



Travel with Purpose

2014-2015 Corporate Responsibility Report



Executive Statement

At Hilton, our people and business are guided by our vision - to fill the earth with the light and warmth of hospitality.



Christopher J. Nassetta
President and Chief Executive Officer

These powerful words, first articulated by our founder Conrad Hilton in 1954, are just as relevant and inspirational today. They are based on the belief that we can use our passion for hospitality to make a lasting, positive difference in people's lives and the wider world.

Our values serve as a compass for how we deliver our Hilton hospitality to the world. They define our responsibilities to our people, the guests we serve, the owners we grow our business with and the communities we call home.

Travel with Purpose has played an important role in bringing our vision and values to life by uniting our organization around a set of global issues that connect our business to society - youth opportunity, environmental stewardship and community resiliency. It provides a framework for global goals and solutions while supporting our teams to achieve local impact.

Together we have made significant progress in our three areas of focus: Opportunities, Communities and Environment.

- Reduced energy use by 14.5 percent, carbon output by 20.9 percent, waste output by 27.6 percent and water use by 14.1 percent since 2009
- Announced a global partnership with the World Wildlife Fund (WWF) focusing on water stewardship, sustainable seafood and food waste reduction
- Reached more than 400,000 young people through apprenticeship programs, career engagement and life skills training since announcing our Open Doors commitment in 2014
- Joined the 100,000 Opportunities commitment, an employer-led coalition committed to creating pathways to meaningful employment for America's young people
- More than 7,300 veterans and spouses were hired to work at our owned, managed and independently-operated franchised properties in the Hilton portfolio since launching Operation: Opportunity in 2013
- Organized 4,145 volunteer projects resulting in 213,000 volunteer hours during our 2015 Global Month of Service
- Awarded nearly 200 Travel with Purpose Action Grants supporting our properties and local communities
- Recognized by Forbes as a Top 50 Green Brand and by Newsweek as a Top Green Company in the World
- Received a perfect score of 100% on the Human Rights Campaign Foundation's Corporate Equality Index, which measures policies and practices related to LGBT workplace equality

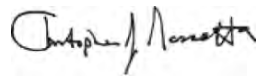
As we celebrate our successes of the past year, we are looking to the future. This year the United Nations issued a new development agenda - the UN Sustainable Development Goals, which provide a set of goals and targets for government, NGOs and businesses to address the most pressing societal challenges of our time. The challenges of the world require the very best of what Hilton has to offer.

Executive Statement

Over the next few years, our collective efforts will increasingly focus in the areas where we think Hilton can have the greatest impact - creating pathways to opportunities for young people, building stronger and thriving communities and preserving our environment. And we will share a set of goals and targets associated with the areas of focus in early 2016.

Our founder inspired others to assume their fair share of responsibility for the world in which they lived. At Hilton we are fortunate to have the great privilege of serving others and fulfilling our vision in responsible and sustainable ways.

Thank you for traveling with us.



Christopher J. Nassetta
President and Chief Executive Officer

About Hilton

For 97 years, we have been dedicated to continuing our tradition of providing heartfelt and authentic guest experiences that make a lasting impact in people's lives.

745,000

Rooms

97

Countries

157,000

Hilton Team Members*

49m

Members in our award-winning customer loyalty program

Conrad N. Hilton began with a 40-room hotel in a small Texas town in 1919. Today, Hilton Worldwide (NYSE: HLT) is one of the world's preeminent hospitality companies, stretching across 24 time zones. You'll find us in world capitals, rural roadsides, trade centers, vacation destinations, and everywhere in between. Our properties span the lodging sector from luxury and full-service hotels and resorts to extended-stay suites, focused-service hotels and timeshare destinations.

Our portfolio of twelve world-class global brands is comprised of more than 4,500 managed, franchised, owned and leased hotels and timeshare properties, with more than 745,000 rooms in nearly 100 countries and territories. More than 157,000 Hilton Team Members* proudly serve across our owned and managed properties and offices around the world, and we have approximately 49 million members in our award-winning customer loyalty program, Hilton HHonors.



Travel with Purpose

Conrad Hilton believed that the travel and tourism industry could be a powerful engine of progress.

Our goal is to create shared value for our Hilton Team Members, owners and their employees, guests, business partners and communities.

For nearly 100 years, we have been a local business operating at a global scale. The success of our business is directly linked to the success of our local communities. From the local owners who partner with us to build hotels that fly our flags to the local talent that make them a home away from home to the local entrepreneurs and businesses we support through the products we source and the guests we serve.

Travel with Purpose focuses on advancing three priorities that ensure we can remain a local business while at the same time leveraging our passion to make a lasting impact on the wider world: creating opportunities for individuals to reach their full potential, strengthening local communities and managing our impacts on the environment through the measurement, analysis and improvement of our use of natural resources.

Our strategy was developed by mapping social and environmental issues that are impacted by our business and will continue to be critical to our long-term success. We ranked the issues based on our influence and the relative importance to our business operations and stakeholder groups. We also engaged with both internal and external stakeholders to identify interests and concerns that should be taken into consideration as we continue to grow. We revisited our materiality results in 2015 and based on these results, we have identified the following issue areas for our corporate responsibility efforts and forthcoming goals and targets:

- Our people
- Local community impact
- Environment
- Responsible sourcing

Since launching Travel with Purpose in 2011, we have built a strong foundation and robust programming in our key focus areas. We have developed partnerships to advocate for key issues at a global level coupled with programs designed to activate hotels to address local challenges. We also partner with key functions of the business to embed responsible practices throughout many of our core policies and programs. Finally, as an industry leader, we participate in external forums so we can learn how other companies and organizations are integrating responsible business commitments into the heart of their business, designing innovative approaches to global issues and taking advantage of opportunities for collaboration and scale.

Travel with Purpose

We participate in a variety of forums in our industry and beyond.

- American Hotel & Lodging Association (AH&LA): Jim Holthouser, Executive Vice President, Global Brands serves on the board of directors and the executive committee of the organization that represents all segments U.S. lodging industry.
 - British Hospitality Guild: Simon Vincent, President for Europe, Middle East & Africa serves as Chairman of the organization dedicated to simplifying and promoting the professionalism of the hospitality industry.
 - International Gay & Lesbian Travel Association (IGLTA): Hilton Worldwide serves on the board of the leading global travel network dedicated to connecting and educating LGBT travelers and the businesses that welcome them.
 - International Tourism Partnership (ITP): Hilton is a founding member of this travel industry consortium and participates in various working groups and the Youth Career Initiative (YCI).
 - United Nations Global Compact: Hilton is a signatory of the United Nations Global Compact since 2012 and the United Nations Women's Empowerment Principles since 2014.
 - U.S. Travel Association (USTA): Chris Nassetta chairs the CEO Roundtable for U.S. Travel. The company also serves on the board of directors for the organization that represents all components of the U.S. travel industry and works to increase travel to and within the United States.
 - World Economic Forum (WEF): Hilton Worldwide is an industry partner of the World Economic Forum and participates in the Aviation and Travel Group. We are also a member of the Global Agenda Council on New Models of Travel & Tourism.
 - World Travel & Tourism Council (WTTC): Chris Nassetta serves on the Executive Committee of the organization that works to raise awareness of travel and tourism as one of the world's largest industries.
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Stakeholder Engagement

We engage with stakeholders that can help inform and enhance our business and corporate responsibility strategy.

From developing hotel concepts and products in partnership with owners and guests to evolving our internal programs to engage Hilton Team Members and build a common culture with franchise employees to working with governments on policy reforms to dialoguing with conservation organizations on a variety of products in our supply chain, we view stakeholder engagement as an enabler of continuous improvement, innovation and reputation management.

We engage with a broad range of internal and external stakeholders on an ongoing basis, including nongovernmental organizations, industry and government, as well as our Team Members, guests, owners and shareholders. We do this informally, through leadership, participation and/or membership in organizations and consortiums and as a structured part of our outreach strategies related to issues and challenges. We also connect with stakeholders through formal partnership work and stakeholder engagement activities that are covered below and throughout this report.

Hilton Team Members*

- All Hilton Team Member meetings
- Annual Global Hilton Team Member Survey
- Heart of Hilton
- Hilton Hotline
- Executive leadership emails
- Hilton Team Member Resource Groups
- Wellness committees

Franchise Employees**

- Community champions
- Conferences, summits and leadership meetings
- Global Team Member Volunteer Program
- Hilton Worldwide University
- Recognition programs
- Pre-shift huddles and learning conversations

Guests

- Service and Loyalty Tracking (SALT) for customers
- Guest assistance
- Our brands and loyalty program Hilton HHonors
- Social media monitoring and engagement

Stakeholder Engagement

Government Policymakers

- Ongoing dialogue on key issues
- Participation in multi-stakeholder initiatives
- Association membership

NGOs and International Organizations

- Participation in expert forums and ongoing dialogues, white papers, publications and surveys
- Public-private partnerships and engagement on selected topics
- Strategic partnerships and consultation around key material issues

Investors

- Annual and quarterly reports
- Annual meeting of shareholders
- Meetings, conferences and roadshows
- Quarterly earnings conference calls
- Surveys and questionnaires
- Investor days and conferences

Owners

- Collaboration on key material issues
- Global Owners Conference
- Owners communications
- Owners services
- Owners surveys
- Regional Owner Connections

Suppliers

- Collaboration on key material issues
- Questionnaires and surveys
- Responsible sourcing policy
- Strategic sourcing
- Supplier audits and assessments
- Supplier development program - seminars and training

*Hilton Team Members include employees of Hilton Worldwide at corporate offices, owned, managed, leased and timeshare properties.

**Franchise employees include employees at independently owned and operated franchised properties. While franchisees and their employees are not employed by us, they are a large part of our brands and our culture of hospitality. In addition to our corporate responsibility initiatives, we offer franchisees training and recognition programs and provide them with other resources that are relevant to them and their businesses.

Hilton Team Members*

Our exceptional service culture is all about the people. We succeed only when they have the resources and support to thrive in their roles and be their best.

Goal

To continuously work to deliver great environments, great careers and great rewards for Hilton Team Members.

Introduction

For nearly a century, Hilton has delivered on our vision to 'fill the earth with the light and warmth of hospitality'. Hilton Team Members* and franchise employees** who represent our brands around the world fulfill this vision every day by creating memorable experiences for current and future generations of travelers. Hilton Team Members are our most valuable resource, and we are committed to providing them with diverse opportunities to support their personal and professional growth.

Impact Highlights

5,000,000
Hours

Hilton Team Members and franchise employees completed 5,000,000 hours of courses through our online Hilton Worldwide University.



12
People

Selected 12 individuals from 2,125 nominees for the CEO Light & Warmth Award in 2014.

160,000
Acts of Hospitality

Recognized 160,000 Hilton Team Members and franchise employees from 93 countries via two million catches.

1,800
Hilton Team Members

Enrollment of 1,800 Hilton Team Members in Hilton's English as Second Language (ESL) program.

7,300+
Veterans

More than 7,300 veterans and spouses were hired to work at our owned, managed and independently-operated franchised properties in the Hilton portfolio since 2013.



2,500
COURSES

Hilton Worldwide University offers 2,500 courses.

Our Approach

Our exceptional service culture is all about the people, and we continually work to provide our Hilton Team Members with a great place to work focused on great environments, great careers and great rewards. We work to get Hilton Team Members actively engaged in shaping company policies, building their skills, connecting them to something bigger and empowering them to feel appreciated and to recognize others. We use initiatives such as the Global Hilton Team Member Survey, Hilton Worldwide University, and award-winning recognition programs to support and evaluate our current and future Hilton Team Members. A comprehensive approach to recruiting, training/mentoring, leadership development and talent management allows us to understand where and how we can improve around the world.

