

Diversity Audit Field Project

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ADS 750: Diversity in Organizations

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Diversity Audit Field Project

Every year, travelers search the world for relaxing vacations, meeting spaces for business conferences, or venues for hosting major events. Hotels have a long history of serving as these places of gathering, rest, and relaxation. In the United States alone, in 2023, 792 billion dollars were spent by these travelers to reserve rooms at hotels. Globally, this number is expected to reach 1.66 trillion dollars by 2027 (Statista, n.d.). While many global hotel companies exist today, Hyatt Hotel Corporation has set itself apart as a leader in the hotel industry. Through its dedication to diversity, equity, and inclusion programming and practice, Hyatt Hotel Corporation has set a standard that will be audited in this paper.

According to Mor Barak (2022), a cultural audit (or evaluation) of an organization allows individuals to strategically assess the obstacles that could potentially block the overall progress of diverse employees. Employees who feel they are being blocked from making genuine progress in their roles generally have a notion that the dominant culture(s) in the organization are usually the source of the problem and any solutions for change must start within the dominant group (Anderson & Billings-Harris, 2010; Mor Barak, 2022). Once a cultural audit is completed for a given company, then appropriate adjustments of policies and procedures can take place to improve the climate of the workplace for all employees (Anderson & Billings-Harris, 2010; Mor Barak, 2022). Thus, conducting a cultural audit of Hyatt will allow researchers to assess the potential successes and challenges that the hotel chain might face regarding diversity, equity, and inclusion.

Hyatt Background

Hyatt Hotel Corporation was founded in 1957 by Jay Pritzker. While the hotel company originated in Los Angeles, California, it is now headquartered in Chicago, IL, where it oversees a global operation including 130,000 employees, over 1,300 hotel properties, and revenues exceeding seven billion dollars (Forbes, n.d.; Hyatt, n.d.-d).

Hyatt began its hospitality business in the United States. Within twelve years of its founding the company began its international expansion, with its first international property being built in Hong Kong in 1969. Hyatt's growth continued with the addition of domestic and international properties and new brand lines, such as the Hyatt Place, Unbound collection, and Andaz brands (Hyatt, n.d.-d).

Due to its enduring growth, Hyatt has seen its organizational governance structure shift and change over the years. Hyatt has an executive management team, a board of directors, and multiple committees to oversee its operations. The Board of Directors includes twelve individuals, two of whom are female, based on reading the bios of the individuals on the board. The organization has multiple committees to oversee its operations, including (Hyatt, n.d.-a; Hyatt, n.d.-c):

- Audit Committee Charter
- Talent and Compensation Committee Charter
- Finance Committee Charter
- Nominating and Corporate Governance Committee Charter

The executive management team spans the globe and includes the following roles and individuals (Hyatt, n.d.-c), as seen in Figure 1.

Figure 1*Hyatt Hotel Corporation Executive Management Team Roster*

Title	Name
Executive Chairman	Thomas J. Pritzker
President and CEO	Mark Hoplamazian
Group President - EAME	Javier Aguila
Chief Financial Officer	Joan Bottarini
Chief Growth Officer	Jim Chu
General Counsel and Secretary	Margaret Egan
Chief Human Resources Officer	Malaika Myers
Group President - Americas	Peter Sears
Group President - Asia Pacific	David Udell
Chief Commercial Officer	Mark Vondrasek

The hotel company's emphasis on caring for its employees is seen in the numerous Forbes and Human Rights Campaign lists in which it has been highlighted. Examples from 2024 include being ranked 303rd on the "America's Best Employers For Diversity" list (Forbes, n.d.),

373rd on the “World Top Companies for Women” list (Forbes, n.d.), and named a “Best Place to Work for LGBTQ+ Equality” by the Human Rights Campaign (Hyatt, n.d.-b).

Four Criteria

In order to gauge the degrees of diversity embedded within the Hyatt culture, specific diversity, equity, and inclusion concepts were used as a framework to guide direct and indirect interactions with the company. Specifically, researchers used the diversity audit tool and the assignment outline generated by course instructors as a basis for developing the investigation (Cukier & Smarz, 2012; Marwaha & Polka, 2024). Using a diversity audit tool and the assignment outline to build a guiding framework for the investigation, researchers attempted to analyze how diversity, equity, and inclusion fit within a company's current norms and values. An analysis allowed researchers to gauge the likelihood of whether diversity, equity, and inclusion policies are actualized in the day-to-day operations of the company (Cukier & Smarz, 2012). Thus, the following four areas of investigation were selected as a guiding standard for assessing the degrees of diversity:

1. Incorporation of diversity, equity, and inclusion within the mission, vision, and goals of the organization.
2. The implementation of a diverse mission and vision as well as subsequent goals.
3. The representation of all people at various levels of the organization.
4. The strategic and appropriate diversity, equity, and inclusivity training for all employees at all levels of the organization.

Researchers felt that the aforementioned categories were broad enough to analyze the degree of diversity within the corporation but narrow enough to provide the Hyatt employee

interviewed for this project the best opportunity to authentically speak to their understanding of diversity, equity, and inclusion in their own workplace.

Visit

In order to best understand Hyatt, the researchers interviewed a staff member who works directly within the company. On July 1, 2024, the researchers spent one-hour meeting with Hyatt employee Barry Christman over a Zoom meeting. Mr. Christman serves as the Area Colleague Experience Manager for Hyatt, working in human resources at the Hyatt Regency Long Beach in California and with Hyatt's corporate management training recruitment program.

