As a leading global hospitality company, Hyatt is in the business of caring for people so they can be their best. Our purpose guides every aspect of our business and is the foundation of our commitment to operate responsibly. The world is a very different place from when we opened our first hotel in 1957, and new opportunities and challenges have been created by a complex global marketplace that require a holistic and transparent approach to the way we operate and grow.

A MESSAGE FROM OUR PRESIDENT AND CEO

Dear Stakeholders,

At Hyatt, we have always thought of ourselves as in the “people” business. One of the reasons I am so passionate about what we do is because my colleagues continue to show me it is people who are the most powerful examples of change. People who have an idea, the courage to be their true selves, an insatiable curiosity, and a commitment to care for others. And as a member of the Hyatt family, I am humbled by our collective actions – large and small – that opened new doors for the future and continue to create brighter tomorrows.

As just one example, I recently saw first-hand the way the team at Hyatt Regency Mexico City, like so many Hyatt hotels around the world, is giving people the opportunity to realize their full potential. In this case it was Juan Arellano, a 16-year Hyatt stewarding veteran and one of nearly 20 hotel colleagues who have been supported over the years by the Hyatt Regency Mexico City team to earn the tremendous personal accomplishment of high school diplomas. And there are many more people like Juan who, in 2015, have opened new doors of opportunity thanks to life and hospitality skills provided by the Hyatt family and local organizations.

I am so proud of my colleagues’ sincere focus on achieving our 2020 environmental vision, driving reductions in our hotels’ energy, water use and carbon emissions across our regions. And how our industry-leading sustainable seafood efforts with World Wildlife Fund have inspired our chefs and procurement teams to rethink our menus and supply chains. Looking ahead, our new design and construction guidelines mean more sustainable hotels are coming into our pipeline. Take a look at our 2015/2016 Corporate Responsibility Issue Reports to see our strong progress and commitment to responsible business practices.

But in an era of unprecedented change on a planet with constrained resources, we cannot stop there. It is more important than ever that we grow thoughtfully and leverage our global role in society to collectively find ways to tread more lightly on our planet and transform our communities.

In turning to our purpose, each of our 100,000 colleagues must ask: What can I do differently today to help our future generations be their best? I believe in the power of our people – united by a common purpose – to drive this change. It is time to seize opportunities to do things that will make a big difference in the world, even if they are hard to do. And as a business based on human connection, it is essential that we unlock that potential in people, developing the next game-changers, innovators, and leaders – no matter their background.

Thank you for your partnership with us on our continued commitment to leave our planet better than we found it.

With gratitude,

Mark Hoplamazian
RESPONDING TO THE CHALLENGES OF OUR TIME

Tourism is a major driver of global economic growth, accounting for some 9.8 percent ($7.6 trillion) of global GDP and employing around 284 million people. The number of international travelers is expected to rise to 1.8 billion by 2030. This level of growth can have a positive impact around the world, bringing benefits to local communities through increased investment, commerce, and employment.

As a leading global brand, Hyatt supports millions of people through the services we provide, the employment and community development opportunities we create, the economic contribution we make, and the supply chain we support.

As we grow and enter new markets, we do so against a backdrop of social and environmental challenges that we must factor into the way we approach our business today and in the future. We believe our goal of becoming the world’s preferred hospitality company depends on our ability to create shared value.

OUR FOCUS: CREATING SHARED VALUE

Hyatt Thrive, our corporate responsibility (CR) strategy and platform, is built on the understanding that our actions can create long-term value for people and the communities where we work, while also ensuring the planet is protected for future generations. The viability of these communities is critical to the growth of our business – if they thrive, we thrive – from driving hotel development and attracting guests to recruiting, developing, and retaining the best talent.

Our strategy was developed by assessing the issues that are most important to our business and our stakeholders. These issues were identified through a materiality analysis, including an in-depth review of our operations and value chain, and through interviews with colleagues and stakeholders. Hyatt’s management of each of these areas is reported through the issue reports listed below and available on the Hyatt Thrive website. As our programs evolve and new topics emerge, we continue to advance our understanding of our most material issues.

• Environmental Stewardship
• Creating Value in our Communities
• Business Ethics and Human Rights
• Caring for our Colleagues
• Diversity and Inclusion
• Responsible Sourcing

MEETING OUR COMMITMENTS

Corporate responsibility is embedded in all areas of our business, from the boardroom to regional offices and individual hotels. In 2015, we continued to institutionalize CR across many functions and formalize responsibilities. For example, sustainability metrics now sit alongside financial metrics in our hotels’ performance scorecard and are directly linked to incentive compensations of key leadership positions in operations.

The regional leadership and Hyatt’s Global Head of Corporate Responsibility lead the integration of Hyatt’s environmental and social commitments into our business objectives and daily operations. Our hotels and regional offices drive initiatives at the local level, with Hyatt Thrive teams at hotels raising awareness and getting involved in our communities. Priorities and progress are reported back to our CEO and Board of Directors, who oversee Hyatt’s overall CR commitments.

Hyatt Around the World*

• Our business spanned 638 properties, 52 countries and 12 brands.
• Our hotels employed over 100,000 people around the world, providing job opportunities and career paths for people in our communities.
• We generated $4.3 billion in revenue and paid $70 million in income taxes.
• We worked closely with business partners, including developers, real estate owners, and our supply chain, to deliver world-class hotel experiences.
• We gave back to our communities through $11 million donations including 116,000 volunteer hours.

*As of December 31, 2015
Measuring and Reporting Progress

Measuring our progress is critical to the management of our CR strategy. We use tools such as EcoTrack, a utility and sustainability database, and Hyatt Community Track, a database for donations and volunteering.

We report on our performance biennially in reference to the G4 Global Reporting Initiative (GRI) Guidelines with updates during interim years, as well as completing annual submissions to CDP.

Our year-over-year improvements in our CDP score reflect our efforts around environmental stewardship and transparency:

- 2015: 95B
- 2014: 92C
- 2013: 87C

For full information on CR at Hyatt, please see our series of issue reports and our scorecard, available at Hyatt Thrive.

ENGAGING OUR STAKEHOLDERS

Our business, as well as the world in which we operate, continues to change. To help Hyatt achieve its goal of becoming the most preferred hospitality company, we regularly engage with key stakeholders, including our colleagues, owners, franchisees, suppliers, guests and investors on issues that are important to our business.

Engaging with stakeholders is integral to our business success and we do so through a variety of channels that include working groups, surveys, reports and social media.

These stakeholders also provide us with feedback on environmental, social and governance topics through our existing communication channels, as well as through focused engagement on CR topics. Some specific engagement examples include discussions on human trafficking with socially responsible investors, understanding communities’ greatest needs through dialogue with community organizations, and prioritization of efficiency investment projects with hotel owners.

Working with Thought Leaders

In addition to engaging with core stakeholders, we also work with other organizations to ensure that we address emerging issues that we can affect. These include thought leaders, such as the Aspen Institute, BSR, Cornell School of Hospitality, the Corporate Eco Forum, the International Tourism Partnership (ITP), the Paulson Institute, and the World Wildlife Fund (WWF). We gain further insight into community needs through working with local-level organizations.

Forward-looking statements

Forward-looking statements in this issue report, including all affiliated issue reports and documents, 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 our actual results, performance or achievements 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; the financial condition of, and our relationships with, third-party property owners, franchisees and hospitality venture partners; the possible inability of third-party owners, franchisees or development partners to access the capital necessary to fund current operations or implement our plans for growth; risks associated with potential acquisitions and dispositions and the introduction of new brand concepts; changes in the competitive environment in our industry, including as a result of industry consolidation, and the markets where we operate; general volatility of the capital markets and our ability to access such 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 U.S. Securities and Exchange Commission. These factors are not necessarily all of the important factors that could cause our actual results, performance or achievements to differ materially from those expressed in or implied by any of our forward-looking statements. We caution you not to place undue reliance on any forward-looking statements, which are made only as of the date of this report. 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 law. 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.
Societal and cultural trends are changing the face of workplaces around the world. Diversity is integral to success. Intergenerational workforces are influencing culture and driving new engagement approaches, and millennials are entering work with vastly different career expectations from their predecessors. Hyatt has always considered itself a company in the “people business,” and this backdrop brings even more focus to caring for people so they can be their best.

