Helping to make our communities places where our associates are proud to work, our guests want to visit, our neighbors want to live and our owners want to invest.
# Table of Contents

## Introduction
04 Letter from our CEO  
05 Our Company  
07 About Hyatt Thrive  
09 2011 Performance at a Glance

## Hyatt Thrive Pillars
10 Environmental Sustainability  
11 Our Green Ambassadors  
13 Greening Hotel Design & Operations  
14 Supply Chain

16 Education & Personal Advancement  
17 Developing Our People  
17 Developing Our Future Workforce

19 Health & Wellness  
20 For Our Associates  
20 For Our Guests  
21 In Our Communities

22 Economic Development & Investment  
23 Generating Value in Our Communities  
24 Supporting Disaster Relief

## Business Practices
26 Charitable Giving  
27 Diversity & Inclusion  
28 Governance & Ethics  
29 Human Rights & Industry Issues  
30 Looking Forward

## Appendix
31 Awards & Recognitions  
32 Facts & Figures  
35 GRI Index
TO OUR STAKEHOLDERS:

Throughout our 55-year history, Hyatt has grown substantially, led innovation, and undergone significant change – all with the common mission of making a difference in the lives of the people we touch every day.

The authentic hospitality we aim to provide is much more than just a warm welcome to guests as they walk through the doors of our hotels around the world. Rather, it is a calling for us as a company to create meaningful experiences for our guests, meaningful career development for our associates, meaningful investments for our owners, and meaningful economic growth for our local communities.

Since we opened our first hotel in 1957, we have always believed that the way we manage our business and the way our hotels operate define who we are and what we stand for. With more than 480 properties in 45 countries, it’s critical that we conduct our business and that our hotels operate in a responsible way that makes a difference.

We know that the foundation of any real tangible effort to make a difference is trust. During a time when the world is changing at an accelerated pace, we must continue to build trust with our customers and our key stakeholders by demonstrating an unwavering commitment to responsible business practices. We must demonstrate our positive impact on our local communities and the environment and develop meaningful ways to report on that progress. We must be transparent and authentic in our approach to being a responsible company and be willing to make significant changes, even if they aren't always easy.

We have already made significant progress in reinforcing this trust through the development of our corporate responsibility platform, Hyatt Thrive. Formalized in 2011, Hyatt Thrive builds on our view of the critical link between the well-being of our business and the prosperity and health of our communities. After all, it is the communities in which our hotels operate that attract our guests, are home to many of our associates and are the focus of investment for our hotel owners and the many small businesses that are vital to our operations.

Hyatt Thrive is grounded in four key pillars that we believe are crucial to fostering thriving communities: environmental sustainability, education and personal advancement, health and wellness, and economic development and investment. Programs centered on volunteerism, corporate giving, community grants, and disaster relief support accomplishments in these areas. These programs are designed to empower the more than 90,000 associates who bring Hyatt Thrive to life. From Dubai to Atlanta and from Sao Paulo to Jakarta, their actions inspire me every day and make a tremendous impact on the places and communities they call home.

With that, I welcome you to Hyatt’s inaugural corporate responsibility report. Here, you will find information on our social, economic and environmental initiatives, and we hope our ambition, determination and passion for practicing responsible business is evident. We recognize that there is much more to do and the impact of our responsible operating model will only grow as our global footprint expands. I look forward to the future because I know that together, as a unified Hyatt family that stands behind a common mission and shared values, there’s nothing we can’t accomplish.

Mark S. Hoplamazian
President, Chief Executive Officer and Director
Hyatt Hotels Corporation
OUR COMPANY

Rooms by Region
Headquarters: Chicago, Illinois USA

North America* 95,023
*U.S., Canada and the Caribbean

Latin America 1,918

Europe, Africa, Middle East 8,116

Southwest Asia 6,372

Asia Pacific 21,298

Total Properties 483

Managed Properties (69,010 rooms) 184

Franchised Properties (21,195 rooms) 134

Owned Properties – including two consolidated hospitality ventures (25,472 rooms) 104

Leased Properties (1,718 rooms) 4

Managed/Franchised Properties – owned or leased by unconsolidated hospitality ventures (13,139 rooms) 26/8

Vacation Ownership Properties – all of which we manage (963 units) 15

Residential Properties – all of which we manage and some of which we own (1,230 units) 8

Brands

Hyatt at a Glance Information as of December 31, 2011
Founded in 1957 by Jay Pritzker, Hyatt is a leading global hospitality company with a heritage of innovation and a reputation for making guests feel more than welcome.

Over our 55-year history, we have developed a deep commitment to providing authentic hospitality to our guests, meaningful and exciting career paths for our associates and fiscally responsible management that provides value to our owners, shareholders and communities.

Hyatt has grown and flourished by uniting behind a common mission, goal and values that guide our operations and are the foundation of our success.

**Mission**
To provide authentic hospitality by making a difference in the lives of the people we touch every day, including our associates, guests and owners

**Goal**
To become the most preferred brand in each customer segment that we serve for our associates, guests and owners

**Values**
We aim to foster a common purpose and culture within the Hyatt family through shared core values of mutual respect, intellectual honesty and integrity, humility, fun, creativity and innovation

To help reach our goal of being the most preferred brand, we are focusing on concrete pathways to preference, which include:

**A culture of people and performance:** We will create an inspiring, emotionally connected hospitality culture that empowers associates, celebrates Hyatt traditions and cultivates hospitality innovators.

**Insights-driven innovation:** We will aim to reinvent hospitality by being consumer-centric and technology-enabled. We will focus on global innovation, local expression, inspiring loyalty and turning insights into opportunities to better ourselves.

**Long-term focus:** As a 21st century hospitality company, we will focus on management team depth and breadth; financial, operational and brand performance; and augmenting traditional strengths with new capabilities and competencies.

**Value-driving brand experiences:** We will work to develop a global brand footprint with distinctive brands managed as a portfolio and a clear brand framework that is intended to ultimately generate superior returns.

**Commitment to community:** Through our corporate responsibility platform, we will create a breadth of initiatives focusing on environment, education and more. We will foster deep local engagement and empower associates to empower their own communities.

Since going public in 2009, we have increased our global footprint in many of the world’s most important markets and have built a pipeline that includes more than 170 executed contracts for new hotels in emerging markets such as China and India. We have expanded the engagement of our associates, as evidenced by the *Gallup Great Workplace Award* received for creating an open, engaged and communicative workplace, and we’ve improved guest satisfaction in each of our brands.

At Hyatt, we believe that an important part of being the most preferred brand is managing our business responsibly, efficiently and ethically. Increasingly, it’s what our associates, guests, owners and communities expect of us – and it’s what we will continue to demand of ourselves.
ABOUT HYATT THRIVE

For more than 50 years, Hyatt has been committed to improving the communities in which our hotels operate. While Hyatt’s rich history of community engagement, environmental stewardship and financial performance has been an important factor in our business success, we have recently begun to examine how we can extend our commitment to responsible business practices to better partner with and serve our key stakeholders. The result is our signature corporate responsibility (CR) platform, Hyatt Thrive, launched in 2011.

Simply put, Hyatt Thrive is our commitment to:

- Empower our associates, guests, owners and neighbors to flourish, succeed and prosper.
- Provide tools, resources and support that enable individuals and communities to grow and reach their fullest potential, regardless of circumstances.
- Promote a healthy and vibrant natural environment throughout the world through responsible and sustainable actions that respect our planet.
- Make a difference in the lives of those that we touch every day.

Hyatt Thrive is built on a belief that no one better understands a community’s most pressing issues—and their solutions—than those who live and work there. By harnessing the power of our more than 90,000 associates at more than 480 properties around the world, we can initiate positive change that makes both local and global impacts.

We recognize that responsible business is a minimum requirement for participating in the global marketplace. Through Hyatt Thrive, our CR practices support our business strategy, which is focused on two things: increasing the long-term financial sustainability of our existing hotels and expanding our presence into attractive markets worldwide.

