

Module: Introduction**Page: Introduction****CC0.1****Introduction**

Please give a general description and introduction to your organization.

References in this report to “we,” “our,” “us,” “Hyatt,” “Hyatt Hotels Corporation,” and the “Company” refer to Hyatt Hotels Corporation and its consolidated subsidiaries.

About our Company:

Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a portfolio of 12 premier brands and 638 properties in 52 countries, as of December 31, 2015. The Company's purpose to care for people so they can be their best informs its business decisions and growth strategy and is intended to create value for shareholders, build relationships with guests and attract the best colleagues in the industry. The Company's subsidiaries develop, own, operate, manage, franchise, license or provide services to hotels, resorts, branded residences and vacation ownership properties, including under the Park Hyatt®, Grand Hyatt®, Hyatt Regency®, Hyatt®, Andaz®, Hyatt Centric™, The Unbound Collection by Hyatt™, Hyatt Place®, Hyatt House®, Hyatt Ziva™, Hyatt Zilara™ and Hyatt Residence Club® brand names and have locations on six continents. For more information, please visit www.hyatt.com.

Corporate Responsibility at Hyatt:

At Hyatt, we are in the business of caring for people so they can be their best. We support this purpose through our commitment to responsible business practices and by adhering to a set of core values. Since we opened our first hotel in 1957, we have always believed that the way we manage our business and operate our hotels define who we are and what we stand for, and we recognize that with our global presence, it's critical that our hotels operate in an environmentally and socially responsible way.

Hyatt's global corporate responsibility platform, Hyatt Thrive, is an integral part of our business. We recognize that when our people, communities and planet thrive, so does our business. Environmental sustainability is a core pillar of Hyatt Thrive, and climate change is a critical focus for Hyatt within this platform. Our 2020 environmental sustainability vision includes a suite of aggressive goals, including goals to reduce greenhouse gas (GHG) emissions, energy and water consumption and waste at hotels in addition to goals around sustainable buildings, supply chain, and working with business partners to drive change across our industry. Please visit HyattThrive.com for details and progress on our goals.

Organizational Boundary for Emissions Reporting:

The boundary of this report includes owned and managed hotels, for which we have operational control. Please note that emissions for franchised hotels are reported on as a Scope 3 emissions category in Question CC14.1.

Market-Based Scope 2 Emissions Reporting:

With the new GHG Protocol Scope 2 accounting guidance that was introduced in 2015, we have evaluated opportunities to develop necessary measurements to account for both market-based and location-based Scope 2 emissions data. As a company with 638 properties operating in 52 countries, we are not able to leverage utility-specific emission factors in a practical manner at this time. However, a small number of hotels voluntarily purchase renewable energy and renewable energy certificates, so we are able to make adjustments to our market-based Scope 2 emissions based on this information and as provided by hotels in our portfolio. These adjustments are reflected in the market-based Scope 2 emissions reported in our CDP Climate Change Information Request response.

CC0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Thu 01 Jan 2015 - Thu 31 Dec 2015

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
United States of America
China
India
South Korea
Australia
Indonesia
Mexico
Canada
United Arab Emirates
Japan
United Kingdom
France
Germany
Rest of world

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

CC0.6

Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire. If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net. If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

Further Information

Forward-Looking Statements: 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 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 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.

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

The highest level of direct responsibility within Hyatt resides with our President and Chief Executive Officer (CEO), Mark Hoplamazian, who is a member of our Board of Directors. Mr. Hoplamazian's responsibilities include overseeing Hyatt's performance as it relates to climate change and setting the vision for the Company's commitments, which includes our 2020 GHG reduction targets (part of Hyatt's 2020 Environmental Sustainability Goals). Our Corporate Responsibility (CR) Department, the Risk Council, and Hyatt's quarterly business reviews inform Mr. Hoplamazian on emerging topics and the Company's performance.

Hyatt's regional leadership teams and Global Head of Corporate Responsibility lead the integration of our environmental and social commitments, including Hyatt's 2020 Environmental Sustainability Goals, into our business objectives, daily operations, and broader risk management program of our three regions: (1) The Americas, (2) Asia Pacific, and (3) Europe, Africa, Middle East & Southwest Asia.

Finally, Hyatt's Board of Directors ensures that the long-term interests of Hyatt's shareholders are served by exercising strategic oversight of the Company. This includes overseeing enterprise risk management, compliance, financial matters and human capital strategy, in order to assure shareholders' long-term interests are served. The Board is kept abreast of Hyatt's corporate responsibility strategy on an annual basis, which includes our climate change strategy.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Business unit managers	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Efficiency project Behaviour change related indicator	The Global Head of Corporate Responsibility is charged with defining, developing, and executing on Hyatt's environmental programs and policies, which includes climate change management and mitigation. Annual goals tied to bonuses are set for this purpose. Examples of goals that are incentivized and tied to her bonus include (1) setting company-wide 2020 GHG emissions reduction targets, (2) advancing energy and emission reduction projects and efficiency projects, (3) issuing reports on Hyatt's climate change management practices and results, and (4) implementing other behavioral change/reputation improvement platforms.
Business unit managers	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Efficiency project Behaviour change related indicator	The regional Vice Presidents and Directors of Engineering & Sustainability and Directors of Engineering oversee the overall performance of facility operations, including the effective management of energy and water consumption, greenhouse gas emissions, and waste. Goals tied to their bonuses incentivize the execution of programs support hotels' operational efficiency improvements for meeting the 2020 GHG emissions targets.
Facility managers	Monetary reward	Emissions reduction project Energy reduction project Efficiency project Behaviour change related indicator	The Directors of Engineering at Hyatt hotels have job requirements that include managing their hotels efficiently, which includes reducing energy and water consumption and carbon emissions through efficiency projects and behavioral change measures. Goals tied to compensation are set for optimizing the operations of hotels.
All employees	Recognition (non-monetary)	Emissions reduction project Energy reduction project Efficiency project Behaviour change	Environmental stewardship is a responsibility that is shared across all Hyatt colleagues. Cross-functional Thrive Teams at hotels take the lead in identifying opportunities to reduce environmental impact and organizing colleague training and engagement initiatives. In addition, through Hyatt's "My Green Touches" program, every colleague has specific tasks, according to his or her job function, that are designed to reduce energy and water consumption, waste, and carbon emissions. Outstanding achievements and commitments by Thrive Teams and colleagues are recognized through various internal communication channels, such as our intranet and internal social channels.

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
		related indicator	
Other: Hotels		Emissions reduction project Energy reduction project Efficiency project Behaviour change related indicator	Through our annual Thrive Leaderships Awards, Hyatt recognizes specific hotels that demonstrate outstanding achievements in the areas of environmental sustainability or community engagement.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Board or individual/sub-set of the Board or committee appointed by the Board	All geographical areas where Hyatt operates hotels are considered in the risk management procedures.	> 6 years	On a quarterly basis, our Risk Council evaluates risks, including climate change risks, which are presented to our Executive Committee for input and discussion, and a formal report is provided to the full Board of Directors annually. Additionally, our CR Department assesses both climate and energy risks and opportunities as part of its ongoing management of Hyatt's global corporate responsibility goals and objectives, which are reported to our Chief Executive Officer, who serves on the Board. To support our climate change risk and opportunity management procedures, departmental channels such as Engineering, Operations, Sales, Purchasing, Finance and regional offices, including regional Legal teams, inform the Risk Council and the CR Department on an ongoing basis. Through the CDP Climate Change response development process, a cross-functional team also conducts an annual evaluation of specific climate change-related risks and opportunities.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

COMPANY LEVEL

At the Company level, the Corporate Responsibility Department is responsible for staying abreast of emerging climate change-related risks by working with external thought-leaders, industry groups, our Risk Council and departmental channels including Engineering, Operations, Sales, Purchasing, Architecture and Design, Finance and Legal.

The scope of Hyatt's risk identification process includes those related to (i) regulations, (ii) operational and capital expenses, (iii) physical and weather-related conditions, (v) reputation, (vi) customer behavior and (vii) our supply chain.

ASSET LEVEL

At the asset level, physical and regulatory risks at managed hotels are identified in collaboration with insurance companies, owners, and consultants and property protection experts including fire and natural disaster protection and prevention engineers. Onsite visits are generally conducted for most if not all managed Hyatt hotels around the world on a periodic basis. In addition, we have a variety of data tracking and surveying tools in place that help keep the Company abreast on asset-level information.

When entering a new market with development projects or acquisitions, Hyatt conducts extensive market and site research. Assessments include local site and environmental issues, flood and storm concerns, access to resources, and - where appropriate - a security assessment of the local operating environment.

Identified risks related to regulations, expenses, reputation, or supply chain are generally identified at the asset level are reported through relevant departmental channels to the CR Department and the Risk Council.

Additionally at the asset level, Hyatt prioritizes property-specific action plans based on energy audits, regional water risks, and other considerations that we believe can help mitigate climate change-related risks as well as provide properties with opportunities to demonstrate leadership in corporate responsibility.

CC2.1c

How do you prioritize the risks and opportunities identified?

Hyatt utilizes a materiality-based approach to prioritize identified risks and opportunities considering the following criteria: (1) Residual risk (exposure to the risk after consideration of Hyatt's existing controls), (2) Likelihood, (3) Financial impact, and (4) Potential Timeframes for Risks.

Insights from internal stakeholders as well as external experts are incorporated into the evaluation. Internally, the Risk Council prioritizes the Company's top risks, assigning accountability of management and mitigation, and monitoring the effectiveness of risk mitigation activities. Examples of external thought-leaders and industry groups with whom the Corporate Responsibility Department engages to assist in prioritizing identified risks and opportunities includes Business for Social Responsibility (BSR), the International Tourism Partnership (ITP), the World Travel and Tourism Council (WTTC), the Clinton Global Initiative (CGI), Cornell University's Center for Hospitality Research, the Paulson Institute's CEO Council for Sustainable Urbanization as well as the Chinese Mayor Training Program, and the American Hotel & Lodging Association (AH&LA).

Prioritized risks and opportunities identified have been incorporated into Hyatt's 2020 environmental sustainability vision through the focus areas of: (1) Use Resources Thoughtfully; (2) Build Smart; and (3) Innovate and Inspire.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment
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CC2.2**Is climate change integrated into your business strategy?**

Yes

CC2.2a**Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process****I. INFLUENCE ON BUSINESS STRATEGY**

Hyatt's focus on climate change mitigation and environmental responsibility is integral to achieving our goal of being the preferred hospitality Company for our colleagues, guests and our owners. Hyatt recognizes that climate change can impact our environment, our business and our communities. Our commitment to minimizing our business's climate change impact becomes more important as our operational footprint grows and global travel increases, all during a time when climate change and resource scarcity pose significant risks to the travel industry and our business. This makes the efficient management of our operations a financial and environmental imperative that is essential for meeting critical business priorities, such as driving profitability, attracting guests, engaging colleagues, and enhancing our brands.

