impacted them and who they would see or where they would go if given the opportunity to recharge and reconnect. We received more than 1,300 stories of perseverance, resilience and sacrifice. Fifteen Team Members were selected from around the world, each receiving a week of paid time off, seven free night stays at any of our hotels, and \$3,000.

We also encourage our Team Members to recharge through our **Go Hilton** program, which offers Team Members as well as their family and friends significantly discounted hotel rates. Go Hilton gives Team Members the chance to meet fellow Team Members around the world, take dream trips that otherwise might have been out of reach, and create new memories while enjoying life-changing travel experiences. The popular travel program enables Team Members to focus on their physical, mental and emotional wellness—while fueling inspiration to deliver extraordinary hospitality.

SIGNATURE RECOGNITION PROGRAMS

CEO LIGHT & WARMTH AWARD

Jose Rosado F&B MANAGER



Jose is a quick thinking and re-sourceful problem solver—making the impossible, possible at the **Embassy Suites by Hilton Dorado del Mar Beach Resort**. Jose embraces opportunities to celebrate the planet, embracing dimmed lighting during Earth Hour, he initiated the idea of giving salsa lessons at the hotel during this time. He spends ample amounts of time giving back to the community as well, offering basic table etiquette to kids from a local shelter, inspiring them to pursue a career within the industry.

Angel Cabusao FRONT OFFICE MANAGER



Angel is the epitome of hospitality and is teamwork personified, as she leads with a proactive management style in a gentle and cheerful manner at the **Conrad Manila, in the Philippines**. In addition to her many economic and community-focused engagements, she also leads Travel with Purpose projects for indigenous communities, getting the hotel recognized on the Sustainable Travel Bucket List: 10 of the Best Eco-conscious Hiltons Around the World.



WATCH
“2021 CEO Light & Warmth Winners”

HOSPITALITY HEROES

Aleksandr Tsarenko



Rasa Valentaite





CAREERS

Building a diverse, equitable and inclusive workplace

We believe diversity makes us stronger, more innovative, and more representative of the many guests and communities we serve around the world. We are proud to create a culture where all are welcomed and celebrated. To achieve our vision of Diversity, Equity & Inclusion (DE&I), we have set ambitious commitments, built accountability mechanisms into our business, established strong partnerships, and developed targeted training, hiring, and work culture development programs to cultivate diverse talent.

A firm commitment to an ambitious agenda

As part of our DE&I efforts, and to encourage transparency and accountability, we are committed to creating an environment where every Team Member can thrive. As part of this commitment, our goal is to achieve global gender parity and 25% U.S. ethnic representation at our corporate leadership levels by the end

of 2027. Our leaders are committed to building an inclusive organization through effective talent management practices and compensation tied to progress against our diversity representation goals.

To ensure inclusivity and remove bias throughout our U.S. recruiting and hiring process, we track achieve external candidate slates representing 50% gender diversity and 33% ethnic diversity.

In April 2021, we released our ethnic and gender diversity commitments and share detailed demographic data for our Team Member population on our new diversity website jobs.hilton.com/diversity. Publicly sharing this data, to be updated annually, will ensure we remain focused on progress toward our stated commitments.



LEARN MORE
About careers at Hilton [↗](#)



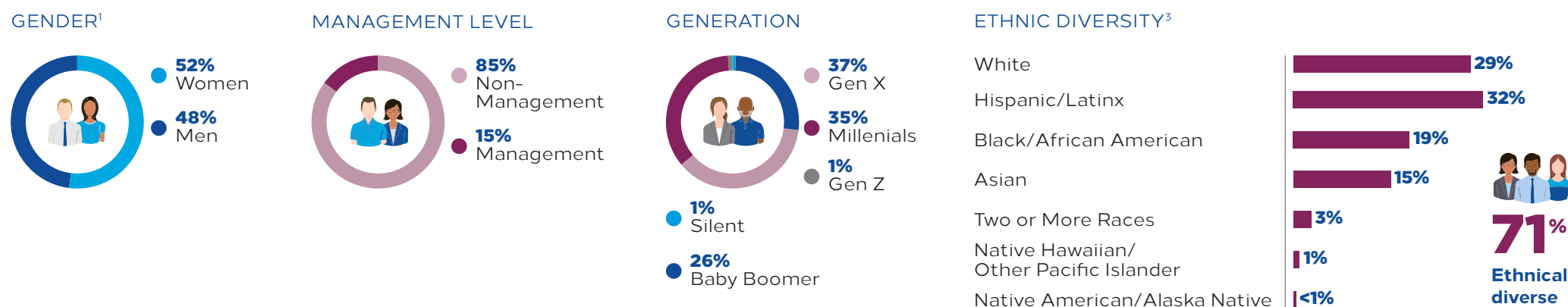
“In this time of real change, we’re committed to taking the steps to create a diverse, equitable and inclusive workplace for all of our Team Members—investing in our diverse talent and providing a clearly defined path to growth.”

DeShaun Wise Porter
Vice President, Diversity, Equity and Inclusion and Recognition

2021 GLOBAL WORKFORCE (Corporate offices, owned and managed hotels)



2021 U.S. WORKFORCE (Corporate offices, owned and managed hotels)



1 Data is based on self-identified gender. Hilton recognizes and supports Team Members who identify as non-binary.
2 Reflects the gender and ethnic diversity of our non-management directors.
3 Using race/ethnicity categories defined by the Equal Employment Opportunity Commission.

4 General Managers and Hotel Managers at U.S. managed hotels.
5 Senior Directors and above at U.S. corporate offices.

OUR COMMITMENT TO DIVERSITY

OUR COMMITMENT

50% Gender Parity
At our global corporate leadership levels by 2027

25% Ethnic Diversity
At our corporate leadership levels in the U.S. by 2027

OUR PROGRESS

39% Women¹

19% Ethnically diverse³

+2 percentage points vs. 2020

+2 percentage points vs. 2020



LEARN MORE
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Cultivating an inclusive work culture in a kaleidoscopic world

We invest in a number of programs that honor diverse talent and help to create an environment where it can thrive. These include allyship training, our Team Member Resource Groups (TMRGs), Courageous Conversations, mentorship, and benefits that encourage diversity such as paid parental leave.

Elevating awareness and allyship through training

A great place to work creates a sense of belonging and acceptance—regardless of background, ethnicity, age, ability, gender or sexual orientation. We train for that.

All hotels and our corporate Team Members are required to complete annual training as part of Hilton’s commitment to an inclusive and respectful environment for all. This includes:

1. DE&I/UNCONSCIOUS BIAS TRAINING to build awareness of the implicit bias all humans have and how to overcome this to create an inclusive environment for all. This includes our Hilton-designed, bespoke training program, Creating an Intentionally Inclusive Guest Experience. Training is based around hospitality scenarios, so our Team Members are best prepared to relate and apply what they’ve learned.

2. ANTI-TRAFFICKING TRAINING to learn the signs of human trafficking for sexual or labor exploitation and know how to take action.

3. CODE OF CONDUCT TRAINING to commit to acting with our value of integrity and maintaining the highest ethical standards.

4. HARASSMENT-FREE WORKPLACE TRAINING to create a positive environment for all, avoiding actions which create a hostile workplace.

This work is never done. We remain committed to listening, learning and leading to create a welcoming and hospitable experience for all Team Members and our guests.

TEAM MEMBER RESOURCE GROUPS

With more than **250 chapters worldwide** and **16,900 members**, our Team Member Resource Groups are voluntary groups that build communities across our workforce, provide professional opportunities to Team Members, and foster innovation in our business.

- Abilities
- Asian and Pacific Islander (API)
- Black
- Ethnic New in EMEA in 2021
- Hispanic/Latinx
- Military
- NextGen
- Pride
- Women

COURAGEOUS CONVERSATIONS

We continued having conversations among Team Members on complex issues like racism and mental health through a program called Courageous Conversations, because we believe our team is stronger for the diverse experiences and perspectives each of us brings to the table. And a more inclusive workforce will make Hilton even more hospitable for all guests around the world. These live, frank conversations focus on a range of topics, including race, gender, age, physical and mental ability, allyship, and a host of other important issues. The program started in 2020 and has included conversations with Hilton Team Members as well as external thought leaders. Thousands of Team Members have taken advantage of the live and recorded sessions.

“During Global Week of Service, our clients said our work with Courageous Conversations far outweighs any other initiatives we’ve undertaken. Hilton is setting us apart and above the rest.”

“This call was extremely inspiring and motivating and I know it will lead to incredibly meaningful conversations with teammates and leaders that are long overdue.”

Two of Hilton's many Team Members participating in Courageous Conversations



RECOGNITION

#1 ranking, 2021 DiversityInc Top 50 Companies for Diversity



GPTW & Fortune We are ranked in 21 countries and certified in 19 others by Great Place to Work.



#1 Best Place to Work for Women in the U.S.

[Check out these rankings and more](#)



LEARN MORE
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SHARING THE DIVERSE PERSPECTIVES OF OUR TEAM MEMBERS

We amplify our Team Members' voices on our careers blog and social media channels to celebrate the rich diversity of our Hilton family and the inclusive environment our Team Members are fostering around the world.

Barbara, one of our deaf Team Members, taught how to sign the three most common phrases in hospitality: "Welcome," "How can I help you?" and "Thank you."



Creating a space to come out in the workplace, our Pride TMRG hosted a virtual conversation on inclusive language and gender pronouns.



To celebrate Hispanic Heritage month, our Hispanic/Latinx TMRG hosted a virtual discussion and live cocktail and salsa crafting class.



INTERNATIONAL WOMEN IN ENGINEERING DAY

Engineering Operations EMEA recognizes the annual International Women in Engineering Day on June 23rd to reinforce the value of our diverse and inclusive culture. Senior executives and hotel functional leads celebrated the inspirational stories of women working in Engineering teams across the region during local events, personal messages, and posts on social media channels. We shared our stories to inspire and motivate other women to challenge the bias and follow their dreams in the engineering profession.





CAREERS

Hiring a workforce that mirrors the world

Hilton has always strived to reflect the global communities where we live and work, and to attract the best talent in hospitality by building a culture that truly is “for all, by all.”

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Through partnerships with racial and social justice organizations, university scholarship programs, and our referral initiative, we have established an array of channels to reach the most exceptional candidates. We continue to expand our partnerships with Hispanic-serving institutions (HSIs) and historically Black colleges and universities (HBCUs), as well as with multicultural, LGBTQ+ and disability-focused organizations.

These “Pathway Programs” ensure we are attracting diverse talent. Around the world, a sampling of targeted partner and other initiatives includes:

MORRIS BROWN COLLEGE
 Partnering with the 140-year-old HBCU in Atlanta to develop a flagged Hilton property and training complex on its campus and help build its new hospitality management program. Students gain valuable, hands-on experience at the hotel.

OPERATION: OPPORTUNITY
 For U.S. military veterans, was founded in 2013. We remain committed to being an employer of choice for veterans and their families through several unique initiatives—to date we have hired more than 35,000 veterans and family members.



PROJECT SEARCH
 A U.S. organization serving adults with special needs, to help them earn valuable job skills and find meaningful employment. More than 150 program graduates have obtained full-time work at our hotels.

KENYA CHILDREN’S HOMES
 Partnered on a project to bridge hiring opportunities for young adults at properties in Africa and the Middle East. This new program, part of an initiative to help place refugees in the workforce, has employed its first candidates at Hilton hotels.

JOINING THE TENT COALITION FOR AFGHAN REFUGEES.
 Guided by our founder’s vision to fill the world with the light and warmth of hospitality, we are committed to using our resources and tools to help support refugees—including recent Afghan refugees to the U.S. We are working with resettlement groups to offer Hilton employment opportunities to support these individuals as they build new lives in the U.S. To continue creating an inclusive workforce with refugees across the U.S. and U.K., we are partnering with the Tent Partnership for Refugees, a nonprofit organization launched in 2016 to mobilize the global business community to include refugees. Tent provides a network of major companies committed to integrating refugees in their host communities.

INVOKING FEMALE COURAGE IN SRI LANKA
 In 2021, we launched Hilton Liya Diriya in partnership with the Sri Lanka Institute of Tourism and Hotel Management (SLITHM) to provide opportunities for local women students who want to build a career in hospitality. The program, whose name translates to “female courage,” trains local women students in the skills they need to realize their goals. In March, the first group of participants began the program, which includes two phases: a one-month course with the SLITHM and a six-month industrial traineeship at a Hilton property in Sri Lanka.



CAREERS

Creating learning and career growth opportunities for all

One of the key ways we contribute to resiliency in our communities is through opportunities for career growth and skills training.

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Creating opportunities in the communities around us

Many of our career opportunities programs extend beyond our own Team Member community. Hilton has long been committed to providing skills training and opportunity programs for populations that are traditionally underrepresented or undersupported in the workforce, such as youth, refugees, women, minorities, persons with disabilities, and other groups. These are a few examples of initiatives Hilton supported in 2021 that helped our community members to forge their own paths to success:

PASSPORT TO SUCCESS (PTS) CONCIERGE

This free online course prepares young people with the critical life skills needed to succeed in the hospitality and tourism sector. Created by the International Youth Foundation (IYF) in collaboration with the Hilton Effect Foundation, the course launched in Arabic, English, French and Spanish on International Youth Day.

HELPING “SQUEEGEE KIDS” MOVE UP

In partnership with the **Canopy by Hilton Baltimore Harbor Point**, the city of Baltimore has launched an employment program pairing former “squeegee kids”—young people who were previously cleaning windshields at intersections to earn money—with jobs in the hospitality industry. The Squeegee Action Plan provides job training for 10 city youths who will work at the Canopy hotel in Baltimore’s Harbor Point neighborhood, rotating among jobs as bellhops, maintenance staff, and working in the hotel’s restaurant, Cindy Lou’s Fish House.