Action

Feedback

We gather feedback through our annual Global Hilton Team Member Survey, which directly impacts decisions, policy changes and programs at the company. As a result of past feedback we have made improvements to our annual review process and performance management tools including year-round feedback, our approach to learning and development, as well as our recognition programs.

Learning and Development

Hilton Worldwide University (HWU) provides the global learning framework around the world. HWU delivers its curricula through five unique colleges, each with an assigned executive sponsor and dean. Collectively, the five colleges offer more than 2,500 courses delivered in a variety of ways, including classroom training, e-learning, webinars and e-books. In 2014, more than five million hours of coursework were taken by Hilton Team Members and franchise employees resulting in more than 1,985,000 completed courses.

As a rapidly growing company it is crucial for us to maintain and hire strong candidates. We facilitate our recruiting process through a Global Career Website, five major Talent Acquisition Centers (TACs) across the United States, global university partnerships and Operation: Opportunity, our U.S. Veterans Recruitment program. We look for individuals with relevant experience as well as qualities important to our service culture such as friendliness, warmth, authenticity and empathy.

In 2013 we launched **Operation: Opportunity**, our company's major initiative to ensure 10,000 jobs for military veterans and spouses are created across our owned, managed and franchised properties. As part of Operation: Opportunity, we created a military-specific careers website that matches military skill sets with complementary open positions. Military veterans and their spouses also receive an exclusive military rate at participating hotels. Since 2013, more than 7,300 veterans and spouses were hired to work at our owned, managed and independently-operated franchised properties in the Hilton portfolio.

Once hired, required and voluntary trainings help Hilton Team Members in our owned and managed hotels and corporate offices develop new skills, expanding upon existing knowledge, and benefit from coaching and advice. For example, we have trainings available for English as a Second Language (ESL) management and leadership skills, and cross-cultural skills. We also offer tuition reimbursement for courses directly related to the job, to prepare Hilton Team Members to take on additional responsibilities, or to complete a degree. More than 1,800 Hilton Team Members are currently enrolled in the program.

In 2015, we launched the hospitality industry's largest U.S. high school equivalency degree program – the GED Assistance benefit that will give thousands of eligible Hilton Team Members the opportunity to earn their high school equivalency diploma.

Our leadership roadmap helps our current and future leaders at all levels discover their talents, enhance their leadership skills and develop their careers with us. We offer a mix of opportunities for leaders at all levels and ensure we retain the best talent around the world.

Hilton Team Members are evaluated through our Performance Management Review process; this includes the setting of objectives, goals, concerns and allowing regular feedback and coaching for growth to occur.

Wellbeing

We also focus on providing a healthy work-life balance for overall wellbeing and happiness. Flexible work arrangements and work-from-home positions are two examples. We have also developed a wellness strategy at our corporate locations and some of our largest hotels that include development of a wellness champion network, and health and wellness activities.

In 2015, we introduced several programs and resources to make life easier for our Hilton Team Members. Beginning in March all company owned and managed properties post schedules a full 10 days before the start of the workweek to provide Hilton Team Members with increased flexibility. This 'first look' schedule allows Hilton Team Members to better balance personal and professional obligations while still meeting the needs of our guests.

This year we also made significant enhancements to our parental leave policies for Hilton Team Members in the United States and Puerto Rico. An industry first, we now offer all new parents two weeks of fully paid parental leave and new mothers who have given birth, an additional eight weeks of maternity leave for a total of 10 weeks of fully paid leave.

We encourage Hilton Team Members, franchise employees, as well as their families, to experience the same kind of lasting memories from travel that we provide to our guests every day. Starting in 2016, a new framework for Hilton Team Member and franchise employee travel will roll out to everyone who represent our brands worldwide. Go Hilton will offer more rooms, in more locations, and at lower prices, for Hilton Team Members, franchise employees, their families and friends.

Recognition

Recognizing Hilton Team Members and franchise employees is another fundamental cornerstone of our culture. We offer numerous programs such as our CEO Light and Warmth Awards and our Spirit Awards. One of our biggest annual recognition initiatives is our award-winning Catch Me at My Best program. Each year, guests, managers and peers are encouraged to recognize individuals for acts of hospitality through a comment card, or 'catch', that prompts managers to recognize these recipients as well. In 2015, more than 160,000 people from 93 different countries were recognized with nearly two million catches.

In 2015, we kicked off our first annual Hilton Team Member and Franchise Employee Appreciation Week, providing all of our hotels around the world the opportunity to celebrate our collective appreciation. Thousands of events were orchestrated worldwide.

Partnerships | Associations Awards | Certifications



In 2015, Hilton Worldwide partnered with the **International Youth Foundation (IYF)** to customize a life skills program: Passport to Success for Hospitality. This training helps teach life skills such as listening, teamwork, positive attitude and problem solving which are key to professional success in the hospitality industry. These skills help our hotels consistently deliver exceptional guest experiences and meet the challenges of a dynamic work environment.

We're proud to be recognized as one of the most respected and responsible companies in the world. Recent recognition includes:

- Hilton named one of World's Most Admired Companies
- Hilton ranks #8 of Great Workplaces in the UK
- Hilton named to LinkedIn's list of North America's 100 Most In Demand Employers of 2015
- Hilton honored on Workforce 100
- Hilton recognized as one of the Top 50 Most Attractive Employers in APAC

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Youth

The travel and tourism industry is the world's single largest employer, supporting one in every 11 jobs worldwide according to the World Travel and Tourism Council. One of the biggest challenges the industry faces is that job seekers lack information about the nature and extent of meaningful careers in the industry, particularly among young people.



Goal

Committed to impacting at least one million young people by 2019.

Impact Highlights

22,365

Hours

Volunteered 22,365 hours toward reaching young people during our Careers@HiltonLive: Youth in Hospitality month.



Introduction

In 2013, the International Labor Organization estimated that more than 74 million young people were unemployed. Studies show a growing disconnect between the skills companies need and those young people are equipped with when entering the workforce. According to McKinsey, only 43 percent of employers surveyed worldwide agreed that they could find enough skilled entry-level workers. Further, only 46 percent of young people said they were aware of the sectors where jobs are available. In tackling this challenge, the hospitality industry simultaneously invests in future growth and success. In addition, a new generation of employees can provide fresh, new ideas and important insights to better serve the growing cohort of young travelers.

90,000

Young People

Impacted 90,000 young people during our 2015 Careers@HiltonLive: Youth in Hospitality Month.



750+

Events

Over 750+ volunteer projects and events took place during the 2015 Careers@HiltonLive: Youth in Hospitality month.



3,000

Young People

Participation from 3,000 young people in the Passport to Success program across 14 countries.

Our Approach

Our youth strategy focuses on connecting, preparing and employing young people around the world. We **connect** by enabling young people to experience travel, improve the long-term sustainability of our industry and support young entrepreneurs with opportunities to participate in our expansive value chain. We **prepare** by helping young people in developing their life and professional skills with mentorships, apprenticeships and partnering with universities in preparing the next generation of leaders. Young people are **employed** across all divisions of the business including more than 4,500 owned, managed and independently-operated franchised hotels worldwide.

Action

Connect

Careers@HiltonLive: Youth in Hospitality Month is our annual awareness campaign that encourages hotels to host job fairs, career guidance talks and job shadowing to raise awareness of careers in hospitality and connect young people to opportunities. In 2015 our hotels hosted over 750 events reaching more than 90,000 young people around the world.

In China, as part of our work with the **International Youth Foundation**, Hilton launched its first youth entrepreneurship training program, **Startup365**, equipping more than 150 youth and Hilton Team Members* with the business skills required to succeed in today's competitive workplace.

Prepare

Life skills are an important set of skills for the hospitality industry. **Passport to Success (PTS) for Hospitality**, a life and soft skills training created by the International Youth Foundation and adapted for the hospitality industry, has reached 66 Hilton trainers at 33 properties in 14 countries. Nearly 3,000 young Hilton Team Members are expected to receive PTS by the end of 2015. Due to growing demand we also developed an online version of PTS for Hospitality, which is available to all of our hotels through Hilton Worldwide University (HWU).

Through HWU we provide recommended and required courses on Professional Development. These comprehensive, hands-on accelerated training programs help train the next generation of hospitality leaders in a variety of topics.

Hilton has a dedicated team that creates relationships with more than 65 hospitality schools and universities around the world to prepare the next generation of talent. Aside from hosting career fairs and attending university campuses, our recruiting team finds and hires interns and young talent to fill open positions across our portfolio of hotels. Our global program offers summer and year long internships and apprenticeships. These programs allow individuals to gain exposure to the variety of opportunities that exist within hospitality and acquire career ready skills for future positions.

'Youth Panels' provide a fresh perspective

Our General Managers in Northern & Central Europe gathered in Innsbruck, looking to build on a successful first quarter for the region. To give their planning a fresh perspective, the Area Vice-President invited a 'youth panel' of talented millennials to take charge of a section of the agenda, including Hilton Team Members, students and local entrepreneurs. They emphasized the importance of tailoring brands to the younger generation and empowering them to think and act 'bottom up'.

Building on our vast experience in designing and implementing thousands of apprenticeships around the world, we are leading a UK-wide review of the government apprenticeship standards. In Turkey, we created the first ever hospitality apprenticeship curriculum as part of an EU-funded Lifelong Learning Program fostering transfer of innovation from EU countries to neighboring countries.

Working with the **Youth Career Initiative** (a program of the **International Tourism Partnership**) we continue to bring apprenticeship programs to our hotels providing underserved youth with their first exposure to the hospitality industry and sometimes even the formal work sector. Programs in Brazil, Mexico, Romania and Vietnam have provided nearly 60 young people with internships at our hotels, and we expanded the program to hotels in Lebanon in Summer 2015.

Hilton's top-talent program in Europe, and the Middle East and Africa identifies young leadership candidates and supports them in career readiness, and developing life skills. Last year, the top-talent candidates developed business projects that met a business need while embedding responsible business considerations into daily hotel operations.

Partnerships | Associations



Our signature partner in the youth development space is the **International Youth Foundation** (IYF). Through a holistic strategy we have worked together to develop cutting-edge tools, resources and thought leadership approach to promote the value of the hospitality sector in helping to solve youth unemployment.



One outcome of our partnership with IYF is the **Global Youth Wellbeing Index**. Along with the **Center for Strategic & International Studies**, IYF and Hilton developed this resource to serve as the first comprehensive measurement of youth wellbeing designed to help policymakers, donors, businesses and young people make strategic investments in youth programming and elevate youth issues to the top of the global agenda. In 2015, the partnership developed the first follow-up study on the Index with an examination of citizen participation, economic opportunity, education, health, information and communications technology, and safety and security for youth in Vietnam.



In 2015, we renewed our partnership with **Room to Read** to continue supporting the education of women and youth in India and Sri Lanka. We are spearheading a Job Shadowing Program for 300 girls to offer them the skills and guidance needed to complete their secondary school education.



Hilton is a member of the **100,000 Opportunities** initiative, the United States' largest employer-led coalition committed to creating pathways to meaningful employment for America's young people. Hilton is committed to hiring at least 15,000 young people in the United States at our owned and managed hotels and corporate locations over the next three years, providing them with a wealth of skills and training to be successful in the world of hospitality and beyond.



Hilton serves on the boards of two multi-stakeholder organizations driving youth employment. The **Global Apprenticeships Network** (GAN) is a business-driven alliance with the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth, most notably apprenticeships. Hilton has supported the launch of GAN National Networks in Turkey and Spain. **Solutions for Youth Employment** (S4YE) is a multi-stakeholder coalition among public sector, private sector and civil society actors that aims to provide leadership and resources for catalytic action to increase the number of young people engaged in productive work. S4YE aims to support 150 million young people across the world by 2030.