Environmental sustainability is a core pillar of our Hyatt Thrive corporate responsibility platform, and climate change is a critical focus for Hyatt within this platform. Our 2020 environmental sustainability vision was developed to further align Hyatt's environmental efforts with global risks, the company's growth strategy, and changing profile.

Our 2020 environmental sustainability vision includes a suite of strategic goals, including goals to reduce greenhouse gas (GHG) emissions, energy and water consumption and waste at hotels, and goals around sustainable buildings, supply chain, and working with business partners. This vision enables us to further embed action across the Company through improved framework and processes, and to drive progress in areas where we believe we can make measurable impact. (We provide further details and report on progress toward our 2020 environmental sustainability goals at [HyattThrive.com](https://www.hyatt.com/en/US/about-us/sustainability).)

II. ASPECTS OF CLIMATE CHANGE IMPACTING STRATEGY

Our assessment of our greatest climate-related risks and opportunities has informed our strategy. Specific aspects include energy costs, the regulatory landscape, new efficiency standards, possible weather-related business interruptions, and customer and public expectations related to sustainability. These risks and opportunities have compelled Hyatt to adopt a strategic approach toward risk mitigation and management and engagement with our stakeholders.

III. SHORT-TERM STRATEGY

Climate change has influenced Hyatt's short-term business strategy (1-3 years) in the following ways. (1) We have established targets for environmental indicators, including reduction of GHG emissions. To achieve our target, we are focused on making operational improvements ranging from relatively "low-hanging fruit" such as installing energy-efficient lighting, to projects that are more capital intensive. (2) A central element of our strategy is to engage our colleagues around environmental issues and solutions by implementing Thrive Teams and training across properties. (3) We place a heavy emphasis on leveraging data to drive performance in collaboration with our Finance Department to further integrate sustainability into our business priorities.

IV. LONG-TERM STRATEGY

Climate change has influenced Hyatt's long-term business strategy (4-10 years) in the following ways as reflected in our 2020 environmental sustainability vision: (1) We consider climate change when we design and construct our hotels, and we are emphasizing long-term, property-level plans for full service managed hotels to identify and prioritize capital investment opportunities that reduce climate change impact. We focus on full service hotels since they make up the largest portion of our Company's footprint. These property-level plans are particularly important given the wide range of brands and building types we operate and because many Hyatt hotels are owned by other entities. These plans help hotels to make decisions within a regional context and to work with their owning entities to secure funding for projects that require capital investment. (2) We strive to embed sustainability into our brand experience so that our guests and colleagues can seamlessly be part of Hyatt's commitment. (4) We are broadening our strategy to address our business's impact in areas beyond our operational control by collecting GHG data from our franchised hotels (Scope 3 emissions) and engaging our supply chain.

V. STRATEGIC ADVANTAGE

The steps that we have taken to reduce our GHG emissions from our 2006 baseline demonstrate to our guests and our colleagues that we have implemented meaningful programs and policies to mitigate our environmental impacts. For example, Hyatt has reduced its Scope 1 and 2 emissions per square meter from 2006-2015 by 19% in Americas, 20% in Asia Pacific, and 28% in Europe, Africa, Middle East and South-West Asia. These actions also create value for our hotel owners as well as shareholders by managing our cost, enhancing Hyatt's brand reputation, and by attracting and retaining talented colleagues.

VI. SUBSTANTIAL BUSINESS DECISIONS DURING REPORTING YEAR

In 2015, substantial business decisions influenced by climate change included the following: (1) Hyatt made one of our largest low-carbon investments into fuel cell technology at Hyatt Regency Greenwich, a Hyatt-owned property. The property is the first hotel to install a Bloom fuel cell, which is expected to reduce its greenhouse gas emissions by 40%. The investment is an example of Hyatt's business decision to test new solutions for understanding opportunities of broader application. (2) Environmental sustainability responsibilities were more formally integrated into the Americas Engineering Department. As a result, colleagues' job descriptions were adjusted along with job title updates to "Engineering and Sustainability". (3) We rolled out Hyatt EcoTrack, Hyatt's global utility and sustainability database, to franchise hotels. Although our franchise hotels are a Scope 3 emissions source for Hyatt because we do not have operational control over them, their participation in EcoTrack will help Hyatt to better understand performance trends. This will enable us to support future engagement with franchisees to reduce carbon emissions and increase operating efficiency.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price of carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price of carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations
Other

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
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CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
American Hotel & Lodging Association (AH&LA)	Consistent	<p>Within the context of climate change, AH&LA strives to advance the industry's efforts and best practices, and commitments. Specifically AH&LA provides a variety of resources and information. For additional information on AH&LA's green initiatives, please visit: https://www.ahla.com/green.aspx Information on AH&LA's public policy positions and efforts can be found at: http://www.ahla.com/government/.</p>	<p>Hyatt supports the AH&LA through membership and participation in the Sustainability Committee. In addition, Hyatt's Executive Vice President, General Counsel & Secretary serves as a Brand Representative to the Board of Directors.</p>
World Travel and Tourism Council (WTTC)	Consistent	<p>Within the context of climate change, WTTC strives to advance the industry's efforts, best practices, and commitments. In 2015, WTTC published a report entitled "Travel and Tourism 2015: Connecting Global Climate Action", in which the following five priority areas were identified: (1) Integrating Climate Change Into Business Strategy, (2) Supporting the Global Transition to a Low Carbon Economy, (3) Strengthening Local Resilience, (4) Promoting the Value of Responsible Travel and (5) Engaging Across the Value Chain.</p>	<p>Hyatt supports the WTTC through membership and participation in a number of sustainability-related working groups. In addition, Hyatt's CEO is a council member. One of the recent outcomes of our support for this organization is the Hotel Carbon Measurement Initiative (HCMI). Identifying with clients regarding the lack of consistent methodology in how hotels were reporting carbon emissions information, Hyatt (in conjunction with Marriott International and Fairmont Hotels & Resorts) took the lead to define and develop a proposal to ITP to achieve greater industry alignment and transparency around this issue. This proposal led to an actionable collaboration with more than 20 different hotel companies around the world, the ITP, Cornell University Center for Hospitality Research, and KPMG and feedback from a variety of stakeholders including the World Resources Institute (WRI).</p>

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

CC2.3e**Please provide details of the other engagement activities that you undertake**

Hyatt currently engages with the following organizations that produce public work on climate change:

BSR: Hyatt's Chief Human Resources Officer served as a board member of BSR, whose mission is to "work with business to create a just and sustainable world. We envision a world in which everyone can lead a prosperous and dignified life within the boundaries of the Earth's natural resources." Climate change is one of the many areas of focus for BSR. Our support for this organization aligns with our Hyatt Thrive platform to enable thriving communities.

CORNELL CENTER FOR HOSPITALITY RESEARCH: Hyatt supports Cornell University's Center for Hospitality Research. Additionally, Hyatt has participated in the inaugural and second year of the Hotel Sustainability Benchmarking Study, which is the industry's most widely recognized collaborative benchmarking effort for the industry. This is a significant first step, given that the industry has not had a strong and transparent source for benchmarking hotel carbon, energy and water data. 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.

CLINTON GLOBAL INITIATIVE (CGI): In 2013 Hyatt joined CGI, an organization founded by former President Bill Clinton that "convenes global leaders to create and implement innovative solutions to the world's most pressing challenges." The organization aligns with Hyatt's efforts to connect with innovators and collaborators who share Hyatt's passion to care for our people, our planet, and our communities.

INTERNATIONAL TOURISM PARTNERSHIP (ITP): Hyatt supports the ITP through membership and participation in a number of sustainability-related working groups. One of the recent outcomes of our support for this organization is the Hotel Carbon Measurement Initiative (HCM), in collaboration with the World Trade and Travel Council.

PAULSON INSTITUTE: Hyatt is a sponsor of 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. It is also important to note that Hyatt is expanding its presence in key locations in China, and the country is considered a critical region for the Company. Since 2013, Hyatt has 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.

CEO COUNCIL FOR SUSTAINABLE URBANIZATION IN CHINA: Hyatt is a member of the Paulson Institute's CEO Council for Sustainable Urbanization in China, and we are now collaborating with 16 other leading U.S. and Chinese companies 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.

CC2.3f

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment
Int1	Scope 1+2 (location-based)	45%	25%	Other: kg CO2e per square meter	2006	135	2020	No, and we do not anticipate setting one in the next 2 years	REGIONAL TARGET 1: AMERICAS The boundary of this goal is hotels in Americas, with the exception of select service hotels in the U.S., which make up less than 3% of Hyatt's global emissions. Our goals are segmented by region so that we can track and drive progress in a meaningful way in our very different markets, while controlling some of the large variables linked to our portfolio that changes year over year. Hyatt set an intensity target for GHG reductions, given that we continue to grow as part of our strategy to increase our presence in attractive markets. While variables such as guest nights were considered for calculating the intensity, we identified that GHG emissions and energy consumption correlated most strongly with floor space, and therefore selected "square meters" as the denominator. The 2006 baseline year was the first year that Hyatt had complete data for full service managed hotels. The baseline for this group has been updated from previous reports based on corrections to square meter information.
Int2	Scope 1+2 (location-based)	34%	25%	Other: kg CO2e per square meter	2006	193	2020	No, and we do not anticipate setting one in the next 2 years	REGIONAL TARGET 2: ASIA PACIFIC The boundary of this goal is hotels in Asia Pacific. Our goals are segmented by region so that we can track and drive progress in a meaningful way in our very different markets, while controlling some of the large variables linked to our portfolio that changes year over

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment
									year. Hyatt set an intensity target for GHG reductions, given that we continue to grow as part of our strategy to increase our presence in attractive markets. While variables such as guest nights were considered for calculating the intensity, we identified that GHG emissions and energy consumption correlated most strongly with floor space, and therefore selected "square meters" as the denominator. The 2006 baseline year was the first year that Hyatt had complete data for full service managed hotels.
Int3	Scope 1+2 (location-based)	21%	25%	Other: kg CO2e per square meter	2006	210	2020	No, and we do not anticipate setting one in the next 2 years	REGIONAL TARGET 3: EUROPE, AFRICA, MIDDLE EAST AND SOUTHWEST ASIA The boundary of this goal is hotels in Europe, Africa, Middle East & Southwest Asia. Our goals are segmented by region so that we can track and drive progress in a meaningful way in our very different markets, while controlling some of the large variables linked to our portfolio that changes year over year. Hyatt set an intensity target for GHG reductions, given that we continue to grow as part of our strategy to increase our presence in attractive markets. While variables such as guest nights were considered for calculating the intensity, we identified that GHG emissions and energy consumption correlated most strongly with floor space, and therefore selected "square meters" as the denominator. The 2006 baseline year was the first year that Hyatt had complete data for full service managed hotels.