SHE HAS A DEAL



Tracy Prigmore, founder of She Has a Deal and owner of Hampton Inn by Hilton Waldorf. [\[Link\]](#)

Increasing diversity and representation in hotel ownership has become a passion for Tracy Prigmore, owner of **Hampton Inn by Hilton Waldorf**. Tracy created the She Has a Deal program, which aims to educate and inspire future women hotel owners and developers in a traditionally male-dominated industry through education, networking and mentorship. Hilton is a proud sponsor of this innovative initiative and has hosted program events at our hotels over the past two years.

2021 HILTON EFFECT GRANTEES



Springboard is enhancing employability for youth in the UK

Springboard was established to support the hospitality industry and disadvantaged young people seeking employment within it. Springboard’s Employability Program identifies positive career paths, providing opportunities to experience the world of work, and increase young people’s future employment prospects. They engage youth organization members across London via neighborhood community centers, where long-standing and trusted relationships with youth counselors make them ideal places for young people to get information, advice and guidance.



The Bread & Butter Project is helping asylum seekers learn job-worthy baking skills

Australia’s The Bread & Butter Project trains asylum seekers and refugees in baking skills to support their resettlement and help them gain employment. Trainees undergo a 6- to 8-month apprenticeship which includes on-the-job training, English language tutoring, and job readiness support. The Bread & Butter Project then helps graduates identify work opportunities.



COMMUNITIES

Supporting those around us, every day, worldwide

Thinking globally. Acting locally. Always.

LEARN MORE
[About the Hilton Effect Foundation](#)

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As stewards of the thousands of communities in which we operate, we leverage our broad footprint and our passionate global community of Team Members to contribute to community development and resilience.

Hilton has a long and proud history of prioritizing the well-being of the communities in which we operate, and we continue to expand our social initiatives. We saw an outpouring of community support from our Team Members when the COVID-19 pandemic hit, and we witnessed countless acts of selfless service to support the most vulnerable populations and those severely impacted in our local communities.

2021 HOTEL ACTION IN THEIR LOCAL COMMUNITIES

190,000+
total volunteer hours from Team Members

\$395,492
monetary gifts

\$360,080
in-kind donations

123,848
meals donated

1.6M+
bars of soap donated

Local-level support to build stronger communities

Our Team Members around the world activate Travel with Purpose in their communities by opening their hearts and extending their hospitality beyond the walls of their hotels. Hotels lead a variety of local initiatives to meet their communities' needs, including volunteering, making donations, partnering with local organizations, and working swiftly to provide support in the wake of a disaster. Some examples include:

FEEDING FAMILIES DURING COVID-19

When Supoj Suwanwong, Director of Food & Beverage at the **Hilton Sukhumvit Bangkok**, saw that people in his community were having trouble feeding their families during the pandemic, he created a drive-through food donation center where Team Members and community members could drop off canned foods donations. Partnering with Scholars of Sustenance Thailand, a local NGO and Hilton Effect Foundation grantee, this effort evolved into weekly donations to those in need.

The **Hilton London Metropole** delivered 50,000 meals to those in need through Open Kitchen and Project Felix in 2021.

DONATING REFURBISHED ITEMS

Renovated items were donated to Richmond Doorways Hospital and Habitat for Humanity by the **Hilton Richmond Downtown**. Their towel shelves and mirrors stay out of the landfill and live to see another day.



Hilton Richmond Downtown donated to John Cario of Habitat for Humanity.

Investing in restorative, resilient action

In this year of recovery, Hilton and the Hilton Effect Foundation together have doubled down on our charitable efforts to build resilient communities for future generations of travelers, particularly in the wake of the COVID-19 pandemic. Here are a few examples of these projects:

2021 HILTON EFFECT GRANTEES



Direct Relief across the Middle East

This international humanitarian aid organization's mission is to improve the lives of people affected by poverty or emergencies across the greater Middle East. With programming in countries such as Afghanistan, Turkey, and Lebanon—still recovering from the Beirut port explosion—Direct Relief is supporting individuals and families by delivering supplies, food and other essentials. With HEF's support, Direct Relief can continue to support the ongoing economic crisis in Lebanon, which has caused an increase in food prices and a shortage of essential goods. Additionally, Direct Relief is providing essential needs of Syrian refugee children and providing aid to refugees living in more than 20 formal camps in Turkey.



Rise Against Hunger feeding the Philippines

This international hunger relief organization distributes food and life-changing aid to the world's most vulnerable, aiming to mobilize the necessary resources to end hunger by 2030. In the Philippines, its Good Food Farm project creates community organic farms in urban areas, a project dedicated to alleviating hunger through sustainable agriculture. With the support from the HEF, these urban demonstration farming projects will improve food security, address hunger and reduce malnutrition. The 4.5-hectare farm they are developing in Magdalena, Laguna, will also empower families in the community, especially the women, to earn a living through urban farming.



Responding to disasters

With Hilton’s broad global footprint around the world, when a disaster hits, there are often hotels in the community that are well-positioned to provide much-needed support. Through our Hilton Effect Foundation and strategic partnerships with organizations that are on the ground in the immediate aftermath of a disaster, we work to provide disaster relief support and rebuild so communities are more resilient.

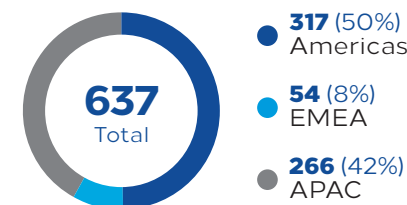


In 2021, we responded to crises and disasters across the globe, including Winter Storm Uri, Hurricane Ida, Malaysian floods, tornadoes in Kentucky, the Afghan humanitarian crisis, and the continued impacts of the global COVID-19 pandemic. Since 2016, we have leveraged our Team Member Assistance Fund (TMAF) to provide urgent monetary support to our Team Members impacted by disaster and hardship.



TEAM MEMBERS SUPPORTED BY TEAM MEMBER ASSISTANCE FUND IN 2021

BY REGION



“Every day we must ask ourselves how we will leave society in a better place. A focus on our people is essential to our response, especially during a pandemic. One of the many ways we supported our workforce through the pandemic was through our Team Member Assistance Fund, where we funded oxygen concentrators for COVID relief in India.”

Alan Watts
President, Asia Pacific

2021 HILTON EFFECT GRANTEES



Team Rubicon: America’s veterans lend a hand to Afghan refugees

Team Rubicon mobilizes veterans and other volunteers to continue their service, leveraging their skills and experience to help people prepare for, respond to, and recover from disasters and humanitarian crises. Through HEF’s grant, Team Rubicon continues to serve as a critical source of on-the-ground support at bases where Afghan families are being received and housed. Their role includes supporting logistics, providing translation services, and coordinating donations and gear, such as COVID-19 safety and testing equipment. They will continue to support the refugees as they exit the bases and build new lives in the U.S.

Winter Storm Uri in 2021 left residents like Nola Jones with dangerous, damaged trees and branches on their homes and properties. Team Rubicon sawyers, all living within an hour of Ms. Jones’s home, stepped in to remove the hazardous remnants of the storm and restore her property’s safety following the devastating storm.



CONDUCT

Promoting universal respect for human rights

As a business of people serving people, respecting and protecting human rights is core to our mission.

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Our human rights strategy is informed by the United Nations Guiding Principles for Business and Human Rights. Our commitments and expectations are established in our Code of Conduct, Human Rights Principles, and Responsible Sourcing Policy, and include the prohibition of forced labor, bonded labor, child labor, slave labor, human trafficking, and recruitment fees. Our policies also prohibit the use of any Hilton property, product or service in any manner that supports or enables any form of abuse or exploitation. In 2021, we updated our [Human Rights Policy](#).

We have created and piloted a human rights due diligence process for our operations and supply chain, and partner with suppliers to prevent forced labor or trafficking. We encourage all Team Members to report potential human rights recruitment issues and signs of trafficking, directly to hotel management or anonymously through the Hilton Hotline.

Combatting labor exploitation in our supply chain

Our [Responsible Sourcing Policy](#), which was refreshed in 2021, outlines Human Rights standards expected of Hilton suppliers. Suppliers are encouraged to have appropriate management systems in place and take steps to comply with this policy. We implemented a Human Rights due diligence process, supplemented by the use of EcoVadis scorecards, to further inform our risk assessments and ensure we partner with responsible suppliers. In 2021, we continued to advance our partnership with EcoVadis to assess our suppliers' sustainability risk and performance, educate on material impacts and provide best management practices to encourage continuous improvement. All suppliers are encouraged to observe and abide by Hilton's Responsible Sourcing Policy, which is included in all property contracts.

Addressing risks in our operations

We recognize that hotels around the world are at risk of being used by traffickers for commercial sexual exploitation. To mitigate this risk, we are focused on educating stakeholders, maintaining updated policies, and collaborating with leading organizations. Since 2011, we have remained proud signatories to the ECPAT Tourism Child-Protection Code of Conduct, and all our hotel-based Team Members are required to complete ECPAT's anti-human trafficking training on an annual basis. Additionally, we sponsor ECPAT via their Partners in Protection program at the Leader in Protection Level. We continuously map all our operating hotels against external human risk indices that inform us on both operational and sourcing risks, leveraging our data analytics to support victim-centered anti-exploitation efforts across the U.S.

It's a Penalty campaigns continue to educate and inspire action

Building on our partnership for the 2021 Super Bowl in Tampa, we partnered with It's a Penalty for the Super Bowl LVI in Los Angeles to educate our Team Members and guests at all of our hotels in the greater Los Angeles area on recognizing and reporting human trafficking. We also participated in the It's a Penalty launch event in advance of the Super Bowl to discuss how the hospitality industry can further our leadership on ending abuse, exploitation, and human trafficking. We continue to support activations around other major sporting events globally.



Nick Caine, CEO of A21, and staff members at It's a Penalty Launch Event. A21 is a nonprofit that fights against human trafficking, and a lead sponsor of It's a Penalty.

IN 2021

94% of managed hotels in the U.S., as well as **90% of managed hotels globally**, have completed Diversity & Inclusion/Unconscious Bias and creating a Harassment-Free Workplace training

100% of hotels mapped for modern slavery and Women's & Girls' Rights

7,000 Corporate and Operations Team Members trained to date with focus on procurement roles, in Key Risks of Modern Slavery in Labor Sourcing

FIGHTING UNCONSCIOUS BIAS WITH REAL-WORLD SCENARIOS

As part of our human rights agenda, we provide mandatory unconscious bias training for all guest-facing Team Members. Through this online training, they experience realistic scenarios in which guests may be subjected to unconscious bias based on their race, gender, religion, ability, or sexual orientation. The training includes de-escalation skills to help Team Members handle conflicts. Guided by thoughtful questions and real-life situations, they examine how guests feel when subjected to unconscious bias and how they can ensure all guests feel welcome. In 2021, training on Diversity & Inclusion/Unconscious Bias and creating a Harassment-Free Workplace was completed by 94% of managed hotels in the U.S., as well as 90% of managed hotels globally.



Advancing responsible sourcing

With operations spanning 122 countries and territories, we recognize the immense economic, environmental and social impact we have through our supply chain.

Hilton has committed to sustainably source meat, poultry, produce, seafood and cotton, and to collaborate with our suppliers to achieve strict responsible sourcing goals by 2030. We engage closely with our suppliers and encourage our business partners to adopt their own sustainable practices, including setting carbon reduction targets and conducting human rights due diligence. In 2021, we continued to advance our partnership with EcoVadis to assess our suppliers' sustainability risk and performance. All suppliers are required to observe and abide by Hilton's Responsible Sourcing Policy, which is included in all supplier contracts.

A sea change in seafood procurement

Excessive fishing has begun to outpace reproduction within marine ecosystems, posing a serious challenge for the international community. Despite a challenging year of supply chain issues, Hilton continues to make incremental progress towards the goal of sourcing at least 25% of its total global seafood volume for managed properties from Marine Stewardship Council (MSC) fisheries and Aquaculture Stewardship Council (ASC) farms. This includes

banning the procurement of endangered species and ensuring the remaining portion of our seafood is working towards certification, sustainable improvement, or inclusion on WWF green lists.

Several exciting milestones were reached in our responsible sourcing journey. Hilton inked a Memorandum of Understanding with Seafood Legacy and UMITO Partners to procure more sustainable seafood for our properties in Japan and Korea, while Conrad Seoul and Hilton Tokyo Bay achieved MSC and ASC Chain of Custody certifications—the first hotel in Korea and the first Hilton hotel in Japan, respectively, to do so. MSC- and ASC-certified seafood procurement in Japan and Korea also surpassed 25% in the month of December 2021—a marked improvement on less than 1% in 2018.

Protecting animal welfare

Hilton strives to work towards the legal, ethical, humane treatment of animals across our value chain. Our approach to animal welfare is informed by the "Five Freedoms" of care and codified in our Animal Welfare Statement. We are signatories to the World Travel & Tourism Council's Declaration

on Illegal Trade in Wildlife, committing to not knowingly purchase, use or facilitate the sale of illegally harvested wildlife products.

In addition to our efforts around sustainable seafood, Hilton Supply Management (HSM) is also investing in sustainably sourced meat, poultry, produce, cotton, and cage-free eggs for thousands of hotels around the globe. Utilizing our supplier relationships and procurement strategy to protect our planet and its animals, our HSM teams are helping properties worldwide to deliver dining experiences using responsibly sourced regional and local resources. From wild Georgia shrimp in Savannah to tofu pudding in Hong Kong, we strive to serve fresh, delicious and eco-friendly fare to guests today while we work to secure a sustainable future, continuing to obtain guidance from NGOs and other external experts as we progress towards our goals.