During this visit, the researchers asked Mr. Christman multiple questions, including:

1. How does Hyatt differentiate itself from other hotels?
2. How do you see Hyatt embracing diversity, equity, and inclusion in the workplace?
3. Is there any diversity, equity, and inclusion training offered?
4. Are there any unique diversity, equity, and inclusion policies you can inform us about?
5. How do you see diversity across different jobs in Hyatt?
6. Can you share any insight into Hyatt 2025 DE&I goals?

Through these questions, the researchers could gain an insider's view of the company's diversity, equity, and inclusion efforts compared to the external research previously completed. The information gleaned from this meeting was insightful. It allowed the researchers to gain an insider's view of the company, including information about training programs, representation, and planning from the organization.

When asked how Hyatt differentiates itself from other hotels, Mr. Christman believes the people hired truly make the Hyatt experience different from competitors. Specifically, Hyatt wants to hire authentic people who truly care about others. In fact, a question human resources asks during interviews is how one demonstrates care. Through this question, Hyatt can learn from a candidate how they demonstrate their ability to showcase their unique self and go above and beyond for others. Mr. Christman states that “we do our best when we care for other people,” which supports the company's overall mission, vision, and goals.

Mr. Christman was asked how diversity, equity, and inclusion are embraced across the company. Interestingly, he argued that Hyatt does not have “all white men” leading the organization. In fact, he referred back to the idea of who they hire (i.e. hiring caring people) and how they promote from within the company before seeking to build an external candidate pool. Mr. Christman believes that Hyatt does a good job of helping employees achieve company advancement through training and mentorship. Further, Mr. Christman also shared how he sees diverse representation amongst leadership at Hyatt at the national, local, and hourly levels.

External observations by Guerinot concluded this is accurate while discussing the recent hiring of Niagara University College of Hospitality, Sport, and Tourism Management students into corporate management training programs. Both male and female students and students of multiple ethnicities were hired. Further, Guerinot asked Mr. Christman about hiring J-1 visa students. J-1 visa students are college students from all over the world who obtain a visa to work abroad in the United States (U.S. Department of State Bureau of Consular Affairs, n.d.). The hospitality industry, including many major hotel brands, includes J-1 visa students in their workforce, bringing diverse cultures and experiences to their hotels. Mr. Christman shared that many hotels within the Hyatt Hotel Corporation hire J-1 visa students from across the globe.

Guerinot further shared insights into her work with college alumni who work with Hyatt and shared the diversity that she sees within this group.

Mr. Christman also shared that the organization provides diversity, equity, and inclusion training at all new hire orientations. Further, all employees must complete annual employee compliance training, which includes dignity, respect, and anti-harassment training. Having gained an understanding of resistance to diversity, equity, and inclusion efforts from Anderson and Billings (2010), the researchers sought feedback from Mr. Christman on how the organization addresses resisters. Mr. Christman elaborated that the organization will bring in individuals from the corporate office, whose work focuses on these initiatives, to meet with resisters to address the importance of embracing these initiatives.

Finally, Mr. Christman reviewed Hyatt's 2025 DE&I goals with the researchers. The information shared by Mr. Christman is further illustrated in the next section. Meeting with Mr. Christman was very helpful to the researchers in understanding Hyatt's innate workings and its alignment with its mission, vision, and diversity, equity, and inclusion goals.

Diversity and Inclusion Efforts

Hyatt is a company dedicated to diversity, equity, and inclusion in many ways. One clear example is their diversity, equity, and inclusion campaign entitled "Change Starts Here," which encompasses Hyatt's goals for achieving diversity, equity, and inclusion by 2025 (Hyatt, n.d.-b). Hyatt shares the impetus and process behind this campaign and its goals on their website, writing the following:

We believe that embedding DE&I in every part of our business is the manifestation of our purpose – to care for people so they can be their best. This means everyone with no

exceptions. We are committed to ensuring diversity, equity and inclusion is reflected across our actions and behaviors, policies and procedures, workplace environment and culture. Our Change Start Here commitments outline key DE&I goals around (i) who we employ, develop, and advance, (ii) who we support, and (iii) who we buy from and work with.

On its journey toward its 2025 goals, Hyatt has shared updates with the general public, which are posted on their website (see Appendix A). These updates include:

- *Hyatt is 70% of the way towards doubling the representation of women in senior-level roles outside of the United States by adding over 360 women to senior leadership roles across the globe. Further, Hyatt has hired 759 managers who identify as people of color within the U.S. (Hyatt, n.d.-b).*
- *Since 2020, Hyatt has added over 500 new Black suppliers to its list of businesses from which it sources its supplies (Hyatt, n.d.-b).*
- *Since 2004, Hyatt has achieved a 100% ranking in the Human Rights Campaign Foundation's Corporate Equality Index (Hyatt, n.d.-b).*

These are just a few of Hyatt's website updates regarding its campaign. However, they are not the only elements that need to be considered. The campaign has many opportunities, including supplier diversity goals, hiring programs, and funding opportunities. Other examples of the diversity and inclusion initiatives from Hyatt include:

- *The Handson@Hyatt program which trains individuals with disabilities over the course of two weeks to be able to gain the skills necessary to enter into entry-level jobs in the hospitality industry (Hyatt, n.d.-b).*

