



TRAVEL WITH PURPOSE™

CORPORATE RESPONSIBILITY REPORT 2012-2013

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What does my hotel's presence mean for Malaysia's youth?



OPPORTUNITY

MY PURPOSE

To support our country's youth in developing skills to ensure growth within the hospitality industry into the future. Our hotel has partnered with a local college for over seven years to offer learning through three-month, hands-on internships. I'm happy to report that 28 of our interns are now Hilton Worldwide Team Members. We will continue to create opportunities for the next generation of youth.

*Zurina Rahmat Lokman, Hilton Kuching
Kuching, Malaysia*



How can my hotel have a positive impact in Cartagena, Colombia?

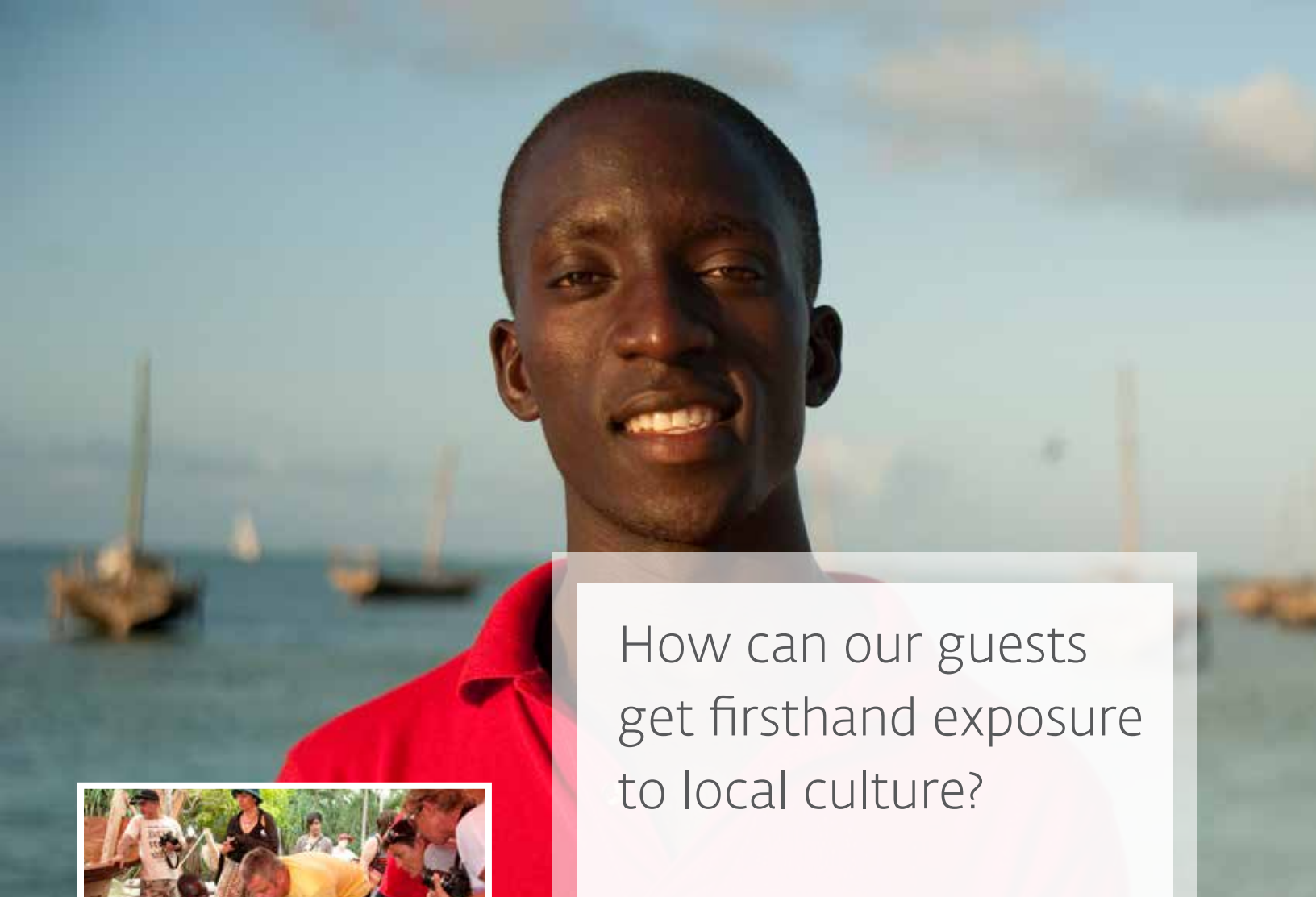


BY SHOPPING LOCAL

MY PURPOSE

To bring our guests the best local products available in Cartagena so that every dish and drink we serve has a bit of my country's flavor. We locally purchase more than 90 percent of the goods used in our hotel. Our support helps local suppliers improve quality standards, grow their businesses and promote over 85 small companies in the area, strengthening my community and providing excellent guest experiences.

*Elizabeth Sucre, Hilton Cartagena
Cartagena, Colombia*



How can our guests get firsthand exposure to local culture?



WITH THE LOCALS

MY PURPOSE

To welcome guests to our country and introduce them to our unique fishing traditions. Through local village tours, guests engage with the locals to see our markets and learn about boat building while visiting our property. Our local tours allow our Team Members and guests to celebrate cultures through travel.

Magomba Magunila, DoubleTree Resort by Hilton Hotel Zanzibar – Nungwi Zanzibar, Tanzania



How does one of the world's most iconic properties enhance the way it operates?



SUSTAINABLY

MY PURPOSE

To find creative ways to improve sustainability performance in over 1,500 hotel rooms at the Waldorf Astoria in New York City. We've done this through projects such as planting roof gardens and putting in bee hives, updating our operating equipment, starting a recycling program and installing energy efficient lighting, to name a few. Living sustainably improves our performance while also reducing our impact on natural resources.

*David Garcelon, Waldorf Astoria
New York, New York*



A Message From Our President and Chief Executive Officer

An inherent part of being a global leader is tackling challenges and seizing opportunities that are bigger than you are. As you’ve read on the preceding pages, many of our Hilton Worldwide Team Members find ways to extend their daily work toward a higher purpose. In doing so, they inevitably create shared value both for our business and society.

This concept is core to how we operate as a global hospitality leader; when we create value for our business and society, we contribute to these issues in a way that is sustainable into the future, and we inevitably impact an issue that is far greater than our own business. A few of my favorite examples include:

- Saving an estimated US \$253 million since 2009 through efficiency projects that reduced energy and water use, as well as our carbon dioxide and waste output.
- Launching the Center for Sustainable Procurement to help our own and other global business procurement managers integrate sustainability into their purchasing decisions by providing a unique set of research and information on increasingly available product sustainability data.
- Launching our first ever Global Week of Service that contributed more than 100,000 volunteer hours to over 800 community service projects in 51 countries, all of which helped to strengthen the collaborative culture of the company and our passion for service.
- Announcing a three-year partnership with the International Youth Foundation to connect our global expansion with opportunities for youth within our industry, which is just one of the ways we can create a pipeline of future Team Members for our organization while also helping to address the needs of the world’s 75 million unemployed youth.
- Advocating for governments to implement smart visa policies, which stimulate global travel, create new jobs and spur economic development — a win-win for our business and every community in which we are located today and in the future.

These examples demonstrate not only how we have created shared value during the past year, but also how we are executing against our global commitment to corporate responsibility, Travel with Purpose™. In the two years since its launch, we’ve made tremendous progress aligning Travel with Purpose with our strategic priorities as we have rolled out numerous programs and initiatives.

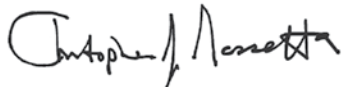
The platform also has been a key tool for advancing our Values of Hospitality, Integrity, Leadership, Teamwork, Ownership and Now. These Values are an integral part of uniting the more than 300,000 Team Members in 90 countries around a common culture and strategy. In doing so, we are better positioned to realize our mission to be the preeminent global hospitality company — the first choice of guests, Team Members and owners alike.



Christopher J. Nassetta
President and Chief Executive Officer

Throughout this report, our second annual corporate responsibility publication, you will read how Travel with Purpose takes the best of what our industry and Hilton Worldwide have to offer to increase the reach of our social, economic and sustainability impact.

At Hilton Worldwide, we feel very fortunate to work in a business that presents us with so many opportunities to be part of millions of people's lives, invite them into our hotels and to be a good neighbor to thousands of communities around the world. We're committed to capitalizing on these opportunities to affect real and meaningful change. We appreciate your interest in our journey and look forward to updating you on our progress.



Christopher J. Nassetta
President and Chief Executive Officer

September 2013



Hilton Capital Grand Abu Dhabi, Abu Dhabi, U.A.E.

Business

Believing that travel and tourism are engines of global progress, we seek opportunities to create shared value in the communities where we live, work and travel.

Business Profile

Since our founding in 1919, Hilton Worldwide has been a leader in the hospitality industry. Today, we are comprised of more than 300,000 Team Members who work in our more than 4,000 owned, managed or franchised hotels in 90 countries and territories. We serve 125 million guests annually across our 10 distinct hotel brands. Collectively, we aspire to remain a beacon of innovation, quality and success for the hospitality industry. This continued leadership is the result of our staying true to our Vision, Mission and Values.