LEARN MORE
About our
Supplier Diversity
Report [↗](#)



“Our partnerships with environmentally responsible businesses help redefine what hospitality means on a global scale. Throughout the pandemic and its supply chain disruptions, we continue to see a strong demand for locally curated and sustainably sourced products. In partnership with our suppliers, we continue to deliver quality products on time while significantly reducing our carbon footprint”

Anu Saxena
Senior Vice President, and Global Head,
Hilton Supply Management



Hilton signed a Memorandum of Understanding for a collaborative partnership for sustainable seafood with Seafood Legacy Co., Ltd. and UMITO Partners Inc. in Japan.



Culinary cup challenge with sustainable seafood dishes at Hilton Japan.



Extending Our Stay video series traveled to Peru to meet with The Mountain Institute in an exploration of the mountain communities that depend on the ecosystem, farming and cattle raising.



LEARN MORE
[About our Supplier Diversity Report](#)



Conrad Seoul became the first hotel in South Korea to gain MSC and ASC certification in March 2021.



[Extending Our Stay](#) video series traveled to Portland, Oregon, to explore the importance of knowing where our food comes from.



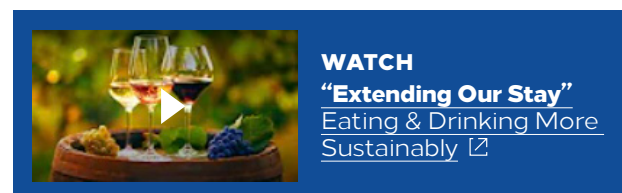
[CONRAD KOH SAMUI](#)



[CONRAD TULUM RIVIERA MAYA](#)

Fostering supplier diversity

We have a responsibility to promote inclusion, support and respect in a world that is incredibly diverse. We've developed an industry-leading Supplier Diversity Program that plays a large role in that commitment, helping us partner with suppliers whose culture and values align with our own. For the past decade, we've cultivated relationships with nearly 5,000 women-, minority-, veteran-, LGBTQ-, and disabled-owned, as well as disadvantaged, small businesses. Our annual supplier spend with these businesses has reached about \$220 million. Learn more about our Supplier Diversity Program on our [Supplier Diversity site](#).



We travel to see a world that is bigger than ourselves and to understand cultures that are different from our own. Increasing our commitment to diverse suppliers not only helps us be more representative of our community, it also helps Hilton be more representative of the world at large.

TAPPING LOCAL ENERGIES TO WORK TOWARD GLOBAL GOALS

Our hotels can have a powerful impact in their communities by sourcing products locally, empowering local artisans, farmers, and small businesses while enhancing the experience for their guests. Hotels may commission artwork from local artisans in their lobby, procure food & beverage ingredients from local farms or fisheries, or feature local products in hotel shops. Here are a few examples of local sourcing at our hotels:

LEADING THE FARM-TO-TABLE EXPERIENCE

Conrad Koh Samui launched the inspirational Iris Farm in the midst of the health pandemic to provide a wide range of organic herbs and vegetables for the hotel's bars and restaurants. They produce 1,200 kg of food per month, and they process around 3,400 kg of compostable waste per month. This benefits the environment by recycling organic resources while conserving landfill space. In addition, the hotel also practices eco-friendly farming techniques and offers meaningful guest engagement activities for young and seasoned travelers.

EMBRACING TRADITION AT THE CONRAD SPA TULUM

The spa at the new Conrad Tulum Riviera Maya is committed to celebrating the culture and art of Mexican traditions. The treatments are influenced by the Mayan culture, and many of the eco-friendly spa products are locally sourced. The spa garden offers a traditional Mexican dispensary of local herbs and roots to customize the massage oils and scrubs, and the spa boutique features products handcrafted by artisans using traditional techniques, including kaftans woven by Oaxacan artisans and bags produced by Yucatan women using the agave natural fiber 'henequen.'

IN 2021 WE SOURCED FROM MORE THAN



2,500

Supplier Diversity Program partners

accounting for



\$220M

of our supplier spend.

Hilton Supply Management, our global procurement arm, won a **2021 World Sustainability Leaders Award in the Human Rights category.**




ADVANCING AND MEASURING OUR GOALS

Governance

Governance is the stabilizing force that strengthens the core of our business. Cascading from our Board and executive leadership, we are committed to best-in-class governance practices, ensuring we operate with accountability, integrity and transparency in everything we do. To sustain our long-term commitments, including making an environmental and social impact, we recognize it is critical to integrate ESG factors into the way we do business.

Front desk Team Members of the Hilton Garden Inn Cusco, Peru.

[HILTON GARDEN INN CUSCO](#) 

Advancing and measuring our goals

Our ESG efforts are supported by a robust corporate governance structure, designed to enhance the longevity of our business, and ensure our objectives are fully embedded in our priorities as we work toward our overall business objectives, including our 2030 environmental and social impact goals. We have also enhanced our measurement systems so we can track progress towards our goals and use that data to assess risk and drive decision making.

Board composition and independence

Our Board oversees our company and conducts its business through meetings and its three standing committees: the Audit Committee; the Compensation Committee; and the Nominating & ESG Committee. Our Board has a majority (78%) of independent directors, and all of our Board’s committees are fully independent. The only executive member of our Board is our CEO Christopher J. Nassetta.

Our Board’s lead independent director serves as a liaison between the CEO and independent and non-management directors, including advising as to the scope and production of Board materials, managing our Board’s self-evaluation process, providing input on meeting agendas, chairing executive sessions of independent directors, monitoring communications between stockholders and our Board, and consulting on corporate governance matters.

The Board conducts annual self-evaluations to determine whether it and its committees are functioning effectively as required by applicable law and the rules of the New York Stock Exchange (NYSE). The Board also periodically considers the mix of skills and experience that directors bring to the Board to assess whether the Board has the necessary tools to perform its oversight function effectively. Each committee conducts an annual self-evaluation that compares the performance of the committee with the requirements of its written charter, and the committees report the results of these assessments to the Board.

Further information on our Board composition can be found in the Governance section of our [2022 Proxy Statement](#) and in our [Corporate Governance Guidelines](#).



“ESG has become a business imperative that empowers companies to mitigate risk and create long term value. This requires a strategic approach with accountability through measurement and reporting—as Travel with Purpose demonstrates—which is critical to ensure ESG programs are held to the highest standards.”

Elizabeth A. Smith
Board Nominating & ESG Committee Chair



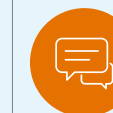
[CANOPY BY HILTON PARIS TROCADERO](#)

LEARN MORE
About our
[Governance
practices](#)



G
Governance

ADVANCING AND MEASURING OUR GOALS
INTEGRITY
TRANSPARENCY



PUBLIC AFFAIRS



Advocate for public policies
that advance our
Travel with Purpose goals



PARTNERSHIPS



Create and partner with
cross-industry networks to advance
Travel with Purpose objectives



POLICIES & REPORTING



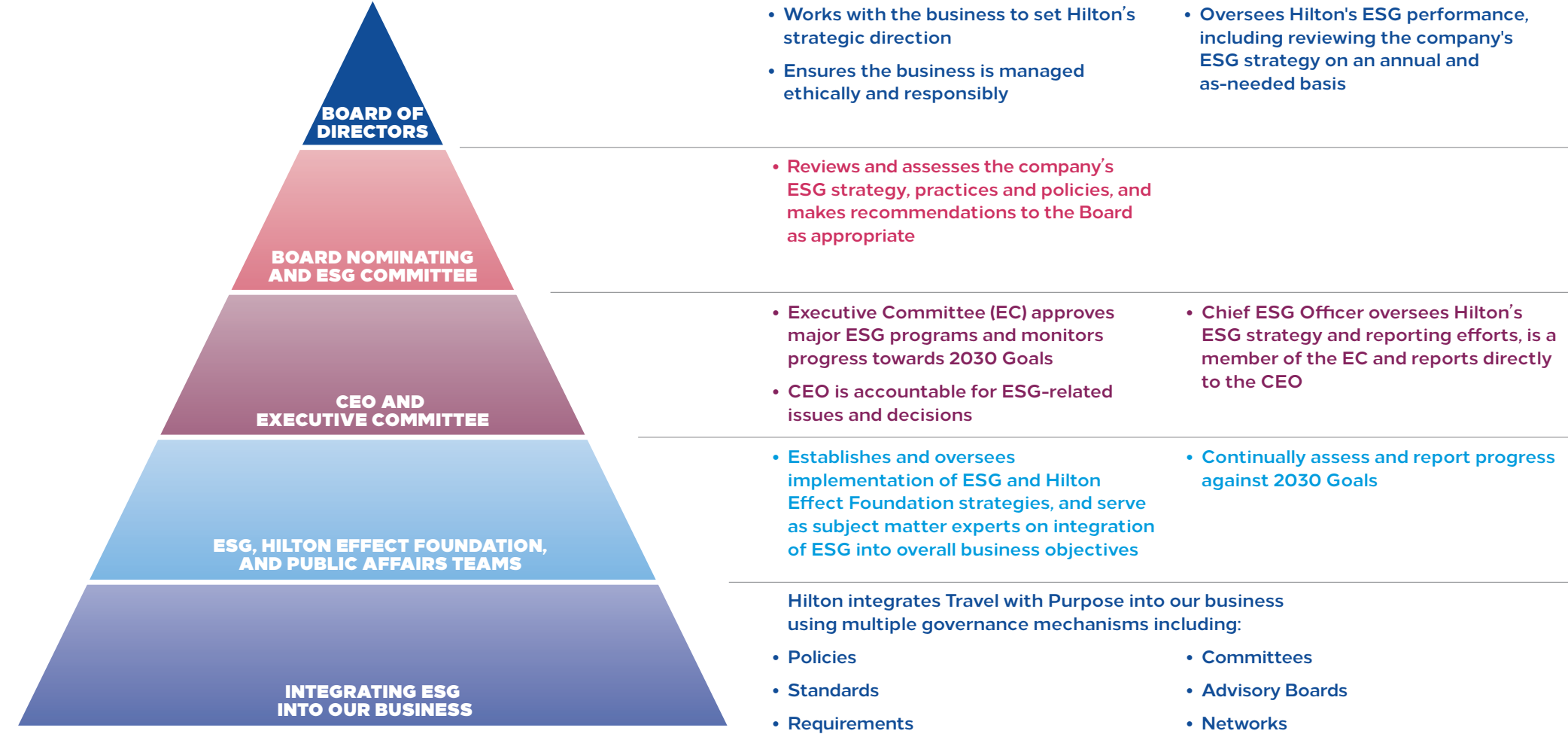
Operate through best-in-class
measurement (LightStay),
governance and oversight

LEARN MORE
[About our Governance practices](#)

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Corporate governance and ESG oversight

ESG GOVERNANCE STRUCTURE



INTEGRATING TRAVEL WITH PURPOSE INTO OUR BUSINESS

POLICIES AND BRAND REQUIREMENTS:

Policies
 Our policy statements govern our ESG programs and establish our expectations for Team Members and business partners

 Read our policies on our [ESG website](#)

Brand Standards
 Our Brand Standards establish requirements for our hotels, including franchises; ESG-related requirements include use of LightStay, completing anti-trafficking training, recycling soap, purchasing locally sourced products and protecting endangered species

COMMITTEES AND NETWORKS:

Hilton Effect Foundation Board and Advisory Committee
 Hilton’s Executive Committee is the HEF Board. The Advisory Committee is composed of leaders across the business to provide input on the alignment of Hilton’s philanthropic efforts with business priorities

ISO Governance Committee
 Hilton leaders across our ESG, Engineering, Operations, Brand and Internal Audit departments, responsible for overseeing global adherence to ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and ISO 50001 (Energy Management)

Travel with Purpose Champions Network
 Network of hotel and corporate office leaders that guide Hilton’s ESG strategy and strategic implementation



PUBLIC AFFAIRS

Our approach to advocacy and public policy

Hilton is actively engaged in several industry associations that share common goals. We work closely with these groups to exercise industry leadership, shape public policies that advance our agenda, and lobby for legislation and regulation that supports our Travel with Purpose goals.

Hilton and our association partners monitor global legislative and regulatory issues related to ESG. In 2021, we participated in advocacy efforts to advance legislation related to ESG topics such as anti-human trafficking, immigration and visa reform, plastics elimination, skills training and apprenticeship programs and DE&I.

Throughout 2021, we continued to engage with our industry trade partners on COVID-19 relief and recovery efforts. This included advocating

for our owners and Team Members on topics such as the Paycheck Protection Program and other forms of liquidity for the industry, tax incentives and destination marketing funds to jumpstart travel and tourism and bring back hospitality jobs.

In 2021, Hilton paid \$154,719 in dues associated with lobbying in the U.S. to the trade associations in the below table. All payments are publicly disclosed, along with political activity, on [Hilton's Investor Relations website](#) and updated semiannually.

Hilton's President and CEO currently serves on the U.S. Travel and Tourism Advisory Board advising the Secretary of Commerce on government policies and programs that impact the U.S. travel and tourism industry, including the recovery from the COVID-19 pandemic.

Hilton also engages globally with our industry's trade associations, including as a member of the Hotel Association of Canada, UKHospitality, and the World Travel & Tourism Council, for which Hilton's President and CEO served as Chairman.