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
Int1	Decrease	6	No change	0	REGIONAL TARGET 1: AMERICAS While we have set 2020 intensity targets to reduce emissions by region, our hotel portfolio continues to grow. The expected percent change in absolute emissions was calculated based on the following assumptions and estimations: (1) extrapolated the observed growth in total square meters of managed hotels within the region to future years; (2) assumption that GHG per area target will be met. Because the assumed growth rate for these hotels is lower than the reduction rates, we anticipate a decrease in absolute emissions.
Int2	Increase	59	No change	0	REGIONAL TARGET 2: ASIA PACIFIC While we have set 2020 intensity targets to reduce emissions by region, our hotel portfolio continues to grow, thereby increasing our absolute emissions. The expected percent change in absolute emissions was calculated based on the following assumptions and estimations: (1) extrapolated the observed growth in total square meters of managed hotels within the region to future years; (2) assumption that GHG per area target will be met. The absolute emissions increase for Asia Pacific reflects the growth trends observed within the region during recent years.
Int3	Increase	63	No change	0	REGIONAL TARGET 3: EUROPE, AFRICA, MIDDLE EAST AND SOUTHWEST-ASIA While we have set 2020 intensity targets to reduce emissions by region, our hotel portfolio continues to grow. The expected percent change in absolute emissions was calculated based on the following assumptions and estimations: (1) extrapolated the observed growth in total square meters of managed hotels within the region to future years; (2) assumption that GHG per area target will be met. The absolute emissions increase for Europe, Africa, Middle East and Southwest-Asia reflects the growth trends observed within the region during recent years.

CC3.1d

Please provide details of your renewable energy consumption and/or production target

ID	Energy types covered by target	Base year	Base year energy for energy type covered (MWh)	% renewable energy in base year	Target year	% renewable energy in target year	Comment
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CC3.1e

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Int1	64%	76%	REGIONAL TARGET 1: AMERICAS Since 2006, Americas Full Service hotels have reduced GHG emissions per square meter by 19%, which is 76% progress toward our 2020 target for Americas Full Service. While the opening/closing of very different hotel types sway our overall progress, segmenting our goals by region helps control some of the variables associated with diversity of our regional portfolio. We work with hotels to drive energy efficiency through ROI projects listed in 3.3b, operational improvements, and raising awareness about conservation measures among colleagues.
Int2	64%	80%	REGIONAL TARGET 2: ASIA PACIFIC Since 2006, Asia Pacific hotels have reduced GHG emissions per square meter by 20%, which is 80% progress toward our 2020 target for this group. While the opening/closing of very different hotel types sway our overall progress, segmenting our goals by region helps control some of the variables associated with diversity of our regional portfolio. We work with hotels to drive energy efficiency through ROI projects listed in 3.3b, operational improvements, and raising awareness about conservation measures among colleagues.
Int3	64%	100%	REGIONAL TARGET 3: EUROPE, AFRICA, MIDDLE EAST AND SOUTHWEST ASIA In 2015, Europe Africa Middle East & South-West Asia hotels surpassed its GHG emissions per square meter target of 25% – reducing its emissions by 28%. Due to the increasing decoupling of energy and emissions performance associated with emissions factors, we are continuing to work toward to the associated 2020 energy target that corresponds with the emissions reduction target for this region.

CC3.1f

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?

Yes

CC3.2a

Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment
Group of products	Managed properties	Avoided emissions	Other: GHG Protocols			As a result of Hyatt's ongoing efforts to reduce emissions from hotels, our hotel owners have the potential to reduce part of their Scope 1 and 2 emissions. Hyatt's climate change mitigation

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment
						<p>strategies (which include energy-efficient design and construction guidelines, and operations and procurement practices) enable our hotel owners to directly avoid a portion of their GHG emissions. These practices reduce Hyatt's Scope 1 and 2 emissions at our hotels within our operational control, which directly translates into reducing the Scope 1 and 2 emissions of the hotel owners who have financial control over these properties. As a result of our ongoing efforts, hotel owners could potentially avoid a portion of their GHG emissions by selecting Hyatt as the hotel management Company over similar companies without a commitment to reduce carbon emissions and fewer efficiency practices. Hyatt's efficiency measures also help reduce our guests' GHG emissions when they travel; however, the GHG emissions of our guests would be considered as their Scope 3 emissions. Estimated avoided emissions from 2006 to 2015 were approximately 350,000 MTCO_{2e}. Our estimated amount of emissions avoided is based on the following assumptions and methodologies: (1) Reduction in GHG emissions by region during the reporting period since baseline years; (2) Hotels and the square meters of space managed by Hyatt in baseline years are equivalent to 2015 status; (3) Use of emission factors and global warming potentials from sources presented in Question CC7. Currently, there is no standardized global benchmarking mechanism that would enable us to accurately calculate our hotel's normalized footprint compared to comparable hotels (by region, segment tier, onsite amenities, etc.). Should and when standardized benchmarking data become available, we intend to incorporate this information in future assumptions of avoided emissions.</p>

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	34	4000
To be implemented*	101	17000
Implementation commenced*	17	2000
Implemented*	199	23882
Not to be implemented	0	0

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy efficiency: Building services	Hyatt manages a diverse portfolio of properties, which makes a standardized approach to energy efficiency a challenge. However, in recent years we have consistently focused on key areas, including upgrades to energy efficient lighting. Based on reported information, we have identified 96 completed lighting projects across our portfolio in 2015.	11529	Scope 2 (location-based)	Voluntary	3024449	4318377	1-3 years	6-10 years	Additional information was available for 80% of these projects, which is reflected in the columns to the left and represents investments made by Hyatt and Hyatt hotel owners. Payback period is estimated based on previous experience/observed median payback periods rather than based on the available information for reported projects. Estimated lifetime of equipment varies greatly and is based on the equipment's depreciation timeline as well as useful lifetime. Lighting equipment in areas that require constant use (e.g., emergency lighting) would have a shorter life cycle as a result.
Energy efficiency: Building services	We replace HVAC and energy management-related equipment in hotels as they age; and while these investments are part of scheduled updates, they often give us the opportunity to invest in more efficient	8031	Scope 1 Scope 2 (location-based)	Voluntary	2269448	12116998	4-10 years	16-20 years	Additional information was available for 68% of the reported projects, which is reflected in the columns to the left and represents investments made by Hyatt and Hyatt hotel owners. Payback period is estimated based on previous

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	<p>equipment. In addition, HVAC-related controls and equipment are updated as needed or when efficiency gains can be made. Based on reported information, we have identified 62 completed HVAC and energy management projects completed in 2015. Examples of 2015 projects included:</p> <ul style="list-style-type: none"> * Central plant equipment used to generate heating and cooling (e.g., chillers, cooling towers, boilers, heat exchangers, pumps). * HVAC equipment and air handling systems, including installation of variable frequency controls that enable optimized use of motors and ensure efficient use and conditioning of incoming make up air. *Energy management systems to help monitor and control building 								<p>experience/observed median payback periods rather than based on the available information for reported projects. Estimated lifetime of equipment varies greatly and is based on the equipment's depreciation timeline as well as useful lifetime. A preventive maintenance program is in place at Hyatt hotels in order to extend the useful lifetime of designated equipment as much as possible.</p>

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	operations and to ensure the building runs more efficiently. * Centrally controlled guestroom thermostats that enable hotels to implement much deeper temperature setbacks in unsold rooms compared to relying solely on occupancy sensor-controlled thermostats.								
Energy efficiency: Building services	In addition to lighting, HVAC, central plant and energy management systems updates, we undertake a wide range of energy efficiency projects. Examples of 2015 projects included: * Installing window film and green roofs to reduce heat gain * Updating piping insulation * Upgrades to elevators and escalators * Upgrades to pool equipment, including pumps *	1770	Scope 1 Scope 2 (location-based)	Voluntary	467237	1937064	4-10 years	11-15 years	Estimation of avoided emissions was available for 61% of these projects, which is reflected in the columns to the left and represents investments made by Hyatt and Hyatt hotel owners. Payback period is estimated based on previous experience/observed median payback periods rather than based on the available information for reported projects. Estimated lifetime of equipment varies greatly and is based on the equipment's depreciation timeline as well as useful lifetime. A preventive

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	Upgrades to efficient TVs Based on reported information, there were 18 identified projects within this category completed in 2015.								maintenance program is in place at Hyatt hotels in order to extend the lifetime of designated equipment as much as possible.
Low carbon energy installation	During 2015, the installation of a fuel cell at Hyatt Regency Greenwich and the installation of photovoltaic panels at Hyatt Regency Maui Resort and Spa were completed.	1511	Scope 2 (location-based)	Voluntary	299000	2868000	4-10 years	21-30 years	Because installation of low carbon energy sources is a relatively new effort, we do not yet have robust data to estimate the useful lifetime of the equipment; however, it is likely that the lifetime will be about 20 years. Investment and cost savings information by Hyatt Regency Maui Resort and Spa's ownership for the solar panels are provided in this table.
Energy efficiency: Building services	We replace kitchen and laundry equipment in hotels as they age; and while many of these investments are part of scheduled updates, they often give us the opportunity to invest in more efficient equipment. Beyond replacing older equipment, Hyatt hotels	1041	Scope 1 Scope 2 (location-based)	Voluntary	456784	1562795	4-10 years	11-15 years	Payback period is estimated based on previous experience/observed median payback periods rather than based on the available information for reported projects. Estimated lifetime of equipment varies greatly and is based on the equipment's depreciation timeline as well as useful lifetime. A preventive maintenance

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	<p>have been upgrading kitchen hood exhaust controls, which enable the exhaust fans to modulate as needed, saving energy associated with running the fans. In addition, because the make-up air is controlled only as needed, less energy is used to condition the incoming air. Based on reported information, we have identified 22 completed projects to enhance kitchen and laundry energy efficiency during 2015.</p>								<p>program is in place at Hyatt hotels in order to extend the lifetime of designated equipment as much as possible.</p>