Developing Hyatt Thrive

We began formalizing our CR commitment by conducting a global materiality analysis with leading sustainability consultants, Business for Social Responsibility (BSR). Working with Hyatt executive leadership and with a cross-functional group of associates and senior leadership, we held a series of workshops in Zurich, Dubai, Chicago and Hong Kong that focused on current and future issues affecting our business and principal stakeholders, including:

- **Associates**, who play a unique role in achieving our goal of being the preferred hospitality brand worldwide through their work serving guests and operating our hotels, as well as through their roles as members of the communities where Hyatt operates.
- **Guests**, as we strive to meet their service standards and increasing expectations of responsible business practices.
- **Hotel Owners**, who embrace our mission, goals and values, and correlate the value gained from investing in environmental, social and governance issues with the long-term financial sustainability of our company.
- **Neighbors**, who share the benefits of our business success and local economic impact, and with whom we work to address key issues in ways that strengthen their communities and improve the guest experience at each of our destinations.
Framework

The factors critical to success, challenges and opportunities that emerged from our materiality analysis were assembled together with our longstanding environmental and social initiatives to establish the four pillars of Hyatt Thrive:

At Hyatt, we are committed to doing our part to enable thriving communities – places where we are proud to work, our neighbors want to live and our guests want to visit. We do this by contributing to the prosperity, health and advancement of the many communities around the world that we call home.

Environmental Sustainability
We recognize the environmental impact associated with our hotels – and that’s why we have made a strong, focused commitment to implement more sustainable business practices across our operations.

Focus areas include: Resource Conservation and Carbon Emissions Reduction; Sustainable Building Design and Construction; Responsible Supply Chain Practices; Waste Reduction; Innovation.

Education & Personal Advancement
We believe that helping our associates and our neighbors achieve their fullest potential through education and personal advancement opportunities is crucial to thriving communities.

Focus areas include: Career Development; Skills Training; Access to Education; Workforce Development.

Health & Wellness
A thriving community begins with healthy, vibrant people, so we invest in programs that help our associates, guests and neighbors adopt and support healthy lifestyles.

Focus areas include: Nutrition and Fitness; Healthcare; Community Well-being.

Economic Development & Investment
Our hotels are often a cornerstone of their communities – driving tourism, commerce and employment. Focusing on economic development and investment stimulates local growth and creates opportunities in the communities we serve.

Focus areas include: Job Creation; Supporting Local Economies and Suppliers; Hotel Development; Disaster Response and Relief.

Our Hyatt Thrive platform provides a shared vision and common focus that is adapted locally based on the needs and priorities of individual communities. The platform’s success centers on local associates who drive innovation and sustainable practices, and who help us identify and prioritize the greatest opportunities to make a positive impact in their communities.
## 2011 Performance at a Glance

<table>
<thead>
<tr>
<th>Metric</th>
<th>Progress to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy consumption</strong></td>
<td>↓9%</td>
</tr>
<tr>
<td>per square meter</td>
<td></td>
</tr>
<tr>
<td><strong>Greenhouse gas emissions</strong></td>
<td>↓10%</td>
</tr>
<tr>
<td>per square meter</td>
<td></td>
</tr>
<tr>
<td><strong>Water consumption</strong></td>
<td>↓7%</td>
</tr>
<tr>
<td>per guest night</td>
<td></td>
</tr>
<tr>
<td><strong>Waste sent to landfills</strong></td>
<td>↓3%</td>
</tr>
<tr>
<td>per guest night</td>
<td></td>
</tr>
</tbody>
</table>

Green Teams at 92% of full-service owned and managed hotels

Trained nearly 15,000 associates to help identify opportunities to reduce waste and conserve water and energy

Associates gave over 30,000 hours – 3,750 days – of volunteer time

Created 4,500 jobs at new hotels around the world

19% of purchases made with minority suppliers – doubled since 1999

$4.9M in global charitable giving

Key Initiatives Developed or Launched in 2011:

- **Launched:** Hyatt Thrive
- **Created:** Food. Thoughtfully Sourced. Carefully Served.
- **Developed:** Andaz Partnership with Women for Women International
- **Piloted:** Human Rights Training

---

1. Data reflect full-service owned and managed hotels. Baseline for energy, water, and greenhouse gas emissions is 2006; baseline for waste is 2010. These reductions are the result of on-going efforts to make our operations more efficient through measures that include, among other things, water and energy efficient equipment and upgrades, diligent management of resource consumption as well as, in some instances, shifting certain operations, such as laundry, to outside vendors.

2. Contributions include cash, in-kind, volunteer hours donated on behalf of Hyatt through our company, associates, owners and guests at full-service owned and managed hotels.
We recognize the environmental impact associated with our hotels – and that’s why we have made a strong, focused commitment to implement more sustainable business practices across our operations.
At Hyatt, we are committed to managing our operations efficiently and to minimizing the impact of our business on the natural environment. This commitment becomes more important as our operational footprint grows and global travel increases, all during a time when issues such as climate change and resource scarcity pose significant risks to the travel industry and our business. This makes the efficient management of our operations both a financial and environmental imperative.

We are focused on integrating more sustainable and efficient practices across our business – from the design, construction and daily operations of our hotels, to procurement practices, to setting a positive example as business leaders in our communities. Our commitment is strengthened by our culture of innovation, our highly engaged and passionate associates who drive local change and are the source of some of our best ideas, and by rigorously tracking and benchmarking our progress.

We have set aggressive, measurable goals for 2015 to reduce energy use, water use and greenhouse gas emissions against our 2006 baseline, and waste sent to landfills against our 2010 baseline. We monitor our progress with Hyatt EcoTrack, our web-based tracking tool that gathers monthly data from our properties to help us benchmark performance and drive improvement.

Despite a measured increase in occupancy and food covers in the last two years, our energy and water consumption per square meter and per guest night (respectively) for our full-service owned and managed hotels did not increase. To further improve on these efforts and to build on our commitment, in 2010 and 2011 we launched property-specific reduction programs to help us to achieve our stated goals.

For our select-service Hyatt Place and Hyatt House brands, we began with retrofitting hotels with energy efficient lighting, which has helped reduce guestroom lighting energy use by 65 percent across those brands. The installation of efficient water fixtures is also a focus. In 2011 we replaced 2,500 toilets with 1.28 gallon per flush units instead of 3 gallon per flush units. Single-stream recycling will be implemented in 90 percent of these brands in 2012.

Beyond implementing efficient practices and measuring progress, Hyatt actively participates in an industry carbon-measurement working group, the Hotel Carbon Measurement Initiative led by the International Tourism Partnership (ITP) and the World Travel & Tourism Council (WTTC). The initiative has developed a uniform methodology for providing the carbon footprint of a room night and meeting space, so that the industry can consistently respond to requests from meeting planners and guests. Hyatt also participates in Cornell University’s Center for Hospitality Research in the areas of hotel carbon footprinting and sustainability measurement.

### Progress Towards Goals

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2015 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Intensity (MJ/M²)</strong></td>
<td>1,361</td>
<td>1,362</td>
<td>1,304</td>
<td>1,234</td>
<td>1,242</td>
<td>1,233</td>
<td></td>
</tr>
<tr>
<td>% Variance to 2006</td>
<td>0%</td>
<td>-4%</td>
<td>-9%</td>
<td>-9%</td>
<td>-9%</td>
<td>-25%</td>
<td></td>
</tr>
<tr>
<td><strong>Greenhouse Gas Emissions Intensity (Kg CO₂e/M²)</strong></td>
<td>156</td>
<td>157</td>
<td>149</td>
<td>137</td>
<td>141</td>
<td>141</td>
<td></td>
</tr>
<tr>
<td>% Variance to 2006</td>
<td>0%</td>
<td>-5%</td>
<td>-12%</td>
<td>-10%</td>
<td>-10%</td>
<td>-25%</td>
<td></td>
</tr>
<tr>
<td><strong>Water Intensity (M³/guest night)</strong></td>
<td>0.77</td>
<td>0.75</td>
<td>0.73</td>
<td>0.73</td>
<td>0.72</td>
<td>0.72</td>
<td></td>
</tr>
<tr>
<td>% Variance to 2006</td>
<td>-2%</td>
<td>-5%</td>
<td>-5%</td>
<td>-7%</td>
<td>-7%</td>
<td>-20%</td>
<td></td>
</tr>
<tr>
<td><strong>Waste Intensity (Kg/guest night)</strong></td>
<td>2.10</td>
<td>2.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Variance to 2010</td>
<td>-3%</td>
<td>-25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

*Each year is based on data from full-service owned and managed hotels that have complete data for the designated year and the year prior.

