

# Corporate Responsibility Report 2013-2014

HYATT®

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# Overview



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## Letter from our Chief Executive Officer



As I look back at the past seven years that I have spent with Hyatt, I consider myself truly fortunate to work for a company that is committed to making a difference in the lives of the people we touch every day – our colleagues, guests, owners, and neighbors. Caring for people is the center of everything we do.

My work takes me around the world, where I have the privilege of witnessing the deep, authentic hospitality that our colleagues at every Hyatt hotel provide to our guests. Their commitment reinforces for me the responsibility that we have as a company to also care for our people, the communities where we operate and the natural environment that is so vital to our collective well-being. This has never been truer than in the past year, when we opened more than 50 hotels. To us, therefore, our business growth must also be “thoughtful growth.”

Thoughtful growth means that we continue our commitment to care as we expand our business. Our hotels create meaningful, long-term employment at every level, and our colleagues receive professional support so they can achieve their greatest potential. We scrutinize and reduce the environmental impacts of our operations. And our hotels enrich their communities by stimulating local economies and supporting the expansion of educational opportunities.

These corporate responsibility strategies are also smart business practices. Our culture of caring for our colleagues means they stay with Hyatt, often for their entire careers. Our support for education and employment in our communities creates a deep pool of local talent to staff our hotels. And protecting the environment means our hotels’ locations continue to be desirable destinations for future generations. As our industry grows and we expand our presence around the world, our approach to corporate responsibility is becoming even more important to our future success.

Last year, we began to refresh our environmental strategy, first launched in 2008, with commitments that will take Hyatt to new levels of reach and impact. We also launched *Ready to Thrive*, a comprehensive, strategic corporate philanthropy program to support literacy and career readiness in our hotels’ communities around the world.

We believe these two aspects of our long-term commitment to corporate responsibility will continue to position Hyatt as the preferred hotel brand in all of our markets, and will open new doors as we continue to grow, thoughtfully.

I am proud of the work that we have done as responsible corporate citizens for more than 50 years, and I am pleased to showcase this work in our 2013 Corporate Responsibility Report. Thank you for joining us on this journey.

A handwritten signature in black ink, appearing to read "Mark S. Hoplamazian".

Mark S. Hoplamazian  
President and Chief Executive Officer

# Letter from our Corporate Responsibility Leader



Our mission is to make a difference in the lives of the people we touch every day and to demonstrate care in everything we do. In a world that continues to be more connected, with even more people traveling, the opportunities and challenges for our business are multifaceted. Over the past several years, Hyatt's significant global expansion has helped to confirm our strong belief that for our business to succeed, the world around us must also prosper.

Our company's corporate responsibility platform, Hyatt Thrive, guides us in how we live our mission, how we care for our guests, how we invest in our communities, and how we minimize our impacts on the planet. With these guiding principles in mind, we spent much of 2013 evolving our approach to more effectively and nimbly address some of the greatest risks to our natural environment, our communities and, ultimately, our business.

On the environmental stewardship front, we took action to review our strategy, challenge our way of thinking, and assess the areas where we can have the greatest impact. Since launching our first environmental sustainability strategy in 2008, we have made considerable progress around the energy, greenhouse gas emissions, and water goals we announced in 2010, and our colleagues around the world have amplified our efforts. The 2020 vision that has emerged from our work in 2013 includes an expanded set of ambitious goals that further address the increasing environmental challenges that we face today. These goals also extend beyond our operations, tackling important areas of impact and influence, such as making a difference in our global supply chain, with a strong initial focus on implementing responsible seafood sourcing practices.

In 2013 we also launched *Ready to Thrive*, a strategic philanthropy program focused on education, with a specific emphasis on literacy and career readiness. While targeting education has tangible social and economic benefits for the individuals in our communities, it also has critical implications for our business as we continue to expand our global footprint and the competition for talent grows.

I feel truly fortunate to work with colleagues around the globe who are as committed to this meaningful work as I am. Their dedication, giving spirit, and creativity in bringing Hyatt Thrive to life in their communities serve as my daily inspiration. Hyatt Thrive is core to who we are, what we do and who we're becoming. As our company grows, so will our opportunity for impact. By drawing on our shared insights, our passion for innovation and our commitment to caring for our people, our planet and our communities, I am confident we will thrive.

A handwritten signature in black ink, appearing to read "Brigitte Witt".

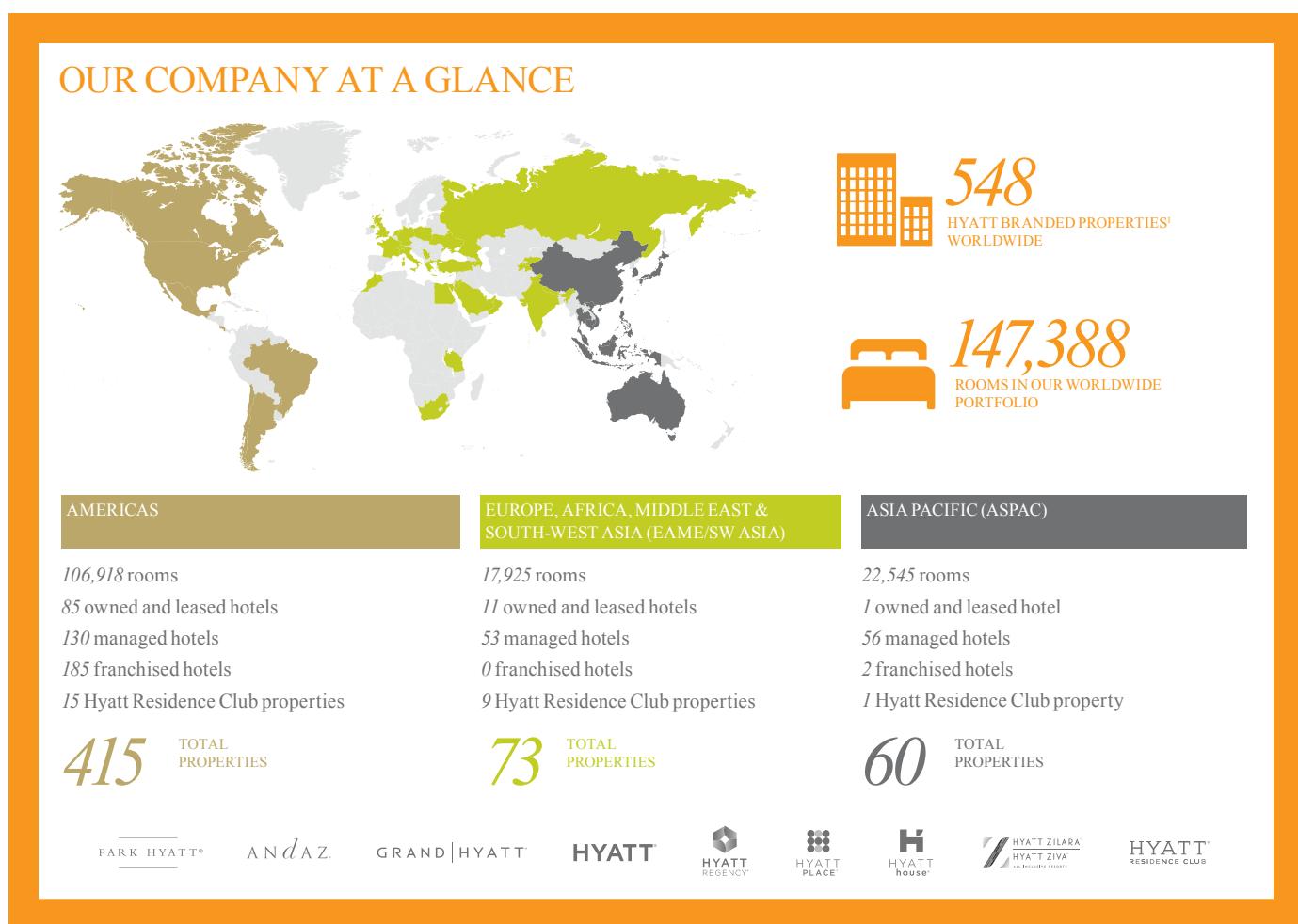
Brigitte Witt  
Vice President, Corporate Responsibility

# Our Company

Since we opened our first hotel in 1957, we have believed that the way we manage and operate our business defines who we are and what we stand for. For nearly 60 years, we have made it our mission to provide authentic hospitality by making a difference in the lives of the people we touch every day.

By putting people first, we have grown from just one hotel in Los Angeles, California to a global hospitality company, headquartered in Chicago, Illinois with 95,000 associates and 548 properties in 48 countries<sup>1</sup>. Moving forward, we will continue to grow: in the next few years we plan to open an additional 240 hotels around the world, which represents an increase of approximately 40 percent from our current operations. We are committed to growing thoughtfully and sustainably, in ways that care for our guests and colleagues, our communities, and our planet.

We believe this genuine commitment to care is integral to our overarching goal to be the most preferred brand in each customer segment that we serve for our colleagues, guests and owners. Our strategy for reaching that goal is based on differentiating Hyatt through powerful brands and innovation, as well as generating long-term, sustainable growth for the Company that will create shareholder value and opportunities for our colleagues and communities.



<sup>1</sup> As of December 31, 2013

# Hyatt's Approach to Corporate Responsibility

We recognize that with a greater global presence comes even greater responsibility to operate in an environmentally and socially responsible way. Hyatt Thrive, our corporate responsibility platform, is rooted in our belief that for our business to thrive, our people, communities and planet must also thrive. It provides a shared vision and common focus for our corporate responsibility efforts through four pillars:

- Environmental Sustainability
- Education and Career Readiness
- Economic Development and Investment
- Health and Wellness

While Hyatt Thrive is a global platform, its impact is amplified by our colleagues' local-level efforts and their passion for making a positive impact in the communities they call home.

## THE VALUE OF CORPORATE RESPONSIBILITY

Our commitment to corporate responsibility is based on more than just a desire to do the right thing; it is also central to our success as a business. Acting responsibly helps us to meet our primary business goals by reducing risks and creating competitive advantages. The following are just a few examples:

- Our commitment to care for our people, our communities and our planet supports our overall goal to be the most preferred brand by attracting colleagues, guests, owners and investors, all of whom help to build a strong reputation.
- By supporting education, career training and professional development initiatives in our communities, we help bring in top talent for our hotels.
- Environmental stewardship enables us to achieve efficiency gains and cost savings that are essential for hotel profitability.
- Having a strong corporate responsibility program and ties to local communities gives us a strategic advantage in entering new markets as Hyatt continues to grow.

## MATERIAL ISSUES FOR HYATT'S BUSINESS

We base our corporate responsibility programs, as well as our reporting, on our understanding of the most important issues for our Company and our stakeholders, which were determined through a thorough materiality analysis. The analysis included an in-depth review of the social, environmental and economic issues associated with our operations. In addition, we interviewed external stakeholders and held workshops with colleagues from all levels and regions of the Company to identify key issues, priorities and opportunities. Since then, we have continued to advance our understanding of the most material issues to Hyatt and our stakeholders to evolve our programs as new topics emerge.

## MATERIAL ISSUES

### PEOPLE

- Colleague well-being
- Guest well-being
- Diversity and inclusion
- Colleague engagement
- Colleague development
- Talent recruitment and retention
- Healthy and sustainable food
- Human rights

### COMMUNITY

- Literacy and education
- Economic development in our local communities
- Local training and recruitment
- Community health and wellness
- Community partnerships
- Disaster relief
- Strategic giving and volunteerism

### PLANET

- Climate change
- Resource scarcity
- Sustainable building design and construction
- Sustainable sourcing
- Waste
- Water
- Biodiversity

## 2013 PERFORMANCE AT A GLANCE

### PEOPLE

**8%**

Increased proportion of women in management roles in our corporate headquarters and global regional offices by 8 percent

**32**

Employee Network Groups activated around the world to support diversity and inclusion in our workplaces



Launched a new Leadership Profile to help develop current and future leaders



Gallup Great Workplace award for third year in a row

**6**

Recognized by the Great Place to Work Institute as a top employer in six countries as well as one of Europe's top multinational employers



Earned our 10th consecutive award for "Best Place to Work for LGBT Equality" from the Human Rights Campaign

### COMMUNITY



Launched *Ready to Thrive*, our new corporate philanthropy program focused on literacy and career readiness

**\$9.6m**

Donated equivalent of \$9.6 million to support education and career readiness, local economic development, health and wellness, and environmental sustainability

**100,000 hours**

Devoted 100,000 hours – 12,500 days – of volunteer time, a company record

**\$270,000**

Raised \$270,000 to support Philippines Typhoon Haiyan relief effort

**30,000 students**

Promoted reading and writing skills to 30,000 students through partnership with Room to Read

**\$750,000**

Invested \$750,000 in career readiness programs in Brazil

### PLANET



Updated environmental sustainability strategy and goals

**8%, 10%, 13%**

Reduced energy intensity in each of our three regions by 8%, 10%, and 13%, compared to 2006

**15%, 11%, 11%**

Reduced water intensity in each of our three regions by 15%, 11%, and 11% compared to 2006

**84%**

About 84% of managed hotels globally recycle at least one waste stream

**80,000 lbs**

Donated more than 80,000 pounds of amenities to Clean the World

**14**

Increased LEED-certified properties to 14



Determined responsible seafood targets with World Wildlife Fund based on global purchasing audit

\* For additional information on charitable giving, please see page 21.

\*\* For additional information on environmental progress, please see page 44.