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	Many managed full service hotels have leveraged onsite energy audits, retro-commissioning studies, and/or third party guidance to identify high yielding/short payback initiatives that will enable them to maximize actions and potential investment dollars. In addition, we use Hyatt EcoTrack (our utility tracking and management database) and vendors to forecast energy use and understand future energy trends, which help prioritize investment areas.
Compliance with regulatory requirements/standards	While most emission reduction activities are voluntary in the hospitality industry, in some cases there may be regulatory requirements that drive investments. Examples of regulatory requirements are: Local energy standards, carbon reduction regulations, or phase-outs of specific technologies. In these cases, new investments are integrated into the annual capital expenditure planning.
Employee engagement	With regard to driving efficiency and emission reduction projects, our colleagues frequently identify new opportunities and develop the business case to receive investment funds. Associate engagement is particularly important in a business structure like ours, given a diverse ownership structure. We engage our colleagues by setting regional 2020 targets and providing tools that empower our Green Teams and Engineering and Operations Teams, who are frequent innovators and play a critical role in securing investment funds for new projects.
Internal incentives/recognition programs	The annual goals described in Section 1.2 for Directors of Engineering at properties, the Director of Energy Management, the regional Vice President and Directors of Engineering, and the Global Head of Corporate Responsibility, drive associates to identify opportunities to reduce energy consumption. Emissions reductions are also incentivized through the Thrive Leaderships Awards, an annual program through which the Company awards hotels demonstrating leadership in advancing Hyatt Thrive initiatives – including outstanding climate change impact reductions. In addition, hotels are frequently recognized for their successful initiatives and accomplishments on Hyatt’s intranet site (Hyattconnect), our external website HyattThrive.com, newsletters, and other communication platforms. Our CEO refers to accomplishments at various hotels in external and internal presentations.

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: CC4. Communication

CC4.1

Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document	Comment
In mainstream reports (including an integrated report) but have not used the CDSB Framework	Complete	Pg 22 and 34 – “Climate change” specifically referenced as a risk related to the hospitality industry and a potential regulatory risk factor)	https://www.cdp.net/sites/2016/75/33275/Climate Change 2016/Shared Documents/Attachments/CC4.1/Hyatt-10-K-12.31.15.pdf	We reference climate change and disclose nature of risks in our annual 10-K filing.
In voluntary communications	Complete	GHG and energy data is reported in addition to strategies to reduce GHG emissions and energy consumption in Hyatt’s GRI Index.	https://www.cdp.net/sites/2016/75/33275/Climate Change 2016/Shared Documents/Attachments/CC4.1/Hyatt-GRI-Index.pdf	We publish corporate responsibility reports 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.
In voluntary communications	Complete	Hyatt Thrive website	https://www.cdp.net/sites/2016/75/33275/Climate Change 2016/Shared Documents/Attachments/CC4.1/Hyatt Thrive Website.JPG	We use our Hyatt Thrive webpages to provide stakeholders with resources on our sustainability program on an ongoing basis.
In voluntary communications	Complete	iGHG and energy data s reported in addition to strategies to reduce GHG emissions and energy consumption in Hyatt’s Corporate Responsibility Issue Report (2015/2016) - Environmental Stewardship.	https://www.cdp.net/sites/2016/75/33275/Climate Change 2016/Shared Documents/Attachments/CC4.1/Hyatt’s Corporate Responsibility Issue Report (2015_2016) - Environmental Stewardship.pdf	We publish corporate responsibility reports 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.

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in regulation

Risks driven by changes in physical climate parameters

Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Cap and trade schemes	Emerging cap-and-trade schemes and carbon taxes such as the Tokyo Cap and Trade and the UK CRC Energy Efficiency Scheme are directly	Increased operational cost	1 to 3 years	Direct	Very likely	Low	If energy costs in California were to increase by 1% as a result of AB32, this would increase our operating costs in that state by about \$250,000	Management methods for this risk are as follows: • In recognition that accurate and transparent reporting on our environmental footprint and progress made towards	One way to stay up-to-date with requirements/expectations for managing risks is to attend conferences. Costs could be approximately \$1,500 per conference. There are various other costs associated with our risk management efforts, many which vary greatly, including investments in

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>applicable to hotels, and impact our operations with new taxes/fees and costs associated with reporting and curbing emissions. In addition, costs incurred upstream of our supply chain as a result of cap-and-trade schemes may be passed onto our business, such as California's AB32, cap-and-trade programs in China, or the airline industry's cap-and-trade, which could impact guest travel.</p>						<p>based on our 2015 energy spend. However, given our global operations and the local-nature of many risks, it is difficult to quantify potential financial implications at the enterprise level. In addition, other hotel companies would likely be impacted by these risks similarly and potentially pass on cost increases to customers.</p>	<p>reducing our impact is important to our stakeholders and necessary to comply with regulations, Hyatt has placed a significant emphasis on tracking energy and emissions data for its properties around the world using Hyatt EcoTrack, our global database and benchmarking tool. • Hotel-level emissions data are tracked, analyzed, and benchmarked going back to 2006 for full service managed hotels, 2012 for select service managed hotels, and 2015 for</p>	<p>emission reduction activities at hotels, fees to business partners that provide data tracking and utility management services and professional fees for external experts.</p>

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>franchise hotels. • Hyatt stays up to date with regulations and requirements related to climate change by working closely with industry groups and local governments focused on sustainability. • As an example, Hyatt 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. It is estimated that this will result in over 19,000 metric tons of avoided CO2 emissions over 20 years, and reduce the property's</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								annual emissions by 40%. These management methods, such as our utilization of the Hyatt EcoTrack tool, cannot influence the likelihood of cap and trade schemes passing and the associated risks, but they could reduce this risk's potential magnitude on our business over the next 1-3 years.	
Fuel/energy taxes and regulations	Fuel/energy taxes and regulations along with cap and trade schemes raise costs for the utility sector, thereby increasing energy costs for our hotels	Increased operational cost	Up to 1 year	Direct	Very likely	Medium	If 2015 energy costs had increased by 1% as a result of taxes and regulations, for example, this would have resulted in increased operating costs by over	Management methods for this risk are as follows: • We prioritize improving our efficiency performance across our hotel footprint, which helps us manage costs	In 2015, Hyatt and Hyatt hotel owners invested over \$22 million in 199 reported emissions reduction projects.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>when costs are passed down. In addition, businesses throughout our supply chain are similarly impacted, which results in increased costs of products and services in many cases. The impacts on the transportation sector could also adversely impact our customers' travel frequencies.</p>						<p>\$3.3 million. However, given our global operations and the local-nature of many risks, it is difficult to quantify more precise potential financial implications at the enterprise level.</p>	<p>and meet new standards. The new initiatives implemented during 2015 are estimated to reduce GHG emissions by 23,882 metric tons annually. • We use Hyatt's Sustainable Building Design and Construction guidelines to integrate efficiency measures in new construction and renovation projects. • Many hotels have conducted onsite energy audits to prioritize capital investments. Participating properties have also installed utility monitoring systems, which enable them to monitor energy</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>use in real time, detect abnormalities immediately, and identify conservation opportunities. • To manage unexpected costs, many hotels in de-regulated markets enter into one to three year energy purchase contracts when possible. • We engage our suppliers to address increasing risks within our supply chain. The collaborative relationship enables us to work closely with them as costs and other business considerations change overtime. (Additional</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								information on supplier engagement can be found in our response to Question CC14) These management methods, such as our emphasis on efficiency and sustainability design, cannot influence the likelihood of changes in taxes and the associated risks, but they could reduce this risk's potential magnitude on our business over the next 1-3 years.	

CC5.1b

Please describe your inherent risks that are driven by changes in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in mean (average) temperature	Changes in mean temperatures and extreme temperatures could result in increased heating and cooling demands and associated costs. Changes in mean temperature (and precipitation) could also impact the desirability of particular locations or travel patterns of customers.	Increased operational cost	Up to 1 year	Direct	Very likely	Medium	If overall revenue was impacted by 1%, for example due in part by reduced customer demand, this would roughly equal a \$43 million financial impact at 2015 revenue levels. Additionally, increased cooling and heating demand could increase energy costs. For example, a 1% increase in our energy expenditure would have resulted in an increase of over \$3.3 million at 2015 revenue levels. Given the diversity of our portfolio and locations, many risks may not become enterprise-wide risks.	Management methods for this risk are: <ul style="list-style-type: none"> • Because we anticipate utility costs to rise, efficiency has been an important focus. Our efforts include ongoing measurements of environmental metrics towards targets, implementing operational and capital improvement projects, colleague engagement, and implementing Sustainable Design and Construction Guidelines. • As an example of an efficiency effort, Hyatt Regency Maui Resort and Spa has implemented a range of initiatives over the years. The property has received LEED® EBOM Silver certification, and was able to demonstrate that it was 30% more energy efficient compared to similar resorts in the process. In 2015 the hotel also completed the installation of a nearly 600 kW photovoltaic system. • Hyatt hotels have preventive 	Hyatt hotels invest in onsite energy audits, a critical step toward efficiency improvements and managing climate change risks. These audits typically cost between \$10,000 and \$20,000 per site. Actual energy efficiency projects vary greatly, making it difficult to provide cost estimates. However, in many cases these investments result in a payback that is under three years.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>maintenance programs in place, which enable properties to ensure equipment is operating optimally, and that the building is equipped to handle a range of environmental conditions.</p> <ul style="list-style-type: none"> • Hyatt's strong focus on our service, properties, innovation, and our brands has led us to success in attracting guests for over 50 years, and will be integral in continuing to stay competitive through potential changes that impact destinations. <p>These management methods, such as our focus on efficiency measures, cannot influence the likelihood of temperatures changing and the associated risks, but they could reduce this risk's potential magnitude on our business at the present time and going forward.</p>	
Change in precipitation extremes	Access to water is critical to running a hotel.	Increased operational cost	Up to 1 year	Direct	Very likely	Medium-high	If 2015 water costs had increased by	Management methods for this risk are as follows: <ul style="list-style-type: none"> • Because we 	Hyatt hotels invest in onsite energy audits, a