OUR VISION

To fill the earth with the light and warmth of hospitality.



OUR MISSION

To be the preeminent global hospitality company — the first choice of guests, Team Members and owners alike.













OUR VALUES

- HOSPITALITY** We're passionate about delivering exceptional guest experiences.
- INTEGRITY** We do the right thing, all the time.
- LEADERSHIP** We're leaders in our industry and in our communities.
- TEAMWORK** We're team players in everything we do.
- OWNERSHIP** We're the owners of our actions and decisions.
- NOW** We operate with a sense of urgency and discipline.

Business Profile (Continued)

OUR BRANDS (as of June 30, 2013)

The ten Hilton Worldwide brands that comprise our business portfolio span the lodging sector to meet the needs of our guests — from the pinnacle of luxury to extended-stay suites to focused-service hotels. Though each brand has its own unique attributes and value proposition, all Hilton Worldwide brands strive to offer an exceptional experience for business and leisure travelers with the finest in accommodations, service, amenities and value.

 WALDORF ASTORIA™ HOTELS & RESORTS <i>Extraordinary places. A singular experience.</i>	 CONRAD HOTELS & RESORTS™ <i>The luxury of being yourself.™</i>	 Hilton HOTELS & RESORTS <i>The global leader of hospitality.</i>	 DOUBLETREE BY HILTON™ <i>Where the little things mean everything.™</i>	 EMBASSY SUITES HOTELS® <i>More reasons to stay.®</i>																				
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 <i>We speak success.™</i>	 <i>We love having you here.®</i>	 <i>Make yourself at home.®</i>	 <i>Free to be you.™</i>	 <i>This is the life.</i>																				
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PROPERTIES BY REGION (as of June 30, 2013)



Americas
3,622



Europe
254



Middle East & Africa
61



Asia-Pacific
104

4,041
Total Properties

Our Independent hotels are not included in the Brand breakout but are included in the Regional totals.

Business Profile *(Continued)*

HILTON WORLDWIDE 2012 ACHIEVEMENTS & RECOGNITION

- Best Company for Hourly Workers, *Working Mother* magazine
- Best Companies for Diversity, *HispanicBusiness Magazine*
- Top 50 Companies For Latinos to Work, *LATINA Style Magazine*
- Top 100 Companies in Orlando (FL) for Working Families, *Orlando Sentinel*
- Top 50 Corporations for Supplier Diversity, U.S. Hispanic Chamber of Commerce (USHCC)
- Top 50 Organizations for Multicultural Business Opportunities, *DiversityBusiness.com*
- Green Power Partner of the Year, U.S. Environmental Protection Agency
- ISO 9001 Certification for Quality Management Systems and ISO 14001 Certification for Environmental Management Systems, International Organization for Standardization (ISO)
- Project ICARUS Gold Medal Supplier, Global Business Travel Association, Institute of Travel and Meetings

Ethics



Arizona Biltmore, A Waldorf Astoria Resort, Phoenix, Arizona

Legal compliance is the absolute minimum we expect from our Team Members, partners and suppliers. With Integrity as one of our six core values, Hilton Worldwide is committed to upholding the highest standards of business conduct. We hold ourselves accountable to our Global Code of Conduct, which defines our responsibilities to our stakeholders and guides our decision-making. Our Team Members around the globe are bound by this Code.

We encourage people to check whenever they are unsure of the right thing to do. Hilton Worldwide provides standards, governance structures, training, communications, and reporting and investigation procedures to promote legal compliance and ethical behavior globally.

In 2012, we continued the training and rollout of our Code, with more than 20,000 Team Members completing the online Code of Conduct training module. Our Ethics Hotline is now available globally, with the exception of six countries with works council/privacy registrations requirements, which are in progress.



Hilton Evian Les Bains, Evian Les Bains, France



Conrad Maldives Rangali Island, Rangali Island, Maldives

Approach

Travel and tourism are engines of global progress. Our approach to corporate responsibility balances the long-term sustainability of our business with current and future social, economic and sustainability needs of the communities where we live, work and travel.

Corporate Responsibility Strategy

Our approach to corporate responsibility is built on our founder Conrad Hilton’s fundamental belief that travel and tourism are powerful engines of progress. This belief, combined with the scale and reach of our industry, means that Hilton Worldwide and its peers possess significant potential to affect positive change for our society and planet. To appreciate the true magnitude of this potential, consider the following travel and tourism industry statistics:

- One billion global travelers in 2012 as estimated by the United Nations World Tourism Organization (UNWTO).
- US \$6.6 trillion total GDP contribution to the global economy in 2012 as estimated by the World Travel & Tourism Council (WTTC).
- 260 million jobs globally supported by travel and tourism industries according to the WTTC 2012 annual report.

As we transform this potential into action, our goal is to create shared value for our business, and the communities in which we live, work and travel.



Conrad Sanya Haitang Bay, Sanya, China

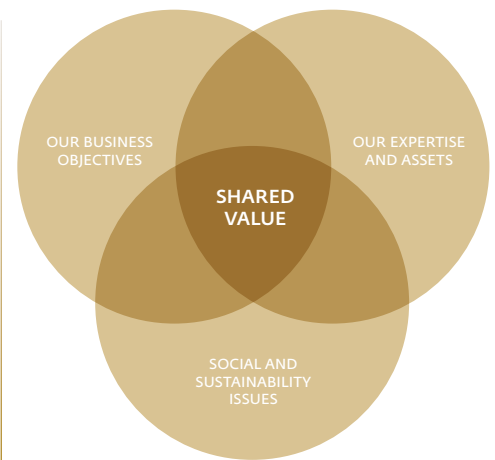
“Assume your full share of responsibility for the world in which you live.”

— Conrad Hilton

Our Journey to Date

The basic principles of responsibility and sustainability have long been an inherent part of how we operate and are reflected in our values. During the past five years, we have taken an increasingly strategic, formalized approach to responsibility and sustainability to deliver value to our business to maximize our societal impact.

This effort began in 2009 when we introduced our five-year goals to reduce our consumption of energy, carbon emissions, waste output and water use. In 2010, we unveiled LightStay™, a proprietary system to measure and analyze our sustainability performance. In 2011, we unveiled Travel with Purpose™ — our global corporate responsibility commitment. Travel with Purpose strives to advance Hilton Worldwide’s business goals while improving life for those who live, work and travel in our operating communities.



Creating value for our business and communities is core to how Hilton Worldwide operates as a global hospitality company. When our Team Members are happy, our guests receive excellent service; when the needs of communities are taken into account, the construction of new hotels goes more smoothly and when our sustainability impacts are actively managed, we experience material cost savings.

We believe there are endless opportunities for Hilton Worldwide to generate economic value for our business, our customers and our owners while simultaneously producing value for society by addressing the social, economic and sustainability issues that impact us all.

Corporate Responsibility Strategy (Continued)



TRAVEL WITH PURPOSE™

Strategy Development

We developed Travel with Purpose by identifying core issues that impact our company and stakeholders and that we can affect through the application of our hospitality expertise and resources. As a global company, the primary issues we identified were continued investments in our people to deliver great guest experiences, community sustainability, freedom to travel and the improvement of our use



of natural resources. The resulting Travel with Purpose framework focuses on four key areas:

- *Creating Opportunities* for current and future Team Members to achieve their full potential.
- *Strengthening Communities* by working with our hotels around the world to increase the economic and social benefits we offer our local communities.
- *Celebrating Cultures* by facilitating commerce and cultural connections by welcoming the world to our hotels in the spirit of our founder's vision of world peace through international travel and trade.
- *Living Sustainably* by meeting the needs of our business today while positively influencing tomorrow through the measurement, analysis and improvement of our use of natural resources.



Hilton Glasgow Hotel, Glasgow, United Kingdom

A distinctive attribute of our approach is its focus on fully integrating corporate responsibility strategy into our business operations. As we execute this strategy, we have the opportunity to deliver business value by increasing profitability through cost savings, mitigating certain risks, strengthening Team Member engagement and driving customer preferences. In the process, we create the shared value upon which Travel with Purpose was conceived and that will drive its ultimate success.

Another key consideration in the development of Travel with Purpose was the ability to develop a strategy that would be meaningful throughout our global enterprise while providing the flexibility for hotels to address their most relevant local needs. This flexibility is especially critical for an organization such as ours in which the vast majority of our properties are owned independently. Consequently, we employ a variety of strategies such as implementing new brand standards, offering flexibility and providing tools and resources to make achieving shared value as turnkey as possible for our hotels.

As an example, our global partnership with the International Youth Foundation is established at the enterprise level to provide subject matter expertise and program design, but many of the partnership's initiatives are executed at the local level through hotel internships, mentoring programs and relationships with local universities. By taking this global-local approach, we ensure that Travel with Purpose is positioned to achieve its maximum impact across our business and around the world.

Corporate Responsibility Governance



Embassy Suites Phoenix – Biltmore, Phoenix, Arizona

Corporate responsibility at Hilton Worldwide starts at the top of the organization with our President and Chief Executive officer, who is responsible for the development of our global business strategy and the execution of our strategy throughout our organization.