*Some data are updated from previous disclosures as we continue to refine our methodology.

*Greenhouse gas emissions calculations and data were verified by an independent external auditing firm against the Greenhouse Gas Protocol in 2009.

*Waste goals and data reflect full-service owned and managed hotels in North America.
Our Green Ambassadors

With more than 90,000 associates worldwide, we have a significant opportunity to raise awareness about environmental issues and empower people with tools to be part of the solution. Green Teams made up of passionate associates are active in nearly all of our hotels around the world, and these “green ambassadors” lead the way in tackling everything from simple to complex environmental challenges.

Our Hyatt Earth Training is an opportunity for Green Teams to engage their colleagues through interactive workshops to identify opportunities to reduce waste and conserve water and energy at our hotels, as well as in their personal lives. Since 2009, more than 35,000 associates have participated in this training. In 2011, Hyatt introduced My Green Touches to incorporate simple sustainable actions into every job function. With this company-wide program, we are integrating environmental sustainability across our daily operations. Some examples of Green Teams in action include:

- **Park Hyatt Maldives Hadahaa’s Green Team Connects with Local Environment**
  Located on a pristine and isolated island, the Green Team at Park Hyatt Maldives works diligently to ensure that guests, staff and inhabitants of neighboring islands take steps to preserve the area’s delicate ecosystem. Every visitor to the island, including staff, receives comprehensive briefings to help reduce their environmental impact. The Green Team hosts Waste Awareness workshops on neighboring islands and holds frequent beach and coral cleanups. In addition, recycling is diligently implemented – even glass is crushed and reused, and all water is recycled for reuse for ground irrigation and the toilets.

- **Hyatt Regency Bellevue Adopts Local Watershed**
  Hyatt Regency Bellevue in Washington adopted the King County Parks Belmond Reach Natural Area on the Cedar River, an important area for habitat conservation and restoration projects. The hotel partnered with Friends of the Cedar River Watershed and our associates make frequent volunteer visits to the site. During 2010 and 2011, the hotel participated in seven restoration events, planted 1,260 native trees and shrubs and enhanced 2.5 acres of critical habitat for fish and wildlife.

Our hotels and Green Teams are also encouraged to support environmental initiatives in their communities. In 2011, our associates devoted over 6,000 volunteer hours to local environmental projects.
Greening Hotel Design & Operations

We have developed internal Sustainable Design Guidelines for the construction of our new hotels and the renovation of existing hotels. These standards address the siting, design and construction of our buildings and incorporate technology and design features to help us operate more efficiently by conserving resources and incorporating environmentally preferable materials.

Currently six Hyatt hotels source power from onsite renewable energy such as solar, wind and geothermal. An additional 12 properties have reported purchasing renewable energy or renewable energy certificates during 2011.

As we continue to grow, we are increasing our focus on external standards to help guide the construction and renovation of our hotels. To date, five Hyatt properties and one Hyatt banquet space have received LEED certification from the U.S. Green Building Council. In addition, we are proud to have played a role in helping the Hyatt Center, our corporate headquarters in Chicago, achieve LEED Platinum certification.

Building Design Features

- **Energy-efficient lighting** installed at 97 percent of our hotels.

- **Energy-management systems** that can centrally adjust guestroom thermostats at 29 percent of our hotels, and commonly integrated into new construction and renovations.

- **Water-efficient fixtures** installed in more than 90 percent of our hotels.

- Occupancy sensors or timers for lighting in storerooms at 63 percent of our hotels.

- **Key card-controlled guestroom energy-management systems** at 34 percent of our hotels.

Operational Features

- **Recycling** at 88 percent of our hotels.

- **Optional towel and linen reuse programs** at 95 percent of our hotels.

- **Housekeeping practices** to set back temperatures in unoccupied rooms, conserve water or use curtains to reduce heat gain and loss.

- **Laundry practices** to conserve energy, water and to minimize the use of chemicals, including reusing rinse water or using cold-water washing detergents.

- **Recycling of carpet, wall-covering and other materials** during renovation.
Supply Chain

Grand Hyatt Dubai has implemented practices such as capturing condensation from air conditioning units and treating grey water for the hotel’s cooling towers. These initiatives help the hotel save 3.9 million gallons of potable water per month. In addition, the hotel has one of the Middle East’s largest solar panel installations to heat water, cutting the hotel’s annual diesel fuel consumption by 33 percent.

Despite the limitations of a 45-year-old building in the heart of an urban landscape, Hyatt Regency Atlanta has turned obstacles into opportunities, implementing initiatives to achieve a 35 percent reduction in energy use and a 36 percent reduction in water use since 2000.

During its development, Hyatt House Philadelphia/King of Prussia incorporated recycled material and wood by-products in its drywall and floors. In addition, the property’s white roof and coated high-efficiency windows reduce the amount of heat absorbed.

Meet and Be Green

Within our North American hotels, the Meet and Be Green program provides meeting planners with 10 simple steps to green their meetings, along with a discount in recognition of their shared environmental commitment.

- Focusing on dining options that include seafood that follow the Monterey Bay Aquarium Guidelines, cage-free eggs and antibiotic- and hormone-free beef hamburgers in North American restaurants.
- Providing compostable to-go containers made of recycled material in our North America restaurants.
- Installing approximately 74,000 LED light bulbs in hotels during 2011.
- Cleaning with EcoLab cleaning products and detergents, which reduced waste by 45,000 pounds, water by 25 million gallons and natural gas by 154,000 therms during 2011.

Hyatt at Olive 8 in Seattle was our first LEED certified hotel, earning the Silver level by incorporating features such as a green roof and innovative technologies that are expected to reduce water use by 2.4 million gallons per year.

At Hyatt Regency Dusseldorf, groundwater that has moderate temperature is piped around the building, helping regulate the interior temperature. As a result, only marginal heating or cooling is needed throughout the year. This water is also used in place of potable water for flushing toilets.

Grand Hyatt Singapore is one of the first hotels to be retrofitted with a trigeneration system, an innovative technology that converts waste heat into electricity, heating and cooling, annually reducing carbon emissions by 1,200 tons, electricity use by about 12 percent and diesel consumption by 60,000 liters.
Environmental Milestones Over the Years

1990
Roll out energy and water tracking program in North America

1996
Begin installing energy-efficient lighting and demand-response technology for kitchen exhaust fans

2002
Launch Hyatt EcoTrack, our web-based tool to monitor energy and water consumption, to North American hotels

2006
Introduce linen and towel reuse option for our guests
Energy-efficient lighting retrofits begin at Hyatt Place and Hyatt House brands

2007
Expand Hyatt EcoTrack to hotels outside of North America

2008
Develop and launch Hyatt Earth, our global sustainability platform
Establish Green Teams across full-service owned and managed hotels globally

2009
Launch Hyatt Earth Training globally
Engage independent external auditing firm to verify carbon emissions
Update Hyatt EcoTrack to include waste and greenhouse gas emissions
Launch Sustainable Building Design and Construction Guidelines
Introduce Amenity bottles made of 100 percent recycled plastic

2010
Announce 2015 Hyatt Earth Goals
Introduce Meet and Be Green for meeting planners
Team up with Green Key Eco-Rating Program

2011
Launch Hyatt Thrive, our global corporate responsibility platform
Join Carbon Working Group led by the International Tourism Partnership and the World Travel & Tourism Council
Launch My Green Touches to incorporate 5 sustainable actions into every job function
We believe that helping our associates and our neighbors achieve their fullest potential through education and personal advancement opportunities is crucial to thriving communities.
We believe that providing people with the opportunity to grow, advance and excel is crucial to the success of our business and vital to the long-term prosperity of society and our communities. Our global family of talented associates delivers on our mission of providing authentic hospitality to our guests around the world, and we recruit our people with the strategic intent to reflect the communities where our hotels are located.

We make significant investments to attract, develop and retain talented people, who we believe serve as a critical differentiator for Hyatt in an extremely competitive global market for talent. In our surrounding communities, we invest time and resources in the education and skills-based development of our neighbors – cultivating our future workforce and guests.