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
and droughts	<p>Droughts would likely increase the cost of water and cause issues with the supply of fresh water. It could also increase the number and severity of wild fires in arid regions, which could impact business and local communities. In California, where the state has had lasting severe droughts, some jurisdictions levy fines on businesses that cannot demonstrate water reductions. Floods, on the other hand, may result in structural and interior damage, increase in repair costs and an increase in</p>						<p>1% in California as a result of the recent droughts, this would have resulted in over a \$70,000 increase in operational spend, based on our current footprint in this state.</p>	<p>expect water costs to rise and issues around access to water to become even more severe, efficiency has been an important focus for Hyatt's long-term sustainability strategy. Our efforts around managing water efficiency go hand-in-hand with our energy-efficiency efforts, which were described above and include ongoing measurements of environmental metrics, implementing operational and capital improvement projects to work towards efficiency targets, colleague engagement, and the Sustainable Design and Construction Guidelines.</p> <ul style="list-style-type: none"> • In water-stressed areas like California, our hotel's water conservation programs led to a reduction in water use by nearly 12% in 2015. • Hyatt stays up to date with developments in water-efficient technology and buildings by attending conferences, trainings, 	<p>critical step toward efficiency improvements and managing climate change risks. These audits typically cost between \$10,000 and \$20,000 per site. The cost of efficiency projects varies greatly by initiative, and it is therefore difficult to provide cost estimates. However, in many cases these investments result in a payback that is under three years.</p>

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	insurance premiums. Extreme precipitation may impact our suppliers' ability to effectively conduct business and trade, thereby increasing supply chain costs. USA Today found that water prices at least doubled in the past dozen years in more than a quarter of United States locations it studied. New regulations and costs could also be developed as a result of frequent or extreme droughts.							and encouraging colleagues to receive LEED® Accredited Professional (AP) or LEED® Green Associate credentials. These management methods, such as our water efficiency efforts, cannot influence the likelihood of changes in precipitation/droughts and the associated risks, but they could reduce this risk's potential magnitude on our business at the present time and going forward.	
Tropical cyclones (hurricanes and typhoons)	Increases in the severity and frequency of tropical cyclones could impact business	Inability to do business	Up to 1 year	Direct	Very likely	Low-medium	If overall revenue was impacted by 1%, this would roughly equal a \$43 million	Management methods for this risk are: •To ensure long-term business viability, Hyatt conducts extensive market research prior to	There are no additional costs of managing and mitigating these risks, as salaries of Hyatt staff

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>continuity, increase property repair costs, and potentially increase insurance premiums. Natural disasters may also have severe physical and economic impacts on our communities and on our colleagues' families and homes. Sea level rise would compound the risks of tropical cyclones and flooding mentioned above for Hyatt's coastal properties. Our hotels have submitted insurance claims for property damage and business interruption associated with</p>						<p>financial impact at 2015 revenue levels. However, given our global operations, it is difficult to quantify potential financial implications.</p>	<p>development or hotel acquisitions. Assessments include local site and environmental issues, local requirements, flood and storm concerns, and access to resources. •Hyatt has procedures to identify and mitigate risks including risk transfer to insurers by means of insurance policies. Managed hotels generally go through a review process before the hotel opens and then periodically after it opens with the goal of reviewing the operations associated with the safety of our guests and colleagues and the protection of the building. For example, as a result from this review process, a wind impact survey was conducted, which examined the hotels' roofs and windows with the goal of improving the underwriting and insurance costs related to property damage losses. •In the event</p>	<p>monitoring and managing risks, professional fees, and insurance would be part of our daily business operations.</p>

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	hurricanes in the past. We have not yet seen insurance premiums rise as a result of recent natural disasters; however, this could be impacted at local levels in the future.							that disaster strikes, we have an emergency response plan in place for keeping our guests and colleagues safe. In addition, our charitable disaster relief efforts provide financial support to our colleagues and neighbors in need. These actions support our communities' immediate relief and ongoing recovery, and helps enable a quick return to business. These management methods cannot influence the likelihood of tropical cyclones and the associated risks, but they could reduce this risk's potential magnitude on our business at the present time and going forward.	

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Increasingly companies are evaluated on climate change impacts and management strategies. Poor ratings could negatively impact the Company's reputation across stakeholders including customers, colleagues, owners, investors, and business partners.	Reduced demand for goods/services	Up to 1 year	Direct	Likely	Low	If environmental performance caused a reduction in 2015 revenue by 1% for example, this would have equated to approximately \$43 million.	Management methods for this risk are as follows: <ul style="list-style-type: none"> • Hyatt has evolved its public communication around environmental sustainability efforts over the years. We currently leverage channels such as www.HyattThrive.com, Corporate Responsibility reports, CDP Climate Change responses, and other means to provide information to a variety of stakeholders on our programs, goals, and progress. • We expect our continued focus on transparency and stakeholder engagement with guests, owners and leading industry associations to help us to strengthen our reputation around our climate change efforts. As a result of these management methods, we believe that both the likelihood and potential magnitude of this risk are reduced at the present time. 	In 2015, Hyatt and Hyatt hotel owners invested over \$22 million dollars in 199 reported emissions reduction projects, which help to manage this risk.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Changing consumer behaviour	As awareness around climate change and sustainability increases, we anticipate that some guests and corporate clients will factor climate mitigation practices into their consideration set when selecting hotels, and will look for hotels that demonstrate values aligned with their own. A lack of direct action in this area could therefore result in loss of business. In particular, many of our corporate clients have climate change strategies in place and are looking at the business travel	Reduced demand for goods/services	Up to 1 year	Direct	Likely	Low	If environmental performance caused a reduction in 2015 revenue by 1% for example, this would have equated to approximately \$43 million. Our general observation is that sustainability considerations do not yet supersede factors such as price, amenities, and service. However, we do know that not implementing measures to reduce our environmental footprint would negatively impact Hyatt's ability to successfully compete in the RFP process.	Management methods for this risk are: • In addition to implementing a wide range of sustainability initiatives, we have strengthened our efforts in communicating our sustainability performance by leveraging certification and recognition programs like TripAdvisor GreenLeaders, Green Key, Energy Star, LEED®, and regional programs relevant to their market. As of this CDP submission, 24 Hyatt properties had received LEED® certification. • While much of the environmental efforts at hotels are behind the scenes, we have guest-facing programs that demonstrate our commitment and provide an opportunity for guests to reduce their climate change impact during their travels, including a green meetings	In 2015, Hyatt and Hyatt hotel owners invested over \$22 million dollars in 199 reported emissions reduction projects, which help to manage this risk. Costs associated with obtaining hotel certifications/eco-label programs are varied and can range from no cost to \$150,000, including professional fees, depending on the type and level of certification/eco-label. These programs help demonstrate hotels' sustainability initiatives.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>industry for opportunities to better manage their footprint. Environmental questions are now fairly standard in Request for Proposals (RFPs).</p>							<p>program “Meet and Be Green”; serving local, sustainable ingredients in our restaurants; providing amenities in guestrooms that are biodegradable, not animal tested, and packaged in bottles made of recycled plastic; and providing guests the option to reuse linens and towels. • To improve the data provided to our corporate clients, Hyatt played a leading role in developing the Hotel Carbon Measurement Initiative, and uses this methodology to provide consistent information to our clients. We also share corporate responsibility updates by actively participating in client events and through newsletters that are sent out three times a year. As a result of these management methods, we believe that both the likelihood and potential magnitude of this risk</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								could be reduced at the present time.	

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Opportunities driven by changes in regulation
- Opportunities driven by changes in physical climate parameters
- Opportunities driven by changes in other climate-related developments

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Emission reporting obligations	Hyatt has voluntarily calculated emissions in accordance with the GHG Protocol since 2009, and has data going back to 2006. Because we	Increased demand for existing products/services	Unknown	Direct	Very likely	Low	As an example, a 1% increase in overall 2015 revenue as a result of increased customer loyalty and strategic management of costs	Management methods for opportunity are as follows: • In recognition that transparent reporting on our environmental footprint and efforts is important to our stakeholders, Hyatt places a significant emphasis on tracking energy and emissions data for its properties around the world. • Through our online database, Hyatt EcoTrack, Hyatt has been tracking its global utility data by hotel, brand, region and Company-wide. •	Cost of management includes the installation of real-time utility monitoring equipment, which helps properties gain even better insight into data, which is approximately \$30,000 per

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>have had the systems, expertise, and mindset in place for tracking and reporting our GHG emissions, Hyatt has been well positioned to accurately report its environmental footprint and manage future reporting requirements. In addition, having consecutive years of data in place has given us the opportunity to identify efficiencies.</p>						<p>would have resulted in an approximate \$43 million increase based on 2015 performance.</p>	<p>We have been calculating GHG emissions in Hyatt EcoTrack since 2009 in accordance with the GHG Protocol and had PwC validate our methodology. • Since 2012, we have also been tracking energy and emissions data for our managed select service hotels, and in 2015 began tracking emissions of franchise hotels, which are a Scope 3 emissions source. • Our proactive commitment to mitigate our impact, and to track and report our emissions would help us to quickly adjust to new regulations. This preparedness could help us avoid added costs and increase customer loyalty and demand. We believe that these management methods could increase the potential magnitude of this opportunity, although “Low” and for an unknown time period. These management methods cannot, however, influence the likelihood of emission reporting obligations and the associated perceived opportunities.</p>	<p>hotel. Other examples of costs include professional fees to business partners that provide data tracking and utility management services, professional fees for external experts, and salaries of Hyatt colleagues managing these programs.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Product efficiency regulations and standards	An increasing number of cities and local governments are adopting building efficiency standards, codes, and reporting requirements. For example, in the United States, a handful of cities require hotels to report energy consumption and efficiency through the Energy Star Portfolio Manager. Hyatt has a long history of working on improving	Reduced operational costs	Up to 1 year	Direct	Virtually certain	Low	As an example, a 1% decrease in energy costs would have resulted in more than \$3.3 million based on 2015 spend.	Management methods for opportunity are as follows: • As part of Hyatt's commitment to environmental sustainability, we have been focused on gaining efficiency improvements across our operations to prepare Hyatt hotels for meeting emerging regulations and standards and managing costs. These efforts also help Hyatt respond quickly to new standards, avoid added costs, and leverage opportunities to demonstrate leadership in sustainability. As demonstrated in Section 3.1b, Hyatt has achieved notable reductions in GHG intensity in our three regions by 19%, 20% and 28% respectively, compared to our baseline year of 2006. With Hyatt's 2020 sustainability vision and goals, we will continue to deepen our focus on hotel efficiency. We believe that these management methods could increase the potential magnitude of this opportunity, although "Low", at the present time and going forward. These management methods cannot, however, influence the likelihood of efficiency standards and the associated perceived opportunities.	In 2015, Hyatt and Hyatt hotel owners invested over \$22 million dollars in 199 reported emissions reduction projects, which help to manage this opportunity.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	our buildings' efficiencies. This effort has prepared Hyatt hotels for meeting emerging regulations and standards and managing costs.								
Product labelling regulations and standards	Emerging voluntary and mandatory environmental labeling schemes will require transparency into hotels' performance and initiatives. For example, the US Green Building Council	Increased demand for existing products/services	Up to 1 year	Direct	Virtually certain	Low	As an example in 2015, a 1% increase in overall revenue as a result of increased demand and lower costs tied to efficiency measures would have resulted in an approximate \$43 million	Management methods for opportunity are as follows: <ul style="list-style-type: none"> Hyatt properties around the world have received a wide range of environmental certifications and recognitions, such as LEED®. We currently have 24 properties with LEED® certification. In addition, Hyatt's headquarters are in the LEED® platinum certified Hyatt Center building. A growing number of Hyatt properties have signed up to the newly established TripAdvisor GreenLeaders program that provides hotels an opportunity to directly communicate about environmental initiatives to customers. Many Hyatt hotels 	Costs associated with obtaining hotel certifications/e-co-label programs are varied and can range from no cost to \$150,000, including professional fees, depending on the type and level of certification/e-co-label. These programs help