Our vice president of corporate responsibility is responsible for developing the corporate responsibility strategy and specific programs and initiatives across the company in partnership with our senior leadership team and functional experts. This position also works across business functions, collaborating closely with our general counsel, chief human resources officer and our vice president of sustainability.

Hilton Worldwide Team Members are kept informed of corporate responsibility programs and initiatives through a variety of channels, including website content, intranet postings, blogs, executive speeches, Community Committees at the corporate and property levels, multiple surveys and external outreach. All of these actions promote a culture of responsibility, where every Team Member is empowered to contribute to our long-term success.

Because the majority of properties in the Hilton Worldwide portfolio operate through independent franchises, we leverage our investment in corporate responsibility across the full portfolio, while providing flexibility for hotels to adapt to their unique local context.



Conrad Hilton built the company on the principle of bringing world peace through international trade and travel.

Reporting Practices

The purpose of our corporate responsibility reporting process is to explain our strategy in detail; discuss relevant issues, opportunities and challenges related to the execution of our strategy; demonstrate progress and set future expectations in as transparent a manner as possible. Though we are committed to best reporting practices, we are still evolving many of our reporting processes.

This is the second Hilton Worldwide corporate responsibility report. A summary report was issued in April 2013. With the publication of this comprehensive report, our intent is to establish an annual reporting cycle going forward.

Content for this report is based on a materiality assessment in which we mapped all issues that could be impacted by our business, and then ranked them based on our influence and how critical they were to our business operations and relevant stakeholder groups. In addition, we have engaged with both internal and external stakeholders to identify their interests and concerns. The Global Reporting Initiative (GRI) G3.1 reporting framework also has informed content inclusion. Though we have included a GRI content index in the report, we have not reported to an application level, since GRI is in the process of transitioning to GRI 4.0 and a new application system. This report has not received third-party assurance, but we will evaluate an assurance process for future reports.

The editorial content of this report generally covers subject matter from 2012 through approximately mid-2013 and includes discussion of programs and strategies across our organization, owned and operated properties, as well as our independently owned franchises.

All metrics in the report refer to the calendar year ended December 31, 2012. LightStay™ metrics include owned, managed and franchised properties. Business data highlighted in our profile section is through June 30, 2013. 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.



Hilton Dubai Creek, Dubai, U.A.E



DoubleTree by Hilton Cedar Rapids Convention Complex,
Cedar Rapids, Iowa

Industry Leadership



Conrad Bali, Bali, Indonesia

Partnering is critical to advancing Travel with Purpose.

Hilton Worldwide seeks to play a leadership role in our industry through participation in a variety of forums, including:

- **American Hotel & Lodging Association (AH&LA) Green Task Force:** Hilton Worldwide holds a seat on AH&LA's Green Task Force which has developed comprehensive, sustainable greening guidelines designed expressly for the hotel industry. These guidelines provide hotel owners and operators with a variety of options in which to create an environmental-friendly and sustainable hotel.

- **International Tourism Partnership (ITP):** Ian Carter, our President of Development, is the Chairman and a founding member of the International Tourism Partnership,

and as a member of ITP's working groups on carbon measurement, water, sustainable supply chains and youth careers, Hilton Worldwide enjoys over 20 years of collaboration to drive sustainable change within our industry. Hilton Worldwide also participates in the Youth Career Initiative, a program of ITP, focused on providing disadvantaged young people opportunities in the hospitality sector.

- **Real Estate Round Table:** Chris Nassetta, our President and Chief Executive Officer, is a member and past Chairman of the organization that brings together leaders of the nation's top public and privately-held real estate ownership, development, lending and management firms with the leaders of major national real estate trade associations to jointly address key national policy issues relating to real estate and the overall economy. Hilton Worldwide also participates in the Sustainability – Energy, Environment Working Group.
- **World Economic Forum (WEF):** Hilton Worldwide is an industry partner of the World Economic Forum and participates in the Aviation and Travel Group. It is also a member of the Global Agenda Council on New Models of Travel & Tourism and Youth Unemployment. Over the past year, our President and Chief Executive Officer has worked closely with other Aviation and Travel companies on freedom of travel and The Connected World Project.
- **World Travel & Tourism Council (WTTC):** Chris Nassetta, our President and Chief Executive Officer, serves on the Executive Committee of the organization that works to raise awareness of Travel & Tourism as one of the world's largest industries. The organization works toward the shared pursuit of long-term growth of the sector.

Memberships & Affiliations



Waldorf Astoria, New York, New York

Hilton Worldwide belongs to or affiliates with many organizations that support our focus areas:

- **American Hotel & Lodging Association (AH&LA)**, a national organization dedicated to serving the interests of hoteliers on the front line, behind the scenes and on Capitol Hill
- **American Hotel & Lodging Educational Foundation**, the nonprofit, charitable-giving, and fundraising affiliate of the American Hotel & Lodging Association (AH&LA)
- **American Resort Development Association (ARDA)**, a trade association representing the vacation ownership and resort development industries (timeshares)
- **Asian American Hotel Owners Association (AAHOA)**, promotes and protects the interests of Asian-American hotel owners through programs and initiatives in advocacy, industry leadership, professional development, membership benefits and community involvement
- **Association of Corporate Contributions Professionals (ACCP)**, an advocacy, information and continuing education organization open to corporate contributions, community relations and employee volunteerism professionals
- **Business Civic Leadership Center (BCLC)**, a program of the U.S. Chamber of Commerce Foundation and a leading resource for businesses dedicated to making a difference
- **Business in the Community**, the largest business-led charity of its kind — committed to building resilient communities, diverse workplaces and a more sustainable future
- **Business for Social Responsibility (BSR)**, a global nonprofit organization that helps member companies enhance business performance while respecting ethical values, people, communities and the environment
- **Catalyst**, a nonprofit organization with a mission to expand opportunities for women and business through research, tools, events, awards and services
- **Committee Encouraging Corporate Philanthropy (CECP)**, a membership organization that draws together and empowers senior executives of the world's leading companies to achieve unprecedented progress on society challenges while driving business performance



DoubleTree by Hilton Chongqing Wanzhou, Chongqing, China

Memberships & Affiliations *(Continued)*

- **Center for Corporate Citizenship at Boston College**, a membership-based research organization associated with the Carroll School of Management that is committed to helping businesses leverage their social, economic and human assets to ensure both their success and a more just and sustainable world
- **Clinton Global Initiative (CGI)**, a forum that convenes global leaders to devise and implement innovative solutions to some of the world's most pressing challenges — maximizing their efforts to alleviate poverty, create a cleaner environment, and increase access to health care and education
- **Cornell University, The Center for Hospitality Research, Sustainability Roundtable**, an interactive forum for global hospitality leaders that addresses emerging sustainability issues in the hospitality and travel & tourism industries
- **CSR Asia**, an organization that builds capacity in companies and their supply chains to promote awareness of corporate social responsibility in order to advance sustainable development across the region
- **ECPAT USA**, a leading policy organization working to end the commercial sexual exploitation of children
- **EPA Green Power Partnership**, a voluntary program that encourages organizations to use green power as a way to reduce the environmental impacts associated with conventional electricity use
- **IAVE Global Corporate Volunteer Council**, a network for leaders of international employee volunteer programs
- **International Gay & Lesbian Travel Association (IGLTA)**, leading global travel network dedicated to connecting and educating LGBT travelers and the businesses that welcome them
- **International Tourism Partnership (ITP)**, a forum that brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry
- **The Latino Hotel & Restaurant Association (LHRA)**, seeks to represent the business interests of Latino hotel and restaurant owners, operators and developers
- **League of United Latin American Citizens (LULAC)**, advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs
- **Meridian International Corporate Council**, a global forum for preparing emerging leaders for the international stage
- **National Association for Advancement of Colored People (NAACP)**, works to ensure the political, educational, social and economic equality of rights for all persons and seeks to eliminate race-based discriminations for all
- **National Association of Black Hotel Owners, Operators & Developers (NABHOOD)**, increases the number of African-Americans developing, managing, operating and owning hotels; increases vendor opportunities and executive level jobs for minorities in order to create wealth within the African-American community