Developing Our People

Hyatt is committed to helping our associates reach their highest potential throughout their careers. This is central to our People Brand – Hyatt’s global commitment to infuse our associates’ employment experience with the same hospitality and care that we demonstrate to our guests. Hyatt’s industry-leading learning and development opportunities are available for all associates at every level in the organization. Examples include annual reviews for all associates, rotations that expose individuals to multiple facets of hotel operations, management development programs and career mentoring, all of which enable associates to pursue both personal and professional growth.

In addition, our Foundation for the Future program helps us prepare high-performing and high-potential associates for the role of hotel general manager. Through this course, future leaders are immersed in a curriculum aligned with our core values and Hyatt’s leadership expectations. We ensure that these development opportunities are provided to a diverse group of candidates, with a particular focus on associates from different cultures, backgrounds, functions and geographical areas in the organization.

Beyond developing professional skills, associates have access to a wide range of learning and development resources on our online Hyatt Leadership Network. Our commitment to developing meaningful career paths and promoting from within are significant factors in the impressive tenure of our associates.

<table>
<thead>
<tr>
<th>Associate Tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Around the world:</strong></td>
</tr>
<tr>
<td>Average tenure of general managers at our owned and managed, full-service hotels</td>
</tr>
<tr>
<td><strong>United States:</strong></td>
</tr>
<tr>
<td>Associates with 10 or more years of service</td>
</tr>
<tr>
<td>Associates with 20 or more years of service</td>
</tr>
</tbody>
</table>

Developing Our Future Workforce

As the number of Hyatt hotels continues to grow around the world, so will our need to hire talented individuals to provide world-renowned authentic hospitality to our guests. Through global and national partnerships, we provide valuable skills training and hospitality scholarships to a wide range of individuals, including those who may otherwise not have had such opportunities.

- Through the Hyatt Hotels Fund for Minority Lodging Management Students, we provide financial aid to minority students pursuing a degree in hotel management. To date, we have awarded more than $550,000 in scholarships to 275 students via an endowment fund managed through a partnership with the American Hotel & Lodging Educational Foundation.

- Located adjacent to the Chinese University of Hong Kong campus, Hyatt Regency Hong Kong, Sha Tin collaborates with the School of Hotel and Tourism Management to offer students an opportunity to integrate business theories with hospitality practices. The partnership provides students with stimulating opportunities to learn skills in the classroom and apply their knowledge through hotel internships.
Through our Corporate Management and Leadership Trainee program, recent university graduates participate in rotational programs to learn about hotel management as they prepare to assume full-time positions with Hyatt.

We support military veteran hiring and provide special considerations for interviewing qualified military veteran applicants. Our partners in this commitment include Military Spouse Employment Partnership, Partnership for Youth Success, Bradley Morris, Vetcentral.com, Veterans.jobs, and Employer Partnership of Armed Forces.

In 2011, our associates devoted more than 7,300 volunteer hours to local educational and skills-development projects in their communities.

School-to-Work Mentoring in Miami
For more than four years, associates from Hyatt Regency Coral Gables have participated in the Big Brothers Big Sisters of Greater Miami “School to Work” program, in which Little Brothers and Sisters are matched up with Hyatt associates who become their Big Brothers and Sisters in an “at-work” environment.

Each month, the “Littles” visit the hotel and start off their day with an educational program that focuses on Hyatt philosophies and life skills, such as resume building and personal finance. The “Bigs” mentor the students about life experiences, work ethics and homework while also encouraging and listening to each child’s needs. In addition to life skills, the “Littles” receive an in-depth introduction to the hospitality industry. Recently, the hotel hired a graduate of the program as a part-time associate.

Literacy in Chicago
Chicago is home to Hyatt’s headquarters and three downtown hotels. Recognizing the link between access to books in early childhood and literacy, Hyatt collaborated in 2011 with We Give Books – a digital literacy initiative created by The Pearson Foundation and Penguin – to donate 15,000 books to 10 Chicago Public Schools, where more than 90 percent of the students come from low-income households.

Hyatt distributed the books to elementary students to emphasize the importance of reading, and formed an ongoing partnership with one of the recipient schools, Chavez Multicultural Academy. Throughout the year, Hyatt associates organize volunteer activities with Chavez students.

Hyatt’s Chief Human Resources Officer, Robb Webb, visits with elementary students at Cesar E. Chavez Multicultural Academy, one of the recipient schools of the 15,000 “Back to School” book donation.
A thriving community begins with healthy, vibrant people, so we invest in programs that help our associates, guests and neighbors adopt and support healthy lifestyles.
A thriving community begins with healthy, vibrant people. We strive to provide our community of guests and associates with comprehensive programs that support healthy lifestyles while traveling and at work.

We extend this commitment to our neighbors in the communities where our hotels operate through programs that support local needs.

**For Our Associates**

Associates who feel their best can translate that sense of well-being to the guests whom they serve. As part of our People Brand commitment, we invest significantly in the health and wellness of our associates by providing affordable healthcare coverage, preventative care programs and educational health and wellness initiatives.

Through 2011, we invested in creating work environments that promote the overall health and wellness of our associates. For instance, more than 70 percent of our full-service owned and managed hotels worldwide renovated their associate back-of-house areas to make them places where our associates can recharge their bodies and their spirits. Healthier menu options were added in associate dining rooms, lounges were updated to increase relaxation during breaks and shared computer terminals help keep our staff connected.

Additionally, through Team Stay Fit at Hyatt, we encourage associates to pair their active lifestyles with charitable causes. The program brings together associate teams to raise funds through organized activities such as charity walks, bike rides and marathons.

**For Our Guests**

As more people around the world travel with greater frequency, our guests expect to be able to maintain a healthy and productive lifestyle when they stay at our hotels. In 2011, we developed “Food. Thoughtfully Sourced. Carefully Served.” — a comprehensive food and nutrition philosophy launched in 2012 that emphasizes fresh, local and sustainably sourced food and anticipates the alternative dietary needs of our guests. During 2011 we implemented our first steps of introducing in our North America restaurants cage-free eggs, antibiotic and hormone-free beef, and sustainable seafood options based on the Monterey Bay Aquarium guidance.

To help our guests maintain healthy lifestyles while on the road, dynamic fitness centers are available at all of our hotels. At full-service hotels, guests can have a virtual trainer experience, downloading performance and tracking progress while traveling from city to city. And, if guests need a plan for a run or ride while traveling in our properties in North America, a Stay Fit Concierge will furnish a GPS watch to map and monitor a route.

**Partnership for a Healthier America**

In 2011, Hyatt teamed up with Partnership for a Healthier America (PHA), a nonprofit organization with First Lady Michelle Obama as an honorary Chair, to improve the nutritional profile of menu items at our full-service owned and managed hotels in the United States. In an effort to combat the nation’s childhood obesity crisis and as the first and only hotel company to participate, Hyatt is leading our industry by implementing adjustments to our children’s menus, such as offering fruits or vegetables as the default side item and making nonfat or low-fat milk available with free refills. The new meal option will meet MyPlate standards and ensure that food illustrations on all our menus depict healthier options. Hyatt is also committing to reduce calorie footprint, sodium content and sugar content by 10 percent by 2016 across food menus in these hotels.

**Catch Restaurant at Andaz Liverpool Street’s Commitment to Sustainable Seafood**

From line-caught Cornish grey mullet to handpicked Blackwater rock oysters, Catch pays diligent attention toward sourcing its seafood responsibly. The efforts have resulted in recognition by Fish2Fork as one of the top three sustainable seafood restaurants in the U.K.
In Our Communities

Our hotels and associates passionately contribute to causes that promote the health and wellness of their local communities. Throughout the year, you’ll find us volunteering in local orphanages and hospitals, participating in events such as charity races, teaching young people about basic health and nutrition, and in some cases funding much-needed medical assistance. In 2011, our associates devoted nearly 11,000 volunteer hours to health and wellness projects.

- At Grand Hyatt Washington, associates from the hotel’s restaurant work with Brainfood, a local nonprofit, to teach young people about basic nutrition, cooking and healthy lifestyles.

- Grand Hyatt Bali partners with The Smile Foundation to bring healthcare to children with craniofacial deformities. Together with The Smile Foundation, the hotel has covered the pre-operation, hospitalization and surgical costs for the reconstructive surgeries of 26 children while also providing complimentary hotel accommodations for the surgical teams.