“As the ESG legislative and regulatory landscape continues to rapidly evolve, we remain steadfast in our commitment to advocate for public policies that advance our Travel with Purpose goals, support our Team Members and our communities, and protect the planet.”

Erica Gordon
SVP and Global Head of Public Affairs & ESG

Hilton was named a Trendsetter in the 2021 CPA-Zicklin Index of Corporate Political Disclosure and Accountability, a recognition reserved for companies that score 90 points or higher on the index. Released annually by the Center for Political Accountability (CPA) and the Zicklin Center for Business Ethics Research at The Wharton School at the University of Pennsylvania, the index measures political disclosure and accountability policies and practices for election-related spending by S&P 500 companies, including political spending policies and board oversight.



TRADE ASSOCIATION	PUBLIC POLICY PRIORITIES IN THE U.S.
AMERICAN HOTEL & LODGING ASSOCIATION	Advocates for policies in support of the U.S. lodging industry including workforce and labor, online consumer protections, travel promotion, anti-human-trafficking, and tax reform. Hilton's Chief Financial Officer and President of Global Development currently serves on the Executive Committee, and our President of the Americas serves on the Board of Directors.
INTERNATIONAL FRANCHISE ASSOCIATION	Advocates for policies that protect, enhance and promote franchising. This includes promoting policies and regulations that enhance brand protections, provide fairness for franchises, and expand economic opportunities for the franchise industry. Hilton's Senior Vice President and Assistant General Counsel serves on the Board of Directors.
U.S. CHAMBER OF COMMERCE	Works to advance policies that help businesses of every size, sector and region, and drive economic growth. This includes advancing policies related to infrastructure, immigration, trade, diversity and inclusion, and tax reform.
U.S. TRAVEL ASSOCIATION	Aims is to increase travel to and within the U.S., including policies related to destination marketing, infrastructure, visa reform, and trade. Hilton's Senior Vice President and Global Head of Public Affairs and ESG serves on the Board of Directors Executive Committee.
THE REAL ESTATE ROUNDTABLE	Works to address key national policy issues relating to real estate and the overall economy, including the Terrorism Risk Insurance Program, tax policy, and infrastructure and housing.

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PARTNERSHIPS

Working together to advance mutual goals

To advance our Travel with Purpose work, we continually build and maintain strong cross-industry partnerships, partnerships with global nonprofit organizations, and targeted partnerships with local groups and community NGOs.

Over the years, we have developed and nurtured countless relationships to achieve social and environmental progress. The organizations below served as key partners for Hilton's ESG work in 2021. Hilton has more initiatives with local partnerships as well, which are highlighted throughout this report.

HILTON EFFECT FOUNDATION
2021 GRANT RECIPIENTS



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“Our partnerships with key trade associations, business coalitions and NGOs help to drive our policy agenda and make collective progress on our shared goals. Hilton has a unique network effect in the communities we serve, and our partnerships with local advocacy and community organizations helps us increase and amplify our impact.”

Kevin Jacobs
Chief Financial Officer & President,
Global Development

- APPENDIX



Ensuring accountability throughout the business

We hold ourselves and our partners to the highest ethical standards. We are committed to pursuing the most responsible business practices, acting with integrity, and managing risk, with appropriate Board oversight.

A culture of integrity

Our ethics and compliance program underpins our entire organization. Our [Code of Conduct](#) is applicable to all Team Members, officers and directors of Hilton, and to the Team Members of all hotels owned, operated or managed by Hilton. Our Code is intended to define our responsibilities to our stakeholders and guide our decision-making. All Team Members must complete training on the Code of Conduct and must adhere to following its principles and policies.

Team Members are expected to report suspected misconduct and are encouraged to do so through the [Hilton Hotline](#), available online and by telephone 24/7. The Hotline is run by an independent company. Team Members are able to report concerns anonymously unless otherwise required by law. Hilton takes steps to protect the confidentiality of anyone who makes a good faith report of an actual or suspected violation to the extent reasonably possible. Any alleged failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.

Anti-corruption and bribery

Our Code of Conduct explicitly prohibits bribery and corruption, and our Anti-Corruption Policy provides our Team Members with additional detailed guidance regarding the requirements of anti-bribery laws applicable to Hilton, bribery risk areas specific to Hilton business activities, and the responsibilities of Team Members to prevent and report potential bribery. Our Group Finance, Legal Compliance, Internal Audit, and Risk functions oversee compliance with our anti-corruption and bribery standards, including monitoring and investigating Hilton Hotline matters. Additionally, risk-based Internal Audits and other related governance activities are performed at hotels and corporate offices in the U.S., Asia Pacific, Europe, the Middle East, and Africa. Additionally, we conduct background checks on all prospective partners.

All Corporate Team Members, General Managers and senior Team Members are expected to actively support anti-corruption policies and practices at corporate offices and properties globally. Certifications of compliance with the Code of Conduct are obtained from all locations annually.

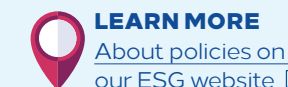
Evaluating and managing risk across our business

The Board of Directors has overall responsibility for risk oversight, which includes understanding: (1) material risks, (2) management steps to address these risks, and (3) appropriate levels of risk for our company. As part of regular Board and committee meetings, the Board of Directors is responsible for general oversight of Executives' management of risks relevant to Hilton.

The Audit Committee assists the Board in fulfilling its risk oversight responsibilities by regularly reviewing our accounting, reporting and financial practices, including the integrity of our financial statements, the oversight of administrative and financial controls, our compliance with legal and regulatory requirements, and our enterprise risk management program. Our Chief Accounting & Risk Officer updates the Audit Committee on a quarterly basis and the full Board on an annual basis and as needed.

The Compensation Committee assists the Board by overseeing and evaluating risks related to compensation structure and programs, including the formulation, administration, and regulatory compliance with respect to compensation matters, and coordinating, along with the Board's Chair, succession planning discussions.

The Nominating & ESG Committee assists the Board by overseeing and evaluating programs and risks associated with Board organization, membership and structure, corporate governance, and ESG matters. In addition, our Board receives regular detailed ESG performance reviews from management.



HILTON VALUES

Our vision is to fulfill our founder Conrad Hilton's ambition "to fill the earth with the light and warmth of hospitality," and all of our Team Members are expected to always act in a manner that is consistent with Hilton's values.

Hospitality

We are passionate about delivering exceptional guest experiences.

Integrity

We do the right thing, all the time.

Leadership

We are leaders in our industry and in our communities.

Teamwork

We are team players in everything we do.

Ownership

We are owners of our actions and decisions.

Now

We operate with a sense of urgency and discipline.

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POLICIES AND REPORTING



LEARN MORE
[About policies on our ESG website](#)

Evaluating ESG-related risks

To evaluate ESG-related risks, we map 100% of our hotels and pipeline countries against a series of external environmental and social risk indices that are updated at least annually. Information from these external indices is embedded in LightStay to help every hotel understand the key priority areas in its local operating environment and community.

Material ESG risks, including risks related to climate change, environmental impact, social impact, human rights, and ethics, fraud and corruption are integrated in Hilton's Enterprise Risk Management System. Questions on those issues are fully embedded in our internal Global Enterprise Risk Survey, which is distributed to more than 270 Hilton leaders. The survey results are shared with the Executive Committee, Board of Directors, and Audit Committee to inform

enterprise-wide strategic planning. Health and safety risks are managed through a global team, supported by tools and systems utilized across all managed hotels and corporate offices, and made available to franchised properties.

Mitigating risk in our supply chain

Hilton is committed to promoting and protecting human rights across our supply chain and in countries where we operate. Hilton has developed and piloted an ESG and human rights due diligence program to encourage vendors to meet Hilton's standards and maintain those standards during the contract term. Vendors are expected to comply with Hilton's Responsible Sourcing Policy, which includes our Human Rights Principles. We are dedicated to eradicating any form of forced labor and human trafficking, and we partner with cross-industry networks to advance international human rights.

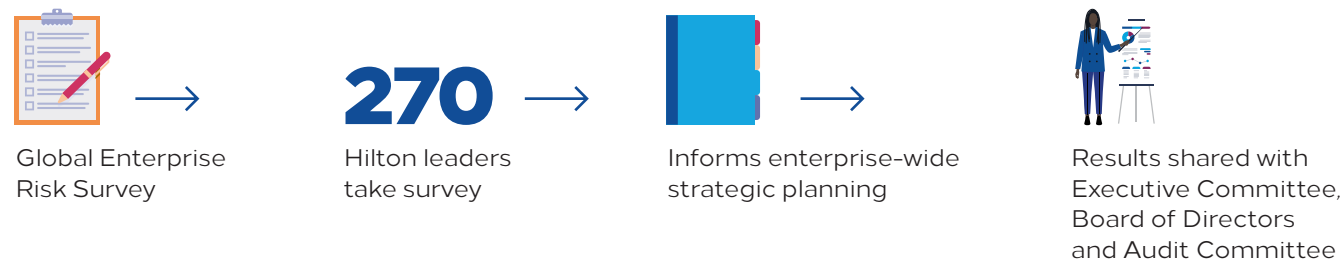
Data privacy and cybersecurity

Hilton is committed to delivering the highest levels of customer service, which includes respecting our customers' privacy and protecting personal information. Our Global Privacy Statement describes how we collect, use and disclose personal information. As described in the statement, we have a Data Protection Officer dedicated to addressing privacy concerns. Our Data Protection Officer sits within Hilton's Legal Compliance and Privacy team.

To protect our customers' and Team Members' personal data, Hilton Team Members are required to complete annual Cybersecurity and Privacy training courses. We engage with third parties to conduct periodic assessments on Hilton's cybersecurity at both the corporate and property level, and to perform on-site breach simulation exercises. We also undergo audits to ensure our technology environment remains aligned with the ISO 27001 security control requirements.

As a service provider and merchant under the Payment Card Industry's (PCI) Data Security Standards (DSS), we undergo an annual comprehensive third-party audit to process billions of dollars in credit card payments. Additionally, the Audit Committee assists the Board in monitoring cybersecurity risk by receiving quarterly reports from our Technology team that cover, among other things, our information security framework, threat assessment, response readiness, and training efforts.

HILTON ENTERPRISE RISK MANAGEMENT PROCESS



Rome Cavalieri, a Waldorf Astoria Hotel, has partnered with a local food waste reduction program to make its onsite food and beverage programs more sustainable. Another plus, anyone exploring Italy by car can recharge their electric vehicle at the property's charging stations.

[ROME CAVALIERI](#)

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Performance Tables

At Hilton, we closely track and report on our environmental and social impact.

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Environmental impact

Energy and Carbon

Hilton is committed to reducing our Scope 1 and 2 carbon intensity by 61% in our managed operations by 2030, in line with our science-based targets.

GREENHOUSE GAS EMISSIONS		2021	2020	2019	2008 (BASELINE)
SCOPE 1 DIRECT EMISSIONS	Emissions (MT CO ₂ e)	415,034	329,570	476,036	437,087
	Emissions intensity (MT CO ₂ e/m ²)	0.0151	0.0132	0.0199	0.0307
SCOPE 2 INDIRECT EMISSIONS	Location-based emissions (MT CO ₂ e)	1,778,303	1,419,705	1,949,324	1,562,544
	Location-based emissions intensity (MT CO ₂ e/m ²)	0.0646	0.0569	0.0815	0.1098
	Market-based emissions (MT CO ₂ e)	1,762,174	1,388,664	1,931,834	1,792,500
	Market-based emissions intensity (MT CO ₂ e/m ²)	0.0641	0.0557	0.0808	0.1260
TOTAL SCOPE 1 + 2 EMISSIONS	Location-based emissions (MT CO ₂ e)	2,193,338	1,749,275	2,425,360	1,999,631
	Location-based emissions intensity (MT CO ₂ e/m ²)	0.0797	0.0701	0.1014	0.1405
	Market-based emissions (MT CO ₂ e)	2,177,208	1,718,234	2,407,870	2,229,587
	Market-based emissions intensity (MT CO ₂ e/m ²)	0.0792	0.0689	0.1007	0.1567
SCOPE 3 EMISSIONS	Franchises – emissions (MT CO ₂ e)	4,087,530	3,189,909	3,884,715	3,019,210
	Franchises – emissions intensity (MT CO ₂ e/m ²)	0.0785	0.0749	0.0971	0.1363
	Emissions from business travel (MT CO ₂ e)	7,616	6,449	26,754	–
	Emissions from waste (MT CO ₂ e)	73,000	59,986	117,772	125,821
ENERGY					
ENERGY CONSUMPTION (MWH)	Managed	6,164,255	4,956,217	6,828,225	5,289,613
	Franchised	12,900,585	10,015,986	11,838,738	8,445,834
	Total	19,064,840	14,972,203	18,666,964	13,735,447
ENERGY USE INTENSITY (MWH/M²)	Managed	0.2241	0.1987	0.2856	0.3861
	Franchised	0.2479	0.2353	0.2960	0.3813
	Total	0.2396	0.2218	0.2921	0.3831

We use LightStay, our award-winning ESG performance measurement platform, to measure our hotels' impacts in the communities in which they operate. We believe that transparent external reporting allows us to better engage our stakeholders on the most material issues impacting our business and collaborate on solutions to address them. Accuracy of our data is important to us, which is why we have obtained independent external assurance over all of the data points listed in our performance tables.

PLEASE NOTE

Improvements in environmental measures during the year ended December 31, 2021 are primarily attributable to the reduction in system-wide occupancy as a result of the COVID-19 pandemic, which included the complete or partial suspensions of some hotel operations during the period. The decrease in occupancy resulted in reduced consumption of energy, water and waste at hotels around the world.