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>(USGBC) Leadership in Energy and Environmental Design (LEED®) certification has become a voluntary standard that is increasing in importance for stakeholders such as guests, property owners, and local governments. In some cases, LEED® certification or other green building requirements is mandated by local authorities or financing</p>						<p>increase based on 2015 performance. While benefits would be case by case, achieving LEED® certification, for example, requires new buildings to demonstrate a 10% improvement in the proposed building's performance, or a 5% compared to a projected baseline efficiency, which helps achieve energy-related</p>	<p>participate in a variety of programs, such as Green Key Eco-Rating Program and EnergyStar, which provides properties with an opportunity to demonstrate environmental progress using a uniform scorecard that is widely recognized within our industry. • We provide stakeholders with a list of certified and recognized hotels at http://thrive.hyatt.com/recognition.html We believe that these management methods could increase the potential magnitude of this opportunity, although "Low", at the present time and going forward. These management methods cannot, however, influence the likelihood of labeling standards and the associated perceived opportunities.</p>	<p>demonstrate hotels' sustainability initiatives as well as help identify cost reduction opportunities tied to efficiency gains.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	entities. Hyatt hotels have been voluntarily applying for certifications and ratings, which enables hotels to proactively demonstrate their efforts to customers, owners, colleagues, and business partners.						cost savings.		
Renewable energy regulation	Local renewable energy regulations could result in incentives such as rebates and increase the opportunity for Hyatt to capitalize on environment	Reduced operational costs	Unknown	Indirect (Supply chain)	Very likely	Low	Annual savings of \$80,000 after a 2.5 year payback period is expected as a result of the solar water heating installation at Hyatt	Management methods for opportunity are as follows: <ul style="list-style-type: none"> • We have made a commitment to reduce our greenhouse gas emissions per square meter, as demonstrated by our goals. • While we focus heavily on achieving this target through energy efficiency projects, our Sustainable Design Guidelines encourage hotels to evaluate the feasibility of leveraging renewable energy. • We continue to increase the amount 	\$1 million was invested in a solar water heating system at Hyatt Regency Aruba Resort Spa & Casino, which is expected to generate over 20 million BTUs per year.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>al and operational efficiencies resulting from the use of renewable energy. In addition, Hyatt could benefit from the positive reputation associated with use of renewable energy. Countries with potential opportunity for Hyatt include China and India – countries that are key markets for Hyatt, and where efforts are being made to add renewable energy into their grids.</p>						<p>Regency Merida – an example of a renewable energy project.</p>	<p>of renewable energy generated onsite in our hotel portfolio with currently 23 Hyatt hotels sourcing power from onsite renewable energy such as solar, wind and geothermal. • As an example, Hyatt 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. It is estimated that this will result in over 19,000 metric tons of avoided CO2 emissions over 20 years and reduce the property’s annual emissions by 40%. We believe that these management methods could increase the potential magnitude of this opportunity, although “Low” and for an unknown time period. These management methods cannot, however, influence the likelihood of changes in renewable energy regulations and the associated perceived opportunities.</p>	

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	In addition, a number of cities in the United States are announcing renewable energy commitments, and the EU has set a 20% renewable energy target for 2020.								

CC6.1b

Please describe the inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in temperature extremes	Effective energy efficiency management at our properties and ongoing work to	Reduced operational costs	Unknown	Direct	Likely	Low-medium	If Hyatt avoided 1% in cost increases in 2015, the positive financial impact	Management methods for opportunity are as follows: • We prioritize improving our efficiency	Hyatt hotels invest in onsite energy audits, a critical step toward efficiency improvements,

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>demonstrate our leadership to customers and external stakeholders will help Hyatt manage the increases in operational costs and potentially gain a competitive business advantage and market share.</p>						<p>would have been more than \$3.3 million based on 2015 expenditures.</p>	<p>performance across our hotel footprint, which helps us manage costs and meet new standards. • To prepare our hotels for severe weather events, Hyatt has preventive maintenance programs in place to ensure buildings operate at optimum levels. • We developed Hyatt's Sustainable Building Design and Construction guidelines to integrate efficiency measures in new construction and renovation projects. • Many hotels have conducted onsite energy audits to prioritize capital investments. • Participating properties have also installed utility monitoring systems, which enable them to monitor energy use in real time, detect</p>	<p>which typically cost between \$10,000 and \$20,000 per site. Actual energy efficiency projects vary greatly, making it difficult to provide cost estimates. However, in many cases these investments result in a payback that is under three years.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								abnormalities immediately, and identify conservation opportunities. These management methods cannot influence the likelihood of temperature extremes and the associated perceived opportunities, but they could increase this opportunity's potential magnitude, though over an unknown period of time.	

CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Hyatt believes that demonstrating	Increased demand for existing	Up to 1 year	Direct	Very likely	Low	If Hyatt experienced a 1% increase	Management methods for opportunity: • Hyatt has evolved its	Cost of management includes energy

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>focus, transparency, and improvement translates into positive brand reputation. During recent years, we have seen an increase in the number of programs that evaluate and rate companies' climate change impacts and strategies. While it is difficult to quantify the impacts, we expect that a positive Company reputation related to climate change management would have a beneficial impact on brand desirability. In particular, we see an increase in publicity</p>	<p>products/services</p>					<p>in overall revenue due in part to environmental attributes of our hotels in 2015, the positive financial impact would have resulted in an approximate \$43 million gain based on 2015 performance. However, financial implications resulting from a positive brand reputation linked to Hyatt's sustainability efforts are difficult to quantify.</p>	<p>public communication around environmental sustainability efforts over the years. We currently leverage channels such as www.HyattThrive.com, Corporate Responsibility reports, progress scorecards, CDP responses, and other means to provide information to a variety of stakeholders on our programs, goals, and progress. • Hyatt has developed and is working toward its new 2020 environmental sustainability vision, outlining a refreshed and broader set of goals, which will help the Company continue to advance sustainability initiatives and communicate progress to stakeholders. • We expect our continued focus on transparency and engagement with stakeholders to help us to strengthen our</p>	<p>audits, which typically cost between \$10,000 and \$20,000, and the cost of developing communications materials. Actual energy efficiency projects vary greatly, making it difficult to provide cost estimates. However, in many cases these investments result in a payback that is under three years.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	opportunities as we build our sustainability reputation, such as features in articles and op-eds.							reputation around our climate change efforts. We believe that these management methods could increase both the likelihood and potential magnitude of this opportunity at the present time and going forward.	
Changing consumer behaviour	Today's consumers increasingly pay attention to environmental attributes, eco-labels, and certifications. Hyatt has an opportunity to meet these consumer expectations and potentially increase our market share. Climate change is also quickly becoming an increasing priority for our corporate clients and leisure travelers as well. In	Increased demand for existing products/services	Up to 1 year	Direct	Likely	Low	<ul style="list-style-type: none"> While difficult to quantify, our general observation is that sustainability considerations do not yet supersede factors such as price, amenities, and service. However, there have been cases where we were able to book business with sustainability-minded businesses as a result of 	Management methods for opportunity: <ul style="list-style-type: none"> In 2014, Hyatt announced its new 2020 environmental sustainability vision, outlining a refreshed and broader set of goals, which will help the Company continue to advance sustainability initiatives and communicate progress to stakeholders. In addition to implementing a wide range of sustainability initiatives, we have strengthened our efforts in communicating our sustainability performance by 	In 2015, Hyatt and Hyatt hotel owners invested over \$22 million dollars in 199 reported emissions reduction projects, which help to manage this opportunity. Hotels may also pay fees to receive sustainability labels and certification.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>particular, many of our corporate clients (companies with business travel) have climate change strategies in place themselves and are looking at business travel for opportunities to better manage their footprint. As a result, environmental sustainability questions are now part of standard RFP questions. For leisure travelers, online travel agents and online forums, such as TripAdvisor, are supporting this focus by increasingly providing information on hotels' sustainability efforts to</p>						<p>having sound environmental management practices. • In the future, a 1% increase in 2015 revenue due in part to environmental attributes of our hotels would have resulted in an approximate \$43 million gain based on 2015 performance.</p>	<p>leveraging certification/recognition programs such as TripAdvisor GreenLeaders, Green Key, Energy Star, LEED, and regional programs relevant to their market. • While much of the environmental efforts at hotels are behind the scenes, we have guest-facing programs that demonstrate our commitment and provide an opportunity for guests to reduce their climate change impact during their travels, including a green meetings program "Meet and Be Green"; serving local, sustainable ingredients in our restaurants; and providing the option to reuse linens and towels. • To improve the data provided to our corporate clients, Hyatt played a leading role in developing the Hotel Carbon Measurement Initiative, and uses</p>	

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>guests. According to the Cone/EcoGlobal CR Opportunity study, 96% of those surveyed indicated that it is somewhat or very important that companies support the environment. Looking forward, it is possible that climate change consideration will hold more weight in consumers' purchasing decisions, thereby also increasing the opportunity for Hyatt to gain new business.</p>							<p>this methodology to provide consistent information to our clients. • We also share corporate responsibility updates by actively participating in client events and through newsletters. We believe that these management methods could increase both the likelihood and potential magnitude of this opportunity at the present time and going forward.</p>	

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sun 01 Jan 2006 - Sun 31 Dec 2006	232229
Scope 2 (location-based)	Sun 01 Jan 2006 - Sun 31 Dec 2006	1169188
Scope 2 (market-based)	Sun 01 Jan 2006 - Sun 31 Dec 2006	1169188

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CH4	IPCC Second Assessment Report (SAR - 100 year)
N2O	IPCC Second Assessment Report (SAR - 100 year)
CO2	IPCC Second Assessment Report (SAR - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference

Further Information

Emission factors for CC7.4 are attached here.