- *Setting a goal of hiring double the number of women and minorities into leadership positions (Hyatt, n.d.-b).*
- *Setting a goal of having 10% of their supplies come from black-owned businesses (Hyatt, n.d.-b).*
- *Funding their RiseHY program, which funds their hotels to hire individuals between 16 and 24 years old who are not in school or currently employed. These individuals would be hired into hotel jobs (Hyatt, n.d.-b).*

Secondary Research

To have the most holistic view of Hyatt possible, the researchers not only interviewed someone from Hyatt but utilized Hyatt's website for research and knowledge. Additionally, a different viewpoint was established as researchers discovered some legal cases in the press with respect to how Hyatt handled diversity, equity, and inclusion issues. One legal case includes a settlement reached by Hyatt with the U.S. Equal Employment Opportunity Commission (EEOC), where the agency stated that Hyatt violated federal civil rights laws. This occurred at the Grand Hyatt Hotel in New York City. According to the press release from the EEOC, the hotel did not provide accommodations to a front desk agent who had a back impairment that required using a chair when sitting at the front desk (US Equal Employment Opportunity Commission, 2019).

Another example was an article published in Diverseeducation.com in March 2023 (Herder, 2023) regarding an incident with a guest who was of a visible minority at the Hyatt Regency in Denver, Colorado. The guest, an associate professor from Howard University who was in town at an educational conference, was hosting a celebratory event in her hotel room after being selected as the president of the convention organization. Her celebratory event was cut short by hotel staff alerting her that her event was too loud and that she had to end her event even

though it was not yet quiet hours in the hotel. Other circumstances and evidence did not seem to indicate there was a problem with the noise in the hotel. Ultimately, Hyatt issued an apology to the guest.

Connections to Theory

When researching levels of organizational culture from Schein (2017), Hyatt appears to be somewhere between having operational values of diversity, equity, and inclusion or basic underlying assumptions, which we believe shows how Hyatt has ingrained diversity, equity, and inclusion into the daily culture of the organization. Also, when considering both the primary and secondary research of Hyatt, the four categories previously established to guide this diversity audit are realized. Specifically, the incorporation of diversity, equity, and inclusion into the company's mission, vision, and goals is evident. There is also a demonstrated effort to incorporate diversity, equity, and inclusion practices into company policies. Diversity, equity, and inclusion efforts are not just "lip service." A diverse workforce is reasonably visible at various levels of the company. Additionally, diversity training is provided to all employees.

Viewing primary and secondary research through the lens of Mor Barak's (2022) human resource paradigm, an alignment exists between Hyatt's company practices and appropriate progressive theories related to diversity, equity, and inclusion. Researchers selected Mor Barak's (2022) human resource paradigm to analyze gathered data because the individual interviewed for the project works in human resources and much of the quantitative data in secondary research relates to human resource practices within the organization. Specifically, Hyatt is actively increasing diversity in many levels of the organization through their strategic hiring efforts of women in management positions as well as people of color. Moreover, Hyatt is sustaining

diversity sensitivity by enforcing diversity training as well as promoting collaboration among different people within the company (Mor Barak, 2022).

Limitations

While the researchers gained a strong understanding of Hyatt through interviewing a staff member, conducting secondary research and exploring past hotel interactions, there are still limitations to this audit. Researchers did not visit a site but instead conducted the interview over Zoom, limiting opportunities to walk around the hotel to make physical observations in conjunction with the interview. While both researchers have experience staying at Hyatt hotels, and Guerinot specifically has had multiple interactions with Hyatt hoteliers and staff, this is still considered a limitation to this specific audit.

Interviewing an individual who works for Hyatt provided fruitful information. However, the researchers acknowledge that any individual who works for an organization could have an inherent or unconscious bias towards their organization, limiting authenticity. Further, had the researchers been able to interview all levels of the organization, this would have given a better “360-degree view” of the organization. Further, as many hotel ownership groups have a franchisee model, interviewing a general manager who worked within a franchise-owned property could have provided further insights into the applicability of the diversity, equity, and inclusion initiatives to those specific properties.

Lastly, this audit was conducted using only four criteria as benchmarks for the organization's diversity, equity, and inclusion efforts. Had the researchers increased the criteria, it is plausible further information could have been identified.

Conclusion

The researchers learned much about Hyatt Hotel Corporation's diversity, equity, and inclusion efforts. Based on primary and secondary research, they felt that Hyatt truly embraces its role in furthering these efforts at its organization. Based on their research and interactions, the researchers felt that Hyatt is truly dedicated to diversity, equity, and inclusion.

While impressions of Hyatt were positive and no substantial recommendations for change exist, researchers strongly recommend Hyatt continue to enact diversity, equity, and inclusion programming. Hyatt is also strongly encouraged to continue to communicate accomplishments (or setbacks) transparently. Hyatt maintains ambitious and achievable goals related to diversity, equity, and inclusivity goals for 2025. The hotel chain ought to remain focused on the company's mission and vision, which will certainly support strategic efforts. Despite the lawsuits found in secondary research, the overall feeling regarding Hyatt remains positive. The company should also note if it misses the mark and how it can be better or work further towards achieving any goals.