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Inclusion

As a global business, our ability to understand, operate and celebrate in a multicultural world is critical to our success. Our approach begins by fostering a culture that values diverse people, talent and ideas. And we carry that commitment to the marketplace with our guests and our suppliers.

Goal

Committed to understanding and celebrating the unique global cultures that reflect our Hilton Team Members*, franchise employees and the guests, owners and communities we serve.**

Introduction

As a company that operates in nearly 100 countries, our goal is to serve any guest anywhere in the world for any travel need they have. As a business of people serving people, our success depends on our ability to understand and reflect the different cultures, perspectives and needs of our guests, owners and communities around the world. Diversity and inclusion are core beliefs we celebrate at Hilton, and when we combine the unique talents and perspectives of our Hilton Team Members and franchise employees, together we provide the best experiences for our guests.

Impact Highlights



4,000+
Suppliers

Engaged over 4,000 partners in our Supplier Diversity Program since 2010.

51%

Percentage of women in our U.S. Hilton Team Member population at owned, managed and corporate locations.



100%

We received a perfect score of 100 percent on the 2015 Corporate Equality Index (CEI), a U.S. benchmarking survey and report related to lesbian, gay, bisexual, and transgender (LGBT) workplace equality, administered by the Human Rights Campaign.

Our Approach

Our approach to diversity begins with our vision to 'fill the earth with the light and warmth of hospitality', which inspires our spirit of inclusiveness. We focus on three core pillars – culture, talent and marketplace. Our first priority is to create a strong culture where all Hilton Team Members feel seen, heard, valued and respected, and we invest in programs that foster inclusion. Second, we strive to attract strong talent by supporting local hiring pipelines and providing coaching, mentoring and leadership development opportunities for Hilton Team Members. Our third priority is to continually promote diversity within our marketplace through initiatives such as our Supplier and Ownership Diversity programs.

Action

Culture

A respect for inclusion starts with some of our most fundamental company policies and extends to governance. Language outlining our commitment to diversity and inclusion is embedded in our Global Code of Conduct as well as our Hilton Team Member Handbook. Further, we established an Executive Diversity Council (EDC) chaired by our President and CEO to provide oversight and direction to our overall strategy.

Hilton Team Member Resource Groups

(TMRGs) support our Hilton Team Member population at our corporate offices and owned and managed hotels in the United States and England, providing onboarding, networking and professional development opportunities. We currently have TMRGs focusing on Abilities, African American, Asian and Pacific Islander, Hispanic/Latino, LGBT & Friends, Veterans and Women. The success of these groups is reflected in the substantial growth in membership and chapters. Membership has increased 150 percent since 2012, and the number of chapters has jumped from 20 to 36 globally. Each TMRG is sponsored by a senior leader and is governed by a global Steering Committee.

Talent

Hilton also has an Executive Diversity Networking program as part of our ongoing effort to build a pipeline of diverse talent. All 13 of our Executive Committee Members have at least two mentees they support through the program. Since launching the program two years ago, 25 percent of program participants have been promoted to higher levels in the organization.

Women represent 51 percent of our U.S. Hilton Team Member population. To help build the talent pipeline of our next generation leaders, we initiated and formalized our Women in Leadership strategy, which includes several key initiatives: a signature women's leadership development program, an Executive Committee Networking program, a women's mentoring program, hotel operations programs and year-round networking opportunities.

In 2015, we launched Leadership Connection, a publication featuring remarkable women leaders sharing insight on leadership skills. We have also incorporated 'Women in Leadership' sessions into key global internal meetings, including the inaugural Women In Leadership Conference in China. In Asia Pacific (APAC) we announced a target to achieve a 20 percent female Hilton GM population in the region by 2017. We are also leading a number of regional initiatives, including establishing 'Gender

Job Shadowing for Female Students

Since 2012, Hilton has collaborated with Room to Read to benefit more than 43,000 young people in Asia. This year, our partnership launched the first-of-its-kind Job Shadowing Program to introduce 300 young female students to career opportunities in the hospitality sector. Hilton Team Members in India and Sri Lanka hosted the first job shadow day to great success.



Equality in Leadership' committees in APAC and driving efforts to increase our headcount of women in Saudi Arabia, which doubled in the last year.

Our internal learning platform, Hilton University, offers several online courses to educate and engage Hilton Team Members about diversity and inclusion. We provide self-guided tools to help hotels learn how to better communicate with people from other cultural backgrounds as well as reinforce the importance of creating inclusive environments and experiences for all people and communities.

Marketplace

In 2012, we launched our 'Stay Hilton. Go Out.' package to celebrate inclusive experiences at top destinations around the world with the LGBT community. With more than 460 participating properties worldwide, all hotels are required to take part in a 'Stay Hilton. Go Out.' Learning Conversation, which discusses service etiquette to ensure each of our LGBT guests feel cared for, valued and respected.

For more than 10 years we've sourced products for our properties from a diverse range of vendors and suppliers. Our award-winning Supplier Diversity Program has cultivated relationships with more than 4,000 women and minority-owned businesses, leading to US \$1 billion of spend to date.

Partnerships | Associations | Awards

We provide support for numerous universities globally by participating in conferences, recruiting events, and through monetary and in-kind contributions to support scholarships and student development programs.



We have an owner outreach program to educate minority and women entrepreneurs on becoming owners of our brands. Organizations such as **National Association of Black Hotel Owners, Operators & Developers (NABHOOD)**, **Latino Hotel & Restaurant Association (LHRA)** and the **Asian American Hotel Owners Association (AAHOA)**, are also instrumental in helping to promote our ownership initiatives.



We are members of **WEConnect International**, an organization that helps women-owned businesses succeed in global value chains.



We have built on our commitment to women in leadership by signing the **United Nations Women's Empowerment Principles** to demonstrate our support for full participation of women in our company.



In 2014, we supported **Project Inspire**, organized by UN Women and MasterCard to help young change-makers create a better world for women and girls in APAC, Middle East and Africa. Ten finalists selected from more than 500 applications in 70 countries pitched their social change ideas to a panel that included UN Women, MasterCard, Bain & Company, INSEAD and Hilton.

DiversityInc

In 2015, our company was recognized as one of **DiversityInc's** annual **Top 50 Companies for Diversity** and one of the **Top 10 Companies for Supplier Diversity**.



We received a perfect score of 100 percent on the **2015 Corporate Equality Index**, a US national assessment of corporate policies and practices related to LGBT workplace equality, administered by the **Human Rights Campaign**.



Hilton became the first hospitality company to join the U.S. State Department's **Global Equality Fund**, an initiative working to advance and protect the human rights of lesbian, gay, bisexual and transgender (LGBT) persons around the world.

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Associations

We support many organizations that promote diversity and inclusion, including:

- Ascend Pan-Asian Leaders
- Asian Hotel Owners Association
- American Hotel & Lodging Educational Foundation
- American Resort Development Association
- Gay & Lesbian Alliance Against Defamation (GLAAD)
- Human Rights Campaign (HRC)
- International Gay & Lesbian Travel Association
- Latino Hotel & Restaurant Association
- League of United Latin American Citizens
- National Association for the Advancement of Colored People (NAACP)
- National Association of Black Accountants, Inc.
- National Association of Black Hotel Owners, Operators & Developers
- National Business & Disability Council
- National Center for American Indian Enterprise Development Council
- National Council of La Raza
- National Gay & Lesbian Chamber of Commerce
- National Gay & Lesbian Task Force
- National Minority Supplier Development Council
- National Society of Black Engineers
- National Urban League
- Out & Equal Workplace Advocates
- U.S. Black Chambers, Inc.
- U.S. Hispanic Chamber of Commerce
- U.S. Pan Asian American Chamber of Commerce
- WE International
- Women's Business Enterprise National Council

Awards

Recent awards and honors include:

- Top Corporation for LGBT Economic Empowerment (Affinity Inc. Magazine)
- Top Diversity Employer (Black EOE Journal)
- Top Supplier Diversity Program (Black EOE Journal)
- Top 50 Organizations for Multicultural Business Opportunities (DiversityBusiness.com)
- Top 50 Companies for Diversity, 2015 (DiversityInc)
- Top 10 Companies for Supplier Diversity, 2014–2015 (DiversityInc)
- Top 10 Companies for Latinos, 2014 (DiversityInc)
- Top 10 Companies for Veterans, 2014 (DiversityInc)
- Top 10 Companies for Employee Resource Groups, 2014 (DiversityInc)
- Top 30 Champions for Diversity (DiversityPlus Magazine)
- 2014 Award Honoree (Equality@Work)
- Military Friendly Employer, Ranked #56 in 2014 (GI Jobs Magazine)
- Military Spouse Friendly Employer (GI Jobs Magazine)
- Top 60 Companies for Diversity (Hispanic Business Magazine)
- Top 25 Companies for Supplier Diversity (Hispanic Business Magazine)
- Top Diversity Employer, 2015 (Hispanic Network Magazine)
- Top Supplier Diversity Program, 2015 (Hispanic Network Magazine)
- 100 Score on Equality Index (Human Rights Campaign)
- LATINA Style 50 Best Companies for Latinos, 2015 (LATINA Style Magazine)
- Best for Vets: 2015 #13 (Military Times)
- Second Place Finalist (NAACP Fairness Lodging Survey)
- Top Diversity Employer of Women, 2014 (Professional Woman's Magazine)
- Top Supplier Diversity Programs for Women, 2014 (Professional Woman's Magazine)
- Catalyst Award, Bill Kornegay, SVP of Supply Management (Uptown Magazine)
- Top 50 Corporations for Supplier Diversity (U.S. Hispanic Chamber of Commerce)

Human Rights

Human rights are the basic rights and freedoms that all people are entitled to and are central to sustainable development. Business respect for human rights is inextricably linked to responsible business, from how a company lives its values to how it manages its risks and reputation.

Goal

Assess and address human rights impacts in our operations and supply chain with metrics to evaluate the progress and gaps that need to be evaluated.

Introduction

In the United Nations Guiding Principles on Business and Human Rights (UNGPs) the UN defines the respective role of companies in assessing human rights. The UNGP states that governments have the duty to translate the international body of human rights into their national legislation. On the other hand, companies have a responsibility to operate and conduct the appropriate due diligence to identify, manage and, where appropriate, mitigate their impact on human rights.

Hilton is one of the largest hospitality companies in the world. Our global reach and vast supply chains present a unique opportunity to make a measurable impact across a range of human rights issues. Complying with local laws and conducting our relationships with integrity are key to maintaining smooth business operations and supporting ongoing growth.

Impact Highlights

58,000+ Hilton Team Members*

Trained more than 58,000 Hilton Team Members on issues related to ethics, human rights, and child trafficking through the continued global rollout of our Code of Conduct in 2014.



14,000+ Hilton Managers

Trained more than 14,000 Hilton managers in our ethics and anti-corruption training in 2014.



2,400+ Hilton GMs

Trained more than 2,400 Hilton General Managers in child trafficking awareness.



100%

Scored 100 percent on the Human Rights Campaign (HRC) Corporate Equality Index in the United States in 2015.

1,500 Children

Reached an estimated 1,500 at-risk children in Nigeria, South Africa, Thailand, Turkey, and the United Kingdom through the Hilton Anti-Trafficking Fund.



78 Leaders

Invested in 78 international women leaders since 2013 to participate in a two-week interactive learning and networking program in partnership with Vital Voices.