- Grand Hyatt Erawan Bangkok associates support a local HIV and AIDS shelter. Through financial support and volunteering, the team has contributed to the construction of two houses for HIV patients and regularly donates medical supplies, clothing, food and guest supplies.

- Upon opening in 2011, Hyatt Regency Danang supported the Aspen Institute’s Agent Orange in Vietnam Fund, which helps bring training, education and rehabilitation services to 235 Vietnamese children and young people living with disabilities in the Cam Le area of Da Nang.

Since 2000, our hotels in Denver have spearheaded Colorado’s Bike MS ride raising over $500,000 to fight multiple sclerosis. In 2011, 210 cyclists made the 150-mile trek along Colorado’s Front Range.
ECONOMIC DEVELOPMENT & INVESTMENT

Our hotels are often a cornerstone of their communities – driving tourism, commerce and employment. Focusing on economic development and investment stimulates local growth and creates opportunities in the communities we serve.

Following a $275 million redesign and revitalization, Hyatt Regency New Orleans re-opened its doors for business in 2011. The re-opening of this landmark hotel marks one of the most significant hospitality developments to open in New Orleans in over a decade – creating new job opportunities and supporting the city’s core tourism business.
Our hotels have a direct impact on the livelihood of the communities in which they operate – driving tourism, commerce, employment and supporting vast supply chains. According to the World Travel & Tourism Council (WTTC), in 2011 the travel and tourism industry contributed 9 percent to the global gross domestic product and provided about 255 million jobs.

According to the UN World Tourism Organization (UNWTO), the tourism sector is responsible for six percent of total exports, employs one in every 12 people in both advanced and emerging economies and reached new records in 2011 despite challenging economic conditions. With our expanding presence around the world, Hyatt will continue to create jobs and valuable career opportunities for the people in our communities, while also stimulating local economies with a more than $2 billion supply chain and by attracting millions of guests and supporting local vendors and suppliers.

In 2011, we added 11 new-build properties, which created nearly 4,500 new jobs, and we expect our expanding pipeline – 20 openings at newly-built hotels planned for 2012 – to significantly contribute to the livelihood of our communities in countries around the world.

As our company grows, so does our commitment to creating economic opportunities for underserved people in our communities. By providing in-depth training of both technical and transferable skills and customized job exposure programs, Hyatt helps open the door to the many career paths in the hospitality industry.

In 2011, our associates devoted more than 4,500 volunteer hours to local economic development and investment projects that included skills training and community revitalization initiatives.

Andaz Partners with Women for Women International
As our footprint of Andaz hotels around the world continues to grow, we are furthering our commitment to thriving communities by partnering with Women for Women International. Through this special collaboration, laundry bags for Andaz hotels globally are custom-made by a small community of women in war-torn Iraq. This teaches them valuable skills that provide income-generating opportunities that benefit their families and the welfare of their community. Each Andaz hotel will also sponsor women in this organization, which will provide additional support to other war-torn communities, including Afghanistan, Democratic Republic of the Congo and South Sudan, among others.
Supporting Disaster Relief

Our growing global presence means that more of our associates, their families and our local communities are vulnerable to natural disasters around the world.

That is why in 2011 we formalized a disaster relief and response team and process to coordinate philanthropic efforts. This includes establishing a Disaster Response Committee, key criteria to evaluate how Hyatt responds to catastrophic disasters and how to strengthen relationships with international nonprofits that focus on disaster relief.

- In October 2011, severe floods devastated Bangkok. Grand Hyatt Erawan Bangkok, with the generous support of our owners, provided accommodations to 233 hotel associates and their families who were victim to the floods, and guests helped to raise nearly $20,000 to support a flood-damaged local school.

- Following the March 2011 earthquake and tsunami, associates from 36 global properties donated nearly $100,000 to the Japanese Red Cross Society. Our associates from Park Hyatt Tokyo delivered a “Taste of Hyatt” – through food and supplies – to an area where more than 160,000 people lost their homes.

- In 2011, Hyatt Regency New Orleans donated $300,000 in celebration of the hotel’s re-opening to the Make It Right Foundation to fund the building of new homes in the city’s Lower 9th Ward, the neighborhood hit hardest by Hurricane Katrina in 2005.

Supporting Youth Education

Since 2008, Hyatt has partnered with Youth Career Initiative (YCI), which enables hotels to provide six-month education programs for young people from disadvantaged backgrounds. The program empowers participants by teaching them life and vocational skills to expand their career choices and improve employability. Hyatt currently hosts YCI students in Sao Paulo, Warsaw, Amman and Cancun, and these hotels have collectively hired 60 percent of their program’s graduates.

In addition to YCI, Grand Hyatt Sao Paulo has launched the Formare School, an onsite initiative that recruits underprivileged youth from surrounding slums, or “favelas,” and brings them to the hotel for a hands-on, year-long training program focused on finance, civics, personal responsibility and hospitality training. Through the program, hotel associates are specially trained as volunteers to teach the classes.

Today, more than 10 percent of the hotel’s workforce is comprised of young adults that have benefitted from Formare and YCI programs. As a recognized leader in social and environmental responsibility, Grand Hyatt Sao Paulo earned Condé Nast’s prestigious World Savers Award for “Doing It All” in 2011.
BUSINESS PRACTICES

At Hyatt, we believe that an important part of being the most preferred brand is managing our business responsibly, efficiently and ethically. Increasingly, it’s what our associates, guests, owners and communities expect of us – and it’s what we will continue to demand of ourselves.
CHARITABLE GIVING

One aspect of our work that cuts across each of the four pillars of Hyatt Thrive is our charitable giving. Hyatt has a rich history of giving back to our communities, which is manifested at the local hotel level and through strategic philanthropic investments by our corporate office in Chicago. With the generosity of our owners, associates and guests, our hotels are making significant impacts in their local communities throughout the year.

Our Community Ambassadors

We recognize the powerful potential of our associates to serve as our local community ambassadors. We focus our resources on global engagement programs that empower our associates to identify and address pressing issues within their own neighborhoods.

For example, our Hyatt Community Grants program allows associates from around the world to nominate local nonprofits to receive grants. To date, associates have directed more than $1 million to nonprofits in 84 cities and 30 countries worldwide.

Throughout 2011, our associates donated more than 30,000 volunteer hours to charitable causes around the world. Through our inaugural Global Volunteer Initiative, we united our hotels worldwide behind a single goal of giving back to the communities where we live and work.

In 2011, we introduced our Hyatt Community Track database to track charitable giving and volunteer hours at individual Hyatt properties and field offices. This tool enables us to measure and report our global charitable giving. Based on reporting of our full-service owned and managed hotels, we know that at least 75 percent give back to the community through cash and in-kind donation or volunteerism, and we hope to report even stronger efforts once Hyatt Community Track is fully integrated.

2011 Contributions*

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Contributions</td>
<td>$ 1,500,000</td>
</tr>
<tr>
<td>Associate Fundraising</td>
<td>$ 1,300,000</td>
</tr>
<tr>
<td>In-Kind Contributions</td>
<td>$ 1,100,000</td>
</tr>
<tr>
<td>Hyatt Community Grants</td>
<td>$ 350,000</td>
</tr>
<tr>
<td>Associate Volunteerism**</td>
<td>$ 650,000</td>
</tr>
<tr>
<td>**Total</td>
<td>$ 4,900,000</td>
</tr>
</tbody>
</table>

*Contributions include donations made on behalf of Hyatt through our company, associates, owners and guests at full-service owned and managed hotels.

**Based on Independent Sector’s value of the volunteer hour for the noted year. The 2011 hour value is $21.79.

Through our Hyatt Gold Passport® loyalty program, we engage guests to support important causes, such as the Make-A-Wish Foundation and the American Red Cross. Since 2005, our guests have donated more than 24 million loyalty points in support of charitable organizations.
CULTURE OF DIVERSITY AND INCLUSION

As a global company, embracing our diverse base of associates, guests, suppliers and owners is central to our goal of being the preferred brand in every segment that we serve. More than 90,000 associates from around the world work in our hotels worldwide, and we encourage their unique talents and perspectives in a changing global marketplace where we compete for talent.