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Statement**Water**

Hilton is committed to reducing our water use intensity in our managed operations by 50% by 2030.

		2021	2020	2019	2008 (BASELINE)
WATER CONSUMPTION (MEGALITERS)	Managed	12,287	9,672	14,026	10,335
	Franchised	22,435	16,788	23,327	16,988
	Total	34,722	26,460	37,353	27,323
WATER CONSUMPTION INTENSITY (LITERS/M²)	Managed	447	388	586	754
	Franchised	431	394	583	767
	Total	436	392	585	762
WATER WITHDRAWAL (MEGALITERS)	Managed	49,147	38,687	56,103	41,342
	Franchised	89,740	67,154	93,309	67,951
	Total	138,887	105,841	149,412	109,293
WATER WITHDRAWAL INTENSITY (LITERS/M²)	Managed	1,787	1,551	2,346	3,018
	Franchised	1,724	1,578	2,333	3,068
	Total	1,756	1,568	2,338	3,049

**Waste**

Hilton is committed to reducing our waste intensity in our managed operations by 50% by 2030.

		2021	2020	2019	2008 (BASELINE)
TOTAL WASTE GENERATED (MT)	Managed	114,226	96,609	192,230	159,537
	Franchised	239,453	212,321	332,103	264,321
	Total	353,679	308,929	524,334	423,860
TOTAL WASTE INTENSITY (MT/M²)	Managed	0.042	0.0039	0.0080	0.0112
	Franchised	0.0046	0.0050	0.0083	0.0119
	Total	0.0044	0.0046	0.0082	0.0117
LANDFILLED WASTE GENERATED (MT)	Managed	77,659	63,815	125,289	133,852
	Franchised	217,948	188,956	281,772	221,765
	Total	295,607	252,772	407,061	355,617

		2021	2020	2019	2008 (BASELINE)
LANDFILLED WASTE INTENSITY (MT/m²)	Managed	0.0028	0.0026	0.0052	0.0094
	Franchised	0.0042	0.0044	0.0070	0.0100
	Total	0.0037	0.0037	0.0064	0.0098
WASTE DIVERTED FROM LANDFILL (MT)	Managed	36,566	32,794	66,941	25,686
	Franchised	21,505	23,364	50,332	42,556
	Total	58,072	56,158	117,273	68,243
WASTE DIVERSION RATE (%)	Managed	32.0%	33.9%	34.8%	16.1%
	Franchised	9.0%	11.0%	15.2%	16.1%
	Total	16.42%	18.2%	22.4%	16.1%

Social Impact



Communities

Hilton is committed to creating a positive impact on the communities where we live and work, through local support, disaster relief, and economic opportunities.

		2021	2020	2019
VOLUNTEERING	Volunteering (number of hours) ¹	197,824	184,425	549,887
REFUGEE SUPPORT	Refugees impacted ²	26,335	11,725	10,883



Conduct

Hilton promotes responsible, inclusive conduct across our value chain operations. Please renumber the footnotes so they appear in order.

SUPPLIER DIVERSITY	Supplier Diversity Program (number of women, minority, veteran and LGBTQ- owned businesses we have supported)	2,508	2,700	3,476
HUMAN RIGHTS	Mandatory Anti-Trafficking Training (% of General Managers who attest their full hotel team has completed)	54% ³	71%	78%

¹ Reduction in logged 2020 and 2021 volunteer hours is primarily attributable to the temporary closing or suspension of hotels due to the pandemic.

² Figures provided are cumulative impact since 2015.

³ 2021 was an anomalous year. Many hotels faced significant challenges training staff as they continued to experience issues related to the business impacts of the pandemic, including closures, low-occupancy, staff shortages, and furloughed employees. As lean teams faced conflicting priorities, course completions suffered, as reflected in the data. We also expect some of the reduction to be attributable to under-reporting.

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Energy Management

SASB CODE	METRIC	2021	2020	2019
SV-HL-130a.1	Total energy consumed, in gigajoules per square meter	0.807	0.720	1.030
	Total energy consumed, in million gigajoules	22.19	17.84	24.60
	Percent total energy from grid electricity	56.3%	56.3%	53.8%
	Percent total energy from renewables	3.0%	2.6%	1.4%

Water Management

SV-HL-140a.1	Amount withdrawn, in cubic meters per square meter	1.787	1.550	2.350
	Amount withdrawn, in million cubic meters (m ³)	49.15	38.70	56.10
	Amount consumed, in cubic meters per square meter	0.447	0.388	0.586
	Amount consumed, in million cubic meters (m ³)	12.29	9.68	14.00
	Percent in regions with high or extremely high baseline water stress ¹	36.9%	37.0%	32.0%

Ecological Impacts

SV-HL-160a.2	Environmental management policies and practices to preserve ecosystem services	Hilton ESG Policy Statement
		Hilton Environmental Policy Statement

Waste Management

FB-RN-150a.1	Amount generated, in metric tons per square meter	0.0042	0.0039	0.0080
	Amount generated, in million metric tons	0.11	0.10	0.19
	Percent food waste ²	41%	41%	41%
	Percent diverted from landfills	32.0%	33.9%	34.8%

Labor Practices

SV-HL-310a.1	Voluntary turnover rate for lodging facility employees (U.S. only, includes retirements)	26.2%	11.7%	19.0%
SV-HL-310a.4	Policies and programs to prevent worker harassment	Hilton Code of Conduct	Hilton Diversity & Inclusion website	

We seek to provide material, decision-useful sustainability information to our investors in line with the recommendations of the Sustainability Accounting Standards Board (SASB). We considered SASB's Hotel & Lodging and Restaurant Standards in developing the following table of key sustainability metrics for our managed, owned and leased properties. We also report selected SASB data in our [2021 Form 10-K](#).

PLEASE NOTE

Improvements in environmental measures during the year ended December 31, 2021 are primarily attributable to the reduction in system-wide occupancy as a result of the COVID-19 pandemic, which included the complete or partial suspensions of some hotel operations during the period. The decrease in occupancy resulted in reduced consumption of energy, water and waste at hotels around the world.

¹ While the percentage of hotels in regions with high or extremely high baseline water stress remained consistent at 34 percent between 2019 and 2020, we identified an increase in the percentage of water being consumed in areas of higher water stress. This is partially attributable to some of our larger properties being located in regions that experienced higher levels of occupancy during the COVID-19 pandemic.

² Approximately 41 percent of total waste is estimated to be food waste, based on a sample of approximately 50 food waste reduction pilots worldwide. Hilton continues to refine its food waste reporting in alignment with the WRI's Food Loss and Waste Protocol.

Global Reporting Initiative (GRI)

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Organizational Profile

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-1	Name of the organization	Hilton Worldwide Holdings Inc. (“Hilton”)
102-2	Activities, brands, products, and services	<p>Hilton (NYSE: HLT) is a leading global hospitality company with a portfolio of 18 world-class brands comprising 6,837 properties and more than one million rooms in 122 countries and territories. Dedicated to fulfilling our mission to be the world’s most hospitable company, Hilton has welcomed more than 3 billion guests in its over 100-year history. In 2021, Hilton was named to the Dow Jones Sustainability Indices (“DJSI”) for the fifth consecutive year, scoring in the 100th percentile in our industry, reflecting Hilton’s continuous investment in building a leading ESG strategy.</p> <p>Our premier brand portfolio includes: our luxury and lifestyle hotel brands, Waldorf Astoria Hotels & Resorts, LXR Hotels & Resorts, Conrad Hotels & Resorts, Canopy by Hilton, Tempo by Hilton, and Motto by Hilton; our full service hotel brands, Signia by Hilton, Hilton Hotels & Resorts, Curio Collection by Hilton, DoubleTree by Hilton, Tapestry Collection by Hilton, and Embassy Suites by Hilton; our focused service hotel brands, Hilton Garden Inn, Hampton by Hilton, Tru by Hilton, Homewood Suites by Hilton and Home2 Suites by Hilton; and our timeshare brand, Hilton Grand Vacations.</p> <p>2021 ESG Report (“Hilton At-A-Glance,” p. 4)</p> <p>2021 Annual Report</p> <p>2021 Form 10-K (Item 1. Business)</p>
102-3	Location of headquarters	Our corporate headquarters is located at 7930 Jones Branch Drive, McLean, Virginia 22102 in the United States.
102-4	Location of operations	At year-end 2021, Hilton managed or franchised hotels and resorts in 122 countries and territories. Refer to “ Hilton At-A-Glance ” for more information.
102-5	Ownership and legal form	Hilton is a publicly traded company incorporated in the United States.
102-6	Markets served	2021 Form 10-K (Item 1. Business)
102-7	Scale of the organization	As reported in our 2021 Form 10-K , at year-end 2021 Hilton managed or franchised 6,837 properties comprising 1,074,791 rooms in 122 countries and territories. We have over 365,000 Hilton Team Members worldwide: we employ over 142,000 people at our managed, owned and leased properties and at our corporate office locations, and more than 223,000 franchise employees work on-property at the independently owned and operated franchise properties in the Hilton Portfolio.
102-8	Information on employees and other workers	<p>We disclose detailed information about our employees and other workers in the following:</p> <p>2021 ESG Report (Careers, p. 30)</p> <p>2021 Annual Report</p> <p>2021 Form 10-K (Item 1. Business – “Overview”)</p> <p>Hilton Diversity & Inclusion Website</p>

Our reporting follows the [Global Reporting Initiative \(GRI\)](#) disclosure framework, which is an internationally recognized set of indicators for economic, environmental and social aspects of business performance. The tables below set forth how the GRI framework has been applied to our ESG reporting process in alignment with global best practices.

In the GRI Index, we provide our stakeholders with references where they can locate content of interest. We also provide direct answers to specific indicators covered in the GRI framework.

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INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-8-d	Information on employees and other workers (information on workers who are not employees)	223,000 people were employed by third-party owners and franchisees of our properties. 2021 Form 10-K
102-9	Supply chain	What we buy, source, use and serve every day are essential components of the exceptional experience that we aim to deliver to every hotel, every guest, every time. As such, Hilton manages a large global supply chain containing key components, which include food and beverage, information technology, furniture, fixtures, and equipment, linens and apparel. Additional information on our supply chain and responsible sourcing efforts can be found in our 2021 ESG Report (Conduct, p. 36–37 , Governance p. 41), our Responsible Sourcing Policy and Hilton’s Slavery and Human Trafficking Statement 2020 .
102-10	Significant changes to the organization and its supply chain	There have been no significant changes to our organization or our supply chain during the reporting period.
102-11	Precautionary Principle or approach	In 2018, we established our 2030 Goals to enhance our social impact and significantly reduce our environmental footprint by 2030 at the hotels that we manage, including our owned and leased hotels. Our 2030 Goals, which align with the global Sustainable Development Goals (“SDGs”) adopted by the United Nations in 2015, are guided by our evaluation of the social and environmental issues that are critical to our business and our long-term success. As our business recovers from the global pandemic, we have reaffirmed our commitment to these goals and taken further action to support these objectives. In 2018, Hilton became the first major hotel company to set science-based carbon targets approved by the Science Based Targets initiative (SBTi) and aligned with the Paris Climate Agreement. Hilton commits to reduce Scope 1 and 2 GHG emissions 61% per square meter by 2030 from a 2008 base-year. Hilton also commits to work with its franchisees to reduce Scope 3 GHG emissions from Franchises 52% per square meter by 2030 from a 2008 base-year. In 2021, we evolved our strategy to set more ambitious targets. These targets are currently under review with the Science Based Targets initiative (SBTi). Additional information on our management approach, programs, targets and performance can be found throughout our 2021 ESG Report and in our Environmental Policy Statement .
102-12	External initiatives	Since 2012, Hilton has been a signatory to the United Nations (UN) Global Compact , a voluntary initiative based on a CEO-led commitment to implement ten sustainability principles supporting the goals of the UN. As described on p. 13–15 of our 2021 ESG Report, we have aligned our ESG strategies and objectives to support the UN Sustainable Development Goals—a global framework for coordinated action to address critical topics by 2030. We have mapped each of our 2030 Goals against the SDGs and their specific sub-targets. We participate in leading industry initiatives designed to collaboratively advance sustainability across the travel and tourism industry, including our work with the Sustainable Hospitality Alliance , the World Travel & Tourism Council , and the U.S. Department of Energy Better Climate Challenge . We are committed to fighting climate change and we are proud to have been the first major hotel company to set science-based carbon targets approved by the Science Based Targets initiative (SBTi) . We are also members of The Climate Group’s EP100 initiative , and signatories to the UN CEO Water Mandate . In 2018, Hilton was the first hospitality company to join the Tent Partnership for Refugees , pledging to impact 16,000 refugees through employment, hospitality training programs and procurement from refugee-run businesses by 2030. We further extended our pledge in 2020 to support LGBTQ refugees, and in 2021 to support refugees displaced by the humanitarian crisis in Afghanistan. Please refer to our 2021 ESG Report for further detail.