Hilton Moorea Lagoon Resort and Spa, Papetoai, French Polynesia

Memberships & Affiliations *(Continued)*

- **National Business & Disability Council (NB&DC)**, a resource for employers seeking to integrate people with disabilities into the workplace and companies seeking to reach them in the consumer marketplace
- **National Gay & Lesbian Chamber of Commerce (NGLCC)**, a nonprofit business advocate between lesbian, gay, bisexual and transgender (LGBT) business owners, corporations, and government, representing the interests of LGBT businesses and entrepreneurs
- **The National Minority Supplier Development Council (NMSDC)**, a direct link between corporate America and minority-owned businesses, which provides increased procurement and business opportunities for minority businesses of all sizes
- **National Veteran-Owned Business Association (NaVOBA)**, a national, nonprofit organization creating opportunities for America's veteran-owned businesses
- **National Urban League (NUL)**, dedicated to economic empowerment in order to elevate the standards of living in historically underserved urban communities
- **Net Impact**, a leading nonprofit that empowers a new generation to use their careers to drive transformational change in the workplace and the world
- **Partners for a New Beginning (PNB)**, a global coalition of prominent business and civil society leaders who are committed to advancing economic opportunity in the focus areas of entrepreneurship, education and innovation by catalyzing and convening networks of global leaders
- **Points of Light Corporate Service Council**, the premier global platform for advancing corporate volunteerism
- **United Nations Global Compact**, a voluntary and strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anticorruption
- **U.S. Hispanic Chamber of Commerce (USHCC)**, a structured organization that works to advocate, promote and facilitate the success of Hispanic business
- **U.S. Pan Asian American Chamber of Commerce (USPACC)**, a national, nonprofit, nonpartisan organization representing all Asian American and Asian American-related groups in business, sciences, the arts, sports, education, public and community services
- **Women's Business Enterprise National Council (WBENC)**, the largest non-profit, third-party certifier of businesses owned, controlled and operated by women in the United States
- **World Economic Forum (WEF)**, an independent, nonprofit foundation committed to improving the state of the world by engaging societal leaders in partnerships to shape global, regional and industry agendas
- **World Travel & Tourism Council (WTTTC)**, the forum for business leaders in the Travel & Tourism industry, represented by chief executives of some 100 of the world's leading Travel & Tourism companies

Stakeholder Engagement & Partners

The successful execution of our corporate responsibility strategy is very much dependent upon ongoing dialogue with our stakeholders. We engage with stakeholders in a wide variety of ways, both formally and informally. We strive to identify key stakeholders who are in a position to support or impact our corporate responsibility areas of focus and shape our thinking on material issues. We are deeply appreciative of our stakeholders and partners around the world who are helping Hilton Worldwide advance our responsibility and sustainability goals.

Strategic Partnerships

We believe there is huge value in partnering with organizations that have expertise in the issues on which we focus through Travel with Purpose. Partners bring their experiences to these issues, while we contribute our knowledge of hospitality, guest service and operations. The result is an opportunity to work in a public/private partnership approach to address societal issues. We seek partnerships at all levels to address the needs of our business and communities as effectively as possible. We work closely with partners to understand the context in which they are working and how a partnership approach can help us be more impactful in addressing issues such as improving the outcomes of volunteer service, repurposing waste, creating youth opportunities, preventing child trafficking and innovating around sustainable procurement, to name a few.



BSR works with its global network of nearly 300 member companies to build a just and sustainable world. In 2012, BSR and Hilton Worldwide launched the Center for Sustainable Procurement (CSP) to help global business procurement managers integrate sustainability into their purchasing decisions. We provide a unique set of research and information that will help make sense of the increasingly available product sustainability data. The Center is developing research, case studies and surveys on topics including incentives for category managers; metrics analysis that focuses on integrating sustainability into existing approaches such as "total cost of ownership"; educational guidelines, webinars and web content for companies to share with internal sourcing teams; and one-on-one and collaborative consulting projects for a small group of BSR members to examine current purchasing processes, develop solutions for integrating sustainability into decisions and share lessons collectively. In 2013, CSP released the findings of its first year of research on sustainable purchasing. In 2013, Hilton Worldwide joined BSR's Sustainable Lifestyles Frontier Group, a group of leading companies which are performing research and developing a framework for business to use in developing products and services that promote sustainable lifestyles.



The EPA Green Power Partnership is a voluntary program that supports the organizational procurement of renewable power by offering expert advice, technical support, tools and resources. Partnering with the EPA helps organizations lower the transaction costs of buying alternative sources of power, reduce carbon emissions and communicate leadership to key stakeholders. Hilton Worldwide has been a member of the EPA partnership for the last few years and purchased over 300 million kWh of renewable power in 2012 — the equivalent of the annual carbon dioxide emissions from electricity use of over 42,000 passenger cars and nearly 27,000 average American homes. Currently, Hilton Worldwide is ranked in the top 10 purchasers of sustainable power in the United States, and is purchasing enough renewable power to meet 94 percent of our electricity use.



In 2012, Hilton Worldwide announced multi-year partnerships with Feeding America and The Global FoodBanking Network to secure food and reduce hunger in communities where we operate around the globe. These collaborations will enable Hilton Worldwide hotels to collect safe, surplus food from conferences and daily food and beverage operations and make it available to those in need. Feeding America and The Global FoodBanking Network will connect Hilton Worldwide hotels with local food banks and their networks of local community agencies to facilitate food delivery to school feeding programs, food pantries, soup kitchens, hospices, after-school programs and other community programs that provide food to families in need of nourishing meals. Pilot projects are underway in seven cities across the United States, Egypt and Israel. In the first six months of our partnership with Feeding America and The Global FoodBanking Network, our hotels donated more than 17,000 pounds of food, equivalent to over 16,500 meals. Hilton Worldwide also works with Feeding America and The Global FoodBanking Network to provide volunteer opportunities with local food bank partners through its Global Team Member Volunteer Program, and tracks food donations through LightStay™, its proprietary sustainability measurement system.

Strategic Partnerships *(Continued)*



GlobalGiving is a leading international charity fundraising website that connects donors to global organizations and supports the exchange of funds needed to improve communities around the world. Each organization in GlobalGiving’s database is vetted by a team of global experts against rigorous standards to ensure it has the capacity to manage financial contributions and make a measurable difference in local communities. Hilton Worldwide partners with GlobalGiving to facilitate donations from Team Members and provide Hilton HHonors members with opportunities to donate cash or points to projects that align with our Travel with Purpose focus areas. A key focus of our partnership is providing donation channels for disaster relief; and between 2011-2013, Hilton Worldwide Team Members and guests responded with more than US \$2 million to emergencies in Turkey, Thailand, Japan and the United States.



As part of Hilton Worldwide’s commitment to living sustainably and reducing our waste output by 20 percent by 2014, we work with the Global Soap Project (GSP), a nonprofit organization that recovers and repurposes soap from hotels that would otherwise end up in landfills. The Global Soap Project collects unused bars of soap from hotels around the world and reprocesses them into new bars that are given to populations at risk of sanitation and hygiene-related disease. In addition to donating soap from across our portfolio of hotels, Hilton Worldwide is investing US \$1.3 million and providing our operational expertise and understanding of global supply chains to help expand the Global Soap Project’s processing and distribution capabilities. As a member of the Global Soap Project’s Board of Directors, we also are actively participating in the development of the organization’s strategy and growth. In 2013, the Global Soap Project’s operating partner, Soap Cycling, began collecting soap from our hotels in Japan. Since 2011, more than 700 properties have contributed over 270,000 pounds of soap to the Global Soap Project and other recycling organizations, which has been processed into over 1 million new bars of soap. In 2012, the U.S. Chamber of Commerce Business Civic Leadership Center named our partnership with the Global Soap Project a Best Partnership finalist in its Corporate Citizenship Awards.



Our partnership with Good360™, the world’s largest donation marketplace, allows us to connect surplus items from our properties to community organizations in need. Through Good360, more than 22,000 charities have the opportunity to claim items. Our hotels enter available items, such as towels, blankets or office supplies that we recover during renovations or that have reached the end of their commercial life, but are still usable, into LightStay, our proprietary sustainability performance management system.



Hilton in the Community Foundation is an independent registered charity and grant-making trust focused on supporting interventions in education and health. The aim of Hilton in the Community Foundation is to create brighter futures for young people, particularly those who face barriers due to their circumstances. Through the provision of equipment, training, support and opportunities, the Foundation supports small local charities across Europe. Hilton in the Community Foundation works closely with Hilton Worldwide through our Global Team Member Volunteer program and supports the activation of Bright Blue Futures in Europe.

Strategic Partnerships (Continued)



The Institute of International Education (IIE) is among the world's largest and most experienced international education and training organizations, and is committed to delivering international exchange program excellence to a diverse range of participants, sponsors and donors. IIE manages the Fulbright Scholarship and has worked with numerous corporate partners to implement international education programs. In 2013, Hilton Worldwide with IIE created the *Hilton HHonors Teacher Treks* program, a grant competition that recognizes teachers who build awareness of cultural diversity within the classroom. The program provides selected educators with an opportunity to see the world and bring their experiences back to their students. In our inaugural year, we sent 15 educators abroad to study cultural issues, which they will then discuss with students in order to celebrate cultures in the communities where they teach.



The International Youth Foundation (IYF) is a global organization that seeks to realize the power and promise of young people and, since its founding in 1990, has prepared nearly 16 million young people to learn, work and lead. In 2012, Hilton Worldwide President and Chief Executive Officer Chris Nassetta joined the IYF Board of Directors, and the company announced a three-year, US \$3 million partnership designed to connect the company's global expansion strategy with our commitment to creating opportunities for youth in the hospitality industry. IYF and Hilton Worldwide are partnering to provide economic opportunities to youth in communities across the globe. In recent years, the world has seen a staggering "youth bulge" — an overwhelming number of young people around the world who lack basic human necessities and stable employment, particularly in developing nations. The hospitality industry is a significant employer in the world, accounting for roughly one-tenth of global employment, with youth making up the majority of the industry's labor force. To address this growing unemployment rate, IYF is building upon Hilton Worldwide's commitment by developing tools and resources, implementing global youth workforce development programs and advancing thought leadership for the sector.