Our vision is to build and sustain an environment where our associates are embraced and valued for who they are so that they reach their full potential, enabling Hyatt to provide authentic hospitality that is individualized and engages each and every guest.

Workforce – Recruit, retain and develop high-performing, talented and engaged associates with diverse backgrounds and perspectives

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

Marketplace – Be the preferred brand in markets we serve by building valued relationships with our diverse customers, suppliers and developers

We support diversity and inclusion with training programs, employee network groups that foster a culture of inclusiveness and strategic collaboration with external organizations. In addition, through our Foundations for the Future program and other leadership development initiatives, we are putting a strong focus on preparing more women and minorities for leadership positions within Hyatt. This commitment to a diverse and inclusive workplace – one that reflects our global community – has been supported by two councils that identify and recommend ways to address various diversity and inclusion issues: the North American Diversity and Inclusion Council, established in 1996, and most recently by the formation of our own Global Diversity and Inclusion Council in 2011.

Our efforts to increase diversity and inclusion also extend to our supplier base and our owners. In 2011, 48 of our properties in the United States had minority ownership, and our supplier diversity spend has doubled in the last 12 years as a result of program incentives, increasing from 9 percent in 1999 to 19 percent in 2011.

Supplier Diversity Spend in 1999 9%
Supplier Diversity Spend in 2011 19%

Partnership with HBCU-HM Consortium
Working with the Historically Black Colleges and Universities-Hospitality Management Consortium (HBCU-HM Consortium), Hyatt launched the Hyatt Hotels Summer Bridge Program for High School Students in 2011 to provide minority students with exposure to the hospitality industry through immersion programs and career-shadowing opportunities.

Hyatt and Hands On Education
Since 1998, Hyatt has partnered with Hands On Education (Hands On) to provide vocational training and career placement for individuals with disabilities. More than 20 Hyatt properties participate in Hands On programs, and more than 1,300 students have received training during the 14-year partnership – including Julio Castillo (pictured left), now a full-time chef at Hyatt Regency Dallas/Fort Worth.

Legally blind since birth, Julio struggled to fulfill his lifelong dream of being a chef due to challenges, such as trouble reading print, the inability to drive and no formal culinary training. However, after completing the Hands On training program at our hotel, Julio is now thriving as a member of the Hyatt Regency Dallas/Fort Worth culinary team.
GOVERNANCE AND ETHICS

Hyatt’s Board of Directors, under the leadership of Executive Chairman Thomas Pritzker, is responsible for strategic oversight of the Company, which includes overseeing enterprise risk management, compliance, financial matters and human capital strategy. The Board oversees management and assures that the long-term interests of shareholders are served. Hyatt’s Corporate Governance Guidelines provide the framework for the responsibilities and activities of the Board. Eight of our 12 directors are independent – a majority mandated by our guidelines – and each director completes a performance self-evaluation.

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

**Corporate Responsibility Council**

Developed in 2011 and launched in 2012, the Corporate Responsibility (CR) Council leads the integration of Hyatt’s environmental and social commitments into our business objectives, daily operations and broader risk management program. The council consists of a cross-functional group of corporate and divisional leaders representing all operational functions as well as corporate communications, brand marketing, global human resources, innovation and risk. Led by our vice president of corporate responsibility, the CR Council reports to the CEO and chief human resources officer, and has executive sponsors in every division of global operations. With an organizational structure that emphasizes cross-functional accountability and communication, the CR Council delivers on Hyatt’s commitment to responsible business practices as defined by Hyatt Thrive, and works to integrate our commitment to environment and society into business strategy and the daily operations of our hotels.

**CORPORATE RESPONSIBILITY COUNCIL STRUCTURE**

- **CEO**
  - Chief Human Resources Officer

- **Thrive Leadership Committee**
  - Functional Department Heads + Divisional Thrive Team Lead

- **Divisional Thrive Teams**
  - Europe, Africa, Middle East
  - Asia Pacific | Latin America
  - Southwest Asia | North America
**HUMAN RIGHTS AND INDUSTRY ISSUES**

Beyond programs and issues specifically addressed by our Hyatt Thrive platform, there are several issues material to our industry that pose risk and present opportunity for growth. Hyatt is working to address issues that will influence our business in 2012 and beyond:

**Human Rights and Human Trafficking**

The very nature of our business demands the utmost respect for human rights, as embodied in the [Universal Declaration of Human Rights](https://www.un.org/en/development/desa/population/publications/pdf/2018/人权宣言2018_2018_09_18.pdf). Our commitment is outlined in our [Human Rights Statement](https://www.howardwednesday.com). Human trafficking, in particular the exploitation of children, is a human rights issue that Hyatt takes very seriously. That is why we are taking aggressive steps to raise awareness around these crimes both in our hotels and in our communities. In 2011, we partnered with the [Polaris Project](https://polarisproject.org), a leading U.S.-based organization that combats human trafficking and provides assistance to victims, to develop a comprehensive training program. This training is designed to educate managers and line staff about human trafficking, its intersection with the hotel industry and how to recognize and report potential situations and victims.

Our hotel security teams are also being trained to appropriately coordinate with local law enforcement if a trafficking situation is suspected. This training has been piloted in a cross-section of our hotels around the world and will be fully implemented globally in 2012. Hyatt also participated in an industry-working group, led by the [International Tourism Partnership](https://www.itpinfo.org), to identify opportunities to address human trafficking in the hospitality industry. Together we developed an industry-wide human trafficking position statement to support common frameworks, develop strategies to prevent human trafficking and share best practices.

**Supply Chain Ethics**

Developed in 2011 and being implemented in 2012, our global [Supplier Code of Conduct](https://www.howardwednesday.com) helps us consistently apply our ethical business practices and reinforces our expectation that suppliers abide by all applicable laws, human rights principles, as well as ethical and responsible business practices related to our supply chain.

**Privacy Protection**

Protecting our guests’ and associates’ privacy is critical. To ensure that our privacy program is comprehensive, Hyatt completed the [UK Information Commissioner’s Office (ICO) Binding Corporate Rules (BCR)](https://www.ico.org.uk), a voluntary program through which we demonstrate our commitment to protection of personal information and to regular audits and staff training. As a result of our efforts, Hyatt was the first hotel company to receive authorization from the ICO.

---

*Polaris Project*

*FOR A WORLD WITHOUT SLAVERY*
LOOKING FORWARD

While Hyatt has always been committed to responsible business practices, 2011 was distinguished by the launch of Hyatt Thrive, our formal CR platform. Built on a shared vision and common focus, this global platform allows us to effectively address our diverse stakeholders around the world and manage issues material to our business, while ensuring that our positive local efforts add up to make a big global impact.

This report is a snapshot of our progress to date, and it reflects our unwavering commitment to managing our operations efficiently and responsibly, to minimize the environmental impact of our business and to be a catalyst for positive change in the communities in which we operate. This resolve is only strengthened as we navigate an increasingly complex set of global challenges that include social, political and economic instability, resource depletion, vastly different levels of infrastructure development in the communities where we operate, and an intricate set of stakeholders and partnerships.