Our Approach

Hilton operates with a respect for the rights of the people we employ, serve as customers and do business with along our supply chain. Our approach focuses on continually evaluating and prioritizing human rights risks. We started by outlining our commitment to human rights, good governance and ethical conduct in our **Global Code of Conduct**. Hilton Team Members, as well as our business partners, are expected to maintain these standards.

According to the UNGPs, companies are expected to assess their human rights impacts. In 2015, we completed our first global human rights assessment across our operations, as well as a global supply chain risk assessment, which included a range of human rights, social and environmental issues. From our findings, we have developed an action plan to address priority areas of impact in our direct operations and with our business partners, including our suppliers.

One risk area that has been identified in the hospitality industry is human trafficking. The hospitality business, especially hotels and restaurants, may be used for human trafficking unknowingly. Human trafficking is the fastest growing and second largest criminal industry in the world today and presents itself in two forms: commercial sex trafficking and forced labor trafficking. We made our first public commitment to address the issue of child trafficking and sexual exploitation by signing the **ECPAT Code of Conduct** in 2011 and have since focused on training and educating hotels and partnering with experts to create survivor empowerment programs in key markets.

Action

Code of Conduct

The **Hilton Global Code of Conduct** includes language supporting the human rights of all, and condemning and forbidding all forms of human trafficking and commercial exploitation. Hilton Team Members, as well as our business partners, are expected to maintain these standards. In 2014 more than 58,000 Hilton Team Members had completed the online Code of Conduct training module, in addition 554 properties participated in offline training.

Further to the UK Modern Day Slavery Act, we are committed to preventing and monitoring risks of slavery / forced labor in our supply chain. In 2015, we launched our **Responsible Supply Chain Policy**, which defines our expectations for our suppliers to live up to the standards detailed in our Code of Conduct, including respect for human rights and the prevention of forced labor in our supply chain. We developed a plan to communicate this policy with our suppliers and started a comprehensive review of our supply chain risks, including risks of trafficking. This analysis will help us develop a risk management action plan.

Hilton Team Members are expected to report misconduct and potential violations of law or policies. They can do so anonymously on the Hilton Hotline, which is administered by an independent third party that collects information for transmission to the Hilton Compliance Team.

ECPAT Code of Conduct

As part of our commitment to the **ECPAT Code of Conduct**, we have implemented a robust

Child Trafficking Advocacy spreads to Thailand

Boom Mosby, Founder of the HUG Project in Thailand, had a long history of working with local NGOs and police to investigate cases of human trafficking and connect survivors with the services they need. Within six months of participating in the **Global Freedom Exchange** (GFE), Boom established the Children's Advocacy Center in Chiang Mai, the first of its kind in the country. Boom credits her inspiration to her visit to the Dallas Children's Advocacy Center, where she spent several hours with the Director and other staff during her two-week visit to the United States as part of the GFE program. Boom continued to pay it forward by recommending two colleagues from the Center who were part of the 2015 class of the Global Freedom Exchange.



training and education program for our hotels. We have reached thousands of Hilton General Managers and department leaders with our Child Trafficking Awareness training at our hotels. In addition, we offer franchise employees** an optional online training through Hilton Worldwide University.

Policies and Practices

Hilton Team Members are also educated on issues that could be suspect to labor policies and are encouraged to report issues to the Hilton Hotline with complete anonymity.

We're also continually examining our marketing and communication materials to ensure the language, spirit and intent is inclusive and welcoming to all audiences. For instance, last year we updated the Hilton HHonors Terms and Conditions language surrounding Point Redemption from 'Spouse Stays Free' to '2nd Guest Stays Free' to ensure our marketing language didn't communicate any unintended biases.

Partnerships | Associations Awards | Certifications



In partnership with **Vital Voices**, we launched the **Global Freedom Exchange** (GFE), an international network of activists on the forefront of global efforts to prevent and respond to the crime of child trafficking. Since 2013, Hilton and Vital Voices have brought together more than 78 women leaders from 39 countries to participate in a two-week learning and networking program. We also have funded program participants to launch or expand local training, advocacy and survivor services programs.



In 2014, we created the **Hilton Anti-Trafficking Fund** with the **Global Fund for Children** to support grassroots anti-trafficking efforts around the world. The fund supports five innovative, high-potential organizations in affected communities with annual grants and services. Over the course of the initial three-year project, an estimated 1,500 children in Nigeria, South Africa, Thailand, Turkey and the United Kingdom will be reached.



In 2015, we were one of the first hospitality companies to join two of the most respected forums based on peer learning and cross-industry collaboration on business and human rights: **Business for Social Responsibility Human Rights Working Group** and **Global Business Initiative**. We are also members of the **International Tourism Partnership's** (ITP) Labour Standards Working Group which brings global hospitality brands together to develop common approaches to industry-wide challenges.



Hilton became the first hospitality company to join the U.S. State Department's **Global Equality Fund**, an initiative working to advance and protect the human rights of lesbian, gay, bisexual and transgender (LGBT) persons around the world.



Since 2012, Hilton has consistently received recognition from the **Human Rights Campaign's Corporate Equality Index**, a U.S. benchmarking survey and report on corporate policies and practices related to LGBT workplace equality. In 2015, Hilton received a perfect score of 100 percent. Hilton was also one of a few dozen companies to sign an HRC statement opposing all U.S. state based laws that discriminate against the LGBT community. This past year, the company was also the 100th member of the **Human Rights Campaign's Business Coalition for Workplace Fairness**. The coalition is made up of leading U.S. employers that support the Employment Non-Discrimination Act.

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Volunteerism and Engagement

Companies that support and invest in their local communities create value for both their business and society by contributing to stable local economies, developing local talent and fostering local relationships that help ensure success.

Goal

To continue expanding our global portfolio while engaging and improving each unique community where we become a member.

Introduction

Community service is a tradition embedded in Hilton for nearly 100 years. Our hotels are permanent fixtures in their neighborhoods, and every day around the world Hilton Team Members* and franchise employees** dedicate their time, talents and hospitality to help them thrive.

Every property becomes a permanent fixture in the community – crossing cultures, industries and generations. The communities we serve play a critical role in our long-term success as a business. For the hospitality industry, issues such as natural disasters and human trafficking make our role in ensuring the safety and success of our communities increasingly important. If these communities are not places where guests feel safe, welcome, and eager to visit, our business and destinations won't continue to thrive.

Impact Highlights



4,100+

Projects

Projects organized in 92 countries resulting in over 213,000 volunteer hours during our Global Month of Service.

92

Countries

During our Global Month of Service in 2015, we had hotels in 92 countries participate in community volunteer projects.



600

Organizations

Nearly 600 organizations have accessed our Hospitality+Service Training.

Our Approach

Our community strategy focuses on identifying projects that leverage the talent and expertise of Hilton Team Members and franchise employees to benefit the communities where we live, work and travel. We focus primarily on community service, which not only leverages the service-oriented culture of our unique brands, but also supports us in building local relationships, increasing morale, promoting teamwork and fostering skills development. We create programs and resources that enable all hotels and offices to volunteer throughout the year and also activate our hotels to support in times of disaster. We encourage all of our hotels to join our community initiatives and provide them with the flexibility to address global issues in local and personalized ways.

Action

Community Engagement

In addition to being a critical component of our success in a local community, we also see service as a tool that can aid in recruitment, professional development and strengthening relationships with our guests and partners. A focus on community service is included in orientations for new Hilton and franchise employee General Managers and Directors of Sales. Additionally, our Brand Performance Support teams are close partners in embedding community engagement in our hotel operations and brand trainings throughout the year. In select hotels across North America we engage our guests in on-site community projects as part of meetings and events offerings. We have also hosted similar events with some of our largest clients and work with meeting planners to integrate a service element into conferences or events held at our properties.

Global Team Member Volunteer Program

Volunteerism is an enduring part of Hilton's legacy and culture. Hilton and franchise teams around the world consistently lead and inspire with their passion and commitment to support and make a difference in their local communities.

Our Global Team Member Volunteer Program provides numerous ways for Hilton Team Members and franchise employees to engage, whether as individuals or as department or hotel teams. A dedicated Hilton corporate team works with thousands of hotels to organize and manage opportunities. They also design and implement signature projects during our annual Global Month of Service in October, arrange teambuilding events at internal meetings and provide an enterprise wide online tracking and reporting tool that captures volunteer hours and impact.

We have Community and Sustainability Champions at more than 1,100 properties at our full-service and luxury brand hotels to help make this happen. Additionally, a network of Community Committees in each of our 18 corporate offices, provides tools and resources to support volunteer and community efforts.

Hilton Worldwide Responds Fund: Hurricane Odile

On September 14, 2014, Hurricane Odile made landfall in Los Cabos, Mexico, as a category three storm. More than 200 Hilton Team Members from Hilton Los Cabos Resort lost everything, including their homes. Thanks to the overwhelming generosity of our Hilton Team Members, franchise employees, guests and suppliers, we supported our Los Cabos team with basic needs and helped them rebuild their homes and communities through the Hilton Responds Fund. Together, we provided over \$500,000 in financial support as well as in-kind donations of supplies and hundreds of volunteer hours to rebuild 26 homes and assist 474 impacted Hilton Team Members and their families.



Volunteer projects address a range of issues from youth development to food security to environmental conservation. In 2014, Hilton Team Members and franchise employees contributed nearly 200,000 volunteer hours around the world, valued at over US \$4.6 million.¹

Our **Global Month of Service** is an annual celebration in which our hotels around the world host or participate in hands-on volunteer projects. In 2015, hotels from 92 countries participated in more than 4,100 community projects resulting in over 213,000 volunteer hours.

In 2013, we launched **Travel with Purpose Action Grants**, a program designed to invest in our hotels' ideas to address local issues that impact their communities. Since 2013, nearly 200 grants have been awarded, providing over \$500,000 to local organizations in our communities around the world. In 2015, we received over 420 applications to support creative and local approaches to address social and environmental challenges.

We developed the **Hilton Worldwide Responds Fund** to enable Hilton Team Members and franchise employees contribute to funds that support communities following a disaster and provide for long-term rebuilding efforts. Current Fund recipients include **Counterpoint International, Mercy Corps, Oxfam** and **Save the Children**. The Fund provides assistance to those who are impacted by disaster and acts as a vehicle for Hilton to match the generosity of our Hilton Team Members and franchise employees' voluntary contributions. Since launching the Fund in 2013, we have matched donations for four disasters, raising more than \$1.5 million dollars.

Partnerships | Associations Awards | Certifications



We partner with **Points of Light** to develop community engagement opportunities around the world. Through our relationship with Points of Light, we connect with organizations and measure the impact of our community service work in key markets. Points of Light also helps us execute our Global Month of Service around the world.



In 2014, we collaborated with **Points of Light** and the **Taproot Foundation** to create **Hospitality+Service**, an online curriculum designed to help nonprofit staff and volunteers enhance guest and client experiences by building enduring cultures of hospitality. To date, nearly 600 organizations have downloaded the curriculum ranging from large nonprofits and government agencies to smaller local organizations.

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² Franchise employees include employees at independently owned and operated franchised properties. While franchisees and their employees are not employed by us, they are a large part of our brands and our culture of hospitality. In addition to our corporate responsibility initiatives, we offer franchisees training and recognition programs and provide them with other resources that are relevant to them and their businesses.

Energy

Energy is essential to operating our hotels successfully and creating exceptional guests experiences. Energy efficiency is also one of the key strategies to ensuring a low carbon future and more secure energy supply for both society and our business.

Goal

Reduce energy by 2.5 percent in the Americas and Asia Pacific and by 2 percent in Europe, Middle East and Africa in 2015.

Impact Highlights

14.5%

Reduced energy by 14.5 percent from 2009-2014 (normalized energy reduction against 2008 base year).