OUR FOCUS

Our colleagues are the heart of Hyatt. They deliver the care, warmth, and the hospitality for which Hyatt brands are recognized around the world. That’s why we call ourselves the Hyatt family. Our focus is on listening and cultivating an environment where our colleagues can be their true selves, where their career development is actively supported, where uniqueness is celebrated, where feedback is heard, and where collaboration and innovation are encouraged.

“The Hyatt culture is built around exceptional people, and there’s nothing more rewarding than hearing that our colleagues feel deeply connected to the Hyatt family on an emotional level. We take pride in nurturing our people with the same level of passion and attentiveness that we bring to caring for our guests.”

Frank Lavey, Senior Vice President, Global Operations
OUR ACTIONS

CREATING A GREAT PLACE TO BE

Caring for our colleagues requires understanding them as individuals and designing experiences rooted in empathy. This approach is apparent in the way we solve problems and converse with our guests and one another. Below are some of the actions we’ve taken to create conditions that enable our colleagues to be themselves.

- We believe in providing our colleagues with a compass, rather than a map. Our industry has relied on scripts that were created to ensure consistency during periods of rapid growth, but at Hyatt we tore them up. Instead, Brand Experience Guides provide the direction and outline the experience we want our guests to enjoy, and we trust our colleagues to use their best judgment about how to bring that experience to life.

- At the front desk, our colleagues want to get to know our guests. But that engagement has been hampered by multiple systems and several check-in steps. So we built a customized, integrated system that reduces the keystrokes needed during the check-in process and gives our colleagues more time to connect with our guests.

- We launched a new Time & Attendance program at our hotels, replacing the old system that focused primarily on the efficiency of scheduling. The new system enables housekeepers to take more control over managing their schedule in a way that allows them to be their best both at home and at work.

- We overhauled our employee orientation experience focused on policies and procedures with one that enables individuals to feel connected to the Hyatt family. This helps us to set the tone from the outset that we want our colleagues to be their authentic selves, rather than fit into a mold.

Furthermore, our diversity and inclusion practices promote a culture where individual uniqueness is celebrated. To learn more, please see our Diversity and Inclusion Issue Report.

Our Values

Our core values define our culture. They are: respect, integrity, humility, empathy, creativity, and fun. We instill these values throughout our organization, and we use them to guide our business practices and how we conduct ourselves in our day-to-day jobs. As we continue to grow, we are placing even greater emphasis on our colleague recruitment practices – ensuring that the people we hire reflect our culture, values, and purpose.

A WORKPLACE FOR WELL-BEING

Beyond creating conditions for our colleagues to be themselves, we strive to make our hotels and offices places that support our colleagues’ health and well-being. For instance, we have been updating heart of house areas to be places where colleagues can rest and relax, giving employee cafeterias more of a restaurant feel, and providing exercise and entertainment options where possible. Within our employee cafeterias, we focus on serving healthy breakfasts, lunches, and dinners at little or no cost.
A WORKPLACE FOR GROWTH

Our commitment to learning and development runs across the whole organization, with programs and opportunities open to everyone.

To strengthen this commitment, we launched a new learning platform in 2015, My Learning, which replaces the traditional classroom approach with an interactive, social platform that uses videos, eLearning, and mobile communications. This platform is particularly critical for supporting flexible learning for colleagues who are not desk-based, and provides a more engaging learning experience.

By moving to an online system, our learning team can now monitor data and analytics around colleague training, which supports future decision-making around methods and approaches. The data also shows a 62 percent increase in colleague satisfaction compared to previous tools.

Creating Opportunities for Growth

Performance reviews are critical for supporting professional development. To better address our colleagues’ needs, we have moved away from traditional, structured sessions and a rating system. Instead, we introduced a “coaching approach” and a culture of more timely, regular, and purposeful feedback to support our colleagues’ desires to grow both personally and professionally.

Alongside job training, we also provide colleagues with a wide range of development opportunities, such as rotational programs and mentorships, while also reimbursing colleagues for relevant training outside of Hyatt. For our leaders, we support executive education programs at universities, including Stanford, Harvard, Northwestern, and the London Business School.

Winning Awards

Our efforts to be the most preferred hospitality company for our colleagues are paying off, demonstrated by the awards we earn.

• World’s Best Multinational Workplaces – Great Place to Work®
• FORTUNE “100 Best Companies to Work For®”
• Human Rights Campaign Best Place to Work for LGBT Equality
• Gallup Great Workplace Award

Colleague Benefits and Perks

We provide safe and healthy workplaces, and we offer employees competitive wages, health care, retirement savings, and performance-based incentives. We also offer a number of industry-leading perks to eligible colleagues, including complimentary stays at our hotels, provided in part so they can experience our hotels as guests.

Benefits to support our colleagues’ health vary from country to country. In the U.S., our largest market, some of the benefits we offer include free flu shots, personal coaches to support them giving up tobacco, and many customized weight-loss programs. We also offer our colleagues and their families quick, convenient, and low-cost access to a doctor via the phone or the web, free exercise classes, and a variety of counseling programs.
From the colleagues we work with to the guests we welcome and from the communities where we are based to the suppliers we support, the world is a rich and diverse place. At Hyatt, we reflect this variety of ideas, cultures, and outlooks on life by making diversity and inclusion an essential part of our business strategy, and by creating a place where we are enriched by our differences.

**OUR FOCUS**

We celebrate a world as diverse as our people and guests. That means the more globally inclusive we are in terms of culture, race, ethnic origin, gender, sexual orientation, age, abilities, perspectives, and styles of thinking, the stronger and more culturally invested our company will be around the world.

We focus on creating a diverse and inclusive workforce that mirrors the communities we serve. This is reflected in our Diversity & Inclusion Framework, see below.

We will continue to build on this Framework to support diversity and inclusion, with a focus on developing a business plan that will further empower women and minorities across the company in the areas of policy, talent pipeline, and career growth and development.

We believe this gives our business a competitive advantage by presenting our hotels as an attractive place to work and stay, and also by enhancing the quality of products and services we provide to our guests and colleagues.

### Our Workforce
Recruit, retain and develop high-performing, talented, and engaged individuals with diverse backgrounds and perspectives.

### Our Workplace
Educate, advocate, and communicate in order to foster an inclusive, engaging culture and work environment.

### Our Marketplace
Be the preferred global brand in markets we serve by building valued partnerships with our diverse customers, suppliers, investors, shareholders, and developers.

11th

*in the 50 Best Workplaces for Diversity by Great Place to Work®*
OUR ACTIONS

SUPPORTING COLLEAGUE DIVERSITY

Last year, we joined a coalition of 60 major employers to officially endorse the Equality Act, a landmark bill introduced in the U.S. to protect the rights of LGBTQ&A people from discrimination in areas such as employment, housing, and education. This follows our previous leading efforts, such as including both sexual orientation and gender identity in our Equal Employment Opportunity Policy and being one of the first major hospitality companies to offer same-sex domestic partner benefits.

As a result of ongoing efforts, we are proud to earn recognitions from Great Place to Work® in the categories for African Americans, Asian Americans, Hispanics and Latinos, and millennials, as well as for women.

PROMOTING INCLUSION

Hyatt’s Diversity Business Resource Groups (DBRGs) bring together colleagues who share a common cultural heritage, race, gender, age, or interest. Through mentoring, professional development, and support for community relations, they can help Hyatt to attract, retain, and promote a diverse workforce.

We were proud to launch new DBRGs in 2015, which included Hyatt B.L.A.C.K., Asian-Pacific Islanders, Latinos@Hyatt, and disABILITIES. Each one will build on the work already under way by existing DBRGs, Women@Hyatt, Veterans@Hyatt, and HyPride. We now have nearly 70 local chapters, which are involved in a wide range of initiatives throughout the year, to build awareness about inclusion within and outside of Hyatt.

HyPride

2015 was a landmark year in the U.S. with the Supreme Court’s ruling that the Constitution guarantees a right to same-sex marriage. HyPride joined the nation in celebrating this important milestone with a feature on a prominent billboard outside Chicago’s O’Hare International Airport, digital media stories, and postings on Hyatt’s social media that linked back to our Victory for Love post.

HyPride also received a Business Impact Award at Diversity Best Practices’ Network & Affinity Leadership Congress.
INTERCULTURAL AWARENESS AND TRAINING

Last year, we updated our diversity and inclusion learning curriculum that revolves around Intercultural Development Inventory® training. More than 300 global executives, leaders, and colleagues have completed the assessment, as well as completing the first of three stages in their journey toward cross-cultural competence.