# Corporate Responsibility, Governance and Ethics

We continue to focus on embedding our commitment to society and the environment across our global operations by developing clear goals and shared accountability. For example, in 2013 we introduced environmental metrics into our quarterly business reviews to facilitate performance tracking and improvements.

Our passionate and highly engaged Thrive teams around the world play a vital role in making corporate responsibility a part of everything we do, especially since the level of influence Hyatt has over individual hotels varies, depending on whether they are owned, managed or franchised. For example, at our franchised properties, Hyatt provides brand standards, but operational and financial decisions are made by the franchisee. In addition, all of our hotels, even those we manage, have a high level of operational autonomy. We take this into account in setting goals across our operations.

In all cases, bringing Hyatt Thrive to life at the hotel level means building a shared understanding of and commitment to our corporate responsibility goals across the enterprise. We are constantly assessing the mechanisms that we have in place to reinforce our collective accountability and to support the passionate Thrive teams in our hotels around the world.

- **Owned:** Owned and managed by Hyatt.
- **Managed:** Operated by Hyatt under management agreements with third-party property owners. This term is also used broadly to include hotels owned by Hyatt.
- **Franchised:** Owned and operated by third parties under franchise agreements.

## CORPORATE RESPONSIBILITY COUNCIL

Our Corporate Responsibility Council is a key driver in ensuring that Hyatt's commitment to the environment and society is built into our business objectives, daily operations and broader risk management program. The Council is made up of a cross-functional group of corporate and regional leaders representing all operational and business functions. Chaired by Hyatt's Chief Financial Officer and managed by the Vice President of Corporate Responsibility, outcomes of the Council are reported to Hyatt's President and Chief Executive Officer (CEO), as well as to the Board of Directors.

### CORPORATE RESPONSIBILITY (CR) COUNCIL STRUCTURE



CEO AND BOARD OF DIRECTORS



CR COUNCIL CHAIRED BY HYATT'S CHIEF FINANCIAL OFFICER



REGIONAL OFFICES AND HOTELS

AMERICAS

EAME/  
SW ASIA

ASPAC

## ETHICS

All colleagues, including executive officers and members of our Board of Directors, are required to comply with applicable laws and standards for legal obligations, ethics and business conduct, including Hyatt's own [Code of Business Conduct and Ethics](#). Hyatt works with [EthicsPoint](#) (as permitted by local law) to provide colleagues with simple ways to anonymously and confidentially report activities that may involve criminal, unethical or otherwise inappropriate behavior in violation of Hyatt's policies.

To extend our commitment to ethical conduct beyond our own operations, we launched our [Supplier Code of Conduct \(SCC\)](#) globally in 2012. In doing so, we extended Hyatt's minimum expectations to our suppliers around compliance, human rights and labor, health and safety, environment and ethics.

## Stakeholder Engagement

Understanding the needs of our key stakeholders and how we can best support them is a critical part of our business. Here are just a few examples of the ways we engage with our stakeholders.

### COLLEAGUES

We support our colleagues in their career development through robust training, and we seek their feedback through surveys, roundtables and workshops. Thrive Teams and Employee Network Groups enable individuals to get directly involved in Hyatt's corporate responsibility efforts. These platforms lead to workplace enhancements, creative environmental solutions at hotels and impactful community programs.

### OWNERS/FRANCHISEES

We engage our owners and franchisees through regular business reviews. These reviews allow us to hear directly from these stakeholders about their views and concerns related to brand reputation and corporate responsibility activities. With their feedback, we ensure that our corporate responsibility approach supports our brands, protects against reputational risks and prioritizes sustainability projects that demonstrate a strong return on investment. It is with the support of hotel owners and franchisees that new initiatives are implemented at each hotel.

### SUPPLIERS

We conduct business reviews and audits with our suppliers and distributors and incorporate environmental, social and diversity considerations into our sourcing activities. Engagement with our suppliers enables us to source high-quality products aligned with our corporate responsibility commitment, such as biodegradable shampoos and soaps or healthy and sustainable ingredients for our restaurants.

## GUESTS

We engage our leisure travelers through a variety of channels including social media and customer surveys. With our corporate clients, we conduct business reviews and respond to surveys and requests for proposals. Feedback from our guests is critical as we seek to improve service and respond to our guests' corporate responsibility priorities. Engagement with our customers has led to the implementation of the Hotel Carbon Measurement Initiative, supplier diversity tracking, Supplier Code of Conduct, as well as the establishment of guest-facing platforms such as our *Food. Thoughtfully Sourced. Carefully Served.* and Meet and Be Green.

## INVESTORS

We engage our investors primarily through investor meetings, financial filings and environmental, social, and governance reporting such as this report, as well as our CDP submission. Engagement with investors informs us about their concerns and helps us to prioritize corporate responsibility efforts that contribute to brand reputation and profitability.

## THOUGHT LEADERS, INCLUDING NGOS, GOVERNMENT AND COMMUNITY ORGANIZATIONS

We develop strategic partnerships with key organizations, including the World Wildlife Fund, PwC, BSR, Room to Read, American Red Cross, Mercy Corps, Clinton Global Initiative, Human Rights Campaign, International Gay & Lesbian Travel Association, Professional Diversity Network, League of United Latin American Citizens, International Tourism Partnership, World Travel and Tourism Council, American Hotel and Lodging Association and the Cornell School of Hospitality, among others. Working with these organizations helps us to identify emerging issues and opportunities, stay informed about best practices, understand local concerns and benchmark our corporate responsibility activities.

# Our People



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# Our Approach to Caring for our People

At Hyatt, we care for people – our colleagues, guests, business partners, and neighbors. To us this means getting to know each of these constituencies intimately and understanding their needs so that we can meet and exceed their expectations in the best way possible. Our hotels rely on engaged, healthy, educated and diverse people for our business to thrive, so we take special care to support our colleagues, enabling them to support all of those with whom we interact.

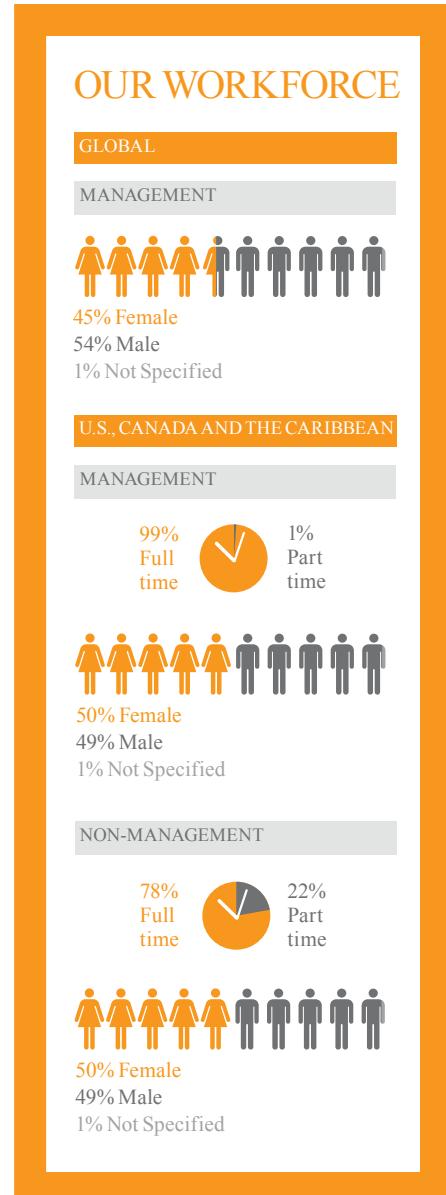
Our 95,000 colleagues are at the center of our business and we believe that our hotels can profoundly impact their lives. This includes nurturing the talents of colleagues by providing opportunities for growth and advancement, supporting their health and wellness and providing opportunities to make a meaningful contribution to the communities in which they live. Through a variety of means, we track colleague engagement and identify and act on areas needing improvement.

## CREATING A GREAT PLACE TO WORK

In a competitive global market for talent, our hotels invest in attracting and retaining talented people, and seek to help them reach their highest potential through industry-leading learning and development initiatives. In a sector often characterized by high turnover, our hotels' results speak for themselves. More than 15,000 of our approximately 40,000 colleagues across the United States, Canada and the Caribbean have at least 10 years of service with Hyatt, and more than 6,600 have devoted over 20 years.

Our hotels harness the expertise and enthusiasm of our colleagues in their daily jobs, as well as in our efforts to make a difference for our communities and our planet. At Hyatt, we understand the importance of enabling people to support causes that they care about. Our Thrive Teams and Employee Network Groups foster our colleagues' passion and enable our colleagues across the globe to be catalysts of positive change in many ways.

As a result of our collective efforts to build a culture of deep care for our colleagues, we proudly earned designation as a top employer by the Great Place to Work Institute in the United States, United Kingdom, United Arab Emirates, France, Germany, and India, as well as recognition as one of Europe's 25 Best Multinational Workplaces. Hyatt earned our first-ever placement on these prestigious lists because of our hotels' collaborative environment, career growth opportunities and our strong familial culture.



• This data excludes franchise associates and non-management associates outside of the United States, Canada and the Caribbean. As of December 31, 2013, we had approximately 45,000 employees at our corporate offices, regional offices, managed hotels and residential and vacation ownership properties. Some of our more than 95,000 associates are employed by certain third-party owners and franchisees of our hotels and are not included in the 45,000 figure because we do not directly employ them.

• "Management" refers to managers and above.

• "Not-specified" refers to colleagues that elected to not self-disclose.

These awards join the long list of recognition we've earned for the strength of our Company's culture, including our tenth consecutive year as one of the "Best Places to Work for LGBT Equality" from the Human Rights Campaign, a "Best of the Best" award from Hispanic Magazine for top diversity employers and recognition as a top employer for older Americans from AARP. A full list of our numerous workplace awards, including recognition for the diversity of our workforce, is available on the [Hyatt website](#).

To ensure our hotels are addressing our colleagues' needs and giving them the opportunity to thrive through meaningful, inspiring work, we use internal and external surveys to measure engagement and satisfaction. According to Gallup's Q12 workplace survey of our colleagues' engagement with their work, Hyatt scored in the top quartile of Gallup clients, earning us a Best in Class distinction and a Gallup Great Workplace Award for the third consecutive year. While we're pleased that our scores are strong, we use the survey feedback to identify areas for further improvement. For example, we are using best practices from highly engaged properties to help new hotels coming on board. We are also providing our leaders across the organization with additional tools and development to assist in their ongoing action-planning conversations with their colleagues.

## ADVANCEMENT AND EDUCATION

As we continue our global growth and expansion, helping our colleagues advance their careers allows us to build a strong pool of talent to operate our new hotels. We estimate that more than 95 percent of our general managers and more than 85 percent of Hyatt Leadership Committee members have been promoted to their current role from within Hyatt. Our hotels provide educational opportunities and ensure our colleagues have regular development discussions to help advance their careers and elevate their sense of well-being.

Our hotels also support our colleagues to be active contributors to the commitments that Hyatt makes every day to our people, our community and our planet. This includes training on Hyatt Thrive, on creating an inclusive workplace, on identifying and preventing human trafficking in our hotels and on ways to be better environmental stewards.

### Corporate Management Training

For more than 40 years, Hyatt's Corporate Management and Leadership Training program has brought high-potential new colleagues on board and has helped shape them into leaders. The program recruits graduating college students who have shown academic excellence and prepares them for management positions at Hyatt hotels around the world. At the time of publication, Hyatt had 160 participants in this program globally. In the United States, Canada and the Caribbean, more than 850 of our colleagues at all levels of management are proud former trainees.

## Identifying and Developing Future Leaders

At Hyatt, we expect our colleagues at all levels to be leaders who exemplify our core leadership characteristics of caring, serving, learning, adapting and achieving results every day. We continually communicate and seek to model these characteristics to our colleagues to convey the sincerity and depth of our mission, goals and values, and to inspire our colleagues to help us demonstrate these principles every day.

In 2013, we launched a new Leadership Profile across the Company to ensure that each member of the Hyatt family understands how his or her behavior conveys our promise to care for others. In 2014, our new Leadership Profile will become a component of all talent processes as part of our ongoing efforts to sustain our culture of care.

One of the ways we develop our future leaders is through the Hyatt Leadership Forum (HLF). Since 2011, we have brought together senior leaders from across the world for this intensive development experience. The HLF helps prepare senior leaders for further responsibilities within the Company and provides an opportunity for us to advance the Hyatt mission and values together.

To date, 74 colleagues have graduated from this training. An integral part of the program each year is a hands-on day of service for all participants. In 2013, we teamed with City Year Chicago and paired HLF participants with promising, young Hyatt colleagues to send nearly 70 volunteers to help paint inspiring murals in a local high school. This experience helps instill the importance of community service among Hyatt's senior leaders while also promoting teamwork and strengthening ties to the community.

## SUPPORTING OUR COLLEAGUES' HEALTH AND WELLNESS

The hospitality industry is an intensive, 24-hour-a-day business and our colleagues must be at their best to care for our guests at all times. To help our colleagues feel their best, our hotels have implemented a number of initiatives. In addition to typical workplace benefits, nutrition, health and wellness programs are a main focus of the benefit programs. Since 2011, our hotels have elevated efforts to offer a number of programs, such as healthy meals at little or no cost, pre-shift stretching exercises, comfortable lounges where our colleagues can rest and recharge during breaks and programs that encourage physical fitness.

## CELEBRATING EXCELLENCE: THRIVE LEADERSHIP AWARDS

In order to continue to inspire our colleagues, we launched the Thrive Leadership Awards in 2012 as a way to recognize the Hyatt teams around the world that have demonstrated exceptional commitment to care for our communities and planet. We chose four exceptional teams to receive the 2013 Thrive Leadership Awards.