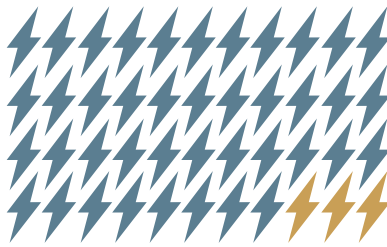
81,400
Homes

Conserved enough energy to power 81,400 homes for a year (normalized energy reduction against 2008 base year).

Introduction

Energy is typically the second or third largest cost for the average hotel, which is why we, along with our owners, have a vested interest in reducing overall usage and driving greater efficiencies. We need it to run heating and air conditioning systems, to light the building and to power room appliances.

Active improvements and use of renewable sources is not just an opportunity to lower our costs and our responsibility as a business, but also an opportunity to ensure that our impact on the environment is reduced, so our Hilton Team Members,* franchise employees,** guests, owners and communities can use and sustain these resources for the future.



1.6%

Absolute energy reduction of 1.6 percent 2014 vs 2013



298

kBTU

298 total kBTU per occupied room (2014, absolute consumption).

2014 primary energy sources: (MWh)

- Electricity 3,636,855
- Fuel 2,531,655
- Steam 235,885
- Heat 118,793
- Cooling 153,153



4,500+

Hotels

Certified more than 4,500 hotels in ISO 50001 for energy management.

Our Approach

Our energy strategy begins with data collection on energy use across our hotel portfolio. We then translate this data into relevant metrics that our Hilton Team Members, franchise employees, owners, and management groups can use to make informed decisions and set goals for performance improvement. At the same time, we require hotels to set goals based on their local operating context and environment. This approach helps increase the overall effectiveness of our energy initiatives to reduce both our energy use and carbon emissions.

Our hotels drive energy reduction and savings through a combination of on-property energy efficiency projects, Hilton Team Member and franchise employee insights and behavioral changes, partnerships and renewable energy usage directly or through credits.

Action

Reporting through LightStay

We leverage LightStay, our measurement platform, to understand how our hotels are managing energy and driving improvements over time. Since launching LightStay we've gathered more than five years of global data across our hotel portfolio that we use to understand how to drive greater efficiencies, savings and value for our company and owners, and to create tools and trainings for our hotels.

Energy Management and Forecasting

A recent upgrade to LightStay tracks historical energy and weather data to forecast future energy consumption levels and predict the impact of performance on cost; enabling our hotels, owners, and management groups to take corrective action to influence future performance. The system cross-references the data hotels submit with expected performance to send automatic alerts to hotels when performance falls below expected levels. Hotels are also required to track and complete improvement projects each year, enabling us to uncover and share learnings and best practices from more than 4,800 energy-efficiency projects.

We also have dedicated resources that actively monitor and negotiate energy contracts while also managing supply-side energy risks to ensure our hotels have favorable energy prices, and where possible, drive efficiencies leading to more competitive pricing.

In our owned and managed hotels, the bonus potential for our Hilton Directors of Property Operations & Engineering is tied to the attainment of our environmental goals, including reductions in energy consumption for their hotel's respective operations. Directors are responsible for identifying and executing relevant energy projects and coordinating across functions at the hotel to drive energy efficiency and improve performance.

We also partner with our strategic suppliers to embark on an aggressive campaign to reduce energy through more efficient lighting. Property level audits identify the best combination of lighting that will reduce energy usage and cost. This program is required for all owned and managed properties in the United States.

Energy best practices at the Hilton Garden Inn Trivandrum

Our Hilton Garden Inn Trivandrum won the Kerala State Pollution Control Award, in recognition of its environmental protection initiatives. The Award is given to companies that have invested in, and efficiently operated, their pollution control facilities. The hotel's initiatives include rainwater harvesting, water recycling and the installation of a sewage treatment plant. The hotel also uses energy-efficient and environmentally friendly heat pump systems, highly efficient electrostatic precipitators and air purifiers, as well as more eco-friendly refrigerants.

Living Sustainably Campaigns

We provide the resources, easy-to-use tools, 'train the trainer' courses and encourage hotels to take ownership and drive accountability for our company-wide energy performance. Our **Living Sustainably** campaigns educate Hilton Team Members and franchise employees on responsible energy practices by providing examples developed by their colleagues from around the world for improving their daily operations and inspiring collective action. The campaigns emphasize changes that drive performance on energy, water and waste. Throughout the first quarter of each year, every Hilton Team Member and franchise employee is encouraged to implement low- or no-cost changes that drive energy efficiency and deliver enhanced value to help reach our energy reduction targets.

Earth Hour

For the fifth consecutive year, hotels around the world united to celebrate Earth Hour in March. Hotels organized energy-saving projects including switching off exterior lighting, dimming lobby and reception lighting and hosting candlelit dinners with sustainable food and drink menus.

Partnerships | Associations Awards | Certifications

In 2015, we announced a collaboration with **World Wildlife Fund (WWF)** to support our environmental goals and progress and drive value for our operations in part by accelerating the adoption of renewable energy through our participation in the **Corporate Renewable Energy Buyers Principles**.



Following our company-wide ISO 50001 Energy Management certification, Hilton is partnering with the **U.S. Department of Energy (DOE)** to test the DOE's Superior Energy Performance certification and recognition program within the hotel industry. By piloting the certification and recognition program at three of our owned and managed hotels, we joined the DOE's Better Buildings SEP Accelerator initiative, making Hilton the first commercial company to join the partnership.



Hilton is a member of the **American Hotel & Lodging Association (AHLA)** and chairs the AHLA sustainability committee, which focuses on environment, engineering and corporate responsibility for the hotel and lodging industry.



In 2014, following LightStay upgrades, we achieved **ISO 50001** certification for energy management for the entire Hilton portfolio. Companies gain certification by implementing policies, procedures and systems that follow and meet international ISO standards, which are assessed by a third-party certification body. This certification complements our additional global system-wide certifications of ISO 9001 (quality management) and 14001 (environmental management). With these certifications, we became one of the first multinational companies to certify our entire system globally, achieving one of the largest-ever volume certifications of commercial buildings.

Our environmental efforts have been recognized as a **Forbes** Top 50 Green Brand and as a **Newsweek** Top Green Company in the World in 2015.



Hilton has developed several partnerships that offer laundering technologies that can reduce hot water use by up to 45 percent. **P&G Tide Coldwater™** and **Ecolab Aquanomics™** are both laundry detergent solutions that eliminate hot water from the wash process and maximize laundry efficiency. We are also performing trials with the **Xeros™** polymer bead-based washing system, which uses less water, energy and chemical detergents.



We collaborate with our strategic suppliers **eTemp**, a company that has developed a technology that reduces power by reducing compressor cycle times in refrigeration units. All Hilton owned and managed properties in the United States are required to undergo an audit and install these devices where they make sense.

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Water

Water is a finite resource that is critical to basic human survival. Studies show that demand is projected to exceed supply by 40 percent by 2030, and in the next 15 years, nearly two thirds of the world's population will live in areas of significant water stress¹, a challenge that has become increasingly obvious in the last few years.

Goal

To reduce water consumption by 1 percent in the Americas, Europe, Middle East and Africa and 1.5 percent in Asia Pacific in 2015.

Introduction

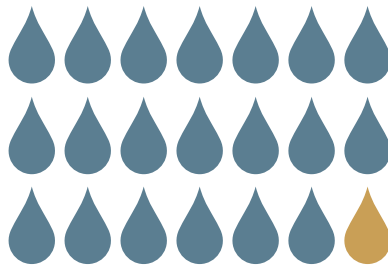
The tension between supply and demand has a direct impact on the communities where our hotels operate and our ability to meet our operational and guests needs. This is particularly true with water, as scarcity becomes a threat for countries and communities worldwide.

As a large consumer of water, it is important for the hospitality industry to implement reduction measures and drive efficiencies around water use to sustain our operations and the destinations we serve over the long term.

Impact Highlights

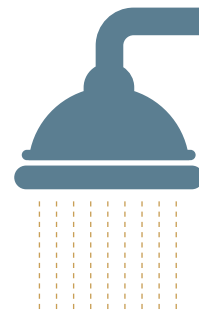
14.1%

Reduced water by 14.1 percent from 2009-2014 (normalized water reduction against base year 2008).



1.4%

Absolute water reduction of 1.4 percent 2014 vs 2013.



182.1

Gallons

182.1 gallons of water used per occupied room (2014, absolute consumption).



4,144

Swimming Pools

Saved enough water to fill 4,144 olympic swimming pools (normalized reductions against 2008 base year).

3,518,000

Gallons

Based on 2014 purchases, saved an additional 3,518,000 gallons of water by using reduced weight sheets and towels.



1,770,611

Gallons

By using 'room ready' bedding products, 1,770,611 gallons of water were saved by eliminating a first wash.

¹ <http://www.unwater.org/publications/publications-detail/en/C/204294>

Our Approach

Our water strategy focuses on reducing our water use by measuring water consumption and translating the data into relevant metrics that Hilton Team Members,* franchise employees,** owners and management groups can use to make decisions and set goals that improve performance and create long-term value. Our centralized measurement system allows us to collect water consumption data to uncover best practices we can leverage to develop companywide tools, processes and trainings to support our hotels. We require hotels to set goals based on their local operating context and environment. Our company drives water reduction efforts through a combination of on-site water efficiency projects, Hilton Team Member and franchise employee insights and behavioral changes. In addition, we leverage our participation in association working groups and partnerships to understand opportunities to improve and drive shared value.

Action

Reporting through LightStay

We leverage **LightStay**, our measurement platform, to understand how our hotels are managing water and improving over time. Since launching LightStay, we've gathered more than five years of global data across our portfolio of hotels that we use to understand how to drive greater efficiencies, savings and value, and create tools and trainings for hotels.

We track and record our properties' water consumption data in LightStay, which compiles previous usage to project anticipated water use and cost impacts in future months. LightStay automatically triggers alerts to hotels if they have reached a water usage threshold and uses hotel data to provide suggested projects that reduce consumption. We require all hotels to have reduction targets in place and ongoing water improvement projects recorded, which drives continuous improvement and learning across our global portfolio.

Living Sustainably Campaigns

Our quarterly **Living Sustainably** campaigns empower Hilton Team Members and franchise employees to make changes that improve energy use, water efficiency and waste reduction. Our third-quarter campaign focuses on 'saving every last drop' of water, by providing hotels with simple tips for low- or no-cost water reduction activities that inspire many of our best practices around the world. The campaign encourages Hilton Team Members and franchise employees to identify where they use the most water in the hotel and to make simple operational changes to reduce the usage and identify new ways of conserving water. The campaign also rallies Hilton Team Members and franchise employees around **World Water Week** to identify and implement their own water saving ideas and inspire collective action.

Improving Water Stewardship with the World Wildlife Fund (WWF)

In 2015 Hilton began collaborating with World Wildlife Fund to develop an industry-leading multiyear water stewardship strategy. "WWF is working with Hilton to improve business practices on seafood sustainability, water management, renewable energy, and food waste to reduce the environmental footprint of the company's global operations," said Suzanne Apple, senior vice president, private sector engagement, WWF. "We hope that our work together will positively influence Hilton's value chain, and we believe it could inspire others in the hospitality industry to advance their own efforts."



Partnerships | Associations Awards | Certifications

In May 2015, we launched a collaboration with **World Wildlife Fund (WWF)** to build upon our existing efforts to develop an industry-leading, multi-year water stewardship strategy. As Hilton's signature environmental partner, WWF will work with us to evolve our global business practices in furtherance of WWF's mission to protect and conserve the Earth's life-supporting resources.