We further support awareness through regular heritage events and learning programs for colleagues, clients, and community partners as a way of promoting inclusion. These have included celebrations around Martin Luther King Day and Women’s History Month.

PUTTING DIVERSITY AT THE HEART OF RECRUITMENT

To encourage a more diverse range of candidates to apply for jobs at Hyatt, we have introduced special recruitment cards with details about our job website, which are passed out at all diversity and inclusion events.

We also have strong partnerships with the National Society of Minorities in Hospitality (NSMH), as well as the hospitality management group of the Historically Black Colleges and Universities (HBCU) Consortium.

In 2015, we joined Starbucks and more than 30 leading companies in the U.S. as part of the 100,000 Opportunities Initiative. The coalition kicked off the first Opportunity Fair & Forum held in Chicago. The fair was targeted at opportunity youth who face systemic barriers to jobs and education. This is another example of how we work to recruit people from a diverse range of backgrounds, and our presence at additional 100,000 Opportunities Initiative events has helped fuel our recruitment in cities across the U.S.

MAKING DIVERSITY COUNT

We strive to be a destination of choice for minority customers. As a result, we gain business that is important to Hyatt’s growth. In 2015, over 929 tracked diversity and inclusion referrals were sent to 119 hotels and an additional 102 diversity or minority-related events were booked in 46 hotels. The combined projected room revenue is about $100 million.

Within our supply chain we support diversity through our purchasing decisions and work with an increasing range of businesses. Through our purchasing company Avendra, we contracted with five large minority-owned suppliers, which helped to increase our supplier diversity spend in the U.S. by 11 percent during 2015, surpassing our year-over-year goal of 3 percent.

You can learn more about our supply chain efforts in our Responsible Sourcing Issue Report.
The world’s population is projected to reach 8.5 billion by 2030, with 60 percent of people living in urban areas. This trend brings new opportunities as well as pressing social and environmental challenges that will affect people and communities around the world. By focusing on strengthening local economies, creating opportunity through education, and supporting organizations that provide vital services we can do our part to deliver value and drive positive social change in the communities where we operate.

OUR FOCUS

Our commitment to caring for people extends to every community in which we operate. We want the many places around the world that we call home to be vibrant, thriving places of economic and social opportunity, for both our colleagues and also our neighbors, making our communities places that inspire guests to visit and compel our owners to invest.

We deliver on this commitment through philanthropic, volunteer, and disaster relief programs with a defined focus on education initiatives that open the door to opportunity for the people in our communities. Together, this approach allows us to have a deep presence and make an impact on both a local and a global scale.
Our Actions

Community Investment

Charitable contributions, volunteerism, and local and global philanthropic initiatives are important channels through which we invest in the vitality and well-being of our communities.

2015 Donations

- Cash contributions: $3.0m
- Hyatt Hotels Foundation: $0.8m
- Hyatt Community Grants: $0.34m
- In-kind: $3.2m
- Colleague fundraising: $0.74m
- Volunteerism: $2.8m

Total: $11m

Donations include those made through our company, colleagues, owners, and guests at managed hotels, as well as disbursements made by the Hyatt Hotels Foundation. Because we rely on voluntary reporting from our properties and offices to capture our charitable contributions and colleague fundraising, we believe we may currently be underreporting these donations.

The totals for volunteerism are based on the Independent Sector’s 2015 value of volunteer time, $23.56/hour.

Hyatt Community Grants Program

With hotels in over 50 countries, we know that the needs of every community are different. Since 2008, Hyatt Community Grants have empowered our hotels around the world to support local organizations that address social and environmental priorities.

2011: United Kingdom
A $20,000 grant to Providence Row supported training and job placements for homeless and unemployed individuals.

2014: Serbia
A $12,200 grant to Atina supported women who are survivors of human trafficking and other forms of exploitation.

2012: United Republic of Tanzania
A $12,000 grant to Kidzcare helped revitalize a school for underprivileged children.

2013: South Africa
A $7,500 grant to Women of Vision provided scholarship funding for low-income students living in a safe home.

2010: India
An $11,000 grant to Aseema Charitable Trust enabled students in three schools to take their secondary school certification exam.

2009: Nepal
A $10,000 grant to The Umbrella Foundation helped prepare students for life beyond their orphanage and for entry into the workplace.

2015: Vietnam
A $13,300 grant funded daily meals for nearly 50 trainees in STREETS International’s culinary and hospitality program.

2008: Singapore
A $10,000 grant to Garden City Fund for the Sister Wetlands Affiliation Programme supported the conservation of endangered migratory shorebirds and their habitats.

Total Grants since 2008

199 grants 148 cities 44 countries $2.4 million

CREATING VALUE IN OUR COMMUNITIES
VOLUNTEERISM

As a people-driven business, volunteerism plays a central role in our community engagement efforts. Many of our colleagues live and work in the communities where we operate, so we encourage and celebrate the opportunities that they take to volunteer throughout the year.

April in particular holds special meaning for us because it is when we celebrate our Global Month of Service, a time when colleagues around the world come together in their local communities to make a collective difference as the Hyatt family. In 2015, more than 200 hotels took part in our Global Month of Service, contributing nearly 20,000 volunteer hours in 41 countries, making it our most successful year ever – an increase of more than 70 percent since the program’s launch in 2011.

Volunteer Impact Hours
We have more than tripled our volunteer hours since 2011

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Over $300,000 was donated for relief efforts in Nepal through Hyatt corporate and employee donations.

DISASTER RELIEF

There is no greater time of need in a community than when a disaster strikes. Our Hyatt family takes great pride in providing assistance during these times of crisis to help our communities and affected colleagues recover, rebuild, and thrive again. Since launching our disaster response and relief program in 2012, Hyatt has contributed nearly $1 million to communities and colleagues hit by disasters around the world.

We work with our disaster relief partners, Mercy Corps and the American Red Cross, to deliver financial assistance when communities around our hotels are struck by catastrophic disasters. In addition to making corporate donations, Hyatt gives our colleagues, guests, and Hyatt Gold Passport® members the opportunity to contribute to global fundraising campaigns for disaster situations.

When an earthquake hit Nepal in April 2015, we realized quickly that the impact would extend beyond the immediate local communities and into our community of Nepalese colleagues working at our hotels globally. In addition to making a corporate donation of $100,000 and supporting public fundraising with Mercy Corps, Hyatt initiated an internal fundraising drive that supported over 120 Hyatt colleagues and their families.

Over $300,000 was donated for relief efforts in Nepal through Hyatt corporate and employee donations.
CREATING OPPORTUNITY THROUGH EDUCATION

At Hyatt, we believe that the universal cornerstone of opportunity is education. People who lack foundational academic, life, or professional skills face significant challenges in an increasingly competitive global environment. This has a profound impact on the social fabric of communities and on the businesses in them. For example, according to the International Labour Organization (October 2015) almost 43% of the global youth labor force is still either unemployed or underemployed. At the same time, 40% of employers say that they cannot find people with the skills needed to fill even their entry-level jobs.

In 2015, we focused on developing a more uniform approach to address the opportunity gap through education. We began development of a global skills competency model and also continued to work with long-term partners such as Youth Career Initiative (YCI) to bring young people with potential, but who lack opportunity, into our hotels for skills training. Since 2005, 173 students have completed the training at Hyatt hotels, with 28% of the graduates going on to gain roles at Hyatt. We currently have six-month programs operating in India, Brazil, and Jordan, and plan to expand to several other countries, including Turkey, Vietnam, and Mexico in 2016.

In addition to our work with YCI, we currently offer life and hospitality skills training in over 50 cities through a variety of partners, from organizations focused on individuals transitioning out of homelessness to those providing job training to refugees.

Supporting Those with Disabilities

Vocational training and job placements can make a huge difference to people with disabilities. One of our most impactful partnerships in this area is with Hands On Education, who we have worked with since 1998 to bring people with disabilities into the workforce. Since then 35 Hyatt hotels have trained over 1,600 students, helping them to find jobs in our industry. In 2015, 18 Hyatt hotels across the U.S. helped to train over 120 students.