By building on the strong foundation we established in 2011 with the launch of Hyatt Thrive, we’ll continue to strengthen our commitment to responsible business practices by focusing on several key areas:

- Expanding our robust environmental reporting processes to our select-service hotels
- Increasing our focus on the sustainable development and design of our properties
- Working with our global supply chain to purchase more products that reduce environmental impact
- Launching our human trafficking training program globally
- Implementing our global Supplier Code of Conduct
- Refining our philanthropic focus
APPENDIX: AWARDS & RECOGNITIONS

Hyatt Corporate Awards

Environmental Excellence Award, Microsoft’s Preferred Supplier Program, 2011
Great Workplace Award, Gallup, 2012
Top Companies for Latinas to Work For in the US, Latina Style Magazine, 2011
Top 25 Diversity Council Honors Award, Association of Diversity Councils, 2011
Top 50 Employers, Readers’ Choice CAREERS & the disABLED Magazine, 2011
Top 100 Employers (#55), Diversity Employers Magazine, 2011
25 Noteworthy Companies, DiversityInc Magazine, 2011

Hyatt Hotel Awards

Grand Hyatt Hong Kong
Sectoral Award from Hong Kong Awards for Environmental Excellence, 2011

Grand Hyatt Kauai Resort and Spa
Green Innovation Award from the Kapaa Rotary, 2011

Grand Hyatt São Paulo
Overall Winner, City Hotels in World Savers Awards by Condé Nast Traveler magazine, 2011

Grand Hyatt Singapore
Green Hotel Standard Winner at the ASEAN Tourism Forum, 2011/2012

Grand Hyatt Macau
Bronze Award at the Macao Green Hotel Awards, 2011

Grand Hyatt Tokyo
Top Level Business Office - Sustainable Environment by Tokyo Metropolitan Government, 2011

Hyatt Hotels of Florida
Exceptional Employer of People with Disabilities – Agency for Person’s with Disabilities (APD), 2011

Hyatt Regency Chicago
Crain’s Chicago List of Best Places to Work (honorable mention), 2011
Chicago’s Top Workplaces, Chicago Tribune, 2011

Hyatt Regency Cambridge
Massachusetts Lodging Association Stars of the Industry Award for Community Service, 2011

Hyatt Regency Coconut Point Resort and Spa
Eco-Innovation Chrysalis Award from the Lee County Visitor & Convention Bureau (VCB) and the Greater Fort Myers Chamber of Commerce, Inc., 2011

Hyatt Regency Coral Gables
“Green Means Green” Award for the Hospitality Category from the Coral Gables Chamber of Commerce, 2011

Hyatt Regency New Brunswick
Gold Award for NJ Smart Workplaces, 2011

Hyatt Regency O’Hare
Chicago’s Top Workplaces, Chicago Tribune, 2011

Hyatt Regency Pittsburgh International Airport
Community Service Award from the Pennsylvania Tourism & Lodging Association (PTLA) Annual Spirit of Hospitality Awards Reception, 2011

Hyatt Regency Sha-Tin
Sectoral Award from Hong Kong Awards for Environmental Excellence, 2011

Hyatt Regency Waikiki Resort and Spa
Green Business Award from the Hawaii Green Business Program, 2011

Hyatt Regency Wichita
Kansas Green Team Dream Team from the Kansas Department of Health and Environment, 2011

For a complete list of awards and recognitions, please visit HyattThrive.com/recognition
## APPENDIX: FACTS AND FIGURES

### 2011 Consolidated Data

**Economic**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$3,698 million</td>
</tr>
<tr>
<td><strong>OCCUPANCY</strong></td>
<td></td>
</tr>
<tr>
<td>Total Owned and Leased Hotels</td>
<td>72.5%</td>
</tr>
<tr>
<td>North American Full Service</td>
<td>71.5%</td>
</tr>
<tr>
<td>North American Select Service</td>
<td>74.1%</td>
</tr>
<tr>
<td>Full Service outside North America</td>
<td>65.6%</td>
</tr>
<tr>
<td><strong>REVPAR</strong></td>
<td></td>
</tr>
<tr>
<td>Total Owned and Leased Hotels</td>
<td>$122</td>
</tr>
<tr>
<td>North American Full Service</td>
<td>$116</td>
</tr>
<tr>
<td>North American Select Service</td>
<td>$71</td>
</tr>
<tr>
<td>Full Service outside North America</td>
<td>$153</td>
</tr>
</tbody>
</table>

*Revenue Per Available Room, a common industry measure of hotel performance

**Environment**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Energy Usage (MJ)</td>
<td>12,421,475,112</td>
<td>12,259,482,793</td>
</tr>
<tr>
<td>Direct Energy (MJ)</td>
<td>4,244,451,237</td>
<td>4,249,567,245</td>
</tr>
<tr>
<td>Indirect Energy (MJ)</td>
<td>8,177,023,875</td>
<td>8,009,915,548</td>
</tr>
<tr>
<td>Total GHG Emissions (Metric Ton CO2e)</td>
<td>1,404,890</td>
<td>1,388,268</td>
</tr>
<tr>
<td>Scope 1 (Metric Ton CO2e)</td>
<td>229,202</td>
<td>231,543</td>
</tr>
<tr>
<td>Scope 2 (Metric Ton CO2e)</td>
<td>1,175,688</td>
<td>1,156,725</td>
</tr>
<tr>
<td>Total Water Usage (M3)</td>
<td>25,692,094</td>
<td>25,760,997</td>
</tr>
<tr>
<td>Waste (Metric Tons)</td>
<td>48,865</td>
<td>49,605</td>
</tr>
<tr>
<td>Recycled Waste (Metric Tons)</td>
<td>12,044</td>
<td>14,177</td>
</tr>
</tbody>
</table>

**ENERGY BREAKDOWN BY SOURCE**

<table>
<thead>
<tr>
<th>Source</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Steam</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Chilled Water</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Other fuel (including Fuel Oil No. 2 and No. 5, propane, butane, diesel, gasoline, etc.)</td>
<td>7%</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Environmental data reflect full-service owned and managed hotels

*Waste and recycling data for North America hotels only, and may include renovation waste in some cases
APPENDIX: FACTS AND FIGURES (continued)

2011 Consolidated Data

Workforce

Employment Profile

<table>
<thead>
<tr>
<th></th>
<th>NORTH AMERICA</th>
<th></th>
<th>OUTSIDE OF NORTH AMERICA*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Management</td>
<td>Non-Management</td>
<td>Management</td>
</tr>
<tr>
<td>Full-time</td>
<td>6,983</td>
<td>31,146</td>
<td>4,242</td>
</tr>
<tr>
<td>Part-time</td>
<td>19</td>
<td>3,321</td>
<td>324</td>
</tr>
<tr>
<td>On-Call</td>
<td>22</td>
<td>5,446</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>7,024</td>
<td>39,913</td>
<td>4,566</td>
</tr>
</tbody>
</table>

*Excludes temporary/seasonal associates

Age

<table>
<thead>
<tr>
<th></th>
<th>NORTH AMERICA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Under 30</td>
</tr>
<tr>
<td></td>
<td>30-50</td>
</tr>
<tr>
<td></td>
<td>Over 50</td>
</tr>
</tbody>
</table>

Gender

<table>
<thead>
<tr>
<th></th>
<th>NORTH AMERICA</th>
<th></th>
<th>OUTSIDE OF NORTH AMERICA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Management</td>
<td>48%</td>
<td>52%</td>
<td>36%</td>
</tr>
<tr>
<td>Non-Management</td>
<td>52%</td>
<td>48%</td>
<td></td>
</tr>
</tbody>
</table>

Ethnicity and Race

<table>
<thead>
<tr>
<th></th>
<th>NORTH AMERICA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Management</td>
<td>Non-Management</td>
</tr>
<tr>
<td>White</td>
<td>67.0%</td>
<td>32.0%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>14.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>9.0%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Black/African-American</td>
<td>9.0%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>2 or More</td>
<td>0.3%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>
REPORT PARAMETERS

This report and its contents were created using the Global Reporting Initiative (GRI) 3.1 Guidelines, including its principles, guidance and technical protocols on defining report content for Application Level C. This is our first GRI report, and we plan to report biennially using GRI Guidelines. The topics in this report reflect our current platform, programs, partnerships and main stakeholder relationships which have been developed over the past few years as Hyatt Hotels Corporation. We believe that these stakeholder groups as described will read the report and serve as our primary audience, through which we look forward to receiving feedback on its content.

The report’s boundary covers a reporting period for the 2011 calendar year and reflects a combination of information gathered from hotel properties and the corporate office for which we have operational control, available data or both. In general, data represent managed and owned properties of which we have operational control. Boundary specifications for performance indicators are described throughout the report where the boundary has been adjusted. Where limitations on reporting exist because of data availability, they are footnoted alongside data. Awards and recognition also extend to 2012 where they were given in recognition for prior years’ performance.

Company profile data reflect 2011 numbers at year-end. Content and figures referenced in the Annual Report and filed Financial Statements have been externally assured by a third-party auditor. Greenhouse gas emissions were calculated using the Greenhouse Gas Protocol Corporate Accounting Standard, and this process and data were verified by an independent external auditing firm in 2009. External assurance has not been sought for content and figures in this report that do not appear in the Annual Report or filed Financial Statements.