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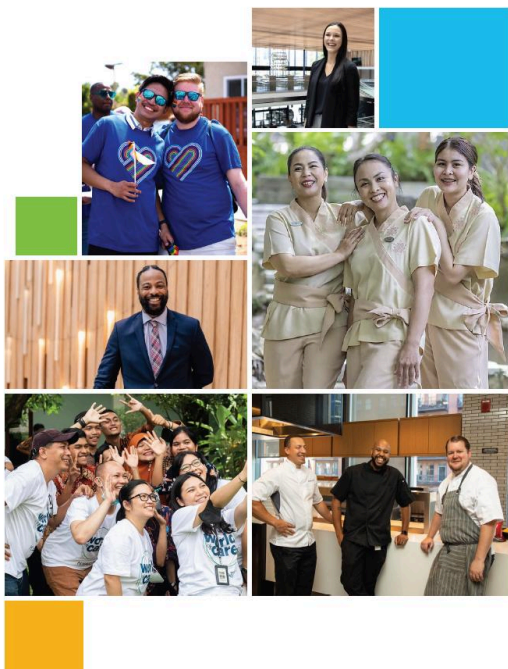
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Appendix A



Advancing our Purpose of Care

Diversity, Equity and Inclusion at Hyatt

2022 Report





Over the past 65+ years, Hyatt has been committed to putting people at the heart of our business. When someone walks through our doors, as a colleague or as a guest, our hope is that they feel an environment of belonging and safety, and can engage with Hyatt as their full, authentic self. In taking this approach, we continuously evaluate how to cultivate safer, healthier and more comfortable spaces for our workforce, industry and communities. As we look at our progress year over year, our focus is on actions and impact, not words. I'm proud of how far we've come, and excited to share this year's report as a means of accountability for future progress."



Tyrone Stouemire
Senior Vice President,
Global DE&I and
Co-Chair of Hyatt's
Global DE&I Council



World of Care
Hyatt's global approach to advancing care for the planet, people and responsible business.



Caring for People
We care for the wellbeing of our colleagues, guests, customers, owners and communities and are creating a culture of opportunity for all.



Diversity, Equity & Inclusion
We believe that embedding DE&I in every part of our business is the manifestation of our purpose. We are cultivating an environment in which inclusion is reflected across our actions and behaviors, policies and procedures, and workplace culture diversity of perspectives drives better outcomes.



Change Starts Here
Our [Change Starts Here](#) commitments serve as a call upon ourselves to do better and be better and take bold steps to accelerate our DE&I efforts through actionable commitments. We are making progress toward these aspirations in three areas, outlined below:

Who We Employ, Develop and Advance

2025 Goal

- Double representation for women and people of color groups respectively in key leadership roles, which includes doubling the representation of Black leaders (U.S. only) by 2025, compared to 2020.

Who We Support

2025 Goals

- Hiring 45% of participants in RiseHY – a global program providing career pathways for young people aged 16–24 who are disconnected from the economy by not working and not going to school – in the United States by 2025.
- Make financial contributions totaling \$1M* USD through the Change Starts Here Grant Program (funded by the Hyatt Hotels Foundation) by 2025.

Who We Buy From and Work With

2025 Goal

- Continue expanding Hyatt's reach beyond existing supply chains and identifying diverse suppliers to support racial equity. In particular, achieve 10% of Black supplier spend as a percentage of all diverse- and women- owned supplier spend by 2025 (U.S. only).



*\$1M includes fees such as, but not limited to, administrative and consulting. 02

Employing and Advancing Diverse Talent

Change Starts Here: Who We Employ, Develop and Advance

GOAL

Double representation for women and people of color groups respectively in key leadership roles, which includes doubling the representation of Black leaders (U.S. only) by 2025, compared to 2020.

PROGRESS

We're nearly three-quarters of the way (70%) to achieving our 2025 goal of doubling the representation of women in key senior-level roles outside of the U.S.

2022 Highlights

- In the U.S., nearly 50% of our entry-level managers are women and almost 55% of our entry-level managers identify as a person of color.
- Since June 2020, we've added over 360 women in senior leadership roles across the globe and 759 people of color managers within the U.S.
- We distributed a **Career Interest Survey** for colleagues to express their professional goals, in an effort to help advance talent across the U.S.
- Hyatt continued to link the achievement of our inclusion and diversity goals to compensation for leaders at Hyatt.
- Hyatt joined the **Tent Partnership for Refugees**, a global coalition of 250 companies committed to hiring and supporting refugees, and committed to hiring 500 refugees into full-time or part-time roles over three years globally by 2025.

We are focused on hiring, promoting and retaining diverse talent to increase representation of women and people of color, particularly ensuring that our leadership reflects the rest of the organization and the communities in which our hotels operate.

The **INSPIRIT Mentoring Program** was created to embrace equity and empower female leadership growth. For more than four years, we have facilitated more than 170 mentor and mentee relationships across 18 countries in the Europe, Middle East & Africa (EAME) region.



"I am fortunate to be a part of INSPIRIT and learn from mentors who I have always looked up to. Their constant support and inspiration led me to embrace new opportunities and take a leap of faith from my role as Marketing Communications Manager to the pre-opening General Manager of Ronil Goa – the first JdV by Hyatt hotel in India. Now, I am extremely fortunate to help launch INSPIRIT's India program for more than 150 mentors and mentees."

Pratiti Rajpal, General Manager, Ronil Goa a JdV by Hyatt Hotel (Goa)

In furtherance of our **Internal Recruiting & Hiring Guidelines**, we are working to provide a level playing field for career growth for all colleagues, regardless of background. We continue to audit our hiring and promotion processes to support an inclusive selection process.