Points of Light empowers people to make a meaningful difference by providing access to tools, resources and opportunities to volunteer. In 2011, 4.3 million volunteers and 77,052 partners in 20 countries around the globe were mobilized through Points of Light. Hilton Worldwide partners with Points of Light to support our Global Team Member Volunteer Program, including project development and management for our annual Global Week of Service, Team Member volunteer resources and recognition. Hilton Worldwide is also a member of the Corporate Service Council and supports several initiatives including *A Billion + Change*, *What Will You Bring to the Table?* and *Good & Ready*. In addition, we are working with Points of Light and the Taproot Foundation to bring Hospitality + Service to the nonprofit community. Hospitality + Service is a first-of-its-kind initiative based on Hilton Worldwide's leading culture and service training programs. Hospitality + Service curriculum, workshops and leadership training equip nonprofit organizations with the tools, skills and knowledge to build enduring cultures of hospitality and client service and align this new culture with their organizational mission and values.



In 2011, Hilton Worldwide became the second U.S. hotel company to sign ECPAT's Tourism Child-Protection Code of Conduct supporting its voluntary principles to prevent child sex tourism and trafficking. As a subscriber to ECPAT's Code, Hilton Worldwide implements policies that condemn child trafficking and exploitation and provides training to help Team Members identify and report illicit activities. We also look for ways to raise awareness about ECPAT and the Code among customers and other stakeholders. Hilton Worldwide partners with Polaris Project to support our training in key markets across the United States.

Strategic Partnerships *(Continued)*



In 2012, Hilton Worldwide became the hotel industry partner of Room to Read, a global organization dedicated to promoting and enabling education through programs focused on literacy and gender equality in education. Room to Read believes all children, regardless of gender or background, have a right to education, and by empowering children through education, they help people around the world achieve their full potential. Hilton Worldwide's support has helped create opportunities for young people in India, Laos, Cambodia, Vietnam and Nepal. Together with Room to Read, we're funding girls' education, publishing local language books for young people and building dozens of school libraries in India and Sri Lanka over the next three years. In addition, we partner with Room to Read to develop training and career exposure opportunities for its beneficiaries, and donate complimentary room nights to Room to Read staff across our hotel properties in Asia Pacific.



The Sundance Institute is a global, nonprofit organization dedicated to the discovery and development of independent artists and audiences in film and theater. As part of Hilton Worldwide's efforts to educate and engage our guests about sustainability, we are partnering with the Sundance Institute to support the Hilton LightStay™ Sustainability Award. The Award, named after LightStay™, our proprietary system of sustainability performance management, supports the Sundance Institute Documentary Film Program, and awards grants on an annual basis to up to five documentary film projects focused on the global opportunities and challenges of sustainability.



Since 2001, Taproot Foundation has proven that pro bono service is a viable and reliable tool for strengthening nonprofit organizations. In 2013, Hilton Worldwide partnered with Points of Light and the Taproot Foundation to develop Hospitality + Service, a first-of-its-kind initiative based on Hilton Worldwide's leading culture and service training programs. Hospitality + Service workshops and leadership training equip nonprofit organizations with the tools, skills and knowledge to build enduring cultures of both hospitality and client service, and later align this new culture with organizational mission and values. Taproot Foundation will develop a Leadership Training program and translate Hilton Worldwide's customer service evaluations into tools that can be utilized by the nonprofit sector.



In 2013, Hilton Worldwide and Vital Voices Global Partnership announced that they have joined forces to help end child trafficking. Together, they launched the Global Freedom Exchange, an innovative, multi-faceted educational and mentoring program targeting emerging and established women leaders. Global Freedom Exchange is intended to create an international network of activists by bringing together a select group of 26 women leaders from 13 countries to participate in a two-week interactive learning and networking program. This training program spanned three U.S. cities: Washington, D.C., New York City and Dallas, Texas — areas that have strong national and international resources focused on addressing human trafficking. Activities included opportunities to meet with government officials, donors and other NGO leaders to provide program participants with knowledge about funding, other support needs and to learn about collaborating with local law enforcement.

White Papers & Resources



Hilton Garden Inn Kutahya, Kutahya, Turkey

As part of our strategy development and program implementation process, we periodically author reports and white papers on issues pertaining to our industry. We are pleased to share the following work with all of our stakeholders and other interested parties.



INTERNATIONAL YOUTH FOUNDATION:
 Creating Opportunities for Youth in Hospitality

Defining Soft Skills Requirements for Entry-level Service Sector Jobs



HOSPITALITY + SERVICE CURRICULUM

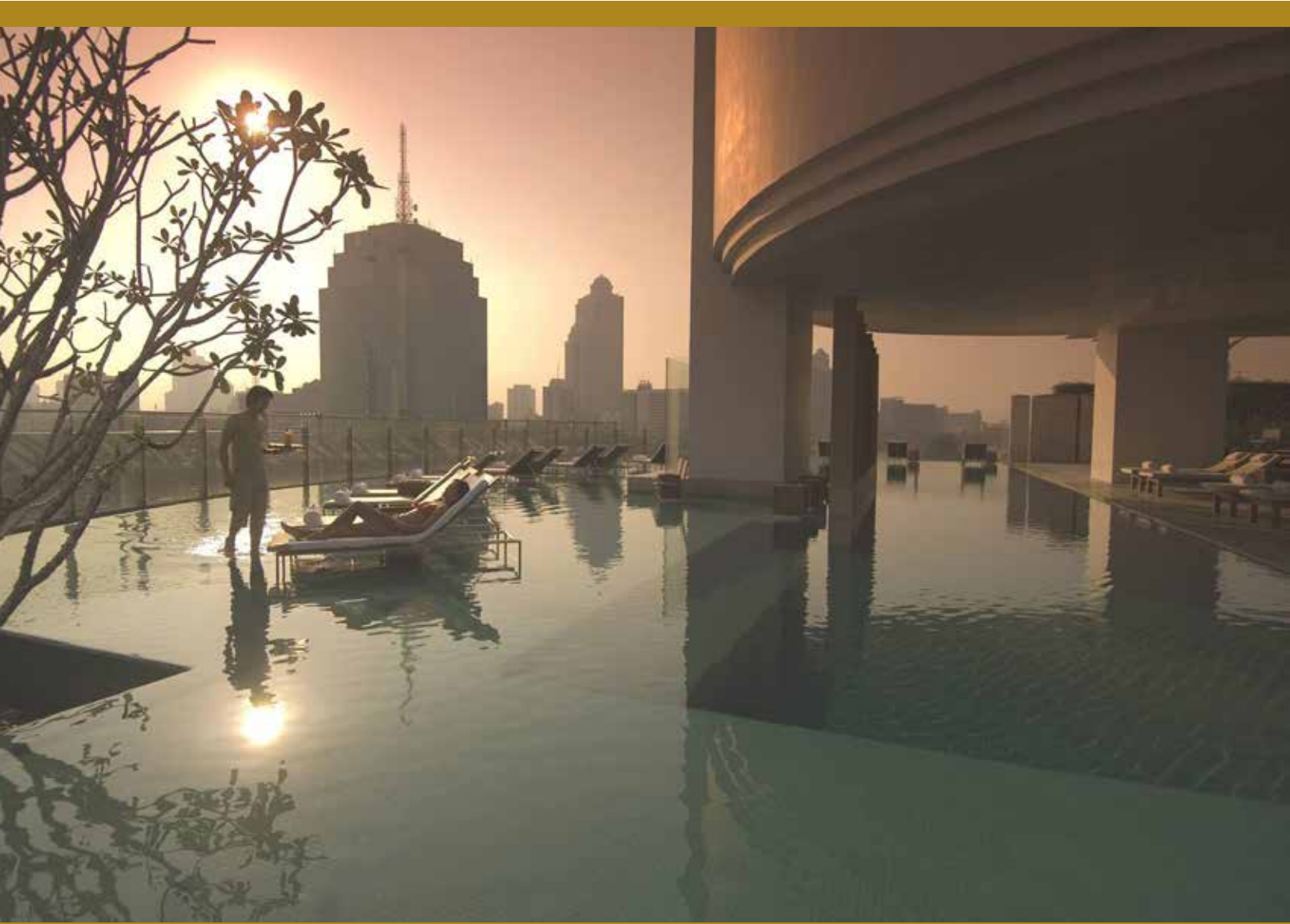


CENTER FOR SUSTAINABLE PROCUREMENT:
 Year 1 Findings and Insights



COUNTRY WHITE PAPERS
 Balancing Russia's Tourism Deficit: A Report on the Future of the Industry

Hilton SOAS Blue Paper: How the Rise of Chinese Tourism Will Change the Face of the European Travel Industry



Millennium Hilton Bangkok Hotel, Bangkok, Thailand

Performance

Included are at-a-glance snapshots of our goals, performance metrics and snapshots from our properties around the world.