Other examples of our commitment to bring people with disabilities into the workforce include Hyatt Regency Princeton, which has partnered with Eden Autism since 1995. In 2015, the team trained seven individuals, all of whom gained employment at the hotel. Grand Hyatt Hong Kong has also maintained long-standing support for nonprofits dedicated to improving the quality of life of underprivileged individuals with disabilities. In 2015, six individuals graduated from the job-training program and five were hired by Hyatt.

Education and Opportunity in Chicago

Hyatt’s headquarters and over 20 hotels are in Chicago, and we take great pride in giving back to our home town.

Building on a long history of involvement with local schools, last year we adopted a second, Robert Fulton Elementary School, to complement our work with the Cesar E. Chavez Multicultural Academy – both are in Chicago’s Back of the Yards community, a low-income and at-risk neighborhood. We support them through book fairs, career workshops, job shadow days, college field trips, and other projects.

We also work with a number of organizations to support our global commitment to creating opportunity through education. For example, we work with City Year, Year Up Chicago, Griffith Tutoring, and Urban Alliance to provide internships, mentorships, and tutoring to students who need our help across Chicago.
We believe that an unwavering commitment to operate our business responsibly and with integrity is the only way to create lasting value – for our shareholders, our colleagues, our hotel owners, and our communities. As global awareness and recognition of human rights issues increase around the world, there is also a greater need to be part of global, collective action to address and develop solutions.

OUR FOCUS

Integrity is one of our core values, and it guides how we operate our business. It covers the ethical standards that frame our daily actions, the way in which we comply with local laws, and our responsibility to respect the fundamental human rights of everyone. This is reflected in the global policies that guide how we conduct ourselves and articulate the expectations we have of all those we work with:

- Code of Business Conduct and Ethics
- Human Rights Statement
- Supplier Code of Conduct
- Dignity, Respect, and Harassment Policy
SUPPLIER CODE OF CONDUCT
As a multinational company with a global supply chain, with reach well beyond our own operations, we believe that we have an opportunity to positively influence a range of issues that impact the environment and society. Our Supplier Code of Conduct, implemented in 2012, articulates the expectations that we have of those with whom we do business around issues such as human rights, labor, health and safety, environment, and ethics.

DEMONSTRATING MUTUAL RESPECT
Hyatt is committed to building an inclusive, dynamic, innovative, and caring culture. Such a culture is built on the foundations of dignity and respect, where every colleague has the freedom to express him or herself, without fear of harassment or intimidation. Our Dignity, Respect, and Harassment Policy outlines our strong stance against harassment, including harassment based on personal characteristics, and our colleagues and our workplaces elevate the importance of respecting one another.

PROTECTING HUMAN RIGHTS
Hyatt has a long-standing commitment to support and respect the fundamental protection of human rights for all people as embodied in the Universal Declaration of Human Rights. Our Human Rights Statement articulates our commitment to respect the rights of our colleagues, guests, and business partners, who we also expect to uphold the same principles.

In addition, we continuously assess evolving human rights issues that have the potential to intersect with our business. Given the complexity of this issue, especially in a global context, we frequently collaborate with industry groups and experts to shape our knowledge and awareness of human rights.

This commitment is reflected in the 100% score received from the Human Rights Campaign since 2005

CODE OF BUSINESS CONDUCT AND ETHICS
Hyatt requires all employees, including our executive officers and members of our Board, to comply with our Code of Business Conduct and Ethics. We have training programs to further explain Hyatt’s Code, which covers ethics and compliance with applicable laws. Hyatt colleagues are also expected to report misconduct and any potential violations via an independent, confidential phone line.
The UN reports that human trafficking is one of the world’s fastest-growing criminal activities, estimated to generate $150 billion in profits a year. Given the potential of this crime to intersect with the hospitality industry, Hyatt has taken an aggressive stance on identifying and attempting to prevent human trafficking, including sex and labor trafficking, and the sexual exploitation of children within our sphere of influence. The policies and practices we have implemented globally underscore our commitment to this important issue, and in 2014 we took further preventive action by identifying and blocking access to websites known for trafficking at U.S. hotels.

### Human Trafficking Training

In 2012, we partnered with the nonprofit Polaris Project to develop a comprehensive human trafficking training program, which teaches our colleagues to understand the issue and how it can impact the hospitality industry. It also helps them to identify indications of a potential trafficking situation and the process for reporting it. The training, which covers labor, sex, and child sex trafficking and exploitation, is fully integrated into orientation for all new colleagues at owned and managed hotels and is also part of compliance training for key functions that include housekeeping, room service, front desk, concierge, and bell staff. The training is also a brand standard for our franchise hotels.

In addition, our global security teams undergo an enhanced version of the training to equip them to work with potential victims and authorities that may not be responsive when a situation is reported. Because there is a heightened risk of trafficking in cities hosting major global sporting events, we have developed specialized awareness training programs for hotel staff prior to major events.

“**We are thrilled to see Hyatt reaffirm their efforts to protect children. Signing the Code demonstrates their strong long-term commitment to ensuring that mission and we are excited to work together and know they will help us make a difference.**”

Michelle Guelbart, ECPAT-USA’s Director of Private Sector Engagement

### Protecting Children

In 2015, we signed the End Child Prostitution and Trafficking (ECPAT) Code of Conduct, which is an extension of our existing commitment to address human trafficking across our sphere of influence. The Code specifically focuses on improving awareness and providing tools and support to the tourism industry to protect children from sexual exploitation.
Supporting Those Most Vulnerable

In addition to our internal training and awareness programs, Hyatt supports vital programs such as the Youth Career Initiative (YCI). YCI provides young adults who are vulnerable to exploitation, drugs, and crime with the skills needed to secure employment in the hospitality industry and lead more self-sustaining lives. In partnership with the U.S. Department of State’s Office to Combat and Monitor Trafficking in Persons, YCI has developed programs that leverage hotels as learning platforms to provide young survivors of trafficking with more than 700 hours of valuable classroom and on-the-job training. These programs currently exist in Mexico, Vietnam, India and Ethiopia.

Example Actions

• Grand Hyatt Mumbai has provided survivors of human trafficking with hospitality skills training through the Youth Career Initiative (YCI) since 2013. Among the Hyatt Community Grants awarded in 2015, two supported organizations that aid people including survivors of human trafficking:
  • In Vietnam, Park Hyatt Saigon and Hyatt Regency Danang work with STREETS International, a non-profit organization, to support an 18-month residential program in culinary and hospitality training.
  • In the U.S., Hyatt Regency Austin and The Driskill are partners with Refugee Services of Texas, a social service agency that helps refugees, asylees, and survivors of human trafficking from over 30 countries.

COLLABORATING WITH EXPERTS, INDUSTRY, AND STAKEHOLDERS

Given the complexity of the issues, collaboration is an important part of our work around human rights. We worked with the International Tourism Partnership (ITP) and our industry partners to develop the ITP’s Position Statement on Human Trafficking and are currently part of their working group defining new industry targets with the goal of collectively advancing our progress on this issue.

We also work with industry bodies such as the American Hotel & Lodging Association, external human rights organizations, religious groups, and investors, and support and promote the U.S. Department of Homeland Security’s Blue Campaign to end human trafficking.

When we have the opportunity, we help advance best practices on human rights and improve our own understanding, raising awareness among our business partners, franchisees, and customers, as well as speaking at public events such as the Women’s Forum in France.
The social, economic, and environmental effects of climate change, alongside issues such as resource scarcity and population growth, have the potential to disrupt our business and impact the communities and local economies that are at the heart of the tourism industry. By embedding environmentally sustainable practices across our business we aim to use resources more thoughtfully, build more efficient and sustainable hotels, and inspire stakeholder action on environmental issues.

**OUR FOCUS**

2015 saw the launch of the UN’s Sustainable Development Goals (SDGs) and the ground-breaking Paris Agreement at COP21, both of which provide a clearer focus on actions that businesses and governments must take to address climate change, environmental degradation, and social injustice. Both the SDGs and COP21 will help to frame our own response in the years ahead.

Hyatt’s 2020 Vision is our approach to tackling the most pressing global environmental issues that we can influence. It is based on a set of ambitious targets, including reducing energy and water consumption and cutting greenhouse gas (GHG) emissions at our hotels; recycling and waste reduction; building a more sustainable supply chain; and making our buildings greener and more efficient. We also realize that many of these environmental issues will require collaboration with our industry, partners, and thought leaders.