### Grand Hyatt Shanghai: Excellence in Environmental Sustainability

The team at Grand Hyatt Shanghai in China has made great improvements to the property's environmental footprint over the years, reducing energy consumption per square meter by 10 percent and cutting water use per guest night by more than 40 percent since 2006. The hotel has achieved these successes through a combination of energy and water efficiency projects and training about environmental best practices, such as Energy Saving trainings for all new colleagues during orientation and training the security team to check for wasted electricity, gas or water during routine patrols. These efforts contributed to a LEED Gold rating in 2013 for the building that Grant Hyatt Shanghai occupies, making it the first hotel in Shanghai to be LEED certified.

### Hyatt Regency Hua Hin: Excellence in Community Engagement

Our colleagues at Hyatt Regency Hua Hin, Thailand embody our belief that caring for people extends outside the walls of our hotels. They adopted a school in a remote area that had limited resources to help students in need. The hotel team provides continuous support through fundraising projects, in-kind donations and monthly volunteer activities, such as teaching English, hygiene, environmental stewardship and art. In 2013, the Hua Hin team logged 1,170 volunteer hours serving the school and its community.

### Grand Hyatt Tampa Bay: Doing It All

One of two hotels leading in both environmental and community engagement, the Tampa Bay, Florida, team is on a mission to reduce its environmental impact across their operations, from purchasing decisions to energy and water conservation to community outreach. As a result, the team has been able to reduce energy use per square foot by 12 percent and water consumption per guest night by 26 percent compared to 2006. In the Tampa Bay community, the Hyatt team has partnered with Hands on Education for 16 years, a nonprofit that gives real-world training and education to students with special needs. Since 1998, the Grand Hyatt Tampa Bay team has placed more than 400 students in short-term training positions on the hotel's culinary team, giving these students the skills and confidence they need to earn a job as an entry-level cook. In 2013, the Tampa Bay team committed 550 hours to 18 projects with local partners.

### Hyatt Regency Mumbai: Doing It All

Our other "Doing It All" winner is the Hyatt Regency team in Mumbai, India, which has reduced energy consumption per square meter by 18 percent and water consumption per guest night by 20 percent since 2006. Hyatt Regency Mumbai has also added 12 hybrid vehicles to its fleet and converted lighting to more energy-efficient bulbs throughout the hotel. In the community, the team focuses on the issues of education and career readiness with several longstanding partners. In collaboration with the Aseema Foundation, an education-focused nonprofit, the hotel works to help underprivileged children recognize their potential. Partnerships with Youth Career Initiatives and Hunar Se Rozgar Tak help the hotel implement valuable job-training and internship programs for unemployed youth. In addition to these two priorities, the team organizes community fundraisers, blood donation drives, free health clinics for colleagues, disaster relief efforts and much more.

## Enhancing our Guests' Experience

We believe feedback from our guests is a gift and we use it to evoke change within our organization. We capture guest feedback through a variety of channels, including structured surveys, an online panel of our most loyal guests, social media and the practice of empathetic interviews.

Hyatt's Guest Survey Program collects feedback through online surveys sent to guests after their stay at any of our hotels across the globe. This information is critical to help our hotels enhance the guest experience and make operational changes based on guest suggestions. We also interview and survey meeting planners after their events to better understand their specific needs. In 2013, we received nearly 1 million completed surveys from guests and meeting planners experiencing our hotels around the world.

As social media has become another vehicle for guests to voice their opinions, Hyatt monitors these channels around the clock, collects feedback and responds to guests in real time. In 2014, Hyatt won Travel & Leisure's prestigious Social Media in Travel & Tourism Award for "Best Customer Service."

For several years, we have been rethinking how we do business in order to break free of a "one size fits all" approach to caring for our guests. As part of this effort, in 2013 we concluded the largest guest-listening exercise in our history – an 18-month-long project that involved more than 40 facilitated group discussions around the world. We specifically focused on female travelers, recognizing the importance of better understanding their needs as guests. In 2013, we introduced new services and amenities based on what we learned about the group's specific preferences.

Our ongoing guest survey data show year-over-year increases in guest satisfaction. Additionally, membership in our Hyatt Gold Passport loyalty program grew by more than 13 percent in 2013. These improvements reflect our efforts to genuinely respond to the guest feedback we receive.

## Encouraging Diversity

At Hyatt, it is vitally important to us that our colleagues, our guests and our business partners reflect the rich tapestry of the many communities in which we operate. By making diversity and inclusion an essential part of our business strategy, we are able to continually improve our performance, productivity and customer engagement in local and global markets.

For Hyatt, diversity and inclusion is about relating in unique and personal ways to people of all nationalities and from all walks of life, whether they are guests, coworkers, vendors, suppliers, or members of the community. That is why our Diversity & Inclusion Framework is built on the three pillars of Workforce, Workplace and Marketplace. For more than 15 years, our Diversity & Inclusion Council has served as a sounding board for identifying new ways to encourage diversity across our culture, as well as serve as a launching platform for new company-wide diversity initiatives.

## STRENGTHENING DIVERSITY IN MANAGEMENT ROLES

Hyatt has committed to fostering a culture of inclusion across the organization and within leadership development. Every executive committee member serves as a mentor to support the development of a diverse group of colleagues. We also conducted career aspiration interviews with our colleagues through the Diversity & Inclusion team, and incorporated the feedback in each region, which helped us to focus efforts and achieve successes in advancing diverse candidates in management roles. For instance, in 2013, the proportion of women in manager-level positions and above in our corporate offices and global regional offices grew by 8 percent over 2012. Across Hyatt's hotels, women hold 45 percent of these positions.

## EMPLOYEE NETWORK GROUPS

We encourage diversity among our colleagues through our Employee Network Groups (ENGs), places where colleagues who share common interests can connect, mentor and inspire one another with the support of an executive sponsor. We formalized these previously ad hoc groups in 2011 with Women@Hyatt, a group devoted to further empowering women's roles at every level of Hyatt; we further expanded in 2012 with HyPride, a group for members and supporters of the LGBT community.

In 2013, both groups marked great successes. There was a rapid growth of new Women@Hyatt chapters, in Los Angeles, Orlando, Denver, Dallas, Hawaii and other locations. By early 2014, we had created a total of 15 Women@Hyatt chapters, with more coming, including new chapters in Asia and Europe. HyPride celebrated its first full year as an ENG in 2013, with six chapters already created and five more in development for 2014.

The ongoing success of our ENG program has encouraged us to continue expanding its reach: in late 2013 we launched Veterans@Hyatt for U.S. military veterans and their supporters, and then in spring of 2014 we launched a multicultural ENG, bringing the total number of activated ENGs to 32.

## DIVERSITY PARTNERSHIPS

Just as we strive to build relationships between our colleagues and with our guests, Hyatt has also spent years forging deep-rooted partnerships with social interest groups around the world. These relationships help to shape our culture of inclusion by developing a better understanding of people and local communities. Among our many

## CREATING OPPORTUNITIES IN OUR SUPPLY CHAIN

We recognize that through purchasing decisions, we are able to support diversity and the growth of businesses that reflect our values. For example, the sausage vendor for our U.S. properties, ATK Foods, is a Chicago-based, female-owned company that we have worked with for more than two years. While ATK Foods operates at a smaller scale than many of our suppliers, we saw the opportunity to collaborate with them for sourcing high-quality products for Hyatt's U.S. market. We worked with owner Amylu Tiahnybik Kurzawski to craft a chicken sausage that met our quality specifications and also aligned with our commitment to serve healthier foods. Our procurement company and distributor then worked with ATK Foods to complete the process of bringing the product to Hyatt kitchens.

ongoing partnerships, we work with the American Hotel & Lodging Association's Under 30 Gateway and Women in Lodging groups, the Chicago Urban League, the Human Rights Campaign, the League of United Latin American Citizens, the National Society of Minorities in Hospitality, the Professional Diversity Network, the National Society of Hispanic MBAs, the Women's Forum for the Economy & Society and many more.

## SUPPLIER DIVERSITY

Supporting supplier diversity is another way we seek to build thriving communities. Since 2000, Hyatt has had a formal supplier diversity program that emphasizes building supplier relationships with enterprises owned by minorities, women, military and disabled veterans, and LGBT persons. We actively encourage these businesses to obtain government certification when available by providing guidance and support.

## Protecting Human Rights

As a company built on caring for people, we place a high value on safeguarding the basic and fundamental rights of all people. Our [Human Rights Statement](#) spells out our commitment to this issue.

As part of our commitment to protecting human rights, we are taking on the issue of human trafficking. We recognize that the hospitality industry can play an important role in preventing the exploitation of women and children. By training our colleagues and developing strategic partnerships, Hyatt has taken aggressive steps to address and prevent human trafficking issues while protecting guest privacy. To amplify our impact on the issue, we helped develop the International Tourism Partnership's Position Statement on Human Trafficking, which reflects the stance of the global hospitality industry.

At the end of 2012, in partnership with the Polaris Project, we completed the development of a comprehensive training program to teach colleagues to identify the indicators of sex and labor trafficking in our industry. In 2013, we required 44,000 of our colleagues – housekeepers, front office, concierge, guest services, key service and security personnel, and all management-level colleagues – to complete the training. In total, we estimate that 10,000 hours of training were completed globally. It is a Hyatt brand standard for hotels to implement training measures to address the issue of human trafficking, and we provide our training materials to our franchise properties to supplement their own trainings.

## SUPPORTING WOMEN IN WAR-TORN REGIONS

We are proud to partner with Women for Women International (WfWI), a nonprofit that supports women whose security and livelihoods have been devastated by war. Since 2011, our Andaz brand has partnered with WfWI, and together they are providing skills training and income generation opportunities for Iraqi women, who currently produce specially made laundry bags for all Andaz hotels.

In 2013, Andaz continued its partnership with WfWI by extending celebrations of International Women's Day into a month-long March for Women global campaign. As part of this collaboration, Andaz contributed \$100,000 to provide 50,000 days of education and life-skills training to women in WfWI's program, and all Andaz hotels around the world helped promote this month-long celebration. Toward the end of the year, Andaz also created a Holiday Bazaar full of one-of-a-kind gifts crafted by members of the creative class, with all sale proceeds – nearly \$5,000 – donated to WfWI.

# Our Communities



*Fostering vibrant, healthy communities  
AROUND THE WORLD*

**21** CREATING VALUE IN OUR COMMUNITIES

**22** STRENGTHENING LOCAL ECONOMIES AND BUILDING RELATIONSHIPS

**22** VOLUNTEERING TO GIVE BACK TO OUR COMMUNITIES

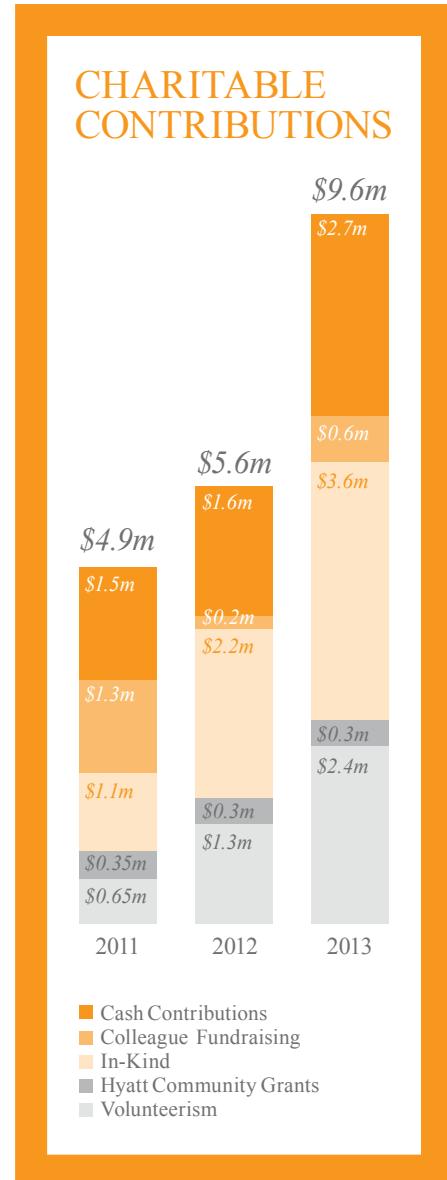
**25** PHILANTHROPY AND COMMUNITY INVESTMENT

## Our Approach to Creating Value in our Communities

Thriving communities are central to everything that Hyatt does. Robust communities with excellent educational opportunities support the highly qualified workforce our hotels need, while culturally rich cities and towns serve as desirable destinations for our guests and our neighbors. We take special pride in caring for every community, ensuring it is better because Hyatt is there.

Our connection to each of our communities is extensive and intimate. From stimulating local economic growth through our business activities to volunteer projects led by our colleagues, we seek to help our neighbors succeed and thrive as our business grows. In 2013, we achieved an important milestone as our colleagues generously donated more than 100,000 hours of their time to community causes – a 69 percent increase since 2012.

Economic development and investment, health and wellness, environmental sustainability and education and career readiness – the four pillars of Hyatt Thrive – provide the framework for the many community activities our hotels lead. At the corporate level, our philanthropy strategy focuses on education and career readiness because it is critical to all the Thrive pillars, and forms the foundation for successful communities. To strengthen our commitment in this area, in 2013 we launched *Ready to Thrive*, a new philanthropic endeavor focused on literacy and career readiness. Since 2011, we are proud to report that we have nearly doubled our total charitable contributions (see chart at right).