TERMINOLOGY

As used in this report, the terms “Hyatt,” “the company,” “we,” “our,” “its” and similar terms are used for convenience to refer to one or more of the following entities: Hyatt Hotels Corporation, Hyatt Corporation, Hyatt International Corporation or a subsidiary or affiliate of any of these entities. In addition, the term “North America” is used to identify the United States, Canada and the Caribbean. As used in this report, the phrase “full-service owned and managed hotels” is used to identify all full-service hotels owned by Hyatt or third parties and managed by Hyatt unless otherwise noted.

FORWARD-LOOKING STATEMENTS

This report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include statements about the Company’s plan, strategies, financial performance, prospects or future events and involve known and unknown risks that are difficult to predict. As a result, 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 to us and our management, are inherently uncertain. Factors that may cause actual results to differ materially from current expectations include, but are not limited to, the factors discussed in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. Forward-looking statements speak only as of the date they are made, and we do not undertake or assume any obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable laws. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.
# Appendix: GRI Index

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Statement from most senior member of the organization.</td>
<td>Letter from our CEO</td>
</tr>
<tr>
<td>2.1</td>
<td>Name of the organization.</td>
<td>Our Company</td>
</tr>
<tr>
<td>2.2</td>
<td>Primary events, brands, products and/or services.</td>
<td>Our Company</td>
</tr>
<tr>
<td>2.3</td>
<td>Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.</td>
<td>Our Company, Annual Report</td>
</tr>
<tr>
<td>2.4</td>
<td>Location of organization’s headquarters.</td>
<td>Our Company, Annual Report</td>
</tr>
<tr>
<td>2.5</td>
<td>Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.</td>
<td>Letter from our CEO, Our Company, About Hyatt Thrive, Annual Report</td>
</tr>
<tr>
<td>2.6</td>
<td>Nature of ownership and legal form.</td>
<td>Annual Report</td>
</tr>
<tr>
<td>2.7</td>
<td>Markets served (including geographic breakdown, sectors served and types of WTTC and UNWTO stats customers/beneficiaries).</td>
<td>Our Company, Annual Report</td>
</tr>
<tr>
<td>2.8</td>
<td>Scale of the reporting organization.</td>
<td>Our Company, Annual Report</td>
</tr>
<tr>
<td>2.9</td>
<td>Significant changes during the reporting period regarding size, structure or ownership.</td>
<td>Annual Report</td>
</tr>
<tr>
<td>2.10</td>
<td>Awards received in the reporting period.</td>
<td>Awards &amp; Recognitions</td>
</tr>
<tr>
<td>3.1</td>
<td>Reporting period for information provided.</td>
<td>Report Parameters</td>
</tr>
<tr>
<td>3.2</td>
<td>Date of most recent previous report.</td>
<td>This is our first report</td>
</tr>
<tr>
<td>3.3</td>
<td>Reporting cycle.</td>
<td>Report Parameters</td>
</tr>
<tr>
<td>3.4</td>
<td>Contact point for questions regarding the report or its contents.</td>
<td>Back Cover</td>
</tr>
<tr>
<td>3.5</td>
<td>Process for defining report content.</td>
<td>Report Parameters, About Hyatt Thrive</td>
</tr>
<tr>
<td>3.6</td>
<td>Boundary of the report, and whether it covers planning and delivery, and the activities of partners, participants who are content providers, attendees and sponsors.</td>
<td>Report Parameters, About Hyatt Thrive</td>
</tr>
<tr>
<td>3.7</td>
<td>State any specific limitations on the scope or boundary of the report.</td>
<td>Report Parameters</td>
</tr>
<tr>
<td>3.8</td>
<td>Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations.</td>
<td>Report Parameters</td>
</tr>
<tr>
<td>3.10</td>
<td>Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>3.11</td>
<td>Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>3.12</td>
<td>Table identifying the location of the Standard Disclosures in the report.</td>
<td>GRI Index</td>
</tr>
<tr>
<td>3.13</td>
<td>Policy and current practice with regard to seeking external assurance for the report.</td>
<td>Report Parameters</td>
</tr>
<tr>
<td>4.1</td>
<td>Governance structure of the organization including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.</td>
<td>Governance and Ethics, Annual Report, Corporate Governance Guidelines, DEF-14A Proxy Statement</td>
</tr>
<tr>
<td>4.2</td>
<td>Indicate whether the Chair of the highest governance body is also an executive officer.</td>
<td>Proxy Statement, Corporate Governance Guidelines</td>
</tr>
<tr>
<td>4.3</td>
<td>For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.</td>
<td>Governance and Ethics, Corporate Governance Guidelines</td>
</tr>
<tr>
<td>4.4</td>
<td>Mechanisms for shareholders and associates to provide recommendations or direction to the highest governance body.</td>
<td>Governance and Ethics, Proxy Statement, Corporate Governance Guidelines, DEF-14A Proxy Statement, Contact the Board</td>
</tr>
<tr>
<td>4.7</td>
<td>Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.</td>
<td>Proxy Statement, Corporate Governance Guidelines</td>
</tr>
</tbody>
</table>
### APPENDIX: GRI INDEX (continued)

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8</td>
<td>Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation.</td>
<td>Our Company, About Hyatt Thrive</td>
</tr>
<tr>
<td>4.10</td>
<td>Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental and social performance.</td>
<td>Corporate Governance Guidelines</td>
</tr>
<tr>
<td>4.14</td>
<td>List of stakeholder groups engaged by the organization.</td>
<td>Our Company, About Hyatt Thrive, Corporate Governance Guidelines</td>
</tr>
<tr>
<td>4.15</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Our Company, About Hyatt Thrive, Corporate Governance Guidelines</td>
</tr>
<tr>
<td>4.17</td>
<td>Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.</td>
<td>About Hyatt Thrive</td>
</tr>
</tbody>
</table>

### PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Code</th>
<th>Performance Indicator</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN3</td>
<td>Direct energy consumption by primary energy source.</td>
<td>Environmental Sustainability, Facts &amp; Figures</td>
</tr>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary source.</td>
<td>Environmental Sustainability, Facts &amp; Figures</td>
</tr>
<tr>
<td>EN5</td>
<td>Energy saved due to conservation and efficiency improvements.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN6</td>
<td>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN8</td>
<td>Total water withdrawal by source.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN16</td>
<td>Total direct and indirect greenhouse gas emissions by weight.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN18</td>
<td>Initiatives to reduce greenhouse gas emissions and reductions achieved.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN22</td>
<td>Total weight of waste by type and disposal method.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EN23</td>
<td>Total number and volume of significant spills.</td>
<td>There were no spills in the reporting period</td>
</tr>
<tr>
<td>EN26</td>
<td>Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>EC2</td>
<td>Financial implications and other risks and opportunities for the organization’s activities due to climate change.</td>
<td>Environmental Sustainability, Annual Report</td>
</tr>
<tr>
<td>EC8</td>
<td>Development and impact of infra-structure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.</td>
<td>Hyatt Community Grants Profiles throughout, Charitable Giving</td>
</tr>
<tr>
<td>LA11</td>
<td>Programs for skills management and lifelong learning that support the continued employability of associates and assist them in managing career endings.</td>
<td>Education &amp; Personal Advancement</td>
</tr>
<tr>
<td>LA12</td>
<td>Percentage of employees receiving regular performance and career development reviews by gender.</td>
<td>Education &amp; Personal Advancement</td>
</tr>
<tr>
<td>LA13</td>
<td>Composition of governance bodies and breakdown of associates per category according to gender, age group, minority group membership and other indicators of diversity.</td>
<td>Governance and Ethics, Facts &amp; Figures, DEF-14A Proxy Statement</td>
</tr>
<tr>
<td>HR6</td>
<td>Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.</td>
<td>Human Rights and Industry Issues, Hyatt Human Rights Statement</td>
</tr>
<tr>
<td>HR7</td>
<td>Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor.</td>
<td>Human Rights and Industry Issues, Hyatt Human Rights Statement</td>
</tr>
<tr>
<td>SO1</td>
<td>Percentage of operations with implemented local community engagement, impact assessments and development programs.</td>
<td>Charitable Giving</td>
</tr>
</tbody>
</table>

* Documents containing relevant information not explicitly stated in this report noted in italics.