These actions are part of our long-term, strategic approach to environmental sustainability, which is designed to help conserve natural resources while also helping to reduce our operating costs. You can find out more about our progress against each goal in our Corporate Responsibility Scorecard.
OUR ACTIONS

USING RESOURCES THOUGHTFULLY

In 2015, we conducted a comprehensive survey and analysis of water use across our operations and tasked our global full service, managed hotels to undergo onsite energy audits. With this data as their foundation, 38 percent of the hotels to date have developed comprehensive energy and water conservation plans to help achieve their customized reduction targets, which will ultimately support our global goals. In water-stressed areas like California, we saw our hotel conservation programs lead to a reduction in water use by nearly 12 percent in the past year.

We have also launched an enhanced version of Hyatt EcoTrack, our utility and sustainability database, which helps us gain greater visibility into data for managing our environmental footprint and improving hotel profitability. This enhancement, completed in 2015, builds on our long-term efforts as one of the first hotel companies to track hotel utility data. With improved dashboards, hotels can track their own progress toward their customized sustainability goals and Hyatt’s global targets. In the fourth quarter, we also took the important step of making EcoTrack available to our franchise partners, which is a growing segment of our business, with the goal of 100 percent usage by the end of 2016.

Reducing Energy Use and Greenhouse Gas Emissions

Achieving our energy and GHG emission goals requires a mix of operational efficiency improvements, investments in capital projects, and more use of alternative energy sources. Last year, we made one of our largest investments in low-carbon technology at Hyatt Regency Greenwich, which became the first hotel to install a Bloom Energy fuel cell. This alternative energy source is expected to reduce the hotel’s annual GHG emissions by 40 percent.

While the financial viability of alternative or renewable energy is currently highly dependent on local incentives, our hotels and their owners explore options where possible. Hyatt Regency Maui in Hawaii, for example, installed a photovoltaic system in 2015 that generates 960,000 kWh of electricity annually. This builds on the 23 hotels that currently use onsite energy from renewable sources such as solar, wind, and geothermal heat.

Overall, hotels globally reported having completed nearly 200 energy-efficient projects in 2015, including upgrades in lighting, kitchen and laundry equipment, and HVAC systems. These projects are expected to reduce GHG emissions by over 23,000 metric tons of carbon dioxide equivalent (CO₂e) annually.

Energy, water, and GHG data are based on reported information from managed hotels in our three regions: Americas, Asia Pacific (ASPAC), Europe, Africa and Middle East and South-West Asia (EAME/SW Asia). These reductions result from, among other things, upgraded equipment with improved efficiency, diligent management of resource consumption, and, in some cases, shifting certain operations, such as laundry, to outside vendors. GHG emissions change as a result of energy consumption, energy types, and updates in emission factors. U.S. select service managed properties are currently excluded from the regional-level energy, GHG emission and water reduction goals. This segment makes up roughly 3 percent of our overall GHG emissions.
Reducing Water Use

We require water to operate our buildings and to maintain the health and well-being of our colleagues and guests. Our approach to water conservation is similar to our energy-efficiency efforts: we deploy a mix of operational improvements and investments that result in reductions, both big and small, in our overall consumption of water. From low-flow fixtures to water recycling, our hotels take on a variety of projects to reduce water use. For example, installing flow restrictors in the kitchens at Grand Hyatt Tokyo is expected to reduce water use by up to 2.5 million liters per year, while at Grand Hyatt Dubai condensate from cooling systems is collected and used by the hotel's cooling towers, achieving an estimated annual water saving of 10 million liters.

Laundry waste-water recycling is a technology that has been explored at Hyatt hotels in each of our regions. At Grand Hyatt Seattle, results show it has led to annual savings of over 18 million liters of water per year, alongside a reduction in the energy used to heat water. Building on this global effort, in 2015 we invested in laundry water recycling systems in five additional hotels in North America. Within our laundry operations, we also emphasize best practices in loading machines, and are moving over to detergents that enable us to use up to 40 percent less water.

We donated over 82,000 lbs of soap, shampoo, and other bottled products from U.S. hotels to Clean the World, which passes it on to communities where it can help to prevent hygiene-related illnesses. We are now expanding to a global partnership.

Tackling Waste

Reducing waste has been a focus for Hyatt since we launched our first sustainability program in 2007. Currently, 12 percent of our global managed hotels have reported achieving our goal to divert 40 percent of their waste. While we continue to make progress on this front, both in reducing the amount of waste that we generate and send to landfill, implementing consistent programs across all our hotels remains a challenge, largely due to the variability in municipal recycling infrastructure in the communities where we operate. Our greatest successes in achieving long-term reductions are in areas where infrastructure is supported by regulation and where we have strong colleague engagement to drive internal awareness and support.

In 2015, we initiated five pilots across the U.S. with a waste and recycling company to improve our internal processes around waste collection and disposal. The findings showed that our hotels have the potential to improve waste diversion by up to 50 percent. The recommendations and learnings from these pilots will be developed into a standard for U.S. hotels that will also be adapted for non-U.S. locations.

We are also introducing additional programs to reduce the waste that we generate. For example, we are working in the U.S. with our produce suppliers to introduce reusable and recyclable alternatives to waxed cardboard boxes for deliveries.
Focusing on Food Waste

Up to one-third of food produced worldwide is lost or wasted each year, and organic waste can make up over 40 percent of a hotel’s waste stream. The efficient, ecologically friendly disposal of food waste remains a challenge within and outside of our industry due to the availability of necessary municipal infrastructure, and regulations that have not kept pace with this evolving issue.

The ability to leverage options such as composting, digesters, and making donations also depends on a hotel’s available space and location.

This is, of course, a shared challenge, and we are working with our partners through the American Hotel & Lodging Association’s (AH&LA’s) food waste group to ensure a broader, industry-wide impact through advancing best practices.

BUILD SMART

The way we design and build our hotels is an important driver for reducing the environmental footprint and increasing the profitability of our operations. In order to help our business partners focus on design features that we believe can have the most impact, we developed guidelines for new construction and renovation for our managed hotels, focusing on key areas such as insulation, lighting, efficiencies in cooling and heating, water and ventilation systems, and materials.

For new construction and major renovation projects for our wholly owned full service hotels and resorts, we set the goal of achieving Leadership in Energy and Environmental Design (LEED) certification – one of the most widely recognized green building standards – or an equivalent. In 2016, we have initiated two development projects for wholly owned hotels that are slated to achieve LEED certification. Additionally, non-owned hotels are also initiating the LEED certification process.
INNOVATE AND INSPIRE
We want to drive innovative ideas and inspire action on environmental issues, both internally and along our value chain. This is why we encourage our colleagues to effect change internally, and collaborate with innovative business partners and organizations to help further our thinking and move the needle forward through collective action. We aim both to be transparent with stakeholders and to share information, as a way of holding ourselves accountable and achieving successful collaborations.

Building a Culture of Environmental Stewardship
We begin with the basics – many of our colleagues have actions embedded into their jobs that result in the reduction of waste generation, as well as energy and water consumption. Simple things such as training our housekeeping colleagues not to leave water running when cleaning a bathroom add up when implemented across all our hotels. We also encourage colleagues to identify new solutions that can move us toward our 2020 goals. In 2015, for instance, we initiated pilots in our hotels to identify simple yet innovative practices that can be scaled up globally.

Working Together
Some of our biggest environmental challenges cannot be solved alone, which is why we collaborate with business partners, stakeholders, and other experts like World Wildlife Fund (WWF), which is informing our responsible seafood program. Elsewhere, our participation in the AH&LA sustainability committee helps us to advance best practice and raise awareness of environmental issues across our business and the industry.

We also work with industry partners to streamline our efforts and broaden our impact. Current initiatives include the Hotel Water Measurement Initiative (HWMI) with the International Tourism Partnership (ITP) in which we are standardizing the methodology for the industry to measure and report water use to our corporate clients who rely on consistent information from our industry to support their own corporate social responsibility goals.

In 2014, Hyatt became a member of the Paulson Institute’s CEO Council for Sustainable Urbanization in China, and we are now collaborating with 16 other leading companies in the U.S. and China to establish a more sustainable path forward for China’s vast urbanization programs. These include efforts to improve and enforce building codes, the integration of sustainability features into building design and construction processes, consumer awareness campaigns, and the greening of supply chains. Since 2013, Hyatt has also been a leading sponsor of the Paulson Institute’s China Mayors Training Program, an initiative that brings Chinese Mayors to the U.S. for a two-week immersion with the goal of teaching cutting-edge sustainable urban approaches.
Hyatt’s multi-billion-dollar supply chain is expansive, encompassing global companies and local suppliers in over 50 countries in which we operate. The products and services we procure and consume around the world help us to ensure the comfort and well-being of our guests and colleagues, while also supporting local economies. We have a responsibility to leverage our purchasing power to increase the demand for responsible products for our hotels, our guests, and our communities, and to work with our suppliers and other stakeholders to increase visibility in our supply chain.