- Contributions include donations made on behalf of Hyatt through our Company, colleagues, owners and guests at full service managed hotels. In addition to Hyatt's corporate philanthropy, we rely on voluntary reporting from each of our properties and offices to capture Hyatt's charitable contributions and colleague fundraising. We continue to improve the accuracy of this data and encourage our hotels to share their local donations, as we believe they may currently be underreported.

- The totals for volunteerism are based on the Independent Sector's value of the volunteer time for the noted year. The 2013 value is \$22.55/hour.

## Strengthening Local Economies and Building Relationships

By virtue of the nature of our business, we support local economies by creating employment, stimulating economic activity and driving tourism. Studies have shown that the travel and tourism industries provide more than 9 percent of all jobs worldwide.<sup>2</sup> At Hyatt, we take pride in the fact that our hotels create a wide range of economic benefits from the day we break ground through opening day and beyond.

As our business continues to grow, we are creating more jobs and welcoming more individuals to the Hyatt family. To cultivate the economic opportunities that build mutually beneficial relationships in the communities where we operate, our hotels prioritize hiring colleagues from the local area. In 2013, we opened 17 newly built managed hotels that welcomed more than 3,000 individuals to the Hyatt family. We also create new opportunities beyond our own walls through our emphasis on working with local suppliers.

We engage with local communities by building new relationships as we introduce the Hyatt brand into new neighborhoods. For instance, our team in Ludhiana, India, showcased its commitment to its community long before the new Hyatt Regency Ludhiana opened. In 2013, prior to the hotel opening, the team invested more than 1,300 volunteer hours on projects including community clean-ups, environmental restoration, health clinics for construction workers at the hotel site, donation drives, soup kitchens and school visits. At Park Hyatt Siem Reap, the team opened their doors to the community before opening their doors to guests by joining forces with EGBOK Mission to support an onsite hospitality training and internship program for local students. In 2013, the team took this community partnership a step further by awarding the organization with a \$15,000 Hyatt Community Grant.

Many of our new Hyatt Place hotels have added a “Gallery Night” charity benefit to their grand opening events. The hotel team transforms the hotel into a gallery for an art show featuring works from local high school or college students. The art is part of a silent auction, with proceeds going back to the school. At our extended-stay Hyatt House properties, “Housewarming” events are held in which hotels are encouraged to include a charitable component with a local nonprofit organization, the idea being that the hotel invites the local community for a housewarming party. Recent openings that incorporated these concepts include Hyatt House Raleigh North Hills, Hyatt Place San Diego/Vista-Carlsbad, Hyatt Place Houston/the Woodlands, Hyatt Place San Juan/Bayamon and Hyatt Place Manati, Puerto Rico.

## Volunteering to Give Back to our Communities

Giving our colleagues the opportunity to volunteer in their communities fosters a sense of greater purpose and instills a deeper level of camaraderie, which translates into a richer guest experience. We make it a priority throughout the year to encourage our colleagues to pursue their passions and give back to their communities through volunteer initiatives. In 2013, our colleagues devoted a record-breaking 100,000 volunteer hours in their local communities – a milestone we could not be more proud to report. Much of this success is due to the widespread participation in local community activities. In 2013, 75 percent of full service Hyatt properties worldwide reported participation in volunteer projects.

Our volunteer efforts take on special prominence in the month of April, during our Global Month of Community Service when Hyatt colleagues worldwide join together to give back to their communities. In April 2013, 143 Hyatt hotels and offices participated in the Global Month of Community Service, contributing more than 11,300 volunteer hours to activities around the world.

<sup>2</sup> World Travel and Tourism Council, Benchmarking Travel & Tourism – Global Summary, November 2013

To further build excitement around our 2013 Global Month of Community Service, we launched “Commit to Thrive,” a social media campaign that encouraged our colleagues, guests and community members to take a pledge to help others and our planet. As a part of these pledges, Hyatt partnered with We Give Books and Room to Read, two nonprofit organizations devoted to improving literacy for youth, to donate 35,000 books in each of our three regions across the globe.

## HOTEL TEAMS AROUND THE WORLD COMING TOGETHER DURING GLOBAL MONTH OF COMMUNITY SERVICE

### SILICON VALLEY, U.S.

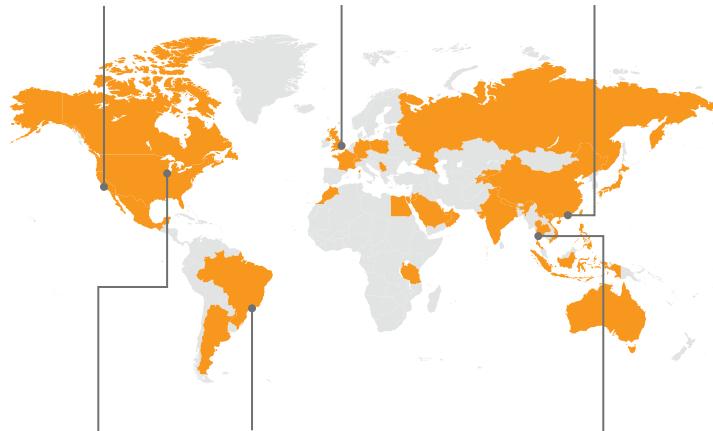
Hyatt Place Fremont/Silicon Valley volunteered at the Second Harvest Food Bank to help sort 10,000 pounds of food for nearby shelters.

### LONDON, UK

Andaz Liverpool Street London taught culinary classes to residents of Providence Row, a homeless shelter.

### HONG KONG, CHINA

The Asia Pacific Office partnered with a local church to distribute toiletries to the homeless.



### CHICAGO, U.S.

Our colleagues, their families and local Hyatt Gold Passport members volunteered to revitalize a school, a park and four homes in the New City neighborhood.

### SÃO PAULO, BRAZIL

Grand Hyatt São Paulo hosted 100 underprivileged children for a day of games and a healthy BBQ.

### HUA HIN, THAILAND

Hyatt Regency Hua Hin rolled up their sleeves for an ocean and street clean-up in their neighborhood.

### Increasing participation of Hyatt hotels and offices

 **100**  
2011

 **93**  
2012

 **145**  
2013

 **192**  
2014

In 2014, our Global Month of Community Service reached record engagement levels, with participation from more than 190 hotels in 36 countries. We attribute this increase to a simple but compelling contest that encouraged colleagues to post photos of their volunteer events to various social media channels for the chance to win a \$5,000 grant for the charity of their choice. In all, more than 1,500 photos were submitted in the spirit of friendly competition and community impact. Visit [Tagboard.com/hyatthrive](http://Tagboard.com/hyatthrive) to view some of these inspiring photos.

## A PICTURE WORTH A THOUSAND WORDS: SUPPORTING A SCHOOL FOR CHILDREN OF MIGRANT LABORERS



“Behind every picture, there is always a compelling story,” explained Federico Mantoani, General Manager of Hyatt Regency Gurgaon. The compelling story behind the picture taken of the smiles on everyone’s faces and seen above won his hotel the 2014 Global Month of Community Service photo contest in April.

The story began during this hotel’s pre-opening more than a year ago in Gurgaon, outside New Delhi, India. Hyatt colleagues there crossed paths with a local

70-year-old retired teacher, sitting under a tree giving basic education to underprivileged children in the community. It was her simple gesture and profound commitment to education that inspired the team’s involvement. The Gaurav Niketan School, started by this retired teacher and with the help of a few volunteers, now educates 150 children each year.

To support the school, Hyatt Regency Gurgaon donated cash to provide the children with school supplies and helped build a permanent floor for the school to protect the students during the monsoon season. For the Global Month of Community Service, the team hosted the schoolchildren at the hotel for a day of fun and games. Continuing their partnership with the school, the Gurgaon team directed the prize money they received from this photo to further improving the school’s infrastructure.

“This retired teacher’s commitment to the cause of education for all is a true testament of a higher purpose,” explains Mantoani, “and serves as an inspiration and reminder to all of us that through meaningful contributions to the communities we live in we are bound to leave indelible marks of our passage.”

# Philanthropy and Community Investment

We demonstrate our commitment to care for our local communities in part through our philanthropic efforts. We are proud of our long history of giving back to our communities. At the local hotel level and at our corporate headquarters in Chicago, we draw on the close relationships we have built within our communities to strategically direct our investments to support solutions to some of today's most pressing needs.

## INTRODUCING *READY TO THRIVE*

In 2013, we announced *Ready To Thrive*, a new corporate philanthropy program focused on literacy and career readiness. The program significantly deepens our long-time commitment to education – the essential foundation for economic growth, job creation and income generation.

Our focus on education is strategic. We believe that people who are better educated have greater economic prospects, lead healthier lives and can contribute to more vibrant, sustainable communities. Education is not only foundational to thriving communities but it also ensures a strong pipeline for our future workforce, which in turn supports our long-term business goals and global growth. By focusing on literacy and career readiness, Hyatt will help to set children on a path to lifelong learning and offer meaningful job opportunities for adults with diverse levels of education.

## Promoting Literacy and Reading Skills

“Literacy is a fundamental human right and the foundation for lifelong learning.<sup>3</sup>” Yet our partners at Room to Read estimate that more than 793 million people cannot read or write and 60 million primary-school-aged children lack access to education. This creates a real barrier to individuals’ personal and economic advancement opportunities around the globe. We kicked off our literacy initiatives by partnering with two leading nonprofit organizations, Room to Read and We Give Books.

In 2013, Hyatt’s partnership with Room to Read funded the publication of three local language children’s books – two in India and one in Cambodia, established 11 school libraries and supported 30 schools with reading and writing instruction programs. It is estimated that more than 30,000 students have benefited from this collaboration, and we are proud to continue our efforts with Room to Read as they strive to reach 10 million children by 2020.

At the same time, we teamed with We Give Books to support the organization’s Read for My Summer program. This program highlights the importance of summer reading and the role that public libraries play in the lives of children and communities across the United States. Through our support, We Give Books donated 10,000 new books to public libraries in 10 U.S. cities during the summer of 2013.

## Targeting Career Readiness and Recruiting Future Talent

Our hotels open the doors to rich and meaningful career paths for people with diverse backgrounds and skill sets. As our global footprint continues to grow, so does competition for recruiting a talented workforce to staff our hotels. Directing our philanthropic investments on career readiness is strategically tied to our desire to recruit and retain talented individuals in key markets.

“Room to Read is firmly committed to our partnerships with inspired corporations that support global education,” says Erin Ganju, Room to Read CEO and co-founder.

“Hyatt’s investment in the next generations of leaders ensures that thousands of children are given the opportunity to succeed both inside and outside the classroom.”

## BUILDING THE PIPELINE OF OUR FUTURE WORKFORCE

### THE GLOBAL CHALLENGE

ACCESS TO EDUCATION
<b>60m</b>
children lacking access to education

THE EXPANDING SKILLS GAP
<b>36</b>
Percentage of global employers reporting difficulty filling jobs*

<b>793m</b>
people cannot read or write

<b>13m</b>
predicted shortage of medium-skilled workers in India within a decade**

### THE HYATT RESPONSE

*Ready to Thrive*  
supports education...

... and opens doors for an individual's opportunity and future success.



Donated 10,000 books to libraries in 10 U.S. cities with We Give Books

Published and distributed three local language children's books – two in India and one in Cambodia – with Room to Read

Worked with Room to Read to build 11 libraries and support 30 classrooms with reading and writing programs in India

Invested \$750,000 in career training programs in Brazil

Provided internships to young adults in five international markets through a global partnership with Youth Career Initiative

Piloted a new school partnership program in the U.S. focused on college and career readiness with PENCIL

Prepared Chicago's high school students for college and workforce through partnerships with City Year, Urban Alliance, Year Up and Griffith Tutoring

\* 2014 Manpower Group Talent Shortage Survey

\*\* McKinsey Quarterly "Talent tensions ahead: A CEO briefing" [http://www.mckinsey.com/insights/economic\\_studies/talent\\_tensions\\_ahead\\_a\\_ceo\\_briefing](http://www.mckinsey.com/insights/economic_studies/talent_tensions_ahead_a_ceo_briefing)

In 2013, Hyatt made a two-year, \$750,000 commitment to two noteworthy Rio de Janeiro community organizations, AlfaSol and Associação Projeto Roda Viva. Both groups provide professional development and training of low-income youth who live in the community where the new Grand Hyatt Rio de Janeiro will be completed in 2015.

In Brazil and elsewhere, Hyatt hotels continue to work with the Youth Career Initiative (YCI), which enables hotels to provide six-month education programs for young people from disadvantaged backgrounds. Participants learn life and vocational skills to expand their career choices and improve their employability. During 2013, YCI students were trained at Hyatt hotels in São Paulo, Brazil; Warsaw, Poland; Amman, Jordan; Mumbai, India; Delhi, India; and Cancun, Mexico. Our hotels have collectively hired 41 percent of the program's graduates, and we hope to expand that number in the coming years.

In the United States, Hyatt has teamed up with PENCIL, an innovative New York City-based nonprofit that transforms schools with the help of business partners. We kicked off a pilot program in June 2013 with four hotels and our corporate office, collaborating with PENCIL to develop the framework and curriculum for a low-cost, high-impact and turnkey school partnership program focused on college and career readiness. Through one partnership in New York between Andaz Wall Street and Liberty Avenue Middle School, Andaz associates worked with a group of sixth grade students, leading workshops on personal branding and interviewing skills, sharing their career paths and educational backgrounds and hosting hands-on job shadow visits at the hotel. These activities, which were based on PENCIL's core curriculum, led to increases in the students' awareness of college and career options and their communication and presentation skills. After the completion of this pilot year, Hyatt plans to expand the program within the United States and will look to replicate it in key international markets.