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INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-13	Membership of associations	<p>Hilton engages with trade associations, non-governmental organizations, and other stakeholders on an ongoing basis to inform them about our priorities, seek their views and expertise, inform our programs and create innovative partnerships to redefine sustainable travel. In 2021, we continued to engage with our stakeholders to seek their expertise, expectations, feedback and priorities. Please see our Stakeholder Engagement Policy Statement and our 2021 ESG Report (Public Affairs, p. 42) for further detail on our stakeholder engagement process.</p> <p>In 2021, key memberships and affiliations included the following in the U.S.:</p> <p>American Hotel & Lodging Association: Hilton is a member of the American Hotel & Lodging Association (AHLA) and chairs the AHLA Sustainability Committee, which focuses on environment, engineering and corporate responsibility for the hotel and lodging industry. Our Chief Financial Officer and President of Global Development serves on the Executive Committee of the AHLA as a Brand Representative.</p> <p>Real Estate Roundtable: Hilton is a member of the Real Estate Roundtable which works to address key national policy issues relating to real estate and the overall economy including the Terrorism Risk Insurance Program, tax policy, and infrastructure and housing.</p> <p>US Chamber of Commerce: Hilton is a member of the U.S. Chamber of Commerce. The Chamber works to advance policies that help businesses of every size, sector and region, and drive economic growth. This includes advancing policies related to infrastructure, immigration, trade, diversity and inclusion, and tax reform.</p> <p>US Travel Association: Hilton’s Senior Vice President and Global Head of Public Affairs and ESG serves on the Board of Directors Executive Committee of the U.S. Travel Association whose purpose is to increase travel to and within the U.S., including policies related to destination marketing, infrastructure, visa reform, and trade.</p> <p>Our memberships and affiliations at a global level include:</p> <p>International Franchise Association: Hilton’s Senior Vice President and Assistant General Counsel serves on the Board of Directors of the International Franchise Association. The Association advocates for policies that protect, enhance and promote franchising. This includes promoting policies and regulations that enhance brand protections, provide fairness for franchises, and expand economic opportunities for the franchise industry.</p> <p>Sustainable Hospitality Alliance: The Sustainable Hospitality Alliance (SHA) brings together the world’s leading international hotel companies to provide a voice for environmental and social responsibility in the industry. Hilton is a founding member of this travel industry consortium and participates in various working groups including the Carbon & Water, Youth, and Human Rights Working Groups.</p> <p>World Travel & Tourism Council: The World Travel & Tourism Council (WTTC) works to raise awareness of travel and tourism in one of the world’s largest industries. From 2018 to 2021, our Chief Executive Officer held the position of Chairman of the WTTC. We are also members of the WTTC Sustainability Working Group, which works to identify industry priority action areas for the future and evaluate industry progress against sustainability commitments.</p>

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Continued

Organizational Profile (Continued)

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-13 (continued)	Membership of associations	<p>Hilton also engages globally with our industry’s trade associations, including as a member of the Hotel Association of Canada and UKHospitality.</p> <p>Diversity, Equity & Inclusion Associations: Hilton has partnered with many organizations that promote diversity and inclusion, including Ascend Pan-Asia Leaders, Asian Hotel Owners Association, Asian Pacific Islander American Scholarship Fund, American Hotel & Lodging Educational Foundation, American Resort Development Association, Catalyst, Gay & Lesbian Alliance Against Defamation, Human Rights Campaign, International Gay & Lesbian Travel Association, Latino Hotel Association, League of United Latin American Citizens, National Association for the Advancement of Colored People (NAACP), National Association of Black Accountants, Inc., National Black MBA Association, 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 Hispanic Corporate Council, National LGBTQ Task Force, National Minority Supplier Development Council, National Society of Black Engineers, National Urban League, National Veteran-Owned Business Association, Out & Equal Workplace Advocates, OutServe-SLDN, Point Foundation, Prospanica, Reaching Out MBA, Services & Advocacy for GLBT Elders (SAGE), U.S. Hispanic Chamber of Commerce, U.S. Pan Asian American Chamber of Commerce, WEConnect International and Women’s Business Enterprise National Council.</p> <p>Please refer to our 2021 ESG Report (2021 ESG Report (Public Affairs, p. 42)) for further detail on our membership in Trade Associations.</p>

Strategy

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-14	Statement from senior decision-maker	2021 ESG Report (CEO Message, p. 3)
102-15	Key impacts, risks, and opportunities	<p>2021 Annual Report</p> <p>Form 10-K (Item 1A. Risk Factors)</p> <p>2021 Form 10-K (Item 1. Business – “Environment, Social and Governance”)</p> <p>2021 ESG Report (Materiality Assessment, p.6)</p> <p>2020 Materiality Assessment Report</p>

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Ethics and Integrity

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-16	Values, principles, standards, and norms of behavior	About Hilton
		Hilton Code of Conduct
		Hilton ESG Policy Statement
		Hilton Responsible Sourcing Policy
		Hilton Human Rights Principles
102-17	Mechanisms for advice and concerns about ethics	Hilton Slavery and Trafficking Statement 2020
		Hilton Code of Conduct
		Hilton EthicsPoint Hotline
		2021 ESG Report (Engaging with our key stakeholders, p. 9 ; Policies & Reporting, p. 44)
		Hilton Stakeholder Engagement Policy Statement

Governance

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-18	Governance structure	The Board of Directors' Nominating and ESG Committee is responsible for periodically reviewing and assessing the company's ESG strategy, practices and policies. Our Board receives periodic updates from management on Travel with Purpose initiatives. Quarterly reports on progress towards the 2030 Goals are provided to the Executive Committee, including our CEO.
		2021 ESG Report (Governance, p. 40-41)
		Board of Directors
		Nominating and ESG Committee Charter
102-19	Delegating authority	2021 Proxy Statement
		The Board of Directors' Nominating and ESG Committee is responsible for periodically reviewing and assessing the company's ESG strategy, practices and policies, including its impact on environmental and human rights issues, animal welfare, responsible sourcing and stakeholder engagement. The Committee's role, responsibility and authority delegated to it by the Board are set out in its Committee Charter, which are reviewed and approved annually by the Board. Our Board receives periodic updates from management on Travel with Purpose initiatives. Quarterly reports on progress towards the 2030 Goals are provided to the Executive Committee, including our CEO.
102-20	Executive-level responsibility for economic, environmental, and social topics	Our Chief ESG Officer oversees Hilton's ESG strategy and reporting efforts, is a member of the Executive Committee and reports directly to the CEO. Our Executive Committee approves major ESG programs and monitors progress towards 2030 Goals, while our CEO is accountable for major ESG-related issues and decisions.

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INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-21	Consulting stakeholders on economic, environmental, and social topics	<p>We have built relationships with a global network of stakeholders, who we regularly consult to better understand and inform our business decisions, including on ESG issues. Their feedback and priorities refine our focus and ultimately improve our initiatives.</p> <p>In 2020, Hilton undertook an exercise to assess the material issues affecting our business. Employing the AA1000 Stakeholder Engagement Standard, which considered factors such as dependency, influence and diverse perspectives, Hilton engaged nearly 1,500 internal and external stakeholders through interviews and surveys.</p>
102-22	Composition of the highest governance body and its committees	<p>Committee Composition</p> <p>Nominating and ESG Committee Charter</p> <p>2021 ESG Report (Governance, p. 40–41)</p>
102-23	Chair of the highest governance body	<p>Our Board of Directors is chaired by Jonathan Gray, a non-executive. Mr. Gray has served as a director of Hilton since 2007. Additional information on Mr. Gray’s background and qualifications can be found on our Board of Directors webpage.</p>
102-24	Nominating and selecting the highest governance body	<p>Committee Composition</p> <p>Nominating and ESG Committee Charter</p>
102-25	Conflicts of interest	<p>Nominating and ESG Committee Charter “Conflicts of Interest”</p>
102-26	Role of highest governance body in setting purpose, values, and strategy	<p>Nominating and ESG Committee Charter</p>
102-28	Evaluating the highest governance body’s performance	<p>Corporate Governance Guidelines (“Evaluation of Board Performance”)</p>
102-29	Identifying and managing economic, environmental, and social impacts	<p>Nominating and ESG Committee Charter</p>
102-30	Effectiveness of risk management processes	<p>Significant ESG risks, including risks related to climate change, environmental impact, social impact, health and safety, human rights and ethics, fraud and corruption, are integrated in Hilton’s Enterprise Risk Management program as part of Hilton’s annual Enterprise Risk assessment process. The results of this process are reviewed by our Executive Committee and our Board of Directors, including the Audit Committee, to inform enterprise-wide strategic planning. We also engage with stakeholders on an ongoing basis to continuously refine and enhance our strategy, to ensure we are aligning our programs with the issues that matter the most to our business and stakeholders.</p>

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INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-31	Review of economic, environmental, and social topics	We periodically assess our material issues to ensure we are aligning our programs with the issues that matter most to our business and stakeholders. In 2020, we worked with a third party to conduct a thorough ESG materiality assessment, leveraging guidance from the GRI, SASB, and the World Economic Forum. The results of this assessment can be found in our Materiality Assessment Report . Over the course of 2021, we have more deeply integrated ESG into many aspects of our business. In 2021, this included conducting a strategic review of our Travel with Purpose 2030 Goals to ensure that Hilton continues to evolve its ESG strategy in line with climate science and best-in-class programs.
102-33	Communicating critical concerns	Only by speaking up when we suspect potential violations of law or policy can Hilton address issues before they potentially become bigger problems. We have a confidential hotline run by a third party which provides colleagues with a channel to share any ethical concerns they may have. Colleagues are made aware of this through regular internal communications, training, and through a dedicated website (www.HiltonHotline.com).
102-35	Remuneration policies	Our policy for Executive Officers and Directors' remuneration is set out in the Compensation Committee Charter . It is reviewed annually to ensure it remains aligned with strategic objectives. Proxy Statement
102-36	Process for determining remuneration	Proxy Statement Our policy for Executive Officers and Directors' remuneration is set out in the Compensation Committee Charter . It is reviewed annually to ensure it remains aligned with strategic objectives. Remuneration for some of our hotel leaders is tied to their contributions to Hilton's ESG Strategy.

Stakeholder Engagement

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-38	Annual total compensation ratio	Proxy Statement
102-39	Percentage increase in annual total compensation ratio	Proxy Statement
102-40	List of stakeholder groups	We engage with a broad range of internal and external stakeholders on an ongoing basis, including our Hilton Team Members, franchise employees, guests, policymakers, NGOs and international organizations, investors, owners and suppliers. Hilton Stakeholder Engagement Policy Statement 2021 ESG Report (Stakeholder Engagement , p. 9)

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Stakeholder Engagement (Continued)

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-41	Collective bargaining agreements	<p>As of December 31, 2021, approximately 30 percent of our employees worldwide and approximately 45 percent of our employees in the U.S. were covered by various collective bargaining agreements that generally address pay rates, working hours, other terms and conditions of employment, certain employee benefits and orderly settlement of labor disputes.</p> <p>2021 Form 10-K (Item 1. Business-“Employees”)</p> <p>Hilton Stakeholder Engagement Policy Statement</p>
102-42	Identifying and selecting stakeholders	<p>We engage with stakeholders that can help inform and enhance our business and ESG strategy.</p> <p>From developing hotel concepts and products in partnership with owners and guests, to evolving our internal programs to engage Hilton Team Members and build a common culture with franchise employees, to working with governments on policy reforms, to dialoguing with conservation organizations on a variety of products in our supply chain, we view stakeholder engagement as an enabler of continuous improvement, innovation and reputation management.</p> <p>Hilton Stakeholder Engagement Policy Statement</p> <p>2021 ESG Report (Stakeholder Engagement, p. 9)</p>
102-43	Approach to stakeholder engagement	<p>Hilton Stakeholder Engagement Policy Statement</p> <p>2021 ESG Report (Stakeholder Engagement, p. 9)</p> <p>Our 2030 Goals</p>
102-44	Key topics and concerns raised	<p>Through engagement with both internal and external stakeholders, we are able to identify interests and concerns that should be taken into consideration as we continue to grow. Our Travel with Purpose strategy was developed by mapping social and environmental issues that are impacted by our business and will continue to be critical to our long-term success. We continue to revisit and evolve our approach based on key topics and concerns raised by stakeholders.</p> <p>We manage key topics and concerns relating to customer satisfaction through our Service and Loyalty Tracking (SALT) program and social media monitoring.</p> <p>Additional information on our approach and industry recognition for customer service can be found at Hilton Customer Help.</p> <p>Hilton Stakeholder Engagement Policy Statement</p>

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Reporting Practice

INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
102-45	Entities included in the consolidated financial statements	2021 Form 10-K (Item 1. Business-“Employees”)
102-46	Defining report content and topic boundaries	In 2020, we conducted a materiality assessment to inform the selection of topics for our ESG Report, in alignment with the framework and best practices set forth in the GRI Standards. Refer to our Materiality Assessment Report. Over the course of 2021, we have more deeply integrated ESG into many aspects of our business, which have been incorporated into our 2021 reporting.
102-47	List of material topics	Materiality Assessment Report
102-48	Restatements of information	None during the reporting period.
102-49	Changes in reporting	None during the reporting period
102-50	Reporting period	Our reporting period is for the calendar year 2021. Unless otherwise noted, reported environmental and social figures refer to our impact across our owned, managed and franchised portfolio. We use 2008 as our baseline for our energy, carbon, water and waste reporting.
102-51	Date of most recent report	April 8, 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	For more information, contact us at corporate.responsibility@hilton.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-56	External assurance	We recognize that the accuracy and credibility of our data is critical to managing our impact and transparently reporting on our performance. That is why we have worked with Dekra Certification, Inc. to obtain limited independent assurance over our environmental impact data (greenhouse gas emissions, energy, water and waste) since 2013. Since 2018, Dekra has also provided limited assurance over selected social impact metrics. Please see our 2021 Assurance Statement for more information.