"I'm very proud to work for a company that enables long-term careers and convenes diverse talent through purposeful hiring practices. Supporting our colleagues in areas of development and networking, as well as creating awareness about diversity in our industry and reaching out to their communities to find and create opportunity, is a main focus"

Monique Dekker, Senior Vice President, Human Resources (EAME)

Hyatt Regency Paris Etoile (France) hired Hanna, a refugee from Ukraine, to work in the guest lounge and supported her newfound culture integration with French-language classes.



"I'm very grateful to Hyatt. I chose to work in Hyatt because it's an international hotel, where the same expatriates like me work. I feel comfortable and confident here and all my expectations are fulfilled, thank you." – Hanna

Grand Hyatt San Antonio River Walk (Texas) welcomed 14 refugees from Afghanistan to join their housekeeping, stewarding and laundry teams.



"I love my work in Hyatt," says Bakhtawar in Housekeeping. "Hyatt is my family and I respect to all and would like to work together. And I committed to work 12 more months."



Supporting the Communities in Which Hyatt Operates

At Hyatt, access to quality healthcare is not up for debate.

We are committed to providing colleagues with access to the quality healthcare they need. Our company's comprehensive healthcare plans have always provided inclusive medical care coverage and our focus on caring for the wellbeing of our colleagues remains, no matter the political landscape.

- We offer benefits surrounding reproductive care, sexual wellness care (including coverage of PrEP and PEP for HIV prevention and treatment), and gender-affirming care to enrolled colleagues at U.S. managed properties and corporate offices.



At Hyatt, we understand allyship means advocacy.



We honor the LGBTQ+ community and recognize the collective role that each of our hotels and offices play in cultivating an environment where every individual feels the freedom to be their authentic self. Through our sponsorship of the Human Rights Campaign, Hyatt publicly supported The Respect for Marriage Act and Discrimination is Bad for Business call to action. Hyatt also achieved 100% ranking on the Human Rights Campaign Corporate Equality Index 2022 and was recognized as one of the "Best Places to Work for LGBTQ+ Equality," a list which we have ranked on for 19 years and counting.

At Hyatt, we see potential in the next generation of diverse talent.

Hyatt actively collaborates with Historically Black Colleges and Universities (HBCUs) to help educate students on future careers in hospitality and tourism. 2022 efforts include:

As a recipient of the Lifetime Achievement – M.A.S.K.E.D. Award from UNCF, it's been my honor to engage in my personal interests. Throughout my 45-year tenure with Hyatt, they have given me a platform to raise over \$12 million and keep over 2,000 students in school, and as a graduate of an HBCU myself, I feel that education is the equalizer. Serving a higher purpose is the true culture of Hyatt."

Michael Smith, General Manager, Hyatt Regency New Orleans (Louisiana)



Who We Support — Change Starts Here Grant Program

To advance Hyatt's DE&I commitments, the Hyatt Hotels Foundation introduced the Change Starts Here Grant Program to support community-based organizations (CBOs) focusing on:

- 1 Magnifying long-term focus on helping Opportunity Youth through RiseHY
- 2 Strengthening Chicago communities
- 3 Supporting small & diverse-owned businesses

The Hyatt Hotels Foundation is investing \$1 million* USD to six CBOs over 2022, 2023 and 2024. Throughout 2022, the grant recipients located in Chicago, Atlanta and Minneapolis used the funds to further various vocational, business development and community development needs.

Our multi-year partnership with the Hyatt Hotels Foundation and Hyatt has been essential as a major component of the Black Man Lab employment assistance programming as well as building competent leaders within the workforce. The partnership has tremendously helped in meeting our goals of doing whatever we can to bridge the gap in assisting our young Black men with not only finding employment but also positioning themselves as leaders within their community."

Marty Monegain
Executive Director,
The Black Man Lab Foundation



Change Starts Here Grant Program grantees, The Black Man Lab Foundation in Atlanta, Georgia



Reaching Opportunity Youth

The **Black Man Lab Foundation** has been conducting workshops focused on general business and entrepreneurship skills to more than 100 young Black men in Atlanta with the goal of securing work placement.



The **Male Mogul Initiative** has been using funding from the Change Starts Here Grant Program to enable its Gap Innovation Program and provide leadership and professional development training to young men with the goal of securing full-time employment in Chicago.



Strengthening Chicago Communities

The **Greater West Town Community Development Project** has been providing more than 80 participants in its Vocational Skills Program with stipends to assist with basic needs and living expenses, as well as access to basic adult education and skills-based training.



Urban Juncture Foundation has been using funding to renovate spaces for its Cook's Corner Program, which small culinary enterprises can use for training, networking and coaching needs.



Supporting Small & Diverse-Owned Businesses

Allies for Community Business has been providing financial assistance to small, diverse-owned businesses in Chicago to cover coaching and business growth and development educational sessions.



Neighborhood Development Center has been using funding to establish a new program geared toward Black and Latina women entrepreneurs to receive coaching, financial education and mentorship from other local business owners.



*\$1M includes fees such as, but not limited to, administrative and consulting.

Supporting the Communities in Which Hyatt Operates

Change Starts Here: Who We Support

We will invest in our Chicagoland hometown community by supporting organizations committed to strengthening the support network for underserved populations, with a special focus on members of the Black and African American population and young people in those communities.

GOAL

Make financial contributions totaling \$1M* USD through the *Change Starts Here* Grant Program (funded by the Hyatt Hotels Foundation) by 2025.

PROGRESS

- Six organizations received multi-year grant commitments totaling \$1M* USD over three years from the Hyatt Hotels Foundation under the *Change Starts Here* Grant Program.