OUR FOCUS

We are committed to working with suppliers and other partners to drive responsibility in our global supply chain. We believe that as a global brand we have the ability to influence change.

In 2014, we formalized responsible purchasing goals as part of our 2020 Environmental Sustainability Vision. Our goals reflect global targets in areas where we know we have the ability to drive change through our supply chain. We are also committed to supporting our local hotel-level efforts, which tend to be decentralized, and helping them to prioritize specific products for which more socially and environmentally sustainable alternatives are available.

In 2015, we made significant advances toward our supply chain goals by focusing our efforts on data collection and analysis to define areas of strategic opportunity, piloting procurement strategies in key product categories, and working with organizations, such as World Wildlife Fund (WWF) on sustainable seafood and Avendra1 on operational supplies, to directly drive impact through our supply chain.

1 Avendra is the purchasing company we work with in North America.
OUR ACTIONS

DRIVING STANDARDS ALONG OUR SUPPLY CHAIN

To complement our programs and policies that guide our social and environmental performance, we also give preference to working with companies that adhere to similar business principles. Hyatt’s Supplier Code of Conduct sets out the minimum expectations we have of our suppliers around compliance, human rights and labor, health and safety, the environment, and ethics. Additionally, we work with Avendra to help us assess the sustainability commitments of our North American suppliers and to communicate the importance of environmental policies and programs to our value chain.

LEADING THE INDUSTRY WITH SUSTAINABLE SEAFOOD

By 2030, it is predicted our global population will consume 40 million more metric tons of seafood each year compared to 2008. This demand will put a huge strain on our oceans, aquaculture, and labor welfare, increasing the threat of overfishing and ecological damage, and affecting the communities that rely on the industry for their livelihoods.

In 2014, Hyatt, in collaboration with WWF, announced industry-leading goals to help address this global issue, with an aim of sourcing 50 percent of our global seafood volume from responsible sources, 15 percent of which will come from Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC)-certified sources by 2018. At the same time, we implemented a ban on shark fin at all restaurants and food and beverage outlets.

Assessing and Improving Seafood Purchasing

In 2015, we completed an audit of our seafood purchasing across managed, full service hotels globally. This information has been critical in establishing our strategy across all markets through 2018, including high-priority species and markets where we can have the greatest impact. For example, in 2015 we initiated the work to transition shrimp – our second-largest seafood category – to ASC-certified sources in North America, our largest market. We also supported Fishery and Aquaculture Improvement Projects (FIPs and AIPs) in countries such as Vietnam, Peru, and Ecuador that help fisheries and farms reach MSC/ASC standards. Hyatt is now listed as an official FIP participant and we are also advocating sustainable seafood through letters to suppliers and governments to drive broader action. Finally, we strive to influence the increase in sustainable seafood supply by communicating our goals to our suppliers. In particular, we met with Chilean farmers and suppliers of ASC-certified salmon to discuss opportunities to scale up sustainable purchasing across Hyatt.

Piloting Sustainable Procurement Strategies

We conducted two in-depth studies with Hyatt hotels in Hong Kong and India to identify procurement strategies in challenging markets. Based on preliminary data, both groups were able to realize significant progress with sourcing MSC and ASC products, and as much as one-third of each region’s seafood by volume is procured from responsible sources. Each region also plans to increase this volume in the coming years.

94% of Hyatt’s major suppliers and distributors of operational and food and beverage products for North American hotels have sustainability policies in place. North America is our largest market, and the only one in which we have centralized contracts, making this an important milestone.
Driving Local Action

There are many challenges with both identifying and accessing sustainable seafood, which is why we place a large emphasis on colleague training and awareness. In 2015, we required our culinary and purchasing colleagues to go through comprehensive training materials on sustainable seafood. Many of our hotels have embraced this opportunity to be local change agents, including hotels in Asia, where we have the highest volume of our global seafood purchases and where access to sustainable supplies can be more challenging.

Action in Asia

- Grand Hyatt Singapore reduced its total seafood offering across its restaurants from over 600 seafood products to less than 100, with a focus on ensuring most of its seafood is certified by credible third parties. MSC or ASC-certified seafood alone makes up around 40 percent of the hotel’s seafood by volume, and its restaurants are MSC and ASC Chain of Custody Certified. The hotel took the added step of acquiring a seafood importer’s license to enable its procurement of sustainable options.
- Grand Hyatt Erawan Bangkok took steps to shift the majority of its seafood menu offering across its three restaurants to MSC, ASC, or other third-party-certified sources. Given the limited options in Thailand, the team found certified farms and fisheries, negotiated with suppliers to begin bringing shrimp and oysters from MSC or ASC-certified sources into the country, and helped other local restaurants source these sustainable options as well.
- Grand Hyatt Jakarta transitioned the majority of its imported seafood to products from MSC or ASC-certified sources during 2015. For local seafood, where certified options aren’t available, they work with fishermen who use low-impact line fishing. The hotel rotates its menu specials to reflect the changing local deliveries.
- Park Hyatt Tokyo became the first hotel in Japan to obtain an MSC and ASC Chain of Custody Certification, and is also working with local producers to increase the supply of MSC and ASC-certified seafood in its market.

FOOD. THOUGHTFULLY SOURCED. CAREFULLY SERVED.

Beyond seafood, food and beverage represents one of our most significant spends. Our philosophy is to focus on healthy and sustainable options that are good for our guests, for the local communities, and for the planet. We are proud to be a leader in this effort among hospitality companies and we were one of the first in our industry to introduce cage-free eggs, launch comprehensive sustainable seafood goals, and join the Partnership for a Healthier America.

Our hotels bring life to this philosophy in many different ways – from raising bees at Hyatt Regency Mainz, to building strong relationships with local farms at Grand Hyatt Goa and growing herbs and vegetables at Hyatt Regency Hua Hin.

Thoughtful Sourcing in North America

- Cage-free liquid and shell eggs
- Sustainable seafood advancement with WWF
- To-go containers made of compostable or recycled materials
- rBST-free milk
- Grass-fed, hormone and antibiotic-free beef hamburgers
- Eliminated polystyrene from 92% of our food and beverage packaging and cutlery

© WWF-US/Molly Edmunds
SUPPORTING DIVERSITY AND INCLUSION IN OUR SUPPLY CHAIN

We also believe that we have an opportunity and a responsibility to ensure that our supply chain reflects our own internal commitment to diversity. Our supplier diversity program focuses on building relationships with businesses owned by minorities, women, military and disabled veterans, and LGBT persons.

In 2015, we contracted with five new large minority-owned suppliers that provided products and services such as laundry, baked goods, landscaping, and interior design, which helped to increase our Avendra-contracted supplier diversity spend in the U.S. by 11 percent, surpassing our year-over-year goal of 3 percent.

Providing Locally Sourced, Organic Ingredients

Before opening in late 2015, the culinary team at Park Hyatt Guangzhou researched options for providing organic and sustainable ingredients in its restaurants. They found a farm committed to sustainable practices in commercial agriculture in the Fujian Wuyi mountain range surrounded by biodiversity. The hotel now works closely with the farm to develop its menus around seasonal produce to deliver fresh and organic ingredients to guests.

OUR OPERATIONS

We look at opportunities to make a positive impact through our broader procurement practices and collaboration with suppliers, many of whom share our commitment to environmental sustainability. For example, our shampoos and soaps across all of our brands globally are made of biodegradable formulas packaged in bottles made of recycled plastic.

In North America, we have worked with Ecolab to provide comprehensive cleaning solutions that increase efficiency, minimize the use of natural resources, and improve safety – from sourcing to manufacturing, to use and through disposal. Helping to reduce water and energy use, as well as packaging waste are a few key ways Ecolab’s sustainable offerings impact our properties. Green Seal-certified in-room cleaning supplies are leveraged whenever available, meeting rigorous sustainability criteria while maintaining the same performance and quality requirements as traditional, non-green counterparts, all while minimizing our total environmental impact.