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Management Approach Disclosures and Indicators

MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES	
ECONOMIC				
Economic	201	Management approach disclosure	2021 Annual Report , 2021 Form 10-K (Item 1, Business)	
	201-1	Direct economic value generated and distributed	2021 Annual Report , 2021 Form 10-K	
		Financial implications and other risks and opportunities for the organization's activities due to climate change	2021 CDP Climate Change Questionnaire Building on the work we have done to reduce our environmental footprint, in 2021, we evolved our strategy to set more ambitious targets in line with the framework we initially developed in 2018. These targets are currently under review with the Science Based Targets initiative (SBTi)	
	201-3	Defined benefit plan obligations and other retirement plans	2021 Annual Report , 2021 Form 10-K (Note 14 "Employee Benefit Plans")	
		Indirect Economic Impacts	Management approach disclosure	2021 ESG Report (Social Impact, p. 26–27, 33–35, 37–38) , Hilton ESG Policy Statement
	203-1		Infrastructure investments and services supported	2021 ESG Report (Social Impact p. 26–27, 33–35, 37–38) , 2021 Assurance Statement
	203-2		Indirect Economic Impacts	We view our company as a global business that operates on a local level, building strong ties in our communities, partnering with local businesses and nonprofits, and creating a positive impact in the lives of our neighbors, through good jobs and other opportunities. In 2021, we sourced from 2,508 Supplier Diversity Supplier Partners accounting for \$220 million of our supplier spend. We also awarded nearly \$2 million of Hilton Effect grants to projects leading to support recovery and resiliency for our communities and our planet.
Anti-Corruption	205	Management approach disclosure	Bribery and corruption are explicitly prohibited in our Code of Conduct , with oversight from our Group Finance and Risk Management functions. Internal Audits are also conducted at the Group's hotels and corporate offices in Asia Pacific, Europe and the Middle East. In the United States, these audits are conducted by an independent third-party auditor. Additionally, we conduct background checks on all prospective partners. We maintain a whistleblower policy and procedure to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination. All General Managers and senior colleagues are expected to actively support anti-corruption policies at individual hotels and properties. Certifications of compliance with the Code of Conduct are obtained from all hotels annually, with a mid-year update.	

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MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
ENVIRONMENTAL			
Energy	302	Management approach disclosure	2021 ESG Report (Paving the Way to Net Zero, p. 17–18 and Watts, p. 19–20)
			2021 CDP Climate Change Questionnaire
			Hilton Environmental Policy Statement
			Hilton Energy Stewardship Policy Statement
ENVIRONMENTAL IMPACT	302-1	Energy consumption within the organization	In 2021, our total energy consumption was 19,064,840 megawatt hours. Please view our 2021 ESG Report (Watts, p. 19–20 and Performance Table, p. 47) for further detail. Our 2021 energy data has been externally assured, as noted in our 2021 Assurance Statement .
			302-3
ENVIRONMENTAL IMPACT	302-4	Reduction of energy consumption	
			Water and Effluents
2021 CDP Water Security Questionnaire			
			Hilton Water Stewardship Statement
			Hilton Environmental Policy Statement

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MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
ENVIRONMENTAL (CONTINUED)			
	303-3	Water withdrawal	<p>In 2021, our total net freshwater withdrawal was 138,887 megaliters (139 million cubic meters). Municipal water comprised 99% of our water footprint, with 1% in surface water and groundwater consumption reported. Our water consumption intensity was 436 liters per square meter, representing an annual increase of 11.3% per square meter across the Hilton global portfolio of owned, managed and franchised hotels. The increase is primarily attributable to the rebound in system-wide occupancy after the pandemic-affected year of 2020. Across our global operations (owned, managed and franchised hotels), Hilton has reduced total water use intensity by 43% since 2008. For our managed portfolio only, we have reduced total water use intensity by 39% since 2008.</p> <p>Please view our 2021 ESG Report (Water, p. 21-22 and Performance Table, p. 48) for further detail. Our 2021 water data has been externally assured, as noted in our 2021 Assurance Statement.</p>
Emissions	305	Management approach disclosure	<p>2021 ESG Report (Paving the Way to Net Zero, p. 17-18 and Watts, p. 19-20)</p> <p>2021 CDP Climate Change Questionnaire</p> <p>Hilton Environmental Policy Statement</p> <p>Hilton Energy Stewardship Policy Statement</p>
	305-1	Direct (Scope 1) GHG emissions	<p>In 2021, our Scope 1 emissions were 415,034 metric tons of CO₂e. Please view our 2021 ESG Report (Paving the Way to Net Zero, p. 17-18 and Watts, p. 19-20, and Performance Table, p. 48) for further detail. Our 2021 Scope 1 emissions data has been externally assured, as noted in our 2021 Assurance Statement.</p>
	305-2	Energy Indirect (Scope 2) GHG emissions	<p>In 2021, our Scope 2 location-based emissions were 1,778,303 metric tons of CO₂e. Our Scope 2 market-based emissions were 1,762,174 metrics tons of CO₂e. Please view our 2021 ESG Report (Watts, p. 19, and Performance Table, p. 48) for further detail. Our 2021 Scope 2 emissions data has been externally assured, as noted in our 2021 Assurance Statement.</p>
	305-3	Other indirect (Scope 3) GHG emissions	<p>Per our Operational Control boundary, onsite emissions at properties owned and operated by franchisees are reported as Scope 3 emissions. In 2021, Hilton's Scope 3 emissions from franchisees were 4,087,530 metric tons CO₂e. The total includes emissions from onsite fuels combustion (954,458 metric tons CO₂e) and indirect emissions from the generation of electricity, heat or steam purchased from a utility provider (3,133,071 metric tons CO₂e). In addition, in 2021, we generated Scope 3 emissions of 7,616 metric tons CO₂e from employee business and air travel, and 73,000 metric tons CO₂e from the disposal of waste associated with our operations.</p> <p>Please view our 2021 ESG Report (Watts, p. 19, and Performance Table, p. 47) for further detail. Our 2021 Scope 3 emissions data has been externally assured, as noted in our 2021 Assurance Statement.</p>

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ENVIRONMENTAL (CONTINUED)			
	305-4	GHG Emissions Intensity	<p>In 2021, our total Scope 1 and 2 location-based emissions intensity was 0.0797 metric tons per square meter, which represents a 14% increase over prior year. Our total 2021 market-based Scope 1 and 2 emissions intensity was 0.0792 metric tons per square meter, representing a 15% increase over prior year. This increase is primarily attributable to the rebound in system-wide occupancy after the pandemic-affected year of 2020.</p> <p>Please view our 2021 ESG Report (Watts, p. 19, and Performance Table, p. 47–48) for further detail. Our 2020 Scope 1 and 2 emissions data has been externally assured, as noted in our 2021 Assurance Statement.</p>
	305-5	Reduction of GHG Emissions	<p>From 2008 to 2021, Hilton has reduced our total market-based Scope 1 and 2 emissions intensity by 50% across our global portfolio of owned and managed properties. Reductions in emissions have been achieved as a result of ongoing energy conservation activities, efficiency projects, and implementation of innovative energy saving technologies, as well as renewable energy projects and the purchase of Renewable Energy Credits. Refer to our 2021 CDP Climate Change Questionnaire for further detail on our emissions performance and reduction activities.</p>
Effluents and Waste	306	Management approach disclosure	<p>2021 ESG Report (Waste, p. 23–24, Performance Table, p. 48)</p> <p>Hilton Environmental Policy Statement</p>
	306-2	Waste by type and disposal method	<p>In 2021, our landfilled waste was 295,607 metric tons. Our landfilled waste intensity was 0.0037 metric tons per square meter, representing an annual decrease of 0.8% per square meter across the Hilton global portfolio of owned, managed and franchised hotels. Across our global operations, Hilton has reduced landfilled waste intensity by 62% since 2008. For our managed portfolio only, we have reduced landfilled waste intensity by 70% since 2008. Our 2021 landfill diversion rate for our global operations was 16%, while the managed portfolio achieved a diversion rate of 32% in 2021. Our diversion rate accounts for ongoing waste streams that are recycled, composted, incinerated for waste-to-energy, or otherwise diverted from landfill. Please view our 2021 ESG Report (Waste, p. 23–24, Performance Table, p. 48) for further detail. Our 2021 waste data has been externally assured, as noted in our 2021 Assurance Statement.</p>
Environmental Compliance	307	Management approach disclosure	<p>Hilton Environmental Policy Statement</p>
	307-1	Non-compliance with environmental laws and regulations	<p>In 2021, Hilton did not identify any known instances of non-compliance with environmental laws and/or regulations.</p>

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MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
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ENVIRONMENTAL (CONTINUED)

Supplier Environmental Assessment	308	Management approach disclosure	<p>2021 ESG Report (Advancing Responsible Sourcing, p. 37–38)</p> <p>Hilton Responsible Sourcing Policy</p> <p>Hilton Environmental Policy Statement</p>
	308-1	New suppliers that were screened using environmental criteria	<p>In 2020, we conducted a thorough analysis of our most material sourcing categories: seafood, meat and proteins, produce, and apparel and linens. To drive responsible sourcing across these categories, we created a dedicated role and a cross-functional advisory group. This group oversees the development of our comprehensive responsible sourcing strategy and guides global decisions related to implementation.</p> <p>In 2021, we continued to advance our partnership with EcoVadis to assess our suppliers’ sustainability risk and performance. All suppliers are required to observe and abide by Hilton’s Responsible Sourcing Policy, which is included in all supplier contracts.</p> <p>We also continued to make incremental progress towards the goal of sourcing at least 25% of our total global seafood volume for owned, managed and leased properties from Marine Stewardship Council (MSC) fisheries and Aquaculture Stewardship Council (ASC) farms.</p> <p>Additional information can be found on our 2021 ESG Report (Advancing Responsible Sourcing, p. 37–38)</p>

SOCIAL

Employment	401	Management approach disclosure	<p>2021 Annual Report</p> <p>2021 Form 10-K (Item 1. Business)</p> <p>Hilton Great Place to Work profile</p> <p>Hilton Careers website</p> <p>Corporate Awards</p> <p>Hilton Diversity & Inclusion website</p> <p>Hilton Slavery and Trafficking Statement 2020</p> <p>2021 ESG Report (Careers, p. 27–33)</p>
	401-2	Benefits provided to full-time employees	Hilton Careers Website (Benefits Page)

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Management Approach Disclosures and Indicators (Continued)

MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
SOCIAL (CONTINUED)			
Training and Education	404	Management approach disclosure	A comprehensive approach to recruiting, training/mentoring, leadership development and talent management allows us to understand where and how we can improve around the world. Our leadership roadmap helps our current and future leaders at all levels discover their talents, enhance their leadership skills and develop their careers with us. We offer a mix of opportunities for leaders at all levels and ensure we retain the best talent around the world. Our Thrive@Hilton platform is designed to help our Team Members understand our people programs and flourish in every area of the business.
	404-1	Average hours of training per employee per year	Hilton employees complete an average of 40 hours of training per year.
	404-2	Programs for upgrading employee skills and transition assistance programs	Through Hilton University, our Team Members have access to over 25,000 courses covering a wide variety of topics. All Team Members have the opportunity to grow their leadership skills and careers through our Lead@Hilton framework, which develops leaders at every step of their careers and features internal leaders-teaching- leaders videos as well as content from best-in-class partners such as Cornell and Harvard. Curricula were curated for each level of experience to ensure Team Members have the foundational tools to start as learners and the coaching, mentoring, and wellness resources to grow as leaders. We are also the first company in our industry to partner with Guild Education to provide Team Members the opportunity for debt-free continuing education opportunities. Beginning in the spring of 2022, Team Members will have access to a wide variety of educational credentials from leading universities and learning providers including high school completion, English language learning, college degrees, professional certifications, and more.
Diversity and Equal Opportunity	404-3	Percentage of employees receiving regular performance and career development reviews	Hilton Team Members are evaluated through our Performance Management Review process; this includes the setting of objectives, goals, concerns and allowing regular feedback and coaching
	405	Management approach disclosure	Hilton Diversity & Inclusion website 2021 ESG Report (Careers, p. 29) Hilton Great Place to Work profile
	405-1	Diversity of governance bodies and employees	As of December 31, 2021, our global workforce, only including persons employed by Hilton, was 44 percent women. Globally, corporate leadership was 39 percent women and hotel leadership was 24 percent women. As of December 31, 2021, in the U.S., our workforce was 71 percent ethnically diverse, with U.S. corporate leadership being 19 percent ethnically diverse and U.S. hotel leadership being 21 percent ethnically diverse. As of December 31, 2021, our Board of Directors, excluding management directors, was 50 percent women and 25 percent ethnically diverse. Hilton is committed to achieving global gender parity and 25 percent U.S. ethnic representation at our corporate leadership levels by the end of 2027.

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Management Approach Disclosures and Indicators (Continued)

MATERIAL ASPECTS	INDICATOR	DESCRIPTION	RESPONSE AND/OR REFERENCES
SOCIAL (CONTINUED)			
Human Rights Assessment	412	Management approach disclosure	Hilton Human Rights Principles
			Hilton Slavery and Trafficking Statement 2020
			2021 ESG Report (Conduct, p. 36)
			Hilton ESG Policy Statement
	412-1	Operations that have been subject to human rights reviews or impact assessments	Hilton Slavery and Trafficking Statement 2020
			2021 ESG Report (Conduct, p. 36)
	412-2	Employee training on human rights policies or procedures	Hilton Slavery and Trafficking Statement 2020
			2021 ESG Report (Conduct, p. 36)
Local Communities	413	Management approach disclosure	2021 ESG Report (Communities, p. 34–35),
			Hilton ESG Policy Statement
	413-1	Operations with local community engagement, impact assessments and development programs	2021 ESG Report (Communities, p. 34–35)
Supplier Social Assessment	414	Management approach disclosure	2021 ESG Report (Conduct, p. 36–38)
			414-1
Customer Privacy	418	Management approach disclosure	Hilton Global Privacy Statement, 2020
			ESG Report (Policies and Reporting, p. 44–45)
	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	No known significant breaches occurred during the reporting period.