Attachments

[https://www.cdp.net/sites/2016/75/33275/Climate Change 2016/Shared Documents/Attachments/ClimateChange2016/CC7.EmissionsMethodology/Hyatt 2015 Emission Factors for CDP.xlsx](https://www.cdp.net/sites/2016/75/33275/Climate%20Change%202016/Shared%20Documents/Attachments/ClimateChange2016/CC7.EmissionsMethodology/Hyatt%202015%20Emission%20Factors%20for%20CDP.xlsx)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO₂e

280171

CC8.3

Does your company have any operations in markets providing product or supplier specific data in the form of contractual instruments?

Yes

CC8.3a

Please provide your gross global Scope 2 emissions figures in metric tonnes CO₂e

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
1305998	1295023	Hyatt's reported Scope 2 market-based emissions figure reflects our best estimate based on available data for renewable energy purchases within our portfolio.

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded
Hotels not yet in company-wide database	Emissions are not relevant	Emissions are not relevant	Emissions are not relevant	There is an expected timeframe for new hotels to set up EcoTrack accounts after opening. While some hotels are not yet set up to enter monthly data in our system, we estimate that the emissions from these sources total about 1% of our emissions based on room counts and the number of months these hotels operated in 2015.
Non-hotel properties, including offices	Emissions are not relevant	Emissions are not relevant	Emissions are not relevant	Hyatt's office space and non- hotel properties were not included in this reporting, as they constitute a small portion of our total physical and carbon footprint.

Source	Relevance of Scope 1 emissions from this source	Relevance of location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded
PFCs, HFCs, and SF6	Emissions are not relevant	Emissions are not relevant	Emissions are not relevant	Emissions from refrigeration or air conditioning equipment for HFCs are typically not material compared to our total emissions and are also a challenge to collect uniformly across our hotels. We have begun tracking major individual leakages of refrigerants in our database for the purpose of reporting to clients following the Hotel Carbon Measurement Initiative (HCMI) guidance, and are preparing to include fugitive emissions in future annual reports. However, according to a study published by the Cornell University's Center for Hospitality Research, while fugitive emissions from refrigerant leakages could be significant at the hotel-level, they would likely not meet a materiality threshold of 1% for an entire portfolio at the Company reporting level.

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	Hyatt's emissions are calculated based on data directly reported by hotels through Hyatt EcoTrack. This data undergoes a rigorous quality control process. Follow-up enquiries are made to any hotel where data is inconsistent. However, despite these measures, the following assumptions, gaps, and metering constraints factor into our data. ASSUMPTIONS: In some cases our hotels are part of a mixed-use building where sub-metering may not be available. In these cases, energy consumption is estimated. DATA GAPS: There is an expected timeframe for new hotels to set up EcoTrack accounts after opening. While some hotels are not yet set up to enter monthly data in our system, we estimate

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
			that the emissions from these sources would be about 1% of our total emissions based on room counts and the number of months these hotels operated in 2015. METERING CONSTRAINTS: Our full service hotels report on mobile fuel consumption. However, due to the high variability in this information across properties, it is difficult to verify the data quality. We are in the process of evaluating mobile fuel tracking opportunities for select service hotels, and therefore mobile fuels of these properties are not included. However, a study completed by Cornell University's Center for Hospitality Research found that mobile fuels are likely to be less than 1% of total emissions for an entire hotel portfolio.
Scope 2 (location-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions	Hyatt's emissions are calculated based on data directly reported by hotels through Hyatt EcoTrack. This data undergoes a rigorous quality control process. Follow-up enquiries are made to any hotel where data is inconsistent. However, despite these measures, the following assumptions, gaps, and metering constraints factor into our data. ASSUMPTIONS: In some cases our hotels are part of a mixed-use building where sub-metering may not be available. In these cases, energy consumption is estimated. DATA GAPS: There is an expected timeframe for new hotels to set up EcoTrack accounts after opening. While some hotels are not yet set up to enter monthly data in our system, we that the emissions from these sources would be about 1% of our total emissions based on room counts and the number of months these hotels operated in 2015.
Scope 2 (market-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions	Market-based Scope 2 emissions, as with location-based Scope 2 emissions, are subject to assumptions (where underlying energy consumption has been estimated in limited instances) and data gaps (for newly open hotels). Market-based Scope 2 emissions are also subject to the following data gaps. DATA GAPS: While the new Scope 2 guidelines points to obtaining emission factors specific to our utility companies, this data is not yet readily available from these sources. Additionally, with hotels in over 50 countries, obtaining this information is not feasible at this time. As a company with 638 properties operating in 52 countries, we are not able to leverage utility-specific emission factors in a practical manner at this time. However, a small number of hotels voluntarily purchase renewable energy and renewable energy certificates, so we are able to make adjustments to our market-based Scope 2 emissions based on this information and as provided by hotels in our portfolio.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

No third party verification or assurance

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
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CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emissions Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission
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CC8.7

Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures

No third party verification or assurance

CC8.7a

Please provide further details of the verification/assurance undertaken for your location-based and/or market-based Scope 2 emissions, and attach the relevant statements

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
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CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

Yes

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2015 - 31 Dec 2015)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United States of America	113437
China	32652
India	20783
South Korea	8103
Australia	4823
Indonesia	4142
Mexico	4791
Canada	6204
United Arab Emirates	4868
Japan	2918

Country/Region	Scope 1 metric tonnes CO2e
United Kingdom	2383
France	1397
Germany	165
Rest of world	73506

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
Full Service	273500
US Select Service	6671

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
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CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
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CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
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Further Information

While we track data at the facility level, due to the large number of hotels, we report the data in groups that represent the majority of our emissions.

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
United States of America	486605	476047	1088314	20445
China	195423	195423	318353	73
India	120756	120756	159627	16605
South Korea	29780	29780	53252	0
Australia	22628	22628	28356	0
Indonesia	29576	29576	38865	0
Mexico	13648	13648	27329	358
Canada	9392	8975	56434	975
United Arab Emirates	59900	59900	148916	2200
Japan	41644	41644	110671	0
United Kingdom	5260	5260	11932	0
France	5582	5582	48090	0
Germany	13785	13785	33273	0
Rest of world	272019	272019	568820	638

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 emissions, location based (metric tonnes CO2e)	Scope 2 emissions, market-based (metric tonnes CO2e)
Full Service	1272587	1261612
US Select Service	33411	33411

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 emissions, location based (metric tonnes CO2e)	Scope 2 emissions, market-based (metric tonnes CO2e)
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CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions, location based (metric tonnes CO2e)	Scope 2 emissions, market-based (metric tonnes CO2e)
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Further Information

While we track data at the facility level, due to the large number of hotels, we report the data in groups that represent the majority of our emissions.

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 5% but less than or equal to 10%

CC11.2

Please state how much heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	Energy purchased and consumed (MWh)
Heat	61549
Steam	165740
Cooling	361281

CC11.3

Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year

1396774

CC11.3a

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	1079371
Propane	102600
Distillate fuel oil No 2	183872
Distillate fuel oil No 5	6253
Motor gasoline	19986
Butane	4519
Biodiesels	173

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the market-based Scope 2 figure reported in CC8.3a

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Comment
Energy attribute certificates, Renewable Energy Certificates (RECs)	10453	A group of hotels in the United States and Canada purchase renewable energy credits.
Direct procurement contract with a gridconnected generator or Power Purchase Agreement (PPA), where electricity attribute certificates do not exist or are not required for a usage claim	10051	A group of hotels in the United States and Canada purchase renewable energy
Contract with suppliers or utilities, with a supplier-specific emission rate, not backed by electricity attribute certificates	9137	A group of hotels in the United States opt in to purchase a higher renewable energy blend from their utility provider.
Off-grid energy consumption from an onsite installation or through a direct line to an off-site generator	11653	Hyatt does not own all of the properties that we manage. Low carbon technology could be owned by the hotel owner, and not necessarily by Hyatt. An example of low carbon heat generation is the solar water heater at Hyatt Regency Aruba Resort Spa and Casino, which generates over 450 MWH each year.

CC11.5

Please report how much electricity you produce in MWh, and how much electricity you consume in MWh

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
2181025	2153559	27466	7584	7584	In addition to purchasing renewable energy, several of our hotels use solar, wind and/or geothermal energy that is both produced and consumed by the

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
					properties. Additionally, some hotels in remote areas generated their own electricity.

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Increased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Emissions reduction activities	1.74	Decrease	Within a group of comparable hotels, there was a 1.74% reduction in emission in 2015 compared to Hyatt's 2014 absolute emissions. The numerator used in the calculation was 26,205 MT CO ₂ e (which includes reported projects in Question CC3.3b) and the denominator used is Hyatt's 2014 emissions of 1,509,048

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
			MT CO2e. Other variables beyond reduction efforts, such as business levels and weather, also factor into the change. Because cooling degree days were higher in 2015 compared to 2014, we expect that the percent change reflective of emission reduction activities would in fact be higher.
Divestment	0.0	No change	The sale and acquisition of owned hotels are included in “changes in boundary” along with changes in Hyatt’s managed hotels.
Acquisitions	0.0	No change	The sale and acquisition of owned hotels are included in “changes in boundary” along with changes in Hyatt’s managed hotels.
Mergers	0.0	No change	N/A
Change in output	0.0	No change	N/A
Change in methodology	0.0	No change	Hyatt’s methodology has remained the same; however, we update our emission factors along with updates released from eGrid and the International Energy Agency (IEA). Given the large number of sites for which we calculate GHG emissions, we are unable to estimate the overall reductions attributed to the new emission factors.
Change in boundary	6.85	Increase	Each year new Hyatt hotels open, and existing Hyatt hotels are closed, de-flagged or transition to franchise. Hyatt’s growth in countries such as China and India where emission factors are relatively higher also impacts the Company’s absolute emissions. The estimated changes in 2015 emissions that resulted from these transitions is an increase of 6.85%. The numerator used in the calculation was 103,326 MT CO2e and the denominator used is Hyatt’s 2014 emissions of 1,509,048 MT CO2e.
Change in physical operating conditions	0.0	No change	No change in our emissions can be reported as a result of change in physical operating conditions. While weather patterns can impact hotel’s heating and cooling needs, it is difficult to aggregate the impact at the global level. However, in the United States where the majority of Hyatt properties are located, a higher number of cooling degree days were observed. Because of our global operations and the array of factors influencing our emissions, impact associated with physical conditions would be captured along with our reduction activities as mentioned in the first row of this table.
Unidentified	0.0	No change	No “unidentified” sources were determined to have impacting Hyatt’s GHG emissions compared to the previous year, beyond those identified above.
Other	0.0	Decrease	N/A