We work closely with Avendra on sustainable purchasing product categories for our North America market, where our contracting is consolidated. Our aim is to expand our focus internationally where possible.
This is the GRI index to accompany Hyatt’s 2015/2016 Corporate Responsibility Issue Reports. We report biennially on our key issues and performance using the Global Reporting Initiative’s (GRI) G4 framework as a guide. We provide update reports between the GRI-based reports. This index contains the disclosure details for the material aspects relevant to our reporting.

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<td>----------</td>
</tr>
<tr>
<td><strong>G4-EN7</strong></td>
<td>Reductions in energy requirements of products and services.</td>
<td><a href="http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html">Our 2015 Corporate Responsibility Scorecard &gt; Reduce energy &amp; greenhouse gas emissions</a> Submission to CDP Climate Change Program, available on our website:</td>
</tr>
</tbody>
</table>

**MATERIAL ASPECT: WATER**

<table>
<thead>
<tr>
<th><strong>G4-EN8</strong></th>
<th>Total water withdrawal by source.</th>
<th>Total water consumption in 2015 was 29.3 million cubic meters. The majority of our water comes from municipal water supplies, though some hotels also access water from sources including wells, surface water, tanker-delivered water, and rainwater. Data on our water usage can be found in: <a href="http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html">Our 2015 Corporate Responsibility Scorecard &gt; Conserve water</a> See GRI Index Appendix: Environmental Data for water usage data by region.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**MATERIAL ASPECT: EMISSIONS**

<table>
<thead>
<tr>
<th><strong>G4-EN15</strong></th>
<th>Direct greenhouse gas (GHG) emissions (Scope 1).</th>
<th>Total Scope 1 emissions in 2015 was 0.28 million metric tons CO₂e. Submission to CDP Climate Change Program, available on our website: <a href="http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html">http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html</a></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>G4-EN16</strong></td>
<td>Energy indirect greenhouse gas (GHG) emissions (Scope 2).</td>
<td>Total Scope 2 emissions in 2015 was 1.31 million metric tons CO₂e. Submission to CDP Climate Change Program, available on our website: <a href="http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html">http://thrive.hyatt.com/en/thrive/about-hyatt-thrive/reporting.html</a></td>
</tr>
<tr>
<td>DMA AND INDICATORS</td>
<td>DESCRIPTION</td>
<td>LOCATION</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>MATERIAL ASPECT: EFFLUENTS AND WASTE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-EN23</td>
<td>Total weight of waste by type and disposal method.</td>
<td>Environmental Stewardship Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td><strong>MATERIAL ASPECT: PRODUCT AND SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-EN27</td>
<td>Extent of impact mitigation of environmental impacts of products and services.</td>
<td>Environmental stewardship &gt; Our actions &gt; Using resources thoughtfully</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environmental stewardship &gt; Innovate and inspire</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our 2015 Corporate Responsibility Scorecard &gt; Innovate and inspire</td>
</tr>
<tr>
<td><strong>MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-EN32</td>
<td>Percentage of new suppliers that were screened using environmental criteria.</td>
<td>Responsible Sourcing Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td><strong>CATEGORY: SOCIAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DMA</td>
<td>Disclosure on management approach.</td>
<td>Caring for Our Colleagues Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diversity and Inclusion Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td><strong>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MATERIAL ASPECT: EMPLOYMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-LA2</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.</td>
<td>Caring for Our Colleagues Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Form 10K pages F-35 to F-37.</td>
</tr>
<tr>
<td><strong>MATERIAL ASPECT: TRAINING AND EDUCATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-LA10</td>
<td>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</td>
<td>Caring for Our Colleagues Corporate Responsibility Issue Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A Workplace for Growth</td>
</tr>
<tr>
<td>G4-LA11</td>
<td>Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.</td>
<td>All our employees receive performance reviews.</td>
</tr>
</tbody>
</table>
[Hyatt Supplier Code of Conduct](#) |
|---|---|---|---|
| MATERIAL ASPECT: INVESTMENT | **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. | 55,000 of Hyatt colleagues were required to take human trafficking training in 2015.  
[Business Ethics and Human Rights Corporate Responsibility Issue Report](#) |
| SUB-CATEGORY: SOCIETY | DMA | Disclosure on management approach. | [Creating Value in Our Communities Corporate Responsibility Issue Report](#) |
| MATERIAL ASPECT: LOCAL COMMUNITIES | **G4-SO1** | Percentage of operations with implemented local community engagement, impact assessments, and development programs. | 73 percent of owned and managed hotels reported volunteer activities or charitable contributions made to their communities, including fundraising and in-kind donations. Because we rely on voluntary reporting from our hotels, we believe we may be underreporting this figure. |
APPENDIX: ENVIRONMENTAL DATA

### GLOBAL ENVIRONMENTAL DATA

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Energy (million megajoules)</td>
<td>14,064</td>
<td>13,893</td>
<td>14,900</td>
</tr>
<tr>
<td>Direct Energy (million megajoules)</td>
<td>4,680</td>
<td>4,517</td>
<td>5,028</td>
</tr>
<tr>
<td>Indirect Energy (million megajoules)</td>
<td>9,384</td>
<td>9,376</td>
<td>9,872</td>
</tr>
<tr>
<td>Total Water (million cubic meters)</td>
<td>28.2</td>
<td>27.7</td>
<td>29.3</td>
</tr>
<tr>
<td>Total Greenhouse Gas Emissions (million metric tons CO₂e)</td>
<td>1.51</td>
<td>1.51</td>
<td>1.59</td>
</tr>
<tr>
<td>Scope 1 (million metric tons CO₂e)</td>
<td>0.25</td>
<td>0.24</td>
<td>0.28</td>
</tr>
<tr>
<td>Scope 2 (million metric tons CO₂e)</td>
<td>1.26</td>
<td>1.27</td>
<td>1.31</td>
</tr>
</tbody>
</table>

### ENERGY INTENSITY, MEGAOJULES PER SQUARE METER BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>1,255</td>
<td>1,248</td>
<td>1,219</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>1,325</td>
<td>1,264</td>
<td>1,251</td>
</tr>
<tr>
<td>Europe, Africa, Middle East and South-West Asia</td>
<td>1,333</td>
<td>1,283</td>
<td>1,281</td>
</tr>
</tbody>
</table>

### WATER INTENSITY, LITERS PER GUEST NIGHT BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>496</td>
<td>486</td>
<td>477</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>1,172</td>
<td>1,152</td>
<td>1,123</td>
</tr>
<tr>
<td>Europe, Africa, Middle East and South-West Asia</td>
<td>1,031</td>
<td>938</td>
<td>935</td>
</tr>
</tbody>
</table>

### GHG INTENSITY, KILOGRAMS OF CO₂E PER SQUARE METER BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>118</td>
<td>117</td>
<td>114</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>163</td>
<td>161</td>
<td>155</td>
</tr>
<tr>
<td>Europe, Africa, Middle East and South-West Asia</td>
<td>164</td>
<td>157</td>
<td>152</td>
</tr>
</tbody>
</table>

Energy, water, and GHG data are based on reported information from managed hotels in our three regions: Americas, Asia Pacific (ASPAC), and Europe, Africa, Middle East and South-West Asia (EAME/SW Asia). Reductions result from, among other things, upgraded equipment with improved efficiency, diligent management of resource consumption, and, in some cases, shifting certain operations, such as laundry, to outside vendors. GHG emissions change as a result of energy consumption, energy types, and updates in emission factors. U.S. select service managed properties are currently excluded from the regional-level energy, GHG emissions and water reduction goals and intensity values, but are included in the aggregate values. This segment makes up roughly 3 percent of our overall GHG emissions.
The social, economic, and environmental effects of climate change, alongside issues such as resource scarcity and population growth, have the potential to disrupt our business and impact the communities and local economies that are at the heart of the tourism industry. By embedding environmentally sustainable practices across our business we aim to use resources more thoughtfully, build more efficient and sustainable hotels, and inspire stakeholder action on environmental issues.

**OUR FOCUS**

2015 saw the launch of the UN’s Sustainable Development Goals (SDGs) and the ground-breaking Paris Agreement at COP21, both of which provide a clearer focus on actions that businesses and governments must take to address climate change, environmental degradation, and social injustice. Both the SDGs and COP21 will help to frame our own response in the years ahead.