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2021 Independent Limited Assurance Verification for Hilton Worldwide Holdings Inc.

Publicly Reported 2021 GHG, Environmental, and Corporate Responsibility Performance

Assurance Summary

Hilton Worldwide Holdings Inc. (Hilton) engaged DEKRA Certification, Inc (DEKRA) to provide an independent review and third- party assurance of information related to Hilton’s Corporate Responsibility programs for the calendar year of 2021. Hilton reports publicly through multiple venues, including but not limited to CDP, Dow Jones Sustainability Index, Hilton’s public financial disclosures, and Hilton’s Travel with Purpose website (<https://cr.hilton.com>.) The Limited Verification followed the requirements of *ISO 14064-3 - Specification with guidance for the validation and verification of greenhouse gas assertions*.

Reporter	Hilton Worldwide Holdings Inc.
Assurance Provider	DEKRA Certification, Inc.
Reporter Contact	Harry Chrispin
Lead Verifier	Zed Bates
Senior Reviewer	Cem Onus
Reporting Year	2021
Reporting Scheme	Various - Carbon Disclosure Project, DJSI
Geographical Scope of Assurance	Worldwide
Assurance Scope	CO2, CH4, N2O emissions; Water Use; Energy Use; Waste Generation and Landfill Diversion; Year on Year Changes;
Operational Boundaries	Corporate facilities and Owned and Managed Hotels for Scope 1 and 2.
Objectives	An evaluation of the following: <ul style="list-style-type: none"> • Accuracy of publicly reported environmental data , including GHG emissions, water and energy use, and waste generated and diverted from landfills; • Accuracy of publicly reported social impact data including youth impacted, volunteering hours, disaster relief and Action Grants funds distributed, number of diverse suppliers and anti-trafficking trainings; and • The organization’s controls over its reported corporate responsibility data.
Criteria	ISO 14064-3:2019 - Specification with guidance for the validation and verification of greenhouse gas assertions.
Level of Assurance	Limited Assurance Materiality
Materiality	5% Assurance Findings
Assurance Findings	Verified.

PERFORMED BY

Zed Bates
Lead Verifier
 CARB Accredited Verifier
 Per Executive Order H-15-171

REVIEWED BY

Dr. Cem Onus
Managing Director
 DEKRA Certification Inc.
 1120 Welsh Rd #210
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Limited Assurance Verification Opinion

Based on the process and procedures conducted, there is **no evidence** that Hilton's GHG and other environmental claims in the following Tables a) are not materially correct or a fair representation of GHG data and information; and b) have not been prepared in accordance with related International Standards on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

TABLE 1 GREENHOUSE GAS EMISSIONS

INDICATOR	2021 TOTAL -MTCO2E	INTENSITY MTCO2E/M2	INTENSITY -CHANGE FROM 2020
Scope 1 Direct emissions	415,034	0.0151	14.20%
Scope 2 Indirect emissions (Location-based)	1,778,303	0.0646	13.60%
Scope 2 Indirect emissions (Market-based)	1,762,174	0.0641	15.00%
Scope 1 + 2 emissions (Location-based)	2,193,338	0.0797	13.70%
Scope 1 + 2 emissions (Market-based)	2,177,208	0.0792	14.90%
Scope 3 emissions from Franchises	4,087,530	0.0785	4.80%
Scope 3 emissions from Landfilled Waste	73,000	0.0027	10.30%
Scope 3 emissions from Business Travel	7,616	-	18.10%

TABLE 2 OTHER ENVIRONMENTAL DATA

INDICATOR	2021 TOTAL	INTENSITY	INTENSITY -CHANGE FROM 2020
Energy consumption (MWh)	MWh	MWh/m²	%
Managed	6,164,255	0.2241	12.80%
Franchised	12,900,585	0.248	5.30%
Total	19,064,840	0.239	8.00%
Water consumption	Megaliters	Liters/m²	%
Managed	12,287	447	15.20%
Franchised	22,435	431	9.30%
Total	34,722	436	11.30%
Water withdrawals	Megaliters	Liters/m²	%
Managed	49,147	1,787	15.20%
Franchised	89,740	1,724	9.30%
Total	138,887	1,746	11.30%
Landfilled waste	Metric Tons	MT/m²	%
Managed	77,659	0.0028	10.30%
Franchised	217,948	0.0042	-5.70%
Total	295,607	0.0037	-0.80%
Waste diverted from landfill	Metric Tons	MT/m²	%
Managed	36,566	0.0013	1.10%
Franchised	21,505	0.0004	-24.73%
Total	58,072	0.0007	-12.26%
Waste diversion rate (%)			
Managed	32.00%		-1.90%
Franchised	9.00%		-2.00%
Total	16.42%		-1.76%

TABLE 3 SOCIAL IMPACT DATA

INDICATOR	2021 TOTAL
Disaster relief funds distributed to Hilton Team Members through the Hilton Responds Fund (USD)	\$785,968
Volunteering (number of hours)	197,824
Grants awarded to community partners through the Hilton Effect Foundation	\$1,862,180
Mandatory Anti-Trafficking Training (% of General Managers attesting all hotel Team Members have completed)	54%
Supplier Diversity Program (number of women, minority, veteran and LGBTQ- owned businesses we have supported)	2,508
Refugees Impacted (cumulative since 2015)	26,335

GHG Claim Evaluation

The data included in Tables 1 through 3 above (“Reported Data”) is managed at Hilton’s Corporate Headquarters in McLean, Virginia. For the purposes of this report, data listed in Tables 1-2 is considered environmental data, and the data in Table 3 is considered social impact data.

The environmental data is based on utility data input by over 6,000 managed and franchised properties into LightStay, Hilton’s corporate responsibility platform. Launched in 2009, LightStay was created to track sustainability performance across Hilton’s global portfolio and to help drive adoption of best practices that reduce environmental impacts. Hilton works closely with ei3, its technology partner and system host, to continually improve the LightStay system features for its hotels, owners, and management teams.

As a global brand standard, all managed and franchised hotels must utilize LightStay to provide their environmental and social impact data to Hilton. The current brand standard requires that hotels input the following data into LightStay on a monthly basis:

- Energy consumed from all energy sources (electricity, gas, steam, chilled water, other).
- Water consumed from all sources, including municipal water supply and other sources.
- Waste disposal including landfilled and diverted waste streams (recycled, organic, other).
- All applicable volunteering events and donations including food donations, bath amenities, linens, FF&E, etc.
- As a brand standard, all hotels must also set annual reduction goals and maintain active energy, water and waste improvement projects.

Hilton tracks and supports hotel compliance with the LightStay brand standards globally through the use of LightStay compliance alerts, monthly compliance reports, and direct communications with the Regional Property Operations and Brand Performance teams.

The LightStay system supports the input of accurate data and accommodates the needs of hotels globally through a variety of features:

- **Global conversions:** LightStay enables hotels to enter data in a variety of consumption units, consistent with their utility bill, and provides the flexibility to enter costs in local currency.
- **Property variables:** LightStay automatically populates weather and room occupancy on a monthly basis. Floor area and other key details are included in the Property Profile, which all properties are required to complete as a brand standard.
- **Greenhouse gas calculations:** Hilton utilizes *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)*. Historical emissions factors for electricity, natural gas and other energy sources are stored in LightStay and used to calculate the hotel’s Scope 1, 2, and 3 emissions. Location-based electricity CO₂e emissions factors are updated annually in LightStay for the current calendar, based on the most recent and accurate source data available for the country or subregion.
- **Compliance Alerts:** The LightStay system generates monthly alerts for incomplete or out-of-range consumption values. Hotels have 60 days to enter their utility bills or they will receive an alert message in LightStay. Hotels must address all outstanding alerts within 30 days to remain in compliance with the brand standards.
- **LightStay Training:** All new hotels must complete an online LightStay training course through Hilton University within three months

of opening. Advanced courses are available and LightStay offers extensive user guidance and how-to-guides.

- **LightStay Support:** Hotels are encouraged to contact the LightStay Support team to help understand their alerts and correct any data input errors. LightStay Support attempts to contact hotels directly to resolve major data issues and may also correct obvious decimal or unit errors, with notification sent to the hotel.

Since 2010, hotel utility data in LightStay has been used for Hilton’s external reporting of energy, emissions, water, and waste impacts. Hilton and its consultants have followed a consistent methodology, adapted to meet the company’s Travel with Purpose goals and corporate responsibility reporting requirements.

Consistent with Hilton’s 2030 Travel with Purpose goals, Hilton measures and reports annual sustainability performance using the floor area intensity metric (consumption per square meter of total gross building area).

Reporting Scopes:

Scope 1 includes all onsite GHG emissions from fuel use, almost exclusively natural gas for comfort heating and hot water generation.

Scope 2 includes all grid electricity used by Hilton’s managed hotel properties. The individual hotel CO₂e emissions factors for the reference group were verified based on the emissions source data provided by country or subregion (i.e., US eGRID, DEFRA, IEA).

Scope 3 includes all emissions resulting from both onsite emissions and grid electricity at the Franchised hotels, as well as emissions relating to Managed hotel landfilled waste and Corporate business travel. Again, CO₂ emissions factors were verified for different countries and subregions based on international standard data.

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Risk Evaluation

Sufficiency, Appropriateness, and Material misstatement

The sufficiency of data and the appropriateness of both the automated LightStay and final corporate analysis were evaluated for sufficiency, appropriateness, and risk of material misstatement based on analysis methodology.

Sufficiency Risk. Due to the large percentage of reporting properties and the large property pool (5818 Franchised properties and 878 Managed properties), the Risk of data insufficiency was determined to be **Low**. Annual sustainability results are based on an evaluation of year-over-year results for a reference group of properties with data verified complete and accurate for aggregated reporting purposes. The reference group for 2021 included 92% of total managed properties, and analysis of the reference group’s performance supplied the average values (by region) used to complete and correct the data from the remaining properties. Data gathered using the LightStay system has been verified at the site level by DEKRA site sampling, included in Hilton’s ISO 9001, ISO 14001, and ISO 50001 site visits. Data anomalies are analyzed at the site level and corrective actions are implemented.

Appropriateness Risk. The automated calculations in LightStay (floor area normalization) have been verified for this and all previous reporting cycles and no errors have been found. Hence, the Risk of inappropriate analysis in the LightStay system was determined to be **Low**. Data, once it is reported into LightStay, is also analyzed at the corporate level annually for anomalies and missing data, and properties are excluded from the reference group.

Materiality Risk. Risk of material misstatement was determined to be **Low**. The final analysis by Hilton staff consisted of spreadsheet review and identification of anomalies. There were 38 anomalies at the property level identified (4% anomaly rate), which have been added to the sampling plan for internal and external audit in 2022. Anomalies also include any issues with water use reporting. Materiality of the chosen methodology was verified by taking the final result for all properties not in the anomalous group, using their unmodified (‘raw’) data, and comparing it to the final result for all properties with all normalization factors active. The raw data showed an intensity of 71 kbtu/sf, while the final data showed an intensity of 71.2 kbtu/sf. Variance was a mere 0.3%, well within the 5% variance limit.

Other Environmental Claims

Water and waste data were both reported into LightStay using the same platform as the energy and greenhouse gas data reviewed above. During the data cleansing process, the properties’ water use and waste stream data was evaluated, consistent with the criteria regarding missing and anomalous data above, to determine the reference group and to estimate impacts by excluded and new hotels. Water anomalies were added to the audited group (see ‘Materiality Risk’ above).

Social Impact Data. Properties report volunteer events and participation through LightStay. The summary report of the volunteer hours was reviewed. Numeric outliers were identified and the specific entries within LightStay were reviewed. No discrepancies were noted.

Hilton provides Hilton Effect Grants through the Hilton Effect Foundation to properties requesting funds for social or environmental projects. The amount transferred from Hilton in 2021 was confirmed by a representative from the Hilton corporate accounting department.

Hilton has assigned Anti-Trafficking Training Courses to all properties through Hilton University. Records from Hilton University were reviewed.

Hilton’s Supplier Diversity Program currently includes **2,508** diverse suppliers. Supplier information is reviewed by two separate third party processes.

ATTESTED BY

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CARB Accredited Verifier
Executive Order H-15-171
Lead Auditor
DEKRA Certification, Inc.

CEM ONUS
Managing Director
DEKRA Certification, Inc.

Assurance Continued



ABOUT DEKRA

DEKRA Certification Inc. is a Management System certification company that has provided ISO 9001, 14001 and 50001 certification services to Hilton since 2010.

Beginning in 2008, DEKRA (then operating as KEMA Registered Quality, Inc.) has provided independent validation services to Hilton for their LightStay Program. DEKRA did not assist or consult with Hilton at any time in generating the Reported Data within the scope of the verification. DEKRA has procedures in place to ensure its work is free from bias and is not unduly influenced by outside parties. DEKRA employees and contractors who participated in assurance activities were free from personal, financial, or other relationships that would potentially compromise their impartiality.

Likewise, the personnel who performed assurance activities were all experienced environmental, sustainability and social responsibility auditors. The competence of these individuals is continually monitored and recorded. All assurance activities were subject to DEKRA’s peer review and quality assurance processes.

Hilton



[HILTON SEYCHELLES LABRIZ](#)

Hilton

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Hilton
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