CC12.1b

Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.00016	metric tonnes CO2e		Location-based	0.56	Increase	<p>The 0.56% increase reflects a 2.92% increase in emissions over a 2.34% increase in revenue for properties in our boundary. The slight increase in intensity per revenue was offset by efficiency initiatives such as those reported in Question 3.3b in last year's submission and this year's. Change in intensity normalized by revenue can be heavily impacted by changes in our portfolio mix. As demonstrated in 12.1, Hyatt's aggregate emissions changed as a result of hotel openings and closing. Each hotel's revenue stream is influenced by brand, onsite restaurants, market, etc. We have defined the boundary of the numerator as emissions from hotels with a full year of data. The denominator value is determined based on the hotels included in the numerator. This enables us to make this metric more representative of performance. Note that "revenue" used for the denominator is the sum of the revenue generated at each Hyatt managed hotel, which reflects the boundary of our report. This is a different value than the revenue reported in Hyatt's Form 10-K, which instead is reflective of the fees that Hyatt Hotels Corporation receives from managed hotels.</p>

CC12.3

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.035	metric tonnes CO2e	Other: Guest Nights		Location-based	1.86	Decrease	The 1.86% decrease reflects a 2.92% increase in emissions over a 4.87% increase in the number of guest nights for properties in our boundary. Energy efficiency and emissions reduction projects implemented during and 2014 and 2015 contributed to the reductions in emissions intensity in guest nights during the reporting period. Change in intensity normalized by guest nights can be heavily impacted by changes in our portfolio mix. As demonstrated in 12.1, Hyatt's aggregate emissions changed as a result of hotel openings and closing. Each hotel's guest nights are influenced by brand, onsite restaurants, market, etc. We have defined the boundary of the numerator as emissions from hotels with a full year of data. The denominator value is determined based on the hotels included in the numerator.

Further Information

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO ₂ e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO ₂ e)	Number of credits (metric tonnes CO ₂ e): Risk adjusted volume	Credits cancelled	Purpose, e.g. compliance

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization’s Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, not yet calculated				At this time, Hyatt is not collecting Scope 3 emissions from purchased goods and services given the complexity of this task in a global, highly-decentralized organization and pending the further development of methodologies for calculation and extrapolation.
Capital goods	Relevant, not yet calculated				At this time, Hyatt is not collecting Scope 3 emissions from capital goods given the complexity of this task in a global highly-decentralized organization and pending the further development of methodologies for calculation and extrapolation.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Not relevant, explanation provided				As a hospitality company, we do not believe any applicable fuel- and energy-related emissions (not included in Scope 1 or 2) meets the threshold of relevancy at this time.
Upstream transportation and distribution	Not relevant, explanation provided				We currently prioritize initiatives that will reduce our upstream transportation and distribution emissions as described in 14.4a; however, we do not assess these emissions due to challenges in collecting this data.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Waste generated in operations	Relevant, not yet calculated				We track the amount of waste and recycling generated at our managed hotels and prioritize measures that will help reduce our waste and associated emissions. We currently do not, however, calculate the actual emissions from our waste.
Business travel	Relevant, not yet calculated				Hyatt continues to investigate opportunities to improve the tracking of emissions related to corporate business travel.
Employee commuting	Relevant, not yet calculated				Many of our hotels provide associates with bike racks and encourage carpooling in applicable regions; however, we do not currently assess the emissions related to employee commuting due to the challenges in collecting this data.
Upstream leased assets	Not relevant, explanation provided				Emissions from Hyatt's upstream leased assets are included in our Scope 1 and 2 emissions reported above since we have operational control over these leased assets, such as hotel buildings and vehicle fleets.
Downstream transportation and distribution	Not relevant, explanation provided				Because we are in the hospitality industry, we do not sell products that are transported or distributed.
Processing of sold products	Not relevant, explanation provided				Because we are in the hospitality industry, we do not sell products that are then processed by other entities.
Use of sold products	Not relevant, explanation provided				Emissions associated with the use of sold hotel rooms, meeting spaces, etc., are accounted for in Scope 1 and 2.
End of life treatment of sold products	Not relevant, explanation provided				The end of life of hotel buildings is difficult to assess for the hospitality industry. In many cases properties may be sold to other entities for continued use as a hotel or other purposes, and the demolition of managed buildings is a rare occurrence.
Downstream leased assets	Not relevant, explanation provided				We lease retail and restaurant space at many of our hotels. In some cases, particularly if the leased space does not have a material energy footprint, the associated energy use and GHG

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
					emissions would be included into Hyatt's aggregate amounts. In other cases, the leases would account for the energy consumption of this space, and we have not assessed this data.
Franchises	Relevant, calculated	353314	For the hotels for which we do not have actual data, emissions per available room were assigned based on the averages from the region.	26.23%	As of December 31, 2015 Hyatt franchised 27% of our total room portfolio. Given that Hyatt does not have direct operational control over these hotels, we historically have had very limited information on their greenhouse gas emissions. However, in late 2015 we launched Hyatt EcoTrack to this segment of our business and began collecting data and expect to continue to increase the percentage of data coming directly from our franchised hotels. While we do not have direct operational control over these Scope 3 emissions, we believe we can make a positive impact through engaging with our franchisees, and the initiation of the data collection in 2015 has been an important step forward.
Investments	Not relevant, explanation provided				Hyatt owned or leased 12% of its total room portfolio, as of December 31, 2015. If an investment is made in a new development project, there would be emissions associated with our investment during the construction of the building. However, due to the challenges in collecting this data, we have not assessed these emissions.
Other (upstream)	Not relevant, explanation provided				No other sources of upstream emissions have been evaluated at this time.
Other (downstream)	Not relevant, explanation provided				No other sources of downstream emissions have been evaluated at this time.

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

No third party verification or assurance

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 3 emissions verified (%)

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Franchises	Change in boundary	46.7	Increase	The number of franchise hotels has increased in Hyatt's portfolio. Hyatt had 279 franchise hotels as of December 31, 2015, 248 as of December 31, 2014, and 185 as of December 31, 2013. Much of the franchise increase happened during the year in 2014, therefore 2015 is the first full year of data for many of these hotels.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

- Yes, our suppliers
- Yes, our customers
- Yes, other partners in the value chain

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagement and measures of success

Hyatt engages with a range of stakeholders, including our customers, suppliers, and hotel owners.

I. METHODS OF ENGAGEMENT

CUSTOMERS: We engage with our customers primarily by providing regular and transparent communication about our environmental initiatives and progress, which includes our Hyatt Thrive website, Corporate Responsibility Reports, and responses to the CDP Supply Chain Programs. We also interact directly with our customers through client engagement events, newsletters and by identifying and addressing some specific needs, such as:

- We strive to help our guests easily identify environmentally conscious hotels. For example, Hyatt provided feedback for TripAdvisor's GreenLeaders Program, which provides a platform for sharing hotels' environmental efforts with guests. Since the launch of this program, over 170 Hyatt hotels in the US have been participating. Furthermore, Hyatt hotels around the world identify certifications that best meet the needs of their local market.
- While much of the environmental efforts are behind the scenes, many guests look for ways to reduce their environmental footprint. We therefore implemented programs such as Hyatt's green meeting program, serve local ingredients when possible, and provide the option for guests to reuse linens and towels.

SUPPLIERS: Hyatt has a global Supplier Code of Conduct, which establishes Hyatt's expectation for suppliers around social, governance, and environmental

principles. The code plays an important role in ensuring that our business partners adhere to similar values as Hyatt's, including proper management of business environmental impacts. In addition to the Code, we work to implement processes and goals that will further improve responsible purchasing practices across the organization. Examples include prioritizing spend with suppliers that demonstrate clear sustainability commitments and championing sustainable alternatives for some of Hyatt's most material purchasing categories. Some current initiatives that demonstrate collaborative work include:

- In the US, Canada, and the Caribbean, we buy food, operating supplies, and services through Avendra, a purchasing company that serves the hospitality industry. We collaborate closely with the organization to engage suppliers around sustainability. Through Avendra, we are working towards a goal of 100% of our suppliers having an environmental policy in place.
- We work with vendors on sustainable solutions for our buildings, from identifying efficient and high quality lighting and equipment to materials and partners that help hotels achieve LEED® and other certifications.
- GHG emissions tied to the delivery of our supplies are Scope 3; however, we identified that Hyatt could impact these emissions in the US, Canada, and the Caribbean as part of streamlining deliveries and saving costs. We work closely with our suppliers and our distributors to incentivize hotels to consolidate their delivery frequency.

HOTEL OWNERS AND DEVELOPERS: Hyatt's commitment to environmental sustainability as part of our corporate responsibility strategy is directly shared with owners and developers. Hyatt's Sustainable Design Guidelines are reviewed with these stakeholders during the development process. Even after a hotel opens, we continue to engage with hotel owners by identifying impactful capital expenditure projects. In cases where an organization owns multiple Hyatt hotels, we work with them to prioritize funding and projects. As an example, we collaborated with the owner of the Hyatt Regency Maui Resort and Spa to complete the installation of a nearly 600 kW photovoltaic system in 2015.

II. PRIORITIZATION STRATEGY

In engaging with our value chain, we prioritize 1) transparent communication about our environmental programs and impacts with our guests, 2) discussing sustainability approaches with suppliers that represent high spend areas and products that bring direct value to our customers, and 3) making a business case for high-impact ROI initiatives that help reduce our climate change impacts to owners and developers.

III. MEASURES OF SUCCESS

Current measures of success are as follows: 1) Hyatt's ability to provide meaningful data that meets our customers' needs, 2) increasing our products that reduce environmental impact while enabling hotels to provide exceptional service to guests without compromising prices, and 3) operational efficiencies of new and renovated hotels.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Number of suppliers	% of total spend (direct and indirect)	Comment
664	94%	Of the food and beverage and operating supplies we source within the United States, Canada, and the Caribbean, 94% of our contracts have an environmental policy in place.

CC14.4c

If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data

How you make use of the data	Please give details
Use in supplier scorecards	In the United States, Canada, and Caribbean, questions regarding sustainability programs are included in the RFPs of major suppliers and discussed during onsite visits when possible. We do not directly request GHG emissions data; however, we use information regarding programs and strategies to help us identify suppliers that share our values and can work with Hyatt toward reducing climate change impact. The evaluation is done on a case-by-case basis rather than with a scoring methodology.

CC14.4d

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Brigitta Witt	Global Head, Corporate Responsibility	Business unit manager

Further Information

CDP