Goals

CREATING OPPORTUNITIES



GOALS:

- Nurture a safe, healthy, diverse and inclusive workplace that reflects the global communities where we live, work and travel
- Support individuals to gain access to education, training and employment at our hotels

GOALS:

- Respect human rights in the workplace, our communities and throughout our supply chain
- Bring our hospitality expertise to the communities where we live, work and travel



STRENGTHENING COMMUNITIES



CELEBRATING CULTURES

GOALS:

- Welcome the world to our hotels and enable experiences that celebrate diverse global cultures and leave a positive economic contribution in our backyard communities
- Facilitate freedom of travel through global policies and advocacy

GOALS:

- Reduce energy consumption by 20%
- Reduce carbon consumption by 20%
- Reduce waste output by 20%
- Reduce water consumption by 10%




LIVING SUSTAINABLY

By the Numbers



Donated US \$25 million/ 100,000 hours
via corporate contributions, in-kind donations, Team Member volunteer hours and cause marketing promotions in 2012


64,000
 new jobs added by opening new Hilton Worldwide properties between 2008 and 2012



CELEBRATING CULTURES


1 billion 
people traveled outside their own countries in 2012

More than 1,000
GMs and department heads trained on human trafficking awareness

9% rise in visitors 
to Hilton Worldwide properties from countries other than their own

CREATING OPPORTUNITIES




 **More than 100,000**
Team Members
from 80 countries were recognized in our "Catch Me At My Best" program

More than US \$500 million
Amount Hilton Worldwide spent with Minority and Women-Owned Business suppliers since 2010

 **10,000**
Veterans
to be hired in the next five years through Operation: Opportunity

 **2,500**
number of learning programs
Hilton Worldwide University offers to our Team Members to continue training and development

 **12.8%**
reduction of carbon output

 **24.9%**
reduction of waste output

 **12.2%**
reduction of energy use

 **10.2%**
reduction of water use




LIVING SUSTAINABLY

US \$253 million
Estimated utility cost savings since 2009 through improved sustainability and economic performance by LightStay™, Hilton Worldwide's proprietary sustainability management program

4,000+ hotels 
Number of Hilton Worldwide properties that are ISO 14001 and ISO 9001 certified


450 million kilowatt hours
of renewable power Hilton Worldwide purchased through December 31, 2012

27,000
homes could be powered by energy reductions resulting from LightStay™ 

8,000 best practice projects shared in LightStay™ **3,400** properties sharing best practices

 **1,700+**
product SKUs analyzed, representing US \$170 million in spend

 **7,688**
households' worth of waste reduced

42,000 
cars' carbon output saved as a result of our carbon reduction in 2012

270,000 pounds of soap donated to the Global Soap Project 

Over 540 million square feet
of build space tracked in LightStay™ – an amount greater than all the office space in New York City and ten times all the hotel rooms in Las Vegas



Hilton Millennium Bangkok, Bangkok, Thailand

Creating Opportunities

It takes a great team to create great guest experiences. One of our highest organizational priorities is to create opportunities that engage and develop our Team Members to realize their full potential.

Overview



Doubletree By Hilton Zagreb, Zagreb, Croatia

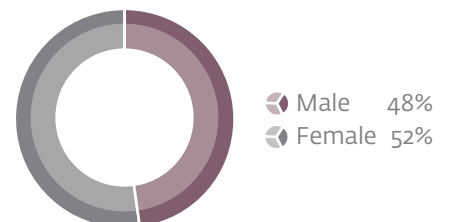
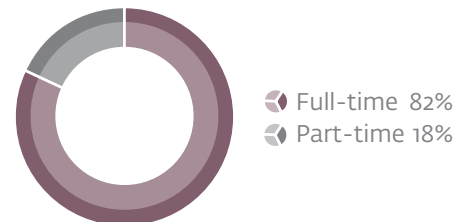
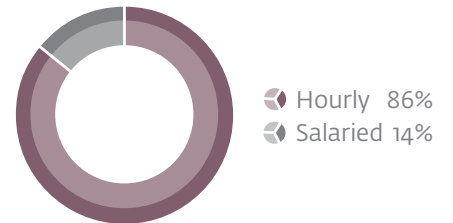
We recognize that great guest experiences are directly tied to creating great opportunities for our Team Members. That simple concept is the basis for our approach to fostering a culture in which Team Members worldwide feel appreciated, valued, respected and are encouraged to reach their full potential. The ability of our business to grow is linked inextricably to the personal and professional growth of our Team Members. To this end, we are committed to offering continued opportunities for our Team Members that align with our global footprint.

We have more than
300,000
Team Members who work in our corporate offices and our owned, managed and franchised hotels around the world.

In the past decade, Hilton Worldwide has evolved to become one globally integrated organization with a common Vision, Mission and set of Values. In the process, we have invested a significant amount of time and resources into maintaining a globally consistent and meaningful culture. This helps to keep our global network of properties — spanning 10 brands and 90 countries around the world — aligned around the same priorities and values. At the same time, our culture also is dedicated to fostering an inclusive and supportive workplace in which diverse backgrounds and experiences are valued. Our differences, in fact, help us to serve a diverse world and marketplace.

The success of our commitment to creating opportunities for Team Members is evident in the results of the annual Hilton Worldwide Global Team Member Survey. The most recent survey showed that 89 percent of Team Members felt that Hilton Worldwide is a great place to work and that they are proud to work for our company.

U.S. WORKFORCE AT-A-GLANCE*



62,400
TOTAL U.S. ASSOCIATES,
INCLUDING PUERTO RICO

*Approximate Team Member counts for owned and managed hotels and corporate staff as of December 31, 2012

Opportunities in Action



OPERATION: OPPORTUNITY UNITED STATES

In 2013 we launched a campaign to hire 10,000 veterans, transitioning military and their families over the next five years. To strengthen our military recruitment outreach, we introduced a customized career site for military personnel, as well as an internal boot camp to educate our own recruiters and human resources Team Members about military recruitment.



CAREERS@HILTONLIVE EUROPE

The second annual Careers@HiltonLive event took place in mid-2013 across Europe. Two hundred hotels hosted over 320 events, reaching an estimated 20,000 young people. Events were aimed at raising the profile of hospitality as a career choice for young people through careers advice, employability and life skills. Events ranged from a business school competition to a careers speed dating event and a careers and advice fair. The event also saw the launch of the Schools Work Experience program in the UK as part of Hilton Worldwide's European Youth Strategy.



HILTON WORLDWIDE

Hilton Worldwide has partnered with over 30 universities around the globe to build a talent pipeline for the next generation of hospitality leaders. Through our university partnerships we do campus visits and events, as well as identify candidates for a variety of internships and management development programs at hotels and corporate offices.



HILTON PETALING JAYA, HILTON KUALA LUMPUR, AND DOUBLETREE BY HILTON KUALA LUMPUR MALAYSIA

In partnership with Taylor's University in Malaysia, Hilton Worldwide is supporting the Student Employment Program (STEP). Designed to help prepare students for a career in hospitality, the program provides participants with specialized education, training sessions and real-life work experiences at three of our properties.



HILTON MEXICO CITY REFORMA MEXICO CITY, MEXICO

Each year, more than 100 students participate in Hilton Mexico City Reforma's Preparing Our Future program, where they receive individually tailored, hands-on training from department managers and directors. The three- to six-month internship program supports 30 students at a time in various departments such as Front Desk, Housekeeping, Engineering, and Food and Beverage. This hotel also participates in the Youth Career Initiative, which provides disadvantaged young people life and work skills.

Recruitment



Student checking out AVP, Hilton Liverpool, Liverpool, England.

Like most companies, we strive to find the best and the brightest talent to join our team, but finding the best fit with our organization is equally as important. This starts with proper recruiting. Our new hire philosophy focuses both on achieving company goals and furthering individual careers. We look for individuals with relevant experience, as well as qualities important to our unique service culture — qualities such as friendliness, warmth, authenticity and thoughtfulness.

Partnerships with universities around the world are an effective channel for tapping into future talent who have an interest in a hospitality career. Campus visits to educate students in degree programs

focused on hospitality are a priority, and we have numerous programs in place around the world — campus ambassadors, internships and a graduate management training program among them — to put us on the “front lines” of the next generation of talent.

Our Management Development Program (MDP) addresses the need for a competitive corporate program to attract top hospitality students from key colleges and universities to join our Hilton Worldwide team. The MDP focuses on hiring top hospitality students through early job offers and placing them in effective management training programs that lead to long-term job placement. The result is an opportunity to provide qualified hospitality graduates with hands-on, accelerated training in all areas of hotel management and to bolster Hilton Worldwide’s success by investing in the training and development of our future leaders.

We also select students from MBA and Business Hospitality undergraduate programs each year to participate in corporate internships. This coordinated effort across our corporate offices provides students with the opportunity to experience a career at Hilton Worldwide. During the eight- to ten- week program, we provide students with unparalleled access to leaders, including President and Chief Executive Officer Chris Nassetta, and the opportunity to work on projects that have tangible outcomes and enable working interactions with the widest range of Team Members.

Operation: Opportunity — Veterans Recruitment

We have a long history of hiring military veterans and their spouses. Veterans are a natural fit for our culture because military skills align with many of our positions and with our Values, particularly integrity, ownership and leadership. In 2013, we launched Operation: Opportunity — Veterans Recruitment, a company-wide strategic initiative to hire 10,000 veterans, transitioning military and their families over the next five years. To strengthen our military recruitment outreach, we launched a customized career site for military personnel, as well as an internal boot camp to educate our own recruiters and human resources Team Members about military recruitment. Further, we have created a Team Member Resource Group for veterans at Hilton Worldwide that will promote professional growth and provide perspective to the company from their unique vantage point.