## LEADING BY EXAMPLE IN OUR HOMETOWN OF CHICAGO

The greater Chicago area holds a special place in our hearts as the home to our corporate headquarters, 19 hotels and more than 4,000 colleagues. For this reason, we dedicate a significant amount of time and resources to help address the needs in our hometown. In 2013, some of the programs we supported in Chicago included:

- **Cesar E. Chavez Multicultural Academy:** Hyatt's corporate office has partnered with the school for the past three years to orchestrate book fairs, career workshops, job shadow days, school and park beautification projects and college field trips. In 2013, our colleagues also donated time and funds to build a community garden at the school that now serves as an outdoor classroom, teaching students about healthy eating and nutrition; and our colleague holiday giving campaign raised \$27,000 to purchase laptops for the school.
- **City Year Chicago:** Beginning in 2012, Hyatt signed on as a Team Sponsor with City Year Chicago by donating \$100,000 annually to support a Corps Team at Roberto Clemente Community Academy. The Corps Team offers critical support to at-risk students with a focus on behavior, attendance and course performance. In addition, Hyatt volunteers have organized career fairs and beautification projects at the school.
- **Griffith Tutoring:** Since autumn 2011, we have worked with Griffith Tutoring to prepare at-risk Chicago high school students for the ACT college entrance exam. Our Hyatt colleagues have tutored and mentored 120 students, volunteering more than 800 hours during that time.
- **Urban Alliance:** As part of our ongoing partnership to help high-school seniors expand their career opportunities, in 2013 we hosted four interns at our corporate office. The interns spent afternoons working for Hyatt during the school year and then joined us for a full-time work-week after graduation.
- **Year Up:** Our Global Technology Team hosted six students for a six-month technical internship through our partnership with Year Up Chicago, which empowers low-income young adults to go from poverty to professional careers in a single year. Our experience was so successful that we have committed to hiring the students full time at the end of their internships, and in 2014, Year Up Chicago recognized Hyatt as Corporate Partner of the Year.

## HYATT COMMUNITY GRANTS

Through the Hyatt Community Grants program, we expand and deepen our community ties by empowering our colleagues to act as local philanthropists. Hyatt Community Grants bring together teams of colleagues to support the prosperity and well-being of their communities. Each year, our colleagues nominate local nonprofits to receive grants ranging from \$5,000 to \$20,000. Since 2008, Hyatt colleagues have helped direct over \$1.7 million to nonprofits in 111 cities, 24 U.S. states and 37 countries around the world.

Examples of last year's grants include:

- Hyatt House San Ramon awarded a \$10,000 grant to Sentinels of Freedom to support educational assistance and job training programs for severely wounded and disabled veterans.
- Women of Vision, a South Africa-based nonprofit, received a \$7,500 grant from Hyatt Regency Johannesburg to provide tuition support for women to earn an education and break the cycle of poverty.
- With a \$20,000 grant, the team at Hyatt's Global Contact Center in Omaha, Nebraska joined forces with Habitat for Humanity Omaha to build homes for those in need and Hyatt colleagues will serve as volunteers on several of these projects.

## DISASTER RELIEF

There is no greater time of need in a community than when a disaster strikes. Our Hyatt family takes pride in providing aid during these times of crisis by working systematically to prepare our hotels and our communities for disasters, as well as helping residents and colleagues recover when these tragedies occur.

In 2012, we crafted a philanthropic disaster response strategy and established a Disaster Response Committee to help us respond quickly and effectively to catastrophes. As part of this effort, we formalized our partnerships with two relief and humanitarian organizations, the American Red Cross and Mercy Corps. By working closely with these experienced organizations, we were able to strengthen our domestic and international approach. Our strategy was put to the test throughout 2013, most notably with the devastating tornado in Oklahoma City in May and Typhoon Haiyan in November.

In Oklahoma City, where 250 Hyatt colleagues live and two of our hotels are located, a tornado with wind speeds reaching 250 miles per hour struck the Moore suburb and surrounding areas on May 20. The tornado killed 24 people, damaged or destroyed more than 12,000 homes and caused an estimated \$2 billion in loss. In the weeks after the disaster, the Hyatt family – including our colleagues and guests – donated more than \$100,000 to the American Red Cross to support relief efforts. And when the news spread that five of our colleagues' homes were destroyed or severely damaged by the storm, our colleagues around the world raised more than \$26,000 in less than a week to support their needs.

In early November, Super Typhoon Haiyan – the most powerful typhoon ever recorded – struck the Philippines, leaving a path of destruction in its wake. Within 48 hours, Hyatt responded with a pledge to donate \$50,000 to Mercy Corps and to match guest and colleague donations up to an additional \$25,000. The response far exceeded our expectations: In the next few weeks, the Hyatt family raised nearly \$270,000 for Mercy Corps. These funds included more than \$100,000 from our colleagues and guests from 27 different countries.

Mercy Corps began putting these funds to work immediately, distributing emergency food packages and essential hygiene kits to thousands of survivors, prioritizing remote locations that had received little or no aid. By mid-2014, Mercy Corps had helped 18,000 people with immediate disaster relief assistance, and provided longer-term recovery support services to more than 125,000 individuals.

# Our Planet



**31** ENVIRONMENTAL  
STEWARDSHIP

**34** USING RESOURCES  
THOUGHTFULLY

**39** BUILD SMART

**41** INNOVATE AND INSPIRE

**44** ENVIRONMENTAL  
PERFORMANCE DATA

# Our Approach to Environmental Stewardship

As guests of this planet we want to ensure an extended and more enjoyable stay for all of us. Our mission to care for the communities we call home includes a deep commitment to care for the natural environment on which we all depend.

This is not only the right thing to do for the planet and our communities; it's the right thing to do for our business. People are drawn to healthy natural environments for recreation, so helping to protect those environments is an investment in our future. And taking the necessary steps to use the natural resources on which our hotels depend more thoughtfully and efficiently helps to manage operating costs and ensure the long-term sustainability of our business. Across our operations, Hyatt is committed to building smarter and greener hotels to meet the challenges of tomorrow, and inspiring innovation among our colleagues, suppliers and other stakeholders to develop more sustainable ways of doing business, today and in the future.

While our Company is growing rapidly, global environmental challenges like climate change continue to intensify, and our stakeholders' expectations continue to increase. We therefore pursue a long-term, strategic approach to environmental sustainability and are more committed than ever to thoughtful, careful and sustainable growth.

## REVIEWING OUR ENVIRONMENTAL STRATEGY

In 2008, we developed our first formal environmental sustainability strategy. The cornerstone of this strategy involved empowering our colleagues around the globe to take ownership of our efforts to conduct business more sustainably. To guide our colleagues' efforts, we subsequently set aggressive goals to reduce resource consumption and waste, developed sustainable design guidelines for the construction and renovation of our hotels, and began identifying opportunities for more sustainable procurement.

In 2013, with the knowledge we gained over the last five years and with a view to quickly changing risks and opportunities related to sustainability, we saw the need to both expand and deepen Hyatt's commitment to environmental stewardship. We undertook a robust analysis to develop a strong suite of environmental performance goals and implementation strategies that would energize our efforts through the year 2020 and ensure that we focus on all of our most important areas of impact.

As part of this process, we reviewed our 2015 energy, water and greenhouse gas goals to determine how they fit into our sustainability aspirations for 2020. While our progress to date was significant, it was not strong enough to meet our 2015 targets. We were challenged by fluctuations in occupancy during the global financial crisis and the strong recovery that followed, both of which impacted our resource use. We also underwent many changes in our portfolio, including rapid growth in China and India. Since our hotels vary in location, size, amenities and management models, these changes to our property portfolio impact our efficiency performance metrics when averaged across our global portfolio.

Based on the analysis, we determined that the best path forward was to extend the timeframe of our goals to 2020 and to track and report our progress by region. We are confident that this approach will enable us to build upon the progress made to date by applying regionally appropriate strategies and engagement programs.

## OUR UPDATED ENVIRONMENTAL STRATEGY AND VISION

Our 2020 vision reflects our fundamental commitment to be good stewards of our planet today and to pursue thoughtful growth for the future. Drawing on our successes as well as lessons we learned along the way, our refreshed strategy includes several key features:

- A comprehensive, challenging set of goals across key performance areas (see graphic, p. 33).
- Supporting implementation tactics, metrics and reporting requirements.
- A focus on encouraging our hotels, colleagues, and business partners to develop innovative solutions to meet current sustainability challenges.

### WHERE WE FOCUS

Our approach is built on three focus areas that touch our Hyatt properties, colleagues and communities around the world:



## OUR 2020 VISION

We have developed aggressive and measurable performance goals to guide and inspire our progress in each of these areas and have defined specific action plans to meet our goals. Our key commitments within each of these priority areas are illustrated in the graphic below and described in more detail, along with our actions to meet them, in the remainder of this section.

USE RESOURCES THOUGHTFULLY	WHEN
<i>Energy and Greenhouse Gas Emissions</i>	
Each of our three regions will reduce energy use and greenhouse gas emissions per square meter by 25% compared to 2006.	2020
<i>Water</i>	
Each of our three regions will reduce water use per guest night by 25% compared to 2006. In water-stressed areas we will reduce water use per guest night by 30%.	2020
<i>Waste</i>	
Every managed hotel will recycle or otherwise divert the waste it sends to landfills by a minimum of 40% by:  1. Ensuring a comprehensive recycling program is in place for plastic, aluminum, glass, cardboard, and paper that is supported by strong colleague and guest initiatives. 2. Finding alternate solutions for food waste that are preferable to landfills. 3. Giving preference to products that are non-disposable and generate less packaging waste.  In communities where recycling infrastructures are not well established, we will help lead efforts to develop effective recycling programs in order to work toward the 40% goal.	2020
Starting in 2015 we will consistently recycle or repurpose wall vinyl, carpet and carpet pads, case goods, bedframes and mattresses when we renovate our managed hotels. We will begin our efforts in the United States and select non-U.S. markets and expand to all markets by 2020.	2015 and ongoing
<i>Supply chain</i>	
Each of our three regions will choose more sustainable alternatives for a minimum of 8 categories of purchased goods/services.	2018
We will incorporate sustainability in the set of criteria used to evaluate the purchasing of brand-standard products.	2016
Of our global seafood purchases, we will source more than 50% responsibly and more than 15% from MSC or ASC-certified fisheries and farms by 2018.	2018
BUILD SMART	WHEN
Beginning in 2015, all new construction and major renovation projects contracted for our managed hotels will be expected to follow enhanced sustainable design guidelines. Hyatt will take the lead in this initiative by mandating that all new construction and major renovation projects for our wholly-owned full service hotels and resorts achieve LEED or an equivalent certification.	2015 and ongoing
INNOVATE AND INSPIRE	WHEN
100% of our major suppliers (by spend) will have sustainability policies in place.	2017
100% of our franchised hotels will track and report environmental performance data.	2016
We will select and fund hotels to test and prove the business case for innovative sustainability solutions.	2015 and ongoing
We will establish a dedicated fund for owned hotels to finance environmental sustainability projects that demonstrate both environmental and efficiency benefits with a return on investment.	2015 and ongoing

\* Goals apply to managed hotels over which we have operational control, unless otherwise noted.

\* Americas select service managed properties are currently excluded from the regional-level energy, greenhouse gas (GHG) emissions, and water reduction goals. This segment makes up roughly 5% of our overall GHG emissions.

# Using Resources Thoughtfully

Managing our own operations thoughtfully and efficiently is the first step in our commitment to environmental stewardship. Using less and wasting less of the earth's resources is good for the planet and our hotels' profitability.

## REDUCING ENERGY AND GREENHOUSE GAS EMISSIONS

### We care

Climate change has the potential to seriously impact the ecosystems, communities and local economies that we all depend on. It could also directly impact our business by harming recreational activities like skiing that support tourist destinations and by affecting global supply chains, such as food, that our hotels rely on. Doing our part to address climate change risks by improving our hotels' energy efficiency and carbon footprint is therefore a financial and moral imperative. It is essential for meeting business priorities such as driving profitability, keeping the trust and respect of our stakeholders and building our brands. And, it is fundamental to our commitment to care for our communities. Understanding and reducing our energy use and greenhouse gas (GHG) emissions is more important than ever as our operations continue to grow and global travel – which produces significant greenhouse gas emissions – continues to increase.

### We commit

We have set the goal to reduce our energy use and GHG emissions at our managed hotels by 25 percent per square meter in each of our regions by 2020 without negatively impacting guest experience. Using energy efficient technologies in new construction and renovation is part of our plan. So is operating more efficiently, shifting to cleaner and renewable sources of energy, and encouraging our individual hotels and colleagues to find innovative solutions that we can share across our operations.

### We act

We have reduced our energy use and GHG emissions per square meter across our operating regions since 2006, our baseline year (see graphic on page 35). Our hotels have made these improvements in large part by investing in efficiency upgrades for the most energy-intensive elements of our operations including lighting, heating, ventilation and cooling (HVAC) systems, and kitchen and laundry equipment. For example, in 2013 we implemented over 200 energy reduction projects, which we estimate will help us reduce GHG emissions by 20,000 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) annually. The impact of these efforts are elevated and reinforced by operational best practices. We have also incorporated more sustainable and efficient design elements into the development and construction of our hotels and educated our colleagues about ways they can reduce energy in their daily work.

### LEADING THE WAY IN PERFORMANCE TRACKING

Hyatt hotels began to track energy and water consumption in the early 1990s. Since then we consolidated this best practice with Hyatt EcoTrack, our global database to track utility data and greenhouse gas emissions by hotel, brand, region and at the enterprise level. As one of the first global hospitality companies to track and benchmark this data, our hotels have understood the value of measuring data as a way to manage their environmental footprint and improve profitability.