2022 Highlights

- Deposited a meaningful portion of our cash on hand into money market mutual funds benefiting Black-owned financial institutions. Additionally, Hyatt engaged Loop Capital, a Chicago-based Black-owned investment bank and advisory firm, as a co-manager on our July 2023 bond offering, further representing Hyatt's commitment to support minority-owned banks and creating positive social impact.
- Continued to support RiseHY nonprofit partners through the **Hyatt Community Grant Program**, which is funded by the Hyatt Hotels Foundation.
- Supported organizations in Chicago, Illinois focused on strengthening the support network for underserved populations.

Active involvement in the following organizations:



*\$1M includes fees such as, but not limited to, administrative and consulting. 06

Who We Support — RiseHY

Change Starts Here: Who We Support

GOAL

Hire 45% of participants in RiseHY – a global program providing career pathways for young people aged 16–24 who are disconnected from the economy by not working and not going to school, and who are frequently members of Black and African American communities – in the United States by 2025.

PROGRESS

- 42%* of RiseHY participants are members of Black and African American communities.

Hospitality is one of the few industries where you can enter with little experience or no degree and find meaningful work to build a fulfilling career.

At Hyatt, this means adopting an innovative approach to attracting and identifying talent, being a catalyst for change in addressing youth unemployment by opening doors to new opportunities and building a diverse workforce for the hospitality industry of the future.

In 2018, we introduced **RiseHY**, our global commitment to helping Opportunity Youth – young people aged 16-24 who are disconnected from the economy by not working and not going to school – prepare for and secure employment opportunities in the hospitality field.



We partner with community-based organizations (CBOs), non-governmental organizations (NGOs) and nonprofits around the world to bring RiseHY to life. These relationships are foundational to identifying Opportunity Youth and connecting them with entry-level roles that broaden their vocational skills.

For example, **Hyatt properties in Indonesia** partner with the **Bali Children Foundation** to provide schooling for Opportunity Youth until year twelve, as well as hospitality scholarships and internships, furthering their chances of future full-time employment.



Creating work opportunities for Opportunity Youth in the hospitality industry is essential to providing young people with the skills, experience and confidence they need to build successful careers.

For example, Natalia sparked her passion toward a career in hospitality and secured an apprenticeship at **Grand Hyatt Bali** through the **Sumba Hospitality Foundation**. RiseHY has helped Natalia meet new people, provide income for her family and explore her community even further.



Education for Employment Jordan (EFE) is proud to partner with Hyatt, which has a sincere commitment towards youth empowerment. Receiving a Hyatt Community Grant will help us provide more vocational opportunities for youth in Jordan and enable them to generate a sustainable income."

Ghadeer Khuffash
CEO, Education for Employment Jordan



*Based on data collected between the program's inception in June 2020 and December 2022. 07

Who We Support — RiseHY

GOAL
Hyatt and Hyatt hotels around the world commit to hiring 10,000 Opportunity Youth by 2025.

PROGRESS

Since launching RiseHY in 2018, over 4,000 Opportunity Youth were hired and promoted across global properties.

Continued to strengthen existing collaborations through the Hyatt Community Grant program, including **Les Déterminés**, a mentorship center for young adults that is creating opportunities for RiseHY participants across Hyatt properties in France. Watch more [here](#).

Welcomed new community-based organizations into RiseHY, including Spoons Cambodia, which supports a one-year training and internship program focused on core hospitality areas such as housekeeping, food and beverage or cooking at Park Hyatt Siem Reap (Cambodia).

RiseHY gained momentum at Hyatt Zilara Cancun (Mexico) as three-fourths (75%) of the property's RiseHY participants were hired in 2022.



Creating Opportunities for Diverse Suppliers

Change Starts Here: Who We Buy From and Work With

Supporting diverse suppliers across the U.S. has long been a part of Hyatt's history, with actionable efforts to include Black, Latino, Asian, female and veteran suppliers into our supply chain opportunities and expand our purchasing with diverse-owned businesses.

GOAL
Achieve 10% of Black supplier spend as a percentage of all diverse- and women-owned supplier spend by 2025 (U.S. only).

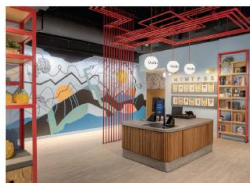
ACHIEVED

- Surpassed 2025 Black supplier spend goal. As of year-end 2022, Black supplier spend accounted for 34% of all diverse- and women-owned supplier spend and over 500 new Black suppliers have been identified since 2020.

Hyatt hotels continued to support the small, local and diverse businesses in their communities and helped both new and long-time suppliers grow their businesses and reach their goals.

2022 Highlights

Introduced **Caption by Hyatt**, a new lifestyle service category that furthers Hyatt's commitments across its portfolio to hire diverse talent, vendors, artisans and suppliers.



Back of House Concepts is a local staffing agency that connects community members with work opportunities. Through a multi-year partnership, Hyatt Regency Seattle (Washington) has welcomed more than 100 colleagues into stewarding, housekeeping and engineering roles. Watch more [here](#).



“ I moved from Ghana, West Africa to New York City where I got my first job as a hotel dishwasher, and I realized, I can grow in this industry and bring more people along. I then spent over three years as the Food & Beverage Manager for Hyatt hotels in Seattle, Washington to establish the relationships and resources needed to launch Back of House Concepts. In partnership and collaboration with Hyatt and the Change Starts Here program, we have grown into an organization supporting over 200 employees.”