Learn more about careers at www.hiltonworldwide.com/careers.

Youth Opportunity



Our annual Careers@Hilton Live event in Europe is focused on raising the profile of hospitality as a career choice for young people. In 2013, 200 hotels hosted over 320 events that reached an estimated 20,000 young people with career advice and employability and life skills.

With more than 75 million unemployed youth around the world and a growing need for talent within the hospitality industry, an initiative to bring the two together is a natural fit for us. Accordingly, we entered into a US \$3 million, three-year strategic partnership with the International Youth Foundation (IYF) in 2012 to develop the potential of young people around the world. IYF is a leading global organization that maintains a community of businesses, governments and civil society organizations committed to empowering youth to be productive and engaged citizens. Our partnership is designed to provide the growing number of young people in developing communities around the world with access to life skills, education and employment opportunities within the hospitality industry. In further support of the partnership, Hilton Worldwide President and Chief Executive Officer Chris Nassetta joined IYF's board of directors.

One of our first projects with IYF has been to launch its Passport to Success® (PTS) program in the Kingdom of Saudi Arabia, with the additional support of the King Khalid Foundation. PTS equips young people, ages 18 to 25, with a range of skills to help them stay in school and acquire the skills necessary to succeed in life and the workplace. In Saudi Arabia, PTS is targeting several youth groups, one of which includes Hilton Worldwide junior and entry-level staff at our hotels in Jeddah, Makkah, Madinah and Riyadh. In addition to playing our part in providing employment opportunities for youth in the country, this initiative will support our growing workforce needs as we develop new hotels throughout the kingdom over the next few years.

We also are working with IYF on tools to measure the success of such programs. One tool is the Global Youth Wellbeing Index (GYWI), an initiative of IYF and the Center for Strategic and International Studies (CSIS) Youth Prosperity and Security Initiative. Currently there is no holistic, comparative measure of youth well-being globally. The Index will provide governments, business leaders and nongovernmental organizations with the tools to focus and measure their contributions to youth development initiatives. Ultimately, the Index can elevate young people on national and global agendas, and provide public and private sector decision-makers a simpler way to understand the big picture, guide actions and investments, and drive progress over time.

As a complement to the Index, we are developing the Hospitality Industry Impact Framework, a tool that will help focus hospitality sector investments and provide a mechanism for reporting progress. It is our hope that the framework will become a model for other industries and unlock a new set of resources and expertise in support of young people.



In 2012, our flagship brand Hilton Hotels & Resorts launched Bright Blue Futures, a program dedicated to addressing the challenges and opportunities faced by youth around the world. As part of Hilton Worldwide's global commitment to youth opportunity, and in partnership with the International Youth Foundation, Room to Read and the Hilton in the Community Foundation, we are dedicated to providing stability and hope to young people in the more than 550 Hilton Hotels & Resorts communities around the world. In May 2013, during our inaugural celebration of Youth in Hospitality Month, more than 300 hotels held over 700 events focused on career guidance and mentoring for youth resulting in nearly 20,000 volunteer hours and impacting nearly 30,000 young people.

Global Talent Management

We offer a wide array of learning opportunities, from on-the-job training to leadership development, in order to ensure our Team Members are not only better equipped to serve our guests, but also have the opportunity for ongoing personal and professional growth.

Hilton Worldwide University (HWU) is our internal university for learning across all of Hilton Worldwide. By leveraging the best thinking and learning programs from across our organization, HWU helps our Team Members develop their talents, challenge themselves professionally, and enhance their knowledge base in ways that can help them grow within our industry. HWU allows us to elevate our best learning programs and effectively apply them across our enterprise.

HWU delivers its curricula through five unique colleges, which all have 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 addition, we provide educational assistance in the form of tuition reimbursement to Team Members for courses that are either directly related to their current job, taken to prepare for additional responsibility, or required for completion of a degree from an accredited college or university.

Cross-cultural training is offered for Team Members who transfer abroad. Training components include addressing the unique challenges they face by providing targeted information, coaching and advice. Participants gain a heightened understanding of the values and attitudes of the specific culture, leading to better strategies for accomplishing business and personal objectives.

In addition to cross-cultural training for specific individuals, we have easily accessible cultural databases available for all Team Members. With our continued global growth, it is important that we build an understanding of doing business within different markets and cultures. While this understanding is important for our Team Members who visit other countries, it is especially beneficial to the guests who reap the benefits. The databases include China, Kingdom of Saudi Arabia, India, Japan, Russia, Turkey, United States and United Kingdom.

Finally, all of our Team Members are encouraged to develop a Personal Development Plan, which is created and updated around the annual performance review cycle. This Plan helps to identify areas an individual may need and/or want to work on during the year. It can involve focusing on areas of improvement, as well as building on areas of strength or exploring new skills and knowledge.



Conrad Bali, Bali, Indonesia



DoubleTree by Hilton Palm Beach Gardens & Executive Meeting Center, Palm Beach Gardens, Florida

Diversity & Inclusion



Waldorf Astoria Orlando, Orlando, Florida

With a global workforce of more than 300,000 Team Members spanning more than 4,000 owned, managed and franchised hotels across 90 countries and territories, we understand the importance of diversity and inclusion. It is critical to our company's continued success that we understand and utilize our Team Members' unique personal and cultural perspectives.

Our approach to diversity and inclusion is driven by our Mission to become the preeminent global hospitality company. Through collaboration between our business areas and human resources, we have created a system that ensures diversity is embedded into our Key Strategic Priority of "aligning our culture and organization."

We serve guests from all parts of the world and from all lifestyles and as a global company, it is important that our commitment to diversity is a prominent component of the way we engage with Team Members, guests, owners, partners and suppliers. This process begins with our Executive Diversity Council (EDC), which is chaired by our President and Chief Executive Officer and comprised of the company's most senior leaders. The EDC highlights our ongoing support and commitment to diversity, and oversees our overall diversity strategy. Senior leadership is committed to investing in business strategies that leverage diversity, including our culture, talent and marketplace initiatives.

Creating an inclusive work environment is an integral part of our Talent Management strategy and we foster a culture that is inclusive of diversity of background, opinion and thought. In the United States, we have built relationships with select leading historically black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs) to recruit top talent within hospitality programs. In addition, we have a long-standing relationship with the National Society of Minorities in Hospitality (NSMH), one of the premier professional organizations for diverse hospitality students. This organization allows us to reach students in local chapters at colleges and universities nationwide. Our leadership team also has taken positions with many professional associations on university and organizational boards or advisory councils.



Trianon Palace Versailles, A Waldorf Astoria Hotel, Paris, France

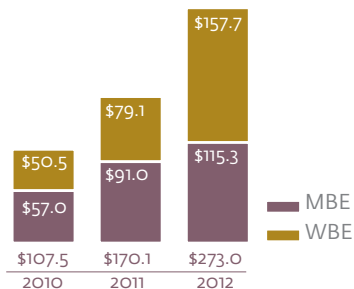
Diversity & Inclusion *(Continued)*



Waldorf Astoria Naples, Naples, Florida

HILTON WORLDWIDE MINORITY BUSINESS ENTERPRISE (MBE) AND WOMEN'S BUSINESS ENTERPRISE (WBE) SPEND

US Dollar Amounts Shown in Millions



Team Member Resource Groups

Team Member Resource Groups (TMRGs) further diversity and inclusion throughout our company, promote professional growth through networking and development, and provide perspective to the company from each group's vantage point and leverage key insights as we market to diverse customers and owner segments. Currently, we have five TMRGs organized for Women; Lesbian, Gay, Bisexual, and Transgender (LGBT) & Friends; African Americans; Hispanic/Latinos; and Asians and Pacific Islanders. The groups were established in our largest corporate sites and are sponsored by senior leadership to ensure commitment from the top. Twenty chapters were formed in 2012 alone, and the

program continues to grow. In 2013, we launched People with Disabilities and Veterans TMRGs. A TMRG Steering Committee meets quarterly to provide strategic direction to the chapters with guidance from the Executive Diversity Council.

Ownership Diversity

We were the first major hotel company in 2004 to develop an effective outreach program to further educate minority and female entrepreneurs on becoming owners of our properties. These efforts continue today. We also promote ownership through the National Association of Black Hotel Owners, Operators & Developers (NABHOOD), an organization of which we were a founding sponsor and remain a long-term supporter, the Latino Hotel & Restaurant Association (LHRA), and the Asian American Hotel Owners Association (AAHOA).

Supplier Diversity

With great pride, we source products for our properties from a wide range of vendors and suppliers. Through our award-winning Supplier Diversity Program, which began nearly a decade ago, we have cultivated relationships with more than 4,400 women- and minority-owned businesses. Our goal is to forge supplier relationships that reflect the cultural diversity of our portfolio of hotels. Since 2010, we have spent more than US \$500 million with Women and Minority Business Enterprises.

Learn more about Diversity & Inclusion at www.hiltonworldwide.com/diversity.