As members of the **International Tourism Partnership (ITP)** we collaborate with other leading international hotel companies to make up the **ITP water working group**, examining risks around water and ways we can standardize the measurement and communications of consumption in our industry.

ECOLAB

To support our water usage goals, in collaboration with **Ecolab**, we use the **Center for Sustainable Procurement** an initiative of Business for Social Responsibility to evaluate current water usage and diversion practices and develop metrics to track, measure and report data.



In collaboration with **P&G** and **Tide Professional** we have developed several partnerships that offer laundering technologies and products that reduce water use by up to 45 percent at a reduced rate for our owned and managed hotels.



We achieved **ISO 14001** certification for environmental management by requiring our global portfolio of hotels to measure usage and set reduction targets with improvement projects in place for energy, water and waste. Companies gain certification from ISO by implementing policies, procedures and systems that follow and meet international ISO standards, which are assessed by a third-party certification body.

This certification complements our additional global system-wide certifications of ISO 9001 (quality management) and 50001 (energy management). Hilton is one of the only multinational companies to certify its entire system globally, achieving one of the largest-ever volume certifications of commercial buildings.

Our environmental efforts have been recognized as a **Forbes** Top 50 Green Brand and as a **Newsweek** Top Green Company in the World in 2015.

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Waste

The World Bank estimates that global urban populations create 1.6 billion tons of solid waste per year, and more than half of that ends up in landfills. In the United States, the hospitality industry alone produces 1.9 billion pounds of waste annually.

Goal

Divert waste from landfills by 25 percent in the Americas and Asia Pacific, and by 50 percent in Europe, Middle East and Africa in 2015.

Introduction

Waste reduction remains one of the most challenging issues our industry faces.

While awareness of the negative impacts of waste has increased, there are limited regulatory and financial incentives to drive large scale and systematic changes. Waste reduction efforts are largely local, and most hotels rely heavily on municipalities and external organizations for waste and recycling programs. Waste is heavily driven by human behavior, so to make long-term and meaningful progress toward our waste goals, we have to engage Hilton Team Members,* franchise employees** and guests in our efforts.

Impact Highlights



27.6%

Reduced waste per sq. ft. by 27.6 percent since 2009 (normalized waste reduction against 2008 base year).

5.5

Pounds

Pounds of waste output per occupied room (2014, absolute output).



650
Hotels

More than 650 hotels involved in soap and amenity recycling, donating over 600,000 pounds of soap.

1.6 million+
Bars

More than 1.6 million new bars of soap distributed from donated soap.

17,401
Households

Reduced solid waste disposal equivalent to waste generated by 17,401 households (normalized waste reduction against 2008 base year).



Our Approach

Our waste strategy focuses on measuring and managing our waste output and diversions, while also continually looking for creative ways to reduce our waste footprint. We gather and translate waste hauling data into relevant metrics that Hilton Team Members, franchise employees, owners and management groups can use to make decisions and set goals to improve performance over time. We also work with hotels to educate them on identifying waste from items that have historically been discarded that can actually be repurposed and reused.

We developed **RePurpose**, our comprehensive waste management program, to support hotels' efforts to reduce waste through reusing, repurposing, recycling and donating items instead of sending them to landfill. We also have shifted from hotel goals that target a reduction of total output to a focus on total diversion from landfill, to promote recycling and donations at the hotel level. Hotels are now required to set their own annual goals to push engagement and better results.

Action

Reporting through LightStay

We leverage **LightStay**, our measurement platform, to understand how our hotels are managing waste and driving improvements over time. Since launching LightStay we've gathered over five years of global data across our hotel portfolio that we use to drive greater efficiencies, savings and value, and to create tools and trainings for hotels.

We track and record our properties' waste hauling data in LightStay, which allows hotels to monitor current performance against their diversion targets and share best practices through their yearly waste initiatives.

In addition, **RePurpose** provides resources and partnerships that support Hilton's portfolio of hotels in their efforts to reduce food waste and increase recycling of items ranging from soap to bed mattresses.

Soap recycling is one of the areas where RePurpose has broken the most ground. Since our first soap recycling partnership in 2011, we have identified new partners to grow the program, which includes more than 650 hotels. Hilton properties have donated over 600,000 pounds of soap, which have been converted into over 1.6 million new bars to help promote public health in underserved communities by preventing hygiene-related deaths and illness.

Living Sustainably Campaigns

Our quarterly **Living Sustainably** campaigns empower and inspire Hilton Team Members and franchise employees to make changes to reduce waste. The fourth quarter campaign takes a proactive waste reduction approach. Hotels are encouraged to identify a waste item they would like to address in the following year and investigate ways to improve the waste management of this item through low cost and creative changes.

Many of our hotels develop new waste reduction ideas that can be replicated around the world. For example, '**No-Bin Day**' encourages Hilton Team Members and franchise employees to remove all waste bins from their dining areas, encouraging them to

No Bin Day: From A Local Idea to A Global Success Story

In 2012, a Kitchen Stewarding Hilton Team Member at the DoubleTree by Hilton Gurgaon had an idea to reduce food waste by simply removing waste bins from the Hilton Team Member restaurant to encourage people to only take portions they can finish. His No Bin Day idea was swiftly adopted by fellow properties in India, the Hilton Garden Inn New Delhi/Saket and Hilton Mumbai International Airport. When the regional team caught wind of No Bin Day in 2014, they scaled it across India as a weekly practice, with Hilton Team Member support. By 2015, No Bin Day was formally launched in 135 hotels in Asia Pacific, with hotels recording up to 95 percent reductions in food waste in a single day. Now the project is available for any hotel globally, all because of a simple, cost-free idea from one Hilton Team Member.

take smaller meal portions, leading to reduced food waste and cost savings. No-Bin Day grew from an idea at one hotel into a weekly program that every Hilton Team Member restaurant in the Asia Pacific region now participates in regularly.

Responsible Meetings

In 2015, we launched Meet with Purpose, a concept that makes it easier for meeting professionals to reduce waste and incorporate health and wellness into their meetings and events. Meet with Purpose encourages meeting and event planners to re-evaluate event dining options, minimize food waste and consider low-cost practices that are less resource-intensive, such as paperless registration, water pitchers and notepads upon request only.

Partnerships | Associations Awards | Certifications

In 2015, we began a three-year collaboration with **World Wildlife Fund** (WWF) to support our environmental goals and progress and drive value for our operations. One focus of the partnership builds on RePurpose by evaluating additional ways to reduce food waste within the company's operations and supply chain.



In collaboration with **Waste Management**, we are partnering with the **Center for Sustainable Procurement**, a collaboration group from **Business for Social Responsibility**, to evaluate current waste and diversion practices and develop metrics to track, measure and report data.



Hilton was the first major hospitality company to partner with **Global Soap** in 2011, which recently joined forces with **Clean the World**. We've been instrumental in providing operational expertise and expanding Global Soap's footprint.

We also partner with **SoapCycling** and activated **Soap4Hope**, a soap recycling program of SealedAir/Diversey, one of our strategic soap suppliers, to support more than 65 hotels in Asia Pacific, Africa and Latin America. Across our partnerships, Hilton continues to be the largest multi-brand hospitality company currently participating in soap recycling.



In collaboration with **Serta**, **Simmons**, and **Global Sustainability Solutions**, our hotels are able to recycle their mattresses and box springs rather than sending them to a landfill. The components of the mattresses and box springs are repurposed into various products with approximately 95 percent of the components being recycled. Bed frames are also recycled through the mattress recycling program.

We also partner with **Waste Management Sustainability Services** (WMSS), which provides recycling consulting and support to owned and managed properties in the Americas. Together, we've focused on recycling fluorescent lamps, lighting ballasts, batteries, and mercury-containing devices. Another major WMSS initiative includes utilizing monitors on compactors to eliminate waste hauls, which in turn reduce truck emissions.



We have partnered with **Totally Green** to offer our hotels the Orca organic food waste disposal system. This technology disposes food waste on site, converts organic waste into environmentally safe water within 24 hours and reduces the amount of wet waste that goes to landfills.



TVs are the largest contributors to electronic waste, which is the fastest growing waste stream in the world. In partnership with **Global Sustainability Solutions, LG Electronics** and **Samsung**, our hotels in the United States can safely recycle their TVs, preventing harmful substances from leaking in landfills.

Our environmental efforts have been recognized in 2015 as a Forbes Top 50 Green Brand and as a Newsweek Top Green Company in the World for our environmental performance.

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** Franchise employees include employees at independently owned and operated franchised properties. While franchisees and their employees are not employed by us, they are a large part of our brands and our culture of hospitality. In addition to our corporate responsibility initiatives, we offer franchisees training and recognition programs and provide them with other resources that are relevant to them and their businesses.

Carbon

Businesses play a key role in taking action to reduce carbon emissions both in their operations and value chains. Hilton is committed to growing a low-carbon future by investing in renewable energy sources and partnering with our suppliers to tackle our shared carbon footprint.

Goal

Continue to reduce our environmental footprint through energy efficiencies and investing in renewable energy to decrease scope 1, 2 and 3 carbon emissions.

Introduction

In recent years, consumers, investors and other stakeholders have pressed for increased transparency around how businesses manage their carbon footprint. At the same time, some countries have introduced regulations to curb carbon emissions. As the scientific evidence and political interest grow, the need for global action against carbon emissions is becoming stronger.

These factors have contributed to an increased focus on measuring and reporting carbon emissions across all industries, including hospitality. Given our reach as a business, we are working strategically and collaboratively to identify solutions for reducing carbon emissions across our operations.

Impact Highlights



1.6%

Absolute carbon reduction of 1.6 percent in 2014 vs. 2013.

20.9%

Carbon reduction of 20.9 percent since 2009 (normalized carbon reduction with REC purchases against base year 2008).

77.6
Pounds

77.6 pounds of carbon per occupied room (2014, absolute emissions).

24.3
Pounds

24.3 pounds of carbon per square foot (2014, normalized emissions).

122,645

Cars

Reduced carbon output equivalent to taking 122,645 cars off the road (normalized reductions against 2008 base year).



92

Hotels

The Clean Air program, offered by 92 Asia Pacific hotels, gives customers different ways to offset emissions from their meetings at our hotels.



2014 absolute carbon emissions for owned and managed hotels (metric tons)

Scope 1
554,015
tons

Scope 2
2,102,953
tons

Our Approach

Our carbon emissions strategy focuses on the direct and indirect impacts that are most critical to our business. By collecting consistent data across our portfolio, we can measure and manage our performance to improve over time. We focus heavily on driving reductions in energy use, which has the most influence on our carbon emissions. We also leverage renewable energy credits and carbon offsets in targeted areas to help reduce our net impact.

Action

Reporting through LightStay

LightStay, our measurement platform, helps us understand how our hotels are managing energy and driving improvements over time. Since launching LightStay we've gathered more than five years of global data that we use to create tools and trainings for hotels and drive greater efficiencies, savings and value to our company and owners.

With a recent upgrade to LightStay, we provide hotels with more information on how to improve energy efficiencies and operational performance, which in turn will lower carbon output across our global hotel portfolio. The upgraded system leverages historical data to predict future energy use and resulting cost implications, which enables our hotels, management groups and owners to adjust their real-time behaviors to influence future performance.

We also designed a simplified performance dashboard and distributing process for sharing results across the hotel to drive greater engagement. In the future, LightStay will also send automatic data alerts and performance tips to hotels. These tips will show hotels how to improve based on successful projects that have been completed at other hotels.

Carbon Offsets

Carbon offsetting is a meaningful option we give our customers. To calculate the carbon footprint of any event at one of our hotels, we give our Hilton Team Member* and franchise employee** Sales and Marketing teams a meeting calculator tool through LightStay. The tool also provides our customers and hotels with ideas for how to minimize our customers' footprint during their stay with us.