## ENERGY EFFICIENCY IN ACTION

Park Hyatt Hyderabad team discovered that they could save energy by using waste heat recovered from the central air conditioning system to heat water for the pool. By installing a plate heat exchanger, the property saves an estimated 40,000 kWh and nearly \$5,000 per year. The project is paying for itself over a single winter season.

## CONSERVING WATER

### We care

Water is a critical and limited resource that is vital to all life. Human activities, however, are negatively impacting the availability of fresh water in many regions. For the hospitality industry, the availability of clean water for humans and ecosystems is essential for the long-term viability of our communities, the health of our neighbors and the well-being, safety and comfort of our guests.

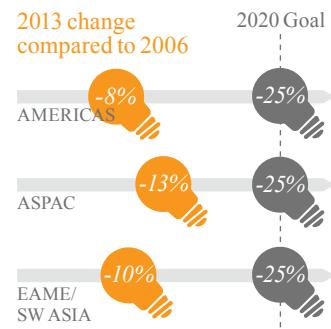
Hyatt is therefore committed to taking bold steps to preserve and protect water resources today to ensure we can effectively care for the guests of tomorrow. While water issues are of global importance, their impacts are felt locally. We measure the footprint of our operations and will prioritize our water reduction efforts in water-stressed areas.

### We commit

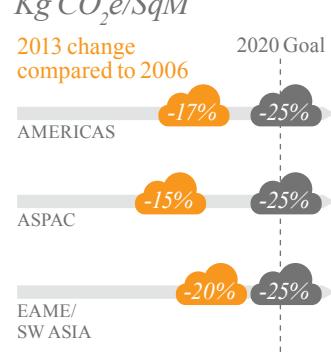
To help protect the water resources on which we all depend, we will strive to cut water use by 25 percent per guest night in each of our regions by 2020, compared to a 2006 baseline. For hotels in water-stressed areas, we have set a more ambitious goal to reduce our water use by 30 percent by 2020. Our hotels will work toward the goal by using less water, recycling water where possible, and encouraging our colleagues and partners to develop innovative water-efficiency solutions. Because each property is unique, we are increasing focus on energy and water audits, ensuring audit recommendations are addressed in full service managed hotels' action plans to be completed by the end of 2018.

## PROGRESS

### Energy Intensity MJ/SqM



### GHG Intensity Kg CO<sub>2</sub>e/SqM



\* See Environmental Performance Data section for full performance data.

## We act

Since 2006, we have reduced water use per guest night across our operating regions (see graphic to the right). Some of the ways our hotels have achieved this include installing water-efficient fixtures, laundry and dishwashing equipment; using water-conserving landscaping practices; and training our colleagues to help cut water use. For example, in 2013, 66 percent of our full service hotels globally reported that at least 90 percent of their guest rooms use low-flow toilets. Our Hyatt Place hotels have been installing low-flow shower heads and toilets as part of ongoing brand-wide renovations; we estimate that the installations completed in 2013 will reduce water use by approximately 3.7 million gallons a year. Beyond equipment upgrades, close monitoring of water data helps hotels quickly identify and address leaks and inefficiencies. For example, Hyatt hotels in the United States are installing an automated system that closely monitors wash and rinse cycles during dishwashing to reduce water use. During 2013, 36 hotels implemented this solution, bringing participation to 48 hotels.

To focus our efforts strategically, we are identifying our properties in water-stressed areas based on the World Resources Institute (WRI)'s global water resources assessment. These hotels will be asked to do even more to improve their water efficiency.

## REDUCING WASTE

### We care

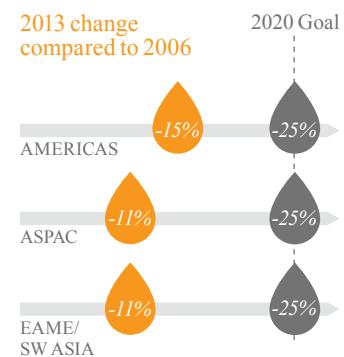
The World Bank estimates that solid waste management costs globally will increase from today's annual \$205.4 billion to about \$375.5 billion in 2025, with most severe increases in low-income countries.<sup>4</sup> We recognize that waste management is a global issue with environmental, economic, and health impacts on the communities in which we operate. By focusing on improving waste management and reducing the materials our hotels send to landfills, we are finding opportunities to use resources more efficiently, save money and benefit our communities.

## WATER EFFICIENCY IN ACTION

Hyatt Regency Reston in Virginia implemented a laundry system that reduces much of the water used in traditional washing machines by leveraging reusable polymer beads. It is estimated to reduce water use by over 70 percent.

## PROGRESS

Water Intensity  
*M<sup>3</sup>/guest night*



<sup>4</sup> See Environmental Performance Data section below for full performance data.

4 "What a Waste: A Global Review of Solid Waste Management," World Bank, 2012.

## We commit

We have set an aggressive waste goal that every managed hotel around the world will recycle or otherwise divert at least 40 percent of its waste from landfills by 2020. Our hotels will start by 1) ensuring a comprehensive recycling program for plastic, aluminum, glass, cardboard, and paper is in place, supported by strong colleague and guest initiatives; 2) finding alternate solutions for food waste that are preferable to landfills; and 3) procuring products with less packaging or that otherwise result in less waste. In communities where waste disposal and recycling infrastructure is limited, we will help lead efforts to develop programs that enable us to work toward our goal. Additionally, to address the waste from hotel renovations, beginning in 2015, we will consistently recycle or repurpose key renovation-related waste.

## We act

As a global company in the business of serving millions of people around the world, our operations generate waste from our restaurants, our guestrooms and the supplies that we move in and out of our hotels every day. We are making progress in cutting the waste our hotels send to landfill by working on two fronts: reducing the amount of waste our hotels generate and increasing reuse and recycling. Today, more than 84 percent of our managed hotels globally recycle at least one waste stream, such as paper, cardboard, plastic, or glass.

In recent years, we have also focused on end-of-life management of products that are no longer used by our hotels but that retain much of their intrinsic value. More than 50 percent of our full service managed hotels have already established programs to donate untouched food, gently used toiletries, furniture and/or electronics, which often go to local shelters and other charities. One example is Hyatt's partnership with Clean the World, a non profit organization based in the United States, that donates excess soap and shampoo products to impoverished people around the world, providing valuable sanitary services that prevent diseases and save lives. We donated more than 80,000 pounds of amenities in 2013 through this program. We also sell a large percentage of the furniture and fixtures that we remove during renovations for reuse.

## PURCHASE SUSTAINABLY

### We care

Through our global procurement practices, we have the opportunity to drive change across our value chain. By choosing more sustainable products, we not only support our goal to use resources thoughtfully in our hotels, we also help address broader environmental and social issues as well as strengthen the demand for responsible supply chain practices. In addition, providing our guests with more sustainable products reduces the environmental impact of their stay and may even encourage them to expand their use of sustainable products at home. In these ways, our supply chain work has far-reaching effects on our business and our communities.

## WASTE REDUCTION IN ACTION

For 15 years, Park Hyatt Toronto has steadfastly focused on reducing waste. Food waste is a significant contributor to the hotel's waste stream, and therefore has been an important project for the food and beverage team. Through meticulous sorting in the kitchens and other efforts, the hotel diverted 76 percent of its waste from landfills in 2013.

We procure a wide range of goods and services in order to build and operate our hotels. We are taking a strategic approach to improving the sustainability of our purchases, focusing on the areas where we spend the most and can have the most impact. At more than \$700 million annually, food and beverage is one of our most significant spending categories across our global operations. Food and beverage production also has significant upstream environmental impacts, making this an important area of focus for our sustainability efforts.

### We commit

According to the World Wildlife Fund (WWF), seafood is a leading source of protein for approximately three billion people worldwide. However, oceans around the globe face a variety of ecological challenges, including the overfishing of important fish stocks. This impacts the livelihoods of many fishing communities where our hotels are located. As a first mile-marker to protect vulnerable seafood species, we have set a 2018 target to procure more than half of our global seafood responsibly and 15 percent from fisheries and fish farms that are Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC) certified. Hyatt hotels will also work toward the reduction and elimination of the procurement of highly vulnerable species.

We are also expanding our commitment to more sustainable purchasing across the full range of our purchases. Starting in 2016, we will incorporate sustainability in the set of criteria used to evaluate the purchasing of brand-standard products. And by 2018, each region will substitute more sustainable alternatives for at least eight categories of purchased goods or services that materially contribute to the environmental footprint of Hyatt hotels.

### We act

We have made significant progress in engaging our suppliers, focusing especially on one of our most impactful purchases, food.

#### **Food. Thoughtfully Sourced. Carefully Served.**

In 2012, Hyatt launched a global food and beverage philosophy: *Food. Thoughtfully Sourced. Carefully Served.* The philosophy focuses on healthy and sustainable food and beverage options that are good for our guests, for the local communities, and for the planet. This approach has many benefits. Procuring food locally supports economic development in the communities where our hotels are located. Sustainable, organic food also supports our commitment to advancing the health and well-being of our guests, colleagues and communities. And, it reduces our environmental footprint, including energy use, greenhouse gas emissions, water consumption and waste, as well as reducing potential biodiversity and habitat impacts associated with food production.

This philosophy has been implemented across our hotels worldwide, though its expression is different from hotel to hotel in order to accommodate local preferences and procurement practices. In the Americas, where purchasing is more centralized, we have defined the program to include grass-fed, hormone- and antibiotic-free beef; cage-free eggs; Tri-Poly Phosphate-free shrimp; produce sourced within 150 miles of the property; recyclable or biodegradable to-go containers instead of polystyrene products; and recycled content in menu paper.

## Responsible Seafood

We have taken progressive action to address the vulnerability of ocean ecosystems and protect biodiversity. In 2012, Hyatt removed shark fin from our menus, and in 2014, we instituted a complete ban of shark fin in all of our restaurants and food and beverage outlets worldwide. Our ban on shark fin addresses the particularly urgent issue of rapidly declining shark populations and the prevalence of “shark finning” practices.

Given the need for a holistic approach to the complex issue of sustainable seafood, we undertook a year-long effort with WWF to assess Hyatt’s global seafood procurement practices, identify measurable goals and develop a program that will enable us to elevate the awareness of our colleagues and guests about seafood sustainability. Starting in 2014, we began the next stage of collaborative work with WWF: implementing our sustainable seafood sourcing program globally to work toward our targets. Hyatt will measure global progress and performance with the support of WWF’s analysis and recommendations.

Within the United Arab Emirates, Hyatt hotels joined WWF and the Emirates Wildlife Society’s (EWS) regional “Choose Wisely” campaign in 2013, which seeks to increase awareness of local overfishing and encourage more sustainable choices. Hotels in this region are increasing the number of sustainable seafood options served, adding “green labels” to menus to help guests identify sustainably fished species and encouraging and training our colleagues to make sustainable recommendations to guests.

## SUPPORT FROM WWF FOR HYATT’S SUSTAINABLE SEAFOOD PROGRAM

“As a large international buyer, Hyatt has the opportunity to play a critical role in showing demand for responsibly sourced seafood,” said Caroline Tippett, Director of Seafood Engagement, WWF. “We look forward to working with Hyatt to ensure more sustainable sourcing through its global buying practices and through its training efforts for its colleagues worldwide.”

## Build Smart

### WE CARE

We know that our hotels are much more than just buildings. They distinctly represent our brands, they define key aspects of our colleague and guest experience, and they are often beacons in our communities. The way we design and build the physical structures of our hotels is also an important driver of the environmental footprint and profitability of our operations. Building more efficient hotels helps us to achieve many of our sustainability goals, such as energy and water reduction, while improving our colleagues’ and guests’ experiences by providing natural light and better indoor air quality. Investing in greener buildings is a concrete embodiment of our long-term approach to thoughtful growth.

### WE COMMIT

We will work closely with our stakeholders and business partners to increase the focus on building more efficient, environmentally conscious hotels across the enterprise. Beginning in 2015, all new construction and major renovation projects contracted for our managed hotels will be expected to follow enhanced sustainable design guidelines. Hyatt will take the lead in this initiative by mandating that all new construction and major renovation projects for our wholly-owned full service hotels and resorts achieve U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) or an equivalent certification.

## WE ACT

Hyatt's Sustainable Design Guidelines have been in place since 2009 for building new hotels or renovating existing hotels. The guidelines address the siting, design and construction of our buildings and specify environmentally preferable materials, technology and design features that help us conserve resources. The graphic below highlights some ongoing best practices. In addition, some of our hotels have been certified for their use of green building features. By mid-2014, 14 Hyatt properties were LEED®-certified, including Hyatt's headquarters, which are in the LEED®-platinum-certified Hyatt Center building.

### SUSTAINABLE DESIGN FEATURES

Survey results from full service managed hotels show:

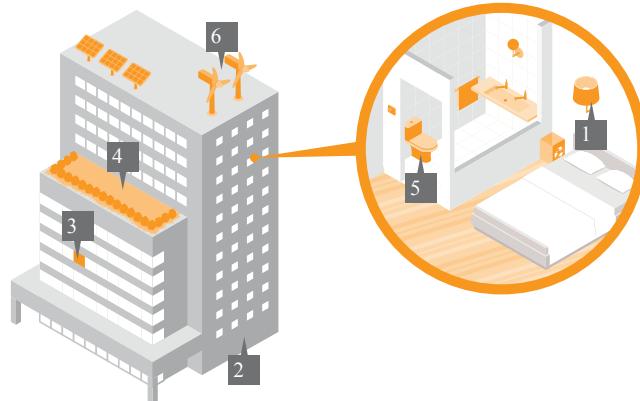
- 1 Over 75% of interior lights are energy-efficient at 80% of our hotels
- 2 60% use efficient variable-speed fans in HVAC systems
- 3 Over 50% of hotels have tinted or film windows
- 4 Cool or green roof is found on 32% of our hotels
- 5 Over 90% of guest room toilets are low flow at 66% of our hotels
- 6 19 Hyatt hotels source power from onsite alternative energy sources such as solar, wind and geothermal, generating over 17,000 megawatt hours yearly in aggregate.

