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

A MESSAGE FROM OUR PRESIDENT AND CEO

Dear Stakeholders,

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

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

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

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

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

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

With gratitude,

Mark Hoplamazian

Watch the video from our CEO
RESPONDING TO THE CHALLENGES OF OUR TIME

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

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

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

OUR FOCUS: CREATING SHARED VALUE

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

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

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

MEETING OUR COMMITMENTS

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

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

**Hyatt Around the World**

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

*As of December 31, 2015
Commitment to Responsible Business Practices

Engaging Our Stakeholders

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

Engaging with stakeholders is integral to our business success and we do so through a variety of channels that include working groups, surveys, reports and social media. These stakeholders also provide us with feedback on environmental, social and governance topics through our existing communication channels, as well as through focused engagement on CR topics. Some specific engagement examples include discussions on human trafficking with socially responsible investors, understanding communities’ greatest needs through dialogue with community organizations, and prioritization of efficiency investment projects with hotel owners.

Working with Thought Leaders

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

Measuring and Reporting Progress

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

We report on our performance biennially in reference to the G4 Global Reporting Initiative (GRI) Guidelines with updates during interim years, as well as completing annual submissions to CDP. Our year-over-year improvements in our CDP score reflect our efforts around environmental stewardship and transparency:

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

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

Forward-looking statements

Forward-looking statements in this issue report, including all affiliated issue reports and documents, which are not historical facts, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Our actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements. In some cases, you can identify forward-looking statements by the use of words such as “may,” “could,” “expect,” “intend,” “plan,” “seek,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “continue,” “likely,” “will,” “would” and variations of these terms and similar expressions, or the negative of these terms or similar expressions. Such forward-looking statements are necessarily based upon estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Factors that may cause our actual results, performance or achievements to differ materially from current expectations include, among others, the rate and pace of economic recovery following economic downturns; levels of spending in business and leisure segments as well as consumer confidence; declines in occupancy and average daily rate; the financial condition of, and our relationships with, third-party property owners, franchisees and hospitality venture partners; the possible inability of third-party owners, franchisees or development partners to access the capital necessary to fund current operations or implement our plans for growth; risks associated with potential acquisitions and dispositions and the introduction of new brand concepts; changes in the competitive environment in our industry, including as a result of industry consolidation, and the markets where we operate; general volatility of the capital markets and our ability to access such markets; and other risks discussed in the Company’s filings with the U.S. Securities and Exchange Commission. These factors are not necessarily all of the important factors that could cause our actual results, performance or achievements to differ materially from those expressed in or implied by any of our forward-looking statements. We caution you not to place undue reliance on any forward-looking statements, which are made only as of the date of this report. We undertake no obligation to update publicly any of these forward-looking statements to reflect actual results, new information or future events, changes in assumptions or changes in other factors affecting forward-looking statements, except to the extent required by applicable law. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.