In May 2015, we expanded our **Clean Air Program** in an effort to offset carbon from meetings and events in 92 participating Asia Pacific hotels and create a value incentive for our guests. We calculate the carbon emissions generated by meetings and events and purchase carbon credits to offset the impact. The credits go toward a program of our customer's choice, such as rainforest protection projects in Indonesia and Australia or wind-generated energy projects in India and China.

Clean Air Program, Carbon Offset credits purchased to offset meetings and events

Through our Clean Air Program we purchase carbon credits that go toward a variety of different organizations, reducing greenhouse gas emissions throughout the world. The Hyundai Cogeneration Project in Dangjin, located in South Korea is one of the organizations that we support. It aims to minimize greenhouse gases by converting surplus waste gases at a local steel factory to generate cleaner electricity. This process minimizes air pollution by using waste gas instead of releasing it into the atmosphere. The cleaner electricity is preventing 1.8 million tons of CO₂ emissions per year. That is approximately 400,418 Olympic swimming pools of CO₂ gas not entering the atmosphere through the purchase of carbon credits on behalf of our customers' hosting meetings and events at our participating properties.



Partnerships | Associations Awards | Certifications



In 2015, we participated for the second time in the **Carbon Disclosure Project (CDP)**, an organization that works with companies to disclose their environmental impacts. Improving on last year's score of 91-B, this year we earned a disclosure and performance score of 97-B.



We are members of the **Hotel Carbon Measurement Initiative** along with 23 leading hotel companies. The **International Tourism Partnership** and the **World Travel & Tourism Council (WTTC)** formed this initiative to set an industry standard to calculate the carbon footprint of hotel stays and meetings that is informed by the GHG Protocol standards. All of our 4,500 hotels are able to report to this standard.

We are also members of the **WTTC Climate Change Task Force**. The task force is designed to identify industry priority action areas for the future and evaluate industry progress against climate change commitments that were made in 2009. In 2015, WTTC released **Travel & Tourism 2015 - Connecting Global Climate Action**, a report outlining the industry's preparedness to address climate change and progress to date.

Our environmental efforts have been recognized in 2015 as a **Forbes** Top 50 Green Brand and as a **Newsweek** Top Green Company in the World for our environmental performance.

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** Franchise employees include employees at independently owned and operated franchised properties. While franchisees and their employees are not employed by us, they are a large part of our brands and our culture of hospitality. In addition to our corporate responsibility initiatives, we offer franchisees training and recognition programs and provide them with other resources that are relevant to them and their businesses.

Responsible Sourcing

As a global hotel company that purchases food and beverage, linens, amenities, beds and energy, sourcing is a complex and often decentralized issue. Our suppliers extend beyond 97 countries and span multiple industries, legal contexts and infrastructure challenges. We depend on safe, high-quality and affordable supplies, amenities and raw materials to meet the demands of our operations and the expectations of our guests to deliver consistent and exceptional experiences.

Goal

Develop programs and initiatives that support business objectives while managing social and environmental impacts in our supply chain.

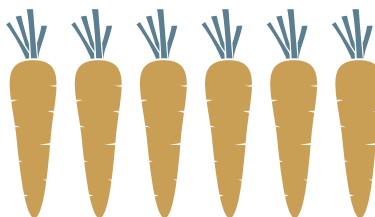
Introduction

Our guests, business partners and stakeholders are increasingly looking for transparency, expecting more from how companies purchase the goods and services they use. As we expand into new countries where operating norms are less familiar and there can be less transparency around the origin and creation of products, we may become exposed to reputational risks, potential disruptions in supply and environmental challenges. That's why, to continue to contribute to the long-term success of our business, it is vital to understand the potential social and environmental impacts among our categories of top spend and volume so that we can manage these considerations appropriately and ensure we have the quality products available to meet the needs of our guests.

Impact Highlights

4,000+
Suppliers

We have more than 4,000 partnerships with women, minority and veteran-owned businesses resulting in \$1 billion of spend with these partners since 2010.

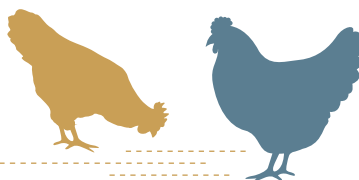


11
Major Markets

We have 40 hotels in 11 major markets in Europe, Latin America, and the United States and Canada participating in our local sourcing and education programs.

1,400+
Hotels

More than 1,400 hotels (across five brands) required to switch all egg usage to cage-free eggs by 2017 and gestation free pork by 2018.



100%

Shark fin banned in 100 percent of restaurants and F&B facilities in our hotels globally.

Our Approach

For more than a decade, we've cultivated relationships with women and diverse suppliers to use their insights and experience to meet the needs and preferences of our diverse guests. In the last five years, we've also started examining specific product categories in more detail, beginning with our work in the food and beverage area on shark fin and expanding to examine eggs and pork.

To build on this work, we developed a dedicated role and a cross-functional advisory group. Collectively this advisory group oversees the development of a comprehensive responsible sourcing strategy across our operations and sets the foundation for integration. It is designed to create further alignment across regions, share best practices and guide global decisions related to responsible sourcing.

Not only are we committed to our own responsible business practices, but it is also our goal to make sure that the suppliers providing Hilton with goods and services do the same. In 2015, we updated our [Responsible Sourcing Policy](#) to reinforce our expectation that our suppliers and partners support and work together with us on our goal of long-term sustainable supply by addressing known business, environmental and social issues.

This year, we also conducted an analysis to map areas of highest spend and volume to target potential social and environmental impacts in each product category to prioritize, monitor and manage more closely. We will use the results of this study to further focus on defining goals for our responsible sourcing efforts.

Action

Governance

While we have sourcing programs that have been in place for years and focus on a variety of products, our advisory group will help us scale existing programs, uncover new opportunities and share best practices across the portfolio.

Inclusive Sourcing

Our goal is to forge strong relationships with our wide range of vendors and suppliers that reflect the diversity of our global portfolio of hotels and guests. Through our award-winning Supplier Diversity Program in the United States, we have cultivated relationships with more than 4,000 women, minority and veteran-owned enterprises. We are currently evaluating ways to evolve our program into other markets.

Local Sourcing

Hilton Team Members*, franchise employees** and suppliers also look for local sourcing opportunities and form relationships with area farmers to collect and distribute products to our hotels. We work with suppliers to develop unique trainings for farmers related to the handling, safety guidelines and insurance requirements needed to supply our properties. To date we have more than 40 hotels in 11 major cities in Europe, Latin America, the United States and Canada participating in our local sourcing and education programs.

Working Toward Responsible Sourcing

"Hilton's shark fin ban will help preserve the longevity and future of sharks, which are critical for keeping the marine ecosystems healthy. By evaluating and taking responsibility for their impact on the environment, companies with strong leadership can play a major role in protecting our oceans. We'd like to thank Hilton for making this important decision."

— Ocean Conservancy

Animal Welfare and Sourcing

As a global operator of food and beverage experiences, we share public concerns about the health, care and welfare of animals raised for food. With the introduction of our Responsible Sourcing Policy, we address opportunities to support the care and welfare of the animals in our extended global supply chain.

Following the initial removal of shark fin from menus across all restaurants and food and beverage facilities operated by managed properties in China and Southeast Asia, we ceased serving shark fin across all properties globally in 2014. Following this accomplishment, Hilton Singapore became the first hotel in Asia to achieve Marine Stewardship Council and Aquaculture Stewardship Council chain of custody certification. To build on this work, in 2015, we began collaborating with World Wildlife Fund (WWF) to develop a global sustainable seafood approach that will initially prioritize markets based on a number of factors including procurement methods, demand for seafood, and annual seafood spend.

In 2015, we also announced a commitment to switch to cage-free eggs by December 31, 2017 for all Hilton Hotels & Resorts, Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Canopy by Hilton and DoubleTree by Hilton hotels. Additionally, by December 31, 2018, all pork products for these properties must be purchased from suppliers that house breeding pigs in groups rather than gestation crates. These changes will initially apply in 19 countries where these products are currently available and will be adopted in additional markets as supply comes online.

Responsible Meetings

In 2015, we launched Meet with Purpose, a concept designed to make it easier for meeting professionals to incorporate balanced meals and wellness into meetings and events. Meet with Purpose encourages meeting and event planners to consider using locally sourced food items that can provide fresh and balanced menu options.



Partnerships | Associations Awards | Certifications

In 2015, we began working with [World Wildlife Fund \(WWF\)](#) to support our environmental goals and progress and drive value for our operations. WWF will help us expand our sustainable seafood efforts globally and continue to work with us to evolve our responsible sourcing strategy.



Through our membership with [WeConnect International](#), an organization that empowers women business owners to succeed in local and global markets, we connect hotels throughout Asia with opportunities to consider diverse suppliers in their purchasing decisions.



In 2015, we participated for the second time in the [Carbon Disclosure Project \(CDP\)](#), an organization that helps disclose the greenhouse gas emissions of major corporations. Improving on last year's score of 91-B, this year we earned a disclosure and performance score of 97-B.

Our environmental efforts have been recognized as a [Forbes](#) Top 50 Green Brand and as a [Newsweek](#) Top Green Company in the World in 2015.

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GRI-G4 Guide

This GRI table sets out how the Global Reporting Initiative (GRI) 4.0 Reporting Framework has been applied to our corporate responsibility reporting process for the period January 2014 to October 2015. The purpose of our reporting process is to disclose our approach to corporate responsibility and our performance against the issues that are most material to our business and stakeholders. We also use our report to engage with stakeholders by enabling them to have a dialogue with us and understand the issues related to our business and impact.

The GRI Reporting Framework forms a key part of our commitment to continuous improvement and transparency. Our 2015 Corporate Responsibility report is in accordance with GRI-G4 and is self-assured.

Key:

Indicator

G4-X: GRI-G4 Indicator

Level of disclosure

F: Full coverage reporting

P: Partial coverage reporting

Indicator	Description	Level	Location	Notes
General Standards Disclosure				
Strategy and Analysis				
G4-1	Statement from most senior decision maker	F	CEO letter	
G4-2	Description of key impacts, risks and opportunities	F	p.14 10-K	
Organizational Profile				
G4-3	Name of the organization	F	Our Approach Global Website	
G4-4	Primary brands, products and services	F	Portfolio p.5 10-k	
G4-5	Location of global headquarters	F	Contact us	
G4-6	Relevant operating countries	F	Operating hotels Annual report	With thousands of properties already in operation, and hundreds of projects in development, we're creating opportunity all over the world. View the map to navigate our properties in operation.
G4-7	Nature of ownership and legal form	F	p.9 10-K	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	P	p.8 10-k	Partial breakdown of geographic, sector, and customer breakdown.
G4-9	Scale of organization	F	p.5 10-K	
G4-10	Total workforce by employment type (contract, region etc.)	P	p.39 Annual Report	
G4-11	Percentage of employees covered by collective bargaining agreements	F	p.39 Annual Report	
G4-12	Describe the Organizations Supply Chain	P	Responsible Sourcing Policy Inclusion Factsheet	Hilton Supply Managements (HSM) manages procurement and is led by our Chief Supply Management Officer. When entering into a new contract Hilton outlines the standards and provides a Responsible Sourcing Policy for the vendor to abide by. Hilton Supply Management supports hotels that are owned and managed by Hilton Worldwide as well as franchises that use HSM services. Products are purchased centrally or locally depending on the type of product and our Responsible Sourcing Advisory Group reviews decisions related to responsible sourcing and shares best practices between regions.