### “LEEDing” our transition to Smart Buildings

Hyatt's new Andaz Maui at Wailea Resort exemplifies our approach to more sustainable design and construction. This hotel, which opened in 2013, received LEED silver certification in 2014. Some highlights of the hotel's green features include:

- An integrated site design that protects open space and uses environmentally friendly stormwater management.

- The use of low-emitting materials throughout the hotel.
- High-efficiency energy systems including variable speed chillers, motion-sensor lighting controls, LED lighting and in-room automated temperature controls that provide annual energy-cost savings of nearly 20 percent compared to base design modeling.
- An onsite renewable solar thermal system that meets almost 4 percent of the hotel's annual energy needs.
- Extensive waste reduction programs including composting food for use in gardens and landscaping and recycling of landscaping waste into mulch to help hold moisture and reduce irrigation requirements.



# Innovate and Inspire

## WE CARE

As the world changes at an ever-increasing rate, continued progress will require that we tap into our collective capacity for resilience and adaptation. We seek to spur change across our spheres of influence, and fostering innovation and inspiration among our colleagues, owners and other partners is how we will evolve and improve.

## WE COMMIT

To foster continuous innovation by our colleagues and owners, we will select and financially support managed hotels to pilot innovative approaches to sustainable operations that may have wider applicability across our property portfolio. By providing this support, we can test the business case for new ideas, which in turn will encourage our owners to make investments in promising areas. In addition, we are developing a dedicated sustainability fund that our owned hotels can use to finance projects that demonstrate both environmental benefits and a return on investment.

For our franchise hotels, which we do not operate, we have set the goal that 100 percent will report environmental performance data by 2016. This is an important first step to better understand the impact of our operations outside of our immediate sphere of influence. We will also work to make environmental sustainability part of each brand definition so it becomes a default consideration in how we build our hotels, how we make purchasing decisions and throughout our daily operations. This will help us demonstrate our authentic sustainability commitment to our guests and colleagues consistently across all our properties.

To encourage our suppliers to make their products, services and operations more sustainable, we have set the goal that by 2017, 100 percent of our major suppliers (by spend) will have sustainability policies in place.

## WE ACT

### Harnessing the Passion of Our Colleagues, Engaging Our Owners and Franchisees

The cornerstone of our environmental sustainability efforts is the passion our colleagues show for Hyatt Thrive, inspiring them to innovate in new and exciting ways. For example, our Thrive Teams are made up of passionate and motivated colleagues at our hotels around the world. These teams are instrumental in identifying and implementing hotel-specific environmental initiatives, sharing best practices, and raising environmental awareness. We also have implemented environmental training programs for our colleagues. These programs give colleagues an understanding of environmental issues and solutions, and identify specific actions by functional area for reducing the Company's environmental footprint.

We are engaging owners in our commitment to sustainable operations through our Sustainable Design Guidelines and through discussions during owner meetings. In 2014, we also held our first Corporate Responsibility Advisory Council meeting with our franchisees to discuss opportunities to improve environmental performance at franchised hotels.

## Engaging and Inspiring Our Suppliers

Beyond influencing our suppliers by choosing more sustainable products and services (see the Purchase Sustainably section on page 37), we seek to encourage our suppliers more broadly in advancing sustainability. For example, in 2012, we implemented our global Supplier Code of Conduct. The Code establishes our expectation that suppliers will work to mitigate the environmental impacts of their own operations. The Supplier Code of Conduct is part of our contracts and purchasing orders worldwide.

In the Americas we buy food, operating supplies, and services through Avendra, a purchasing consortium that serves the hospitality industry. We collaborate closely with the organization to engage suppliers and guide hotel purchasing decisions. In 2012, we joined a working group to identify opportunities to advance sustainability considerations through the purchasing power of the consortium. We will leverage Avendra's efforts in sustainable purchasing to meet our own global goals.

## Engaging and Inspiring our Guests

Many of our guests appreciate opportunities to make sustainable choices while traveling. By offering our guests items like more sustainably-sourced foods and amenities, we support their values and help to cultivate a broader culture of sustainability. Through our “Meet and be Green” program we encourage meeting planners and corporate clients to work with us to host more sustainable meetings and events at our hotels. The program provides tips on simple steps, such as encouraging attendees to use hotel recycling facilities, avoiding shipping meeting materials, providing reusable water bottles and using recycled content paper and other products. We give meeting planners who follow these steps a discount in recognition of our shared environmental commitment. Furthermore, we strive to better communicate our ongoing sustainability efforts to our guests through a variety of measures. With the launch of TripAdvisor’s GreenLeaders program in the U.S. during 2013, hotels have a new means of communicating environmental efforts to guests, and many of our hotels are now participants of this ranking program.

## COLLABORATING TO MOVE THE NEEDLE ON SUSTAINABILITY

We are actively engaged in industry and cross-industry groups to help advance more sustainable and transparent ways of doing business. For example:

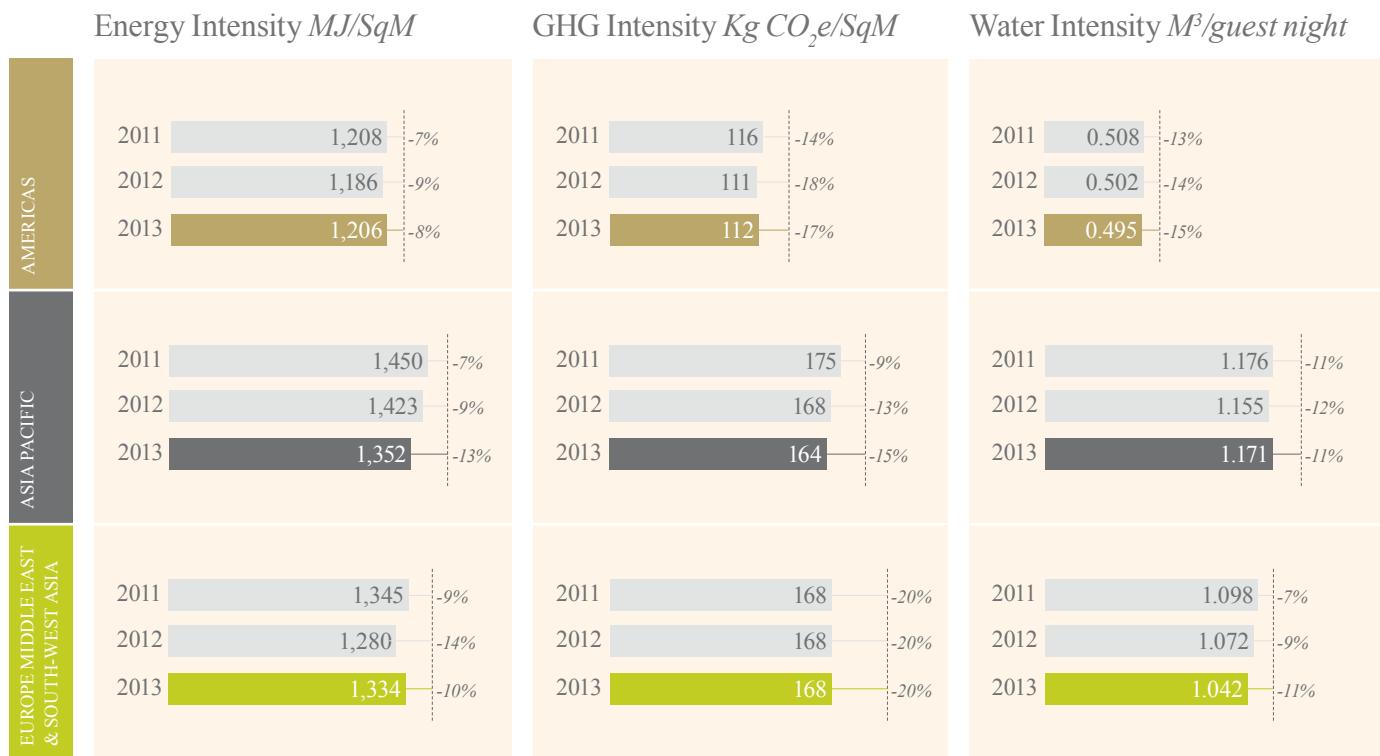
- We are active members of a variety of sustainability working groups through the International Tourism Partnership, the American Hotel & Lodging Association and the World Travel & Tourism Council. These groups focus on advancing best practices in environmental and social responsibility in our industry as well as improving practices around reporting and transparency.
- Hyatt is a sponsor of the Chinese Mayors Urban Sustainability Training organized by the Paulson Institute, whose mission is “to advance global environmental protection and sustainable economic growth in the United States and China, while fostering broader understanding between the two countries.” Our support of this program aligns with our own climate change strategy because of its local focus, particularly in China where Hyatt hotels are

expanding in presence. In 2013 Hyatt co-sponsored the inaugural program launched by the Paulson Institute and its partners for training policymakers on sustainable urbanization best practices.

- Hyatt helps sponsor and participates in the [Hotel Sustainability Benchmarking Study](#) led by Cornell University’s Center for Hospitality Research, the first collaborative energy and carbon benchmarking effort for the industry. As a founding participant in the study, our support for this organization aligns with our own climate change strategy by providing us deeper insight into our impacts and enabling us to elevate our transparency around climate change to external stakeholders.
- We provide feedback to entities such as the Sustainability Accounting Standards Board that are working to define material issues and reporting guidelines as they relate to corporate responsibility in hospitality.
- Hyatt took a leadership role in developing the Hotel Carbon Measurement Initiative, which helps ensure the industry is able to provide consistent and meaningful information to corporate clients.

# Environmental Performance Data

## Progress Toward Goals Compared to 2006



\* Data are based on reported information from managed hotels. These reductions are the result of ongoing efforts to make our operations more efficient through measures that include, among other things, water and energy-efficient equipment and upgrades, diligent management of resource consumption as well as, in some instances, shifting certain operations, such as laundry, to outside vendors.

\* Americas select service managed properties are currently excluded from the regional-level energy, greenhouse gas (GHG) emissions, and water reduction goals. This segment makes up roughly 5% of our overall GHG emissions.

## Company Environmental Data

### Energy Usage million MJ

2011	4,249	8,009	12,259
2012	4,472	9,161	13,634
2013	4,680	9,384	14,064

■ Direct energy ■ Indirect energy

### GHG Emissions million Metric Tons CO<sub>2</sub>

2011	0.23	1.16	1.38
2012	0.24	1.23	1.47
2013	0.25	1.26	1.51

■ Scope 1 ■ Scope 2

### Waste Metric Tons

2011	49,605
2012	50,131
2013	48,004

### Recycled Waste Metric Tons

2011	14,177
2012	14,025
2013	15,487

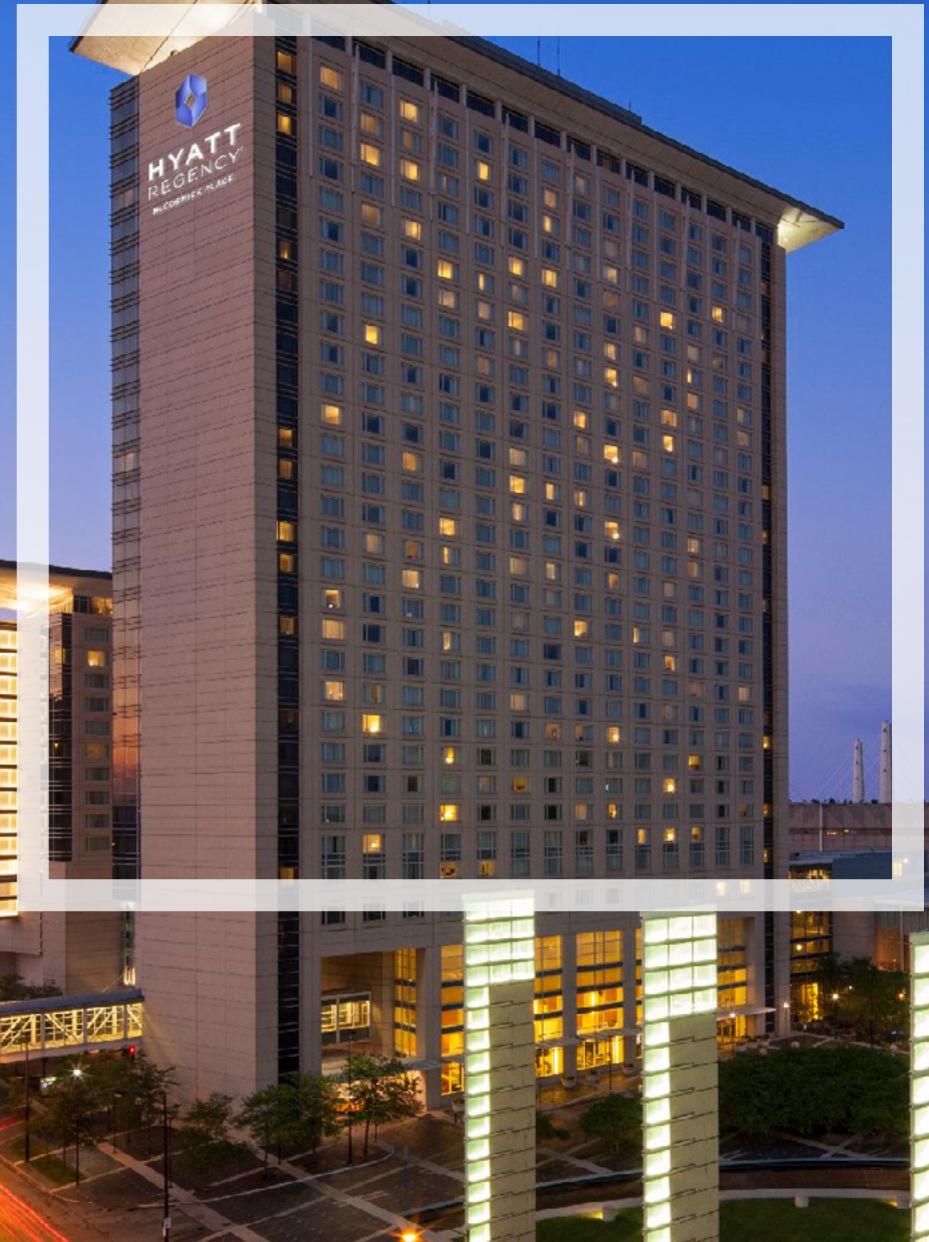
### Total Water Usage million M<sup>3</sup>

2011	25.8
2012	27.3
2013	28.2

• Environmental data reflect managed hotels.