Kelvis Quaynor
Founder & President,
Back of House Concepts



Mark Henry brought the local cuisine and flavors from his hometown in Jamaica to Washington, D.C. when he founded **Island Bwoy Cuisine**. Now, the culinary team at Hyatt Regency Washington on Capitol Hill (Washington, D.C.) uses the company's jerk seasoning and sauces at its on-property restaurant. Watch more [here](#).



Celebrating DE&I Across Hyatt Globally

At Hyatt, we are passionate about building a holistically diverse workforce and creating spaces where our colleagues can be their most authentic selves and celebrate each other's background, cultures and point of view.

In partnership with Hands On Educational Services Inc., "Hands on @Hyatt" has provided hospitality training to 5,000 individuals with disabilities at over 30 Hyatt properties since 1998.



After participating in Hands On @Hyatt, Jimmy was hired permanently as a cook in 2014 and now helps to train new students at **Hyatt Regency Jacksonville Riverfront** (Florida) and provides natural support for students who are deaf. Jimmy was also recognized by the Mayor of Jacksonville.



Laci's epilepsy condition impacted her confidence to be able to perform her job when joining the team at **Hyatt Regency Indian Wells Resort & Spa** (California). She confided in her colleague, Sara, to discuss their personal and professional experiences with epilepsy and her worries quickly eased.

Female colleagues joined members of Hyatt's executive team, including Malaika Myers, Joan Bottarini and Margaret Egan, to share their stories in honor of **International Women's Day**.



"International Women's Day resonates with me because I was the first Mexican, Spanish-speaking Marketing Manager at Apple Leisure Group. I believe that it is important to recognize the accomplishments and contributions that women make across their organization, family and society as a way to keep them motivated and eager to achieve more."

Ana Roads
Marketing Manager, Hyatt Inclusive Collection

Hyatt Regency Mainz (Germany), in collaboration with the **Women@Hyatt Diversity Business Resource Group (DBRG)** Germany chapter, hosted a panel with local female professionals from various industries, including education, healthcare and communications, instilling a sense of community and motivation around female career growth. Watch more [here](#).



"We are encouraged by the unique likes, hobbies and backgrounds of each of our colleagues and are open to creating opportunities where they can explore ways to bring these passions to their day-to-day roles."

Katrine Nalle
Regional Vice President, Diversity, Equity & Inclusion (EAME)

Hyatt colleagues around the world celebrated Holi, a two-day Hindu festival also known as the Festival of Love, the Festival of Colors or the Festival of Spring.



"Happy Holi to everyone from Dubai!"

Arbab Chishty
Guest Services, Hyatt Regency Dubai Creek Heights (UAE)



"Happy Holi to everyone in the Hyatt family!"

Tanun Goswami
Director of Events, Grand Hyatt Gurgaon (India)

To show solidarity with members of the LGBTQ+ community and cultivate inclusive environments rooted in care, Hyatt invites colleagues to include their personal gender pronouns within their email signature and digital workplace profiles.



"I love that I work for a company that is committed to providing an inclusive, diverse working environment that is rooted in the equality of ALL people."

Tamara Gilboa
Area Director of Sales, Hyatt Place Emeryville (California)



Our Diversity, Equity and Inclusion Representation Today

In upholding our commitment to sharing progress each year, we are proud to highlight our efforts to develop leaders who represent the diverse communities in which our hotels operate, while also transparently sharing the areas where we have work to do.

Workforce Breakdown (%)

Global Colleagues*



U.S. Colleagues



Gender (%)



Continued to increase representation of women in leadership positions in the U.S., with a focus on continuing to raise the number of women in entry-level manager roles looking ahead.



Miraval Austin (Texas) | Hyatt House Johannesburg Sandton (South Africa)

"Hyatt's unique focus on its purpose – to care for people so they can be their best – is what drew me into the company. I often say that when I first joined, I had never felt as welcomed into a community before because of the impact this purpose has. It is transcended globally across stakeholders, regions, cultures and languages and is brought to life by an engaging environment where people care about you personally and take action to make you feel accepted and included. Most importantly, it was both refreshing and encouraging to step into an environment where I saw leaders across the organization that look like me."

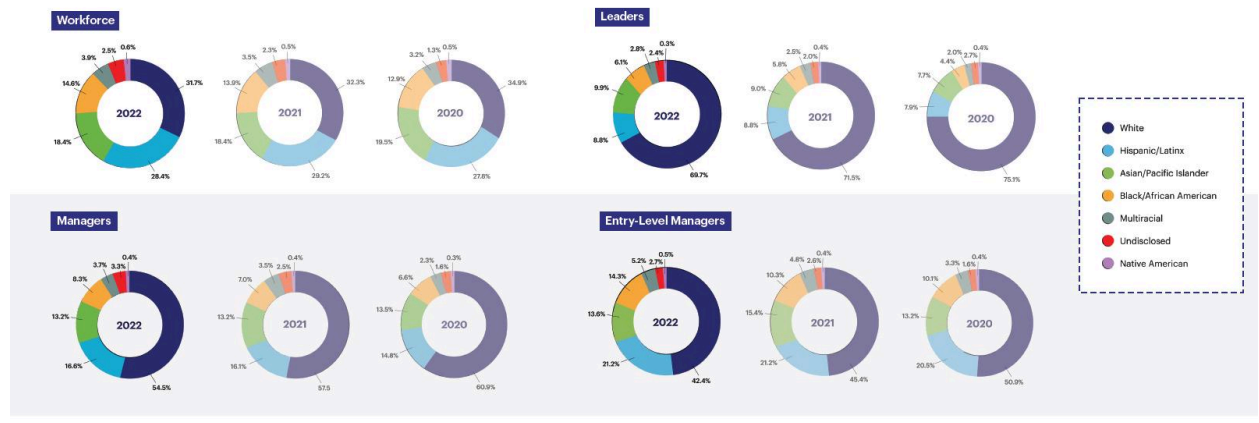


Danielle Banks
Associate Vice President,
Loyalty Finance, Hyatt



*This report excludes data related to franchise hotels.