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Indicator	Description	Level	Location	Notes
G4-13	Significant changes regarding the organizations size, structure, ownership or supply chain	F	Newsroom	In May 2015 Hilton Worldwide Holdings Inc. ("Hilton Worldwide" or the "Company") announced that certain selling stockholders affiliated with The Blackstone Group L.P. commenced a secondary offering of 90,000,000 shares of Hilton Worldwide common stock. The underwriters had a 30-day option to purchase up to an additional 13,500,000 shares of common stock from the selling stockholders.
G4-14	Precautionary approach or principle is addressed by the organization	P	Responsible Sourcing Policy p.13 Annual Report	Hilton does not formally follow the precautionary principle, however we do have risk assessment and management processes in-place taking into account the long-term view of our business and role as a Global Citizen. We provide Hilton Team Members with our Code of Conduct, our new and high volume suppliers with our Responsible Sourcing Policy and encourage every stakeholder to help assess and manage risk. These documents cover the risks associated with corruption and bribery, insider trading, discrimination, health and safety, whistle blowing and reporting any potential risks.
G4-15	Externally developed economic, environmental and social characters, principles, or other initiatives to which the organization subscribes or which it endorses	F	Our Approach Volunteerism and Engagement Factsheet Inclusion Factsheet	
G4-16	Memberships of associations and national or international advocacy organizations	F	Inclusion Factsheet Newsroom	
Identified Material Aspects and Boundaries				
G4-18	Process for defining the report content and the aspect boundaries	F		This is the fourth Hilton Worldwide Corporate Responsibility report covering January 2014 to October 2015. Our last report was published in 2014 and included calendar year 2013 to 2014 data. The content of this report is based on a materiality assessment where issues are evaluated by their importance to our stakeholders and influence on our business. We engaged both internal and external stakeholders to identify their interests and concerns.
G4-19	Material aspects identified	F		Aspects include the topics of: Human Rights, Community, Youth, Diversity & Inclusion, Hilton Team Members, Energy, Water, Waste, Carbon, Responsible Sourcing.
G4-20	Aspect boundaries within the organization	F		Content and data from this report include owned and operated properties, and our independently owned franchises unless otherwise indicated. All metrics in the report refer to data from January 2014 to October 2015 unless otherwise indicated. LightStay metrics include owned, managed and franchised properties. Reporting parameters of other metrics are defined through footnotes. To confirm the effective implementation and validity of LightStay, Hilton Worldwide commissioned DEKRA Certification Inc. to perform third-party audits and validate results.
G4-21	Aspect boundary outside the organization	F		Hilton reports on water, supply chain (upon request) and climate action through the Carbon Disclosure Project (CDP), as well as the standard Ecovadis and Ecodesk for customers and suppliers.
G4-22	Restatements of information provided in previous years	F		No restatements of information provided in previous reports.
G4-23	Significant changes from previous periods in the scope and Aspect Boundaries	F		No significant changes from previous periods in scope and aspect boundaries.
Stakeholder Engagement				
G4-24	A list of stakeholder groups engaged by the organization	F	Our Approach	

Indicator	Description	Level	Location	Notes
G4-25	Basis for identification and selection of stakeholders	P	Our Approach	
G4-26	Stakeholder Engagement	F	Our Approach SALT online Human Rights Factsheet	Hilton Worldwide engages with stakeholders on an ongoing basis. Including business partners, community organizations, advocacy groups, industry leaders and guests.
G4-27	Key topics and concerns raised through stakeholder engagement and how the organization has responded	F	All Factsheets	
Reporting Profile				
G4-28	Reporting period	F		January 2014 to October 2015.
G4-29	Date of most recent previous report	F	2014 Report	October 2014.
G4-30	Reporting cycle	F		The Corporate Responsibility report is published annually. This is our fourth report.
G4-31	The contact point for questions regarding the report or its contents	F		CorporateResponsibility@Hilton.com
G4-32	GRI content index	F		For the third time, our report relies on the guidance provided by GRI. We are reporting in accordance with GRI-G4, the latest guidelines.
G4-33	The organization's policy and current practice with regard to seeking external assurance for the report	F		This report is self-assured, but we will evaluate an assurance process for future reports.
Governance				
G4-34	The governance structure of the organization	F	Corporate Governance	We leverage our investment in Travel with Purpose across the full portfolio, with the President and CEO. For details on our corporate governance structure and relevant policies and charters see link to Corporate Governance.
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	F	Corporate Governance	The Corporate Responsibility strategy, Travel with Purpose is led by Jennifer Silberman the Vice President of Corporate Responsibility. The global team monitors and reports the outcomes of all Corporate Responsibility efforts to the Executive team, who report to the Board of Directors.
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics and whether post holders report directly to the highest governance body	F		The Vice President of Corporate Responsibility at Hilton reports directly to Executive Vice President of Global Affairs who reports directly to the Chief Operating Officer.
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	P		Hilton's Corporate Responsibility Team is led by Vice President of Corporate Responsibility, who leads strategy addressing Environmental and Social issues through Travel with Purpose our global Corporate Responsibility strategy. Our strategy and all information within our report is reviewed by the Executive Committee, made up of our most senior leadership including our CEO, Chris Nassetta. The Executive Committee reports to the Board of Directors, who also reviews and approves our Corporate Responsible strategy annually.
G4-38	Composition of the highest governance	F	Governance	
G4-39	Whether the chair of the highest governance body is also an executive officer	F	Governance	
G4-40	The nomination and selection process for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	F	Governance Documents	

Indicator	Description	Level	Location	Notes
G4-42	Highest body and executives' roles in the development, approval and updating of the organization's purpose, value, or mission statement strategies, policies, and goals related to economic, environmental and social impacts	F		A global council of 52 Senior Leaders and led by the CEO reviews the goals, strategy and policies of the company.
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	F		Hilton's Vice President of Corporate Responsibility reviews the Travel with Purpose strategy and potential impacts, risks and opportunities with the Board of Directors on an annual basis.
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures all material Aspects are covered.	F		Sign-off by the Vice President of Corporate Responsibility and reviewed by CEO.
G4-49	Process for communicating critical concerns to the highest governance body	F	Proxy Statement (full)	
Ethics and Integrity				
G4-56	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	F	Mission statement	Good governance and acting ethically are inherent in our six core values. Our Global Code of Conduct, to which all of our Hilton Team Members are bound, defines our responsibilities to our stakeholders and guides our decision-making.
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	F		<p>Hilton Worldwide provides standards, governance structures, training, communications, and reporting and investigation procedures to promote legal compliance and ethical behavior globally. Resources include:</p> <ul style="list-style-type: none"> • Anticorruption training for corporate directors and above; corporate development Hilton Team Members; managers and above in sales and finance; all owned and managed property General Managers, directors and executive committees. • Hilton Worldwide considers risks related to corruption when performing the standard risk assessment of all properties. All reports of corruption are investigated by Hilton. • In 2014 more than 58,000 Hilton Team Members completed the online Code of Conduct training module in addition to Hilton Team Members at 554 properties receiving offline training. • Our Ethics Hotline is available globally, with the exception of six countries with works council/ privacy registration requirements that are in progress. • Legal & Compliance Training Program that is focused on communicating critical policies and providing training to our Hilton Team Members around the world.
G4-58	The internal and external mechanisms for reporting concern about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	F		Our Ethics Hotline is available globally, with the exception of six countries with works council/ privacy registration requirements that are in progress.
Specifics Standard Disclosures – Materials				
Indirect Economic Impact				
G4-EC3	Coverage of the organization's defined benefit plan obligations.	P	Hilton Team Members Factsheet Careers website	Our goal is to ensure Hilton Team Members continue to grow in their career and have the opportunity to continue learning. Eligible positions have access to health and life insurance, continued education programs and other benefits.
G4-EC8	Significant indirect economic impacts, including extent of impacts.	F	p.10 10-k	We acknowledge and address that every decision we make can make a negative or positive impact.

Indicator	Description	Level	Location	Notes
Environment				
G4-DMA-EN	Disclosure of Management Approach Environmental Aspects	F	Environment	
Energy				
G4-EN3	Energy consumption within the organization	F	Energy Factsheet	2014 Primary Energy Sources for owned and managed portfolio (in MWh); Electricity-3,636,855, Fuel-2,531,655, Steam-235,885, Cooling-153,153, Heat-118,793.
G4-EN4	Energy Consumption outside of the company	P	Energy Factsheet	
G4-EN5	Energy Intensity	F	Energy Factsheet	
G4-EN6	Reduction of energy consumption	F	Energy Factsheet	
Water				
G4-EN8	Total withdrawal by source	P	Water Factsheet	
Biodiversity				
G4-EN13	Habitats protected or restored	P	CAP	Efforts made through Clean Air Program.
Emissions				
G4-EN15	Direct GHG emissions (scope 1)	F	Carbon Factsheet	2014 Carbon emissions for owned and managed portfolio for scope 1 emissions, 554,015 tons.
G4-EN16	Indirect GHG emissions (scope 2)	F	Carbon Factsheet	2014 Carbon emissions for owned and managed portfolio for scope 2 emissions, 2,102,953 tons.
G4-EN17	Other indirect GHG emissions (scope 3)	F	Carbon Factsheet	2014 Carbon emissions for scope 3 emissions, 4,505,251 tons.
G4-EN19	Reduction of GHG emissions	F	Carbon Factsheet	
G4-EN30	Significant environmental impacts of transporting products and other goods and material used for the organization's operations and transporting members of the workforce	P	Carbon Factsheet	In 2014, we submitted a Carbon Disclosure Project (CDP) response for Supply Chain activity in accordance with large business partners request of the submission.
Supplier Environmental Assessment				
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	F	Responsible Sourcing Policy	We include screening criteria in our new supplier registration portal which all new suppliers are required to use and which includes our Responsible Sourcing Policy.
Social				
DMA-LA	Disclosure on Management Approach	F	Hilton Team Members Factsheet	
Employment				
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	P	Careers website	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	F	Hilton Team Members Factsheet Careers website	
Human Rights				
DMA-HR	Disclosure of Management Approach to Human Rights	F	Human Rights Factsheet	
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	F	Human Rights Factsheet Code of Conduct	
G4-HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	F	Human Rights Factsheet	

Indicator	Description	Level	Location	Notes
Freedom of Association and Collective Bargaining				
G4-HR4	Operations & Suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	F	Code of Conduct	
Child Labor				
G4-HR5	We address operations and suppliers as having significant risk for incidents of child labor, and measures are taken to contribute to the effective abolition of child labor through our Code of Conduct and Human Rights Policy.	F	Human Rights Factsheet	
Forced or Compulsory Labor				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	F	Human Rights Factsheet ECPAT	
Society				
DMA-SO	Disclosure on Management Approach	F	Volunteerism & Engagement Factsheet	
Local Communities				
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	F		We do not report on the percentage but rather the number of projects completed during our annual volunteer program along with projects happening throughout the year.
G4-SO2	Operations with significant actual and potential impacts on local communities.	F		We understand that our industry can affect natural habitats and resources and take steps to minimize this impact and support local economies and communities. We do not currently track the number of operations that Hilton may have potential negative impacts on local communities.
Anticorruption				
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	F	Code of Conduct	
G4-SO4	Communication and training on anticorruption policies and procedures	F	P.20 Code of Conduct Human Rights Factsheet	Code of Conduct includes anti-corruption language, which is given to each new Team Member throughout the global portfolio.
Public Policy				
N/A				
Product and Service Labeling				
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	P	Responsible Sourcing Policy	We use certifications to provide sourcing information for some of our products and services, depending on geography and availability.
G4-PR5	Results of surveys measuring customer satisfaction	F	SALT online	