• Waste and recycling reflect reported data from hotels in the U.S., Canada, and the Caribbean only.  
Waste is based on best available data.

# Appendix



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48 GRI INDEX

# ABOUT THIS REPORT

This is Hyatt's 2013–2014 Corporate Responsibility Report. We report biennially using the Global Reporting Initiative (GRI) Guidelines and provide update reports between the GRI-based reports. This report contains Standard Disclosures from the GRI G4 Sustainability Reporting Guidelines.

The report covers data and initiatives from the 2013 calendar year, but also includes highlights through mid-2014. The report reflects a combination of information gathered from hotel properties and our corporate office. In general, the data included in this report represent managed properties over which we have operational control. Where limitations on reporting exist because of data availability, this is reflected in associated footnotes.

Company profile data reflect numbers at year-end. Content and figures referenced in the Annual Report on Form 10-K and filed Financial Statements have been externally assured by a third-party auditor. Greenhouse gas emissions were calculated using the Greenhouse Gas Protocol Corporate Accounting Standard, and this process and data were verified by an independent external auditing firm in 2009.

External assurance has not been sought for content and figures in this report that do not appear in the Annual Report on Form 10-K or filed Financial Statements.

## TERMINOLOGY

As used in this report, the terms "Hyatt," "the company," "we," "our," "its" and similar terms are used for convenience to refer to one or more of the following entities: Hyatt Hotels Corporation, Hyatt Corporation, Hyatt International Corporation or a subsidiary or affiliate of any of these entities. As used in this report, the phrase "managed hotels" is used to identify hotels owned by Hyatt or third parties and managed by Hyatt unless otherwise noted. Our full service hotels and resorts operate under seven established brands, Park Hyatt, Andaz, Hyatt, Grand Hyatt, Hyatt Regency, and two all-inclusive brands, Hyatt Ziva and Hyatt Zilara. Our two select service brands are Hyatt Place and Hyatt House, an extended-stay brand.

## FORWARD-LOOKING STATEMENT

Forward-Looking Statements in this report, which are not historical facts, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Our actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by the use of words such as "may," "could," "expect," "intend," "plan," "seek," "anticipate," "believe," "estimate," "predict," "potential," "continue," "likely," "will," "would" and variations of these terms and similar expressions, or the negative of these terms or similar expressions. Such forward-looking statements are necessarily based upon estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Factors that may cause actual results to differ materially from current expectations include, among others, the rate and pace of economic recovery following economic downturns; levels of spending in business and leisure segments as well as consumer confidence; declines in occupancy and average daily rate; if our third-party owners, franchisees or development partners are unable to access the capital necessary to fund current operations or implement our plans for growth; changes in the competitive environment in our industry and the markets where we operate; our ability to access the capital markets; and other risks discussed in the Company's filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K, which filings are available from the SEC. We caution you not to place undue reliance on any forward-looking statements, which are made as of the date of this press release. We undertake no obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable laws. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.

# GRI INDEX

**Reporting level key:** ● Fully reported ▶ Partially reported

Standard Disclosures	Description	Reporting level	Location and notes
<b>STRATEGY AND ANALYSIS</b>			
G4-1	Statement from the most senior decision-maker of the organization	●	Letter from our Chief Executive Officer, p. 4 Letter from our Corporate Responsibility Leader, p. 5
G4-2	Description of key impacts, risks, and opportunities	▶	Letter from our Chief Executive Officer, p. 4 Letter from our Corporate Responsibility Leader, p. 5
<b>ORGANIZATIONAL PROFILE</b>			
G4-3	Name of the organization	●	About this report, p. 46
G4-4	Primary brands, products, and/or services	●	Our Company, p. 6
G4-5	Location of organization's headquarters	●	Our Company, p. 6
G4-6	Number of countries where the organization operates	●	Our Company, p. 6
G4-7	Nature of ownership and legal form	●	2013 Annual Report on Form 10-K, p. 4
G4-8	Markets served	●	2013 Annual Report on Form 10-K, p. 10
G4-9	Scale of the reporting organization	●	Our Company, p. 6 People, p. 13 2013 Annual Report on Form 10-K, p. 57
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender	▶	People, p. 13
G4-11	Percentage of employees covered by collective bargaining agreements	●	Approximately 24% of our direct employees were either represented by a labor union or had terms of employment that were determined under a labor agreement.
G4-12	Description of the organization's supply chain	▶	Purchasing Sustainably, p. 36
G4-13	Significant changes during the reporting period	●	2013 Annual Report on Form 10-K, p. 8
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives	●	Protecting Human Rights, p. 19 Collaborating to Move the Needle on Sustainability, p. 42
G4-16	Memberships in associations	▶	Collaborating to Move the Needle on Sustainability, p. 42 Stakeholder Engagement, p. 10 Hyatt.com: Hyatt Thrive Partners
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>			
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents	●	Our Company, p. 6 2013 Annual Report on Form 10-K, p. 4
G4-18	Process for defining report content	▶	Hyatt's Approach to Corporate Responsibility, p. 7
G4-19	Material Aspects identified in the process for defining report content	●	Hyatt's Approach to Corporate Responsibility, p. 7
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	●	There were no restatements of information from previous reports.
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	●	2013 Annual Report on Form 10-K, p. 8
<b>STAKEHOLDER ENGAGEMENT</b>			
G4-24	List of stakeholder groups	●	Stakeholder Engagement, p. 10
G4-25	Basis for identification and selection of stakeholders with whom to engage	●	Stakeholder Engagement, p. 10
G4-26	Approaches to stakeholder engagement	▶	Stakeholder Engagement, p. 10
G4-27	Key topics and concerns that have been raised through stakeholder engagement	▶	Stakeholder Engagement, p. 10

Standard Disclosures	Description	Reporting level	Location and notes
<b>REPORT PROFILE</b>			
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided	●	About this report, p. 46
G4-29	Date of most recent previous report (if any)	●	About this report, p. 46
G4-30	Reporting cycle (annual, biennial, etc.)	●	About this report, p. 46
G4-31	Contact point for questions regarding the report or its contents	●	About this report, p. 46
G4-32	Table identifying the location of the Standard Disclosures in the report	●	This index
G4-33	Policy and current practice with regard to seeking external assurance for the report	●	About this report, p. 46
<b>GOVERNANCE</b>			
G4-34	Governance structure	●	Investors.hyatt.com: Corporate Governance Guidelines
G4-36	Executive responsible for economic, environmental and social topics	●	Corporate Responsibility, Governance and Ethics, p. 9
G4-37	Consultation between stakeholders and the highest governance body on economic, environmental and social topics	●	Investors.hyatt.com: Corporate Governance Guidelines
G4-38	Composition of the highest governance body and its committees	►	Investors.hyatt.com: Committee Composition Investors.hyatt.com: Corporate Governance Guidelines
G4-39	Whether the Chair of the highest governance body is also an executive officer	●	Investors.hyatt.com: Corporate Governance Guidelines
G4-40	Nomination and selection processes for Board of Directors	●	Investors.hyatt.com: Corporate Governance Guidelines
G4-41	Avoiding conflicts of interest	●	Investors.hyatt.com: Corporate Governance Guidelines
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	►	Investors.hyatt.com: Corporate Governance Guidelines
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	►	Corporate Responsibility, Governance and Ethics, p. 9
G4-49	Process for communicating critical concerns to the highest governance body	►	Investors.hyatt.com: Corporate Governance Guidelines Proxy Statement, p. 7
G4-51	Remuneration policies for the highest governance body and senior executives	●	Investors.hyatt.com: Proxy Statement, pp. 23-48
G4-52	Process for determining remuneration.	●	Investors.hyatt.com: Proxy Statement, pp. 23-49
G4-53	Stakeholders' views regarding remuneration	●	Proxy statement
<b>ETHICS AND INTEGRITY</b>			
G4-56	Values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	●	Corporate Responsibility, Governance and Ethics, p. 9
<b>SPECIFIC STANDARD DISCLOSURES CATEGORY: ECONOMIC</b>			
<b>ASPECT: ECONOMIC PERFORMANCE</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Hyatt's Approach to Corporate Responsibility, p. 7 Our Communities, pp. 21-22, 25
G4-EC1	Direct economic value generated and distributed	►	2013 Annual Report on Form 10-K, p. 57
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	●	Energy and GHG Emissions, p. 34 Hyatt Carbon Disclosure Project response

Standard Disclosures	Description	Reporting level	Location and notes
<b>ASPECT: MARKET PRESENCE</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Strengthening Local Communities and Building Relationships, p. 22
<b>ASPECT: INDIRECT ECONOMIC IMPACTS</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Hyatt's Approach to Corporate Responsibility, p. 7
G4-EC7	Development and impact of infrastructure investments and services supported	●	Communities, pp. 21-29
G4-EC8	Significant indirect economic impacts, including the extent of impacts	►	Communities, pp. 21-30
<b>ASPECT: PROCUREMENT/SOURCING PRACTICES</b>			
<b>CATEGORY: ENVIRONMENTAL</b>			
<b>ASPECT: ENERGY</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Planet, pp. 31-35
G4-EN3	Energy consumption within the organization	●	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN5	Energy intensity	●	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN6	Reduction of energy consumption	►	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN7	Reductions in energy requirements of products and services	►	Reducing Energy and GHG Emissions, pp. 34-35 Build Smart, pp. 39-40 Environmental Performance Data, p. 44
<b>ASPECT: WATER</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Conserving Water, pp. 35-36
G4-EN8	Total water withdrawal by source	►	Environmental Performance Data, p. 44
<b>ASPECT: BIODIVERSITY</b>			
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	►	Responsible Seafood, pp. 38-39
<b>ASPECT: EMISSIONS</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	●	Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	●	Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	►	Hyatt Carbon Disclosure Project response
G4-EN18	Greenhouse gas (GHG) emissions intensity	●	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
G4-EN19	Reduction of greenhouse gas (GHG) emissions	●	Reducing Energy and GHG Emissions, pp. 34-35 Environmental Performance Data, p. 44 Hyatt Carbon Disclosure Project response
<b>ASPECT: EFFLUENTS AND WASTE</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Reducing Waste, pp. 36-37
G4-EN23	Total weight of waste by type and disposal method	►	Environmental Performance Data, p. 44

Standard Disclosures	Description	Reporting level	Location and notes
<b>ASPECT: PRODUCTS AND SERVICES</b>			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	●	Planet, pp. 31-44
<b>ASPECT: TRANSPORT</b>			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	►	Hyatt Carbon Disclosure Project response
<b>ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Purchase Sustainably, pp. 37-39 Engaging and Inspiring our Suppliers, p. 42
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	►	Hyatt Carbon Disclosure Project response
<b>CATEGORY: SOCIAL SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>			
<b>ASPECT: EMPLOYMENT</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Our Approach to Caring for our People, pp. 13-15
<b>ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>			
<b>ASPECT: TRAINING AND EDUCATION</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Our Approach to Caring for our People, pp. 13-15
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	►	Advancement and Education, pp. 14-15
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	●	All Associates receive performance reviews. Advancement and Education, pp. 14-16
<b>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Encouraging Diversity, pp. 17-19
<b>SUB-CATEGORY: HUMAN RIGHTS</b>			
<b>ASPECT: INVESTMENT</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Protecting Human Rights, p. 19
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	●	Protecting Human Rights, p. 19
<b>ASPECT: CHILD LABOR</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Protecting Human Rights, p. 19
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	►	Protecting Human Rights, p. 19
<b>ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS</b>			
<b>SUB-CATEGORY: SOCIETY</b>			
<b>ASPECT: LOCAL COMMUNITIES</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Our Communities, pp. 21-29
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	►	Our Communities, pp. 21-29
<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>			
<b>ASPECT: PRODUCT AND SERVICE LABELING</b>			
G4-DMA	Generic Disclosures on Management Approach	►	Enhancing our Guests' Experience, p. 17
G4-PR5	Results of surveys measuring customer satisfaction	►	Enhancing our Guests' Experience, p. 17