Hyatt’s 2020 Vision is our approach to tackling the most pressing global environmental issues that we can influence. It is based on a set of ambitious targets, including reducing energy and water consumption and cutting greenhouse gas (GHG) emissions at our hotels; recycling and waste reduction; building a more sustainable supply chain; and making our buildings greener and more efficient. We also realize that many of these environmental issues will require collaboration with our industry, partners, and thought leaders.

These actions are part of our long-term, strategic approach to environmental sustainability, which is designed to help conserve natural resources while also helping to reduce our operating costs. You can find out more about our progress against each goal in our Corporate Responsibility Scorecard.
OUR ACTIONS

USING RESOURCES THOUGHTFULLY

In 2015, we conducted a comprehensive survey and analysis of water use across our operations and tasked our global full service, managed hotels to undergo onsite energy audits. With this data as their foundation, 38 percent of the hotels to date have developed comprehensive energy and water conservation plans to help achieve their customized reduction targets, which will ultimately support our global goals. In water-stressed areas like California, we saw our hotel conservation programs lead to a reduction in water use by nearly 12 percent in the past year.

We have also launched an enhanced version of Hyatt EcoTrack, our utility and sustainability database, which helps us gain greater visibility into data for managing our environmental footprint and improving hotel profitability. This enhancement, completed in 2015, builds on our long-term efforts as one of the first hotel companies to track hotel utility data. With improved dashboards, hotels can track their own progress toward their customized sustainability goals and Hyatt’s global targets. In the fourth quarter, we also took the important step of making EcoTrack available to our franchise partners, which is a growing segment of our business, with the goal of 100 percent usage by the end of 2016.

Reducing Energy Use and Greenhouse Gas Emissions

Achieving our energy and GHG emission goals requires a mix of operational efficiency improvements, investments in capital projects, and more use of alternative energy sources. Last year, we made one of our largest investments in low-carbon technology at Hyatt Regency Greenwich, which became the first hotel to install a Bloom Energy fuel cell. This alternative energy source is expected to reduce the hotel’s annual GHG emissions by 40 percent.

While the financial viability of alternative or renewable energy is currently highly dependent on local incentives, our hotels and their owners explore options where possible. Hyatt Regency Maui in Hawaii, for example, installed a photovoltaic system in 2015 that generates 960,000 kWh of electricity annually. This builds on the 23 hotels that currently use onsite energy from renewable sources such as solar, wind, and geothermal heat.

Overall, hotels globally reported having completed nearly 200 energy-efficient projects in 2015, including upgrades in lighting, kitchen and laundry equipment, and HVAC systems. These projects are expected to reduce GHG emissions by over 23,000 metric tons of carbon dioxide equivalent (CO₂e) annually.
**Reducing Water Use**

We require water to operate our buildings and to maintain the health and well-being of our colleagues and guests. Our approach to water conservation is similar to our energy-efficiency efforts: we deploy a mix of operational improvements and investments that result in reductions, both big and small, in our overall consumption of water. From low-flow fixtures to water recycling, our hotels take on a variety of projects to reduce water use. For example, installing flow restrictors in the kitchens at Grand Hyatt Tokyo is expected to reduce water use by up to 2.5 million liters per year, while at Grand Hyatt Dubai condensate from cooling systems is collected and used by the hotel’s cooling towers, achieving an estimated annual water saving of 10 million liters.

Laundry waste-water recycling is a technology that has been explored at Hyatt hotels in each of our regions. At Grand Hyatt Seattle, results show it has led to annual savings of over 18 million liters of water per year, alongside a reduction in the energy used to heat water. Building on this global effort, in 2015 we invested in laundry water recycling systems in five additional hotels in North America. Within our laundry operations, we also emphasize best practices in loading machines, and are moving over to detergents that enable us to use up to 40 percent less water.

**Tackling Waste**

Reducing waste has been a focus for Hyatt since we launched our first sustainability program in 2007. Currently, 12 percent of our global managed hotels have reported achieving our goal to divert 40 percent of their waste. While we continue to make progress on this front, both in reducing the amount of waste that we generate and send to landfill, implementing consistent programs across all our hotels remains a challenge, largely due to the variability in municipal recycling infrastructure in the communities where we operate. Our greatest successes in achieving long-term reductions are in areas where infrastructure is supported by regulation and where we have strong colleague engagement to drive internal awareness and support.

In 2015, we initiated five pilots across the U.S. with a waste and recycling company to improve our internal processes around waste collection and disposal. The findings showed that our hotels have the potential to improve waste diversion by up to 50 percent. The recommendations and learnings from these pilots will be developed into a standard for U.S. hotels that will also be adapted for non-U.S. locations.

We are also introducing additional programs to reduce the waste that we generate. For example, we are working in the U.S. with our produce suppliers to introduce reusable and recyclable alternatives to waxed cardboard boxes for deliveries.

We donated over 82,000 lbs of soap, shampoo, and other bottled products from U.S. hotels to Clean the World, which passes it on to communities where it can help to prevent hygiene-related illnesses. We are now expanding to a global partnership.
Focusing on Food Waste

Up to one-third of food produced worldwide is lost or wasted each year, and organic waste can make up over 40 percent of a hotel’s waste stream. The efficient, ecologically friendly disposal of food waste remains a challenge within and outside of our industry due to the availability of necessary municipal infrastructure, and regulations that have not kept pace with this evolving issue.

The ability to leverage options such as composting, digesters, and making donations also depends on a hotel’s available space and location.

This is, of course, a shared challenge, and we are working with our partners through the American Hotel & Lodging Association’s (AH&LA’s) food waste group to ensure a broader, industry-wide impact through advancing best practices.

BUILD SMART

The way we design and build our hotels is an important driver for reducing the environmental footprint and increasing the profitability of our operations. In order to help our business partners focus on design features that we believe can have the most impact, we developed guidelines for new construction and renovation for our managed hotels, focusing on key areas such as insulation, lighting, efficiencies in cooling and heating, water and ventilation systems, and materials.

For new construction and major renovation projects for our wholly owned full service hotels and resorts, we set the goal of achieving Leadership in Energy and Environmental Design (LEED) certification – one of the most widely recognized green building standards – or an equivalent. In 2016, we have initiated two development projects for wholly owned hotels that are slated to achieve LEED certification. Additionally, non-owned hotels are also initiating the LEED certification process.
INNOVATE AND INSPIRE

We want to drive innovative ideas and inspire action on environmental issues, both internally and along our value chain. This is why we encourage our colleagues to effect change internally, and collaborate with innovative business partners and organizations to help further our thinking and move the needle forward through collective action. We aim both to be transparent with stakeholders and to share information, as a way of holding ourselves accountable and achieving successful collaborations.

Building a Culture of Environmental Stewardship

We begin with the basics – many of our colleagues have actions embedded into their jobs that result in the reduction of waste generation, as well as energy and water consumption. Simple things such as training our housekeeping colleagues not to leave water running when cleaning a bathroom add up when implemented across all our hotels. We also encourage colleagues to identify new solutions that can move us toward our 2020 goals. In 2015, for instance, we initiated pilots in our hotels to identify simple yet innovative practices that can be scaled up globally.

Working Together

Some of our biggest environmental challenges cannot be solved alone, which is why we collaborate with business partners, stakeholders, and other experts like World Wildlife Fund (WWF), which is informing our responsible seafood program. Elsewhere, our participation in the AH&LA sustainability committee helps us to advance best practice and raise awareness of environmental issues across our business and the industry.

We also work with industry partners to streamline our efforts and broaden our impact. Current initiatives include the Hotel Water Measurement Initiative (HWMI) with the International Tourism Partnership (ITP) in which we are standardizing the methodology for the industry to measure and report water use to our corporate clients who rely on consistent information from our industry to support their own corporate social responsibility goals.

In 2014, Hyatt became a member of the Paulson Institute’s CEO Council for Sustainable Urbanization in China, and we are now collaborating with 16 other leading companies in the U.S. and China to establish a more sustainable path forward for China’s vast urbanization programs. These include efforts to improve and enforce building codes, the integration of sustainability features into building design and construction processes, consumer awareness campaigns, and the greening of supply chains. Since 2013, Hyatt has also been a leading sponsor of the Paulson Institute’s China Mayors Training Program, an initiative that brings Chinese Mayors to the U.S. for a two-week immersion with the goal of teaching cutting-edge sustainable urban approaches.