Race/Ethnicity (U.S. Colleagues)



People of Color

Category	Year	Percentage
Colleagues	2022	65.9%
	2021	65.4%
	2020	63.8%
Leaders	2022	27.8%
	2021	26.5%
	2020	22.3%
Managers	2022	42.1%
	2021	40.0%
	2020	37.5%
Entry-Level Managers	2022	54.8%
	2021	52.1%
	2020	47.5%



We are inspired by our continual progress to increase representation of people of color at all levels across the U.S. workforce, including growth among colleagues, leaders, managers and entry-level managers.



People of Color (POC) includes those who identify as Black/African American, Asian/Pacific Islander, Hispanic/Latinx, Native American or multiracial.
Our 2022 Equal Employment Opportunity Report (EEO-1) will be made available at a future date.

All data as of December 31, 2022. In November 2021, Hyatt acquired Apple Leisure Group. Due to the timing for the companies to integrate and the time required to synchronize Environmental, Social and Governance (ESG) data, this report does not include this new business.

Diversity, Equity & Inclusion Governance at Hyatt

Hyatt's Global Diversity, Equity and Inclusion Council

Co-chaired by Hyatt President and CEO, Mark Hoplemazian, and Hyatt's Global Senior Vice President of DE&I, Tyrone Studemire, the council plays an important role in embedding DE&I across all areas of our business and fostering the feeling of belonging throughout Hyatt. In 2022, we named our second cohort of 18 council members who are actively advancing Hyatt's DE&I commitments across global offices and hotels.

Diversity Business Resource Groups (DBRG)

Our DBRGs represent our colleagues' diverse cultures, backgrounds and viewpoints and help foster inclusive environments. Each group is sponsored by at least one senior executive at Hyatt, someone who intentionally does not identify as part of the group in the spirit of advocacy and a tactic to advance their personal allyship and inclusion journey, while helping enact change across the organization.



Asian-Pacific Islanders

Executive Sponsors: **Margaret Egan**, Executive Vice President, General Counsel and Secretary and **Paul Devitt**, Senior Vice President, Regional Operations



Hyatt B.L.A.C.K.

Executive Sponsors: **Mark Vondrasek**, Chief Commercial Officer and **Mark Pardue**, Senior Vice President, Field Operations



disABILITIES

Executive Sponsors: **James Werner**, Senior Vice President, Audit Services and **Gus Vonderheide**, Vice President, Global Sales



HyPride

Executive Sponsors: **Joan Bottarini**, Chief Financial Officer and **Kristy Paddock**, Vice President of IT Enterprise Applications



Latinos@Hyatt

Executive Sponsors: **Malaika Myers**, Chief Human Resources Officer and **Eileen Rainey**, Vice President, Transaction & Real Estate Taxes



Middle Eastern & North Africa (MENA)

Executive Sponsors: **Susan Santiago**, Senior Vice President, Lifestyle and Miraval Operations and **Asad Ahmed**, Senior Vice President, Commercial Services



Veterans@Hyatt

Executive Sponsors: **Jack Horne**, Global Head of Sales & Revenue and **Jessica White**, Senior Vice President of Global Property & Guest Services



Women@Hyatt

Executive Sponsors: **Pete Sears**, Group President, Americas and **Liz Bauer**, Senior Vice President, Finance, Americas

World of Care Committee

Composed of senior executives and subject experts across relevant functional areas, the **World of Care Committee** advances organizational understanding and collaboration for Environmental, Social and Governance (ESG) topics. The committee is chaired by Hyatt's Executive Vice President, General Counsel and Corporate Secretary with input and collaboration by Hyatt's senior leaders and subject matter experts across the company. Hyatt's **World of Care Steering Committee** also includes the Chief Financial Officer and Chief Human Resources Officer and has direct responsibility for the alignment of Hyatt's principles across regions. The Chair reports World of Care progress to the Board's Nominating and Corporate Governance Committee.

Reporting

We provide meaningful information that meets the evolving needs of our stakeholders through a variety of materials, including our Global Reporting Initiative (GRI) Index, Commitment to Inclusion and Human Rights Statement, among others, and disclosing our CDP response and EEO-1 data. All of Hyatt's policies related to World of Care can be viewed [here](#).



To learn more, visit hyatt.com/worldofcare

2022 Awards & Recognitions

Built In

Best National Companies to Work For

Built In

Best Paying Companies

Diversity Woman

Best Companies for Women

Fortune

Best Companies to Work For

Forbes

America's Best Employers for Diversity

Forbes

World's Best Employers

Forbes

World's Top Female-Friendly Companies

Fortune

Best Large Workplaces for Women

Fortune

World's Most Admired Companies

Human Rights Campaign

Best Places to Work for LGBTQ+ Equality

Ranked for 19 consecutive years

People and Great Place to Work®

100 Companies That Care®