Health & Well-Being

Essential to our mission to be the preeminent global hospitality company is the health and well-being of our Team Members. Though our benefits vary around the world according to local practices and regulation, as well as property ownership, benefit packages are aligned with the Values that unite our Hilton Worldwide network.

Accordingly, we have developed a wellness strategy at our Corporate locations and some of our largest hotels that includes development of a wellness champion network, health and wellness activities, and Hilton Worldwide Health & Fitness Day. We also have an informational campaign that provides Team Members with tips to protect their health and the health of their family members. We partner with our health care vendors to offer myriad resources to promote a different health and wellness theme each month.

Flexible Working Arrangements

A healthy work-life balance also is critical to Team Members' overall well-being. We are committed to offering opportunities to Team Members who seek balance between their professional and personal lives. Flexible Work Arrangements (FWAs) are an example of this commitment and are enabled by open and supportive partnerships between managers and Team Members. By supporting our Team Members' abilities to address their personal needs, we are better able to attract, motivate and retain committed Team Members and become an employer of choice. We seek to provide flexibility in work options to support our Team Members' scheduling needs. As a result of our efforts, in 2012 we were awarded the "Best Company for Hourly Workers," *Working Mother* magazine.

Most of our call center agents can work from home offices, allowing for schedules that are flexible to meet the needs of the agent. The program was launched in early 2007 and the Work-From-Home Agents make up almost 75 percent of our total agent population. We believe the success and appeal of the program are reflected in relatively low overall turnover in our call centers, averaging below 30 percent for the last three years.



Hilton Pattaya Hotel, Pattaya, Thailand

Engagement & Recognition



Hilton Singapore Hotel, Singapore

Team Members who have the resources they need to do their jobs well and to grow and develop with the company are more engaged at work, more responsive to our guests and more likely to stay with us. In order to understand the needs of our Team Members, we have developed a variety of tools that enable them to share their thoughts and concerns.

The most active method for getting feedback from our Team Members is our annual Global Team Member Survey, which directly impacts decisions and policy changes at the company. As a result of past feedback, for example, we have made improvements to the Team Members' annual review process and performance management tools, and to our approach to learning and development, as well as our recognition programs. To ensure Team Members understand that their feedback matters, we communicate when a change is made in response to Team Member survey feedback.

Additional communication tools include town-hall-style meetings led by our President and Chief Executive Officer to review the company's progress; our internal communications portal featuring the latest news from across the company, as well as resources for Team Members and owners; opportunities for Team Members to provide feedback to supervisors or general managers anonymously; and print newsletters so that information can be shared with Team Members who may not have computer access.



Conrad Bali, Bali, Indonesia

Engagement & Recognition *(Continued)*

Team Member Recognition

In order to treat our guests well, we must first treat our Team Members well. We understand the importance of Team Member recognition. We value the contributions our Team Members make, and we encourage our leaders to show their appreciation on a regular basis. To help foster a culture of recognition, we have built a robust library of formal and informal recognition tools and programs. These materials are made available to all Team Members, and they are regularly added to and updated. The following is a sampling of some of these programs and tools:



CEO LIGHT & WARMTH AWARD / THE SPIRIT AWARD

The CEO Light & Warmth Award is our company's highest honor. This annual award recognizes elite Team Members from across all brands who consistently exceed expectations and live the Hilton Worldwide values. Winners receive US \$10,000, company-wide recognition and much more. The Spirit Award is brand-specific. This monthly award spotlights Team Members within each brand who regularly go above and beyond, live the brand pillars and positively impact guests, the hotel and the community. Winners receive US \$350, brand-wide recognition and more.



CATCH ME AT MY BEST

For over 20 years, Catch Me at My Best has been one of our biggest and most exciting annual recognition initiatives. Each year, from June to August, guests, managers and peers are encouraged to recognize Team Members for acts of hospitality that align with Hilton Worldwide's vision "to fill the earth with the light and warmth of hospitality." The focus of this award-winning program is a comment card, or "catch," available in 11 languages. Once filled out, managers are prompted to recognize Team Members who have been "caught." In 2012, more than 100,000 Team Members from 80 different countries were recognized with more than 1,000,000 catches.



DEPARTMENT-SPECIFIC RECOGNITION

Each month we put the spotlight on a different department within the hotel, making sure that no team is left out. Hotels can download department-specific recognition tools, such as customizable certificates and thank you cards, along with tips and best practices for recognizing each team. As part of this effort, each September we encourage hotels to celebrate International Housekeeping Week. In 2012, over 1,000 Housekeeping teams were inducted into an online 'Wall of Fame' and over 25,000 items were downloaded to recognize this valuable behind-the-scenes team.



"RECOGNITION MATTERS!" RESOURCE LIBRARY

This robust website is our one-stop shop for all things related to Team Member recognition. In addition to accessing information about the programs listed above, Team Members can download materials, send email recognitions to other Team Members, subscribe to monthly newsletters and share best practices with one another. In 2012, over 150,000 Team Members visited the website almost 250,000 times.

Global Snapshots — Opportunities

Hilton Worldwide properties are integrating Travel with Purpose into their daily operations and creating shared value in our communities around the world. Our strategy focuses on empowering these hotels to advance our corporate responsibility commitments, and every day our more than 4,000 properties are taking action in their communities. These grassroots initiatives are a critical part of our company’s impact, and these next pages share snapshots from our properties around the world.



AMERICAS

**Hampton Inn & Suites Mobile/Downtown Historic District
Mobile, Alabama**

Partnered with Vital Link, a nonprofit organization dedicated to improving local public schools in the area, by having students intern at the hotel and rotate through each department.

**Hilton Mexico City Reforma
Mexico City, Mexico**

Runs Preparing Our Future program for more than 100 students each year, offering individually tailored, hands-on training from department managers and directors. The three- to six-month internship supports 30 students at a time in various departments such as Front Desk, Housekeeping, Engineering, and Food and Beverage. This hotel also participates in the Youth Career Initiative, which provides disadvantaged young people life and work skills.

**Hilton San Diego Bayfront
San Diego, California**

The Hilton San Diego Bayfront has a culinary internship program in partnership with USS Ronald Reagan and USS Independence to train naval culinary professionals to make healthier meals for the men and women at sea. To date, 40 culinary professionals have completed the program. The hotel also has 14 veterans currently employed as Team Members.

**Hilton São Paulo Morumbi
São Paulo, Brazil**

Developed a youth hotel apprentice program for the children of Team Members and representatives from the São Paulo community. The year-long program helps develop the next generation of the workforce by providing them with practical, hands-on experience to prepare them for a career of service.

**Hilton Worldwide
Miami, Florida**

Helped create the Miami Hospitality Institute, a workforce development initiative designed to provide inner-city residents with training and job opportunities in the local hospitality industry. Several Hilton Worldwide properties, including the Hilton Bentley and the DoubleTree Grand Miami, are actively engaged in the program and have hired and mentored recent graduates.

ASIA-PACIFIC

**Millennium Seoul Hilton
Seoul, South Korea**

General Managers organize visits with local college students to introduce them to working at a hotel and encourage them to pursue a career in hospitality. Across the company, there are dozens of other properties engaged in similar activities, and Hilton Worldwide is currently working to develop a program to scale and support them in their endeavors.

Global Snapshots — Opportunities (Continued)

ASIA-PACIFIC (CONTINUED)

Hilton Beijing Wangfujing Beijing, China

Participated in the Western Academy of Beijing's World of Work program, hosting two students who rotated through eight different departments in the hotel. Students were given full days to learn about each department within the hotel and receive an introduction to working in the hospitality industry.

Hilton Colombo Colombo, Sri Lanka

Runs a three-year Kitchen Apprentice Program designed for budding chefs. This program has groomed more than 100 apprentices, some of whom have become sous chefs and executive chefs in top hotels and resorts. Hilton Colombo is the first and only hotel in Sri Lanka currently approved to accept Culinary, Baking and Pastry Externs by the Culinary Institute of America, giving these students a foundation for their growth as culinary and pastry professionals.

Hilton Hanoi Opera Hanoi, Vietnam

Took part in the Youth Career Initiative, a six-month education program that provides disadvantaged young people with life and work skills. The program reserved 20 percent of its spots for human trafficking survivors and hopes to increase participation and engagement in 2013.

Hilton Queenstown Queenstown, New Zealand

Currently engaged with two local youth organizations, including Queenstown Resort College (QRC), a hospitality school through which the hotel provides two to four student internships each term. Interns gain work experience in several departments over a period of nine months. More than 10 students have successfully completed their internships and graduated from QRC, and five of these graduates continued employment with Hilton Queenstown after their internship.

EUROPE/MIDDLE EAST/AFRICA

London Hilton on Park Lane London, England

Offers disadvantaged individuals training and opportunities for a front-of-house career in some of the most prestigious hospitality businesses in London through a program called Galvin's Chance. Since its launch in 2009, almost 80 students have participated in the program, and nearly half have secured ongoing employment in hospitality.

Hilton Addis Ababa Addis Ababa, Ethiopia

Grants hospitality students real-time exposure to, and training for, careers in the industry through its Hotel School Trainee Programme, which also serves as a prominent recruitment tool for future Team Members. Every year, the hotel, in partnership with Hawassa University, grants more than 150 hospitality students with a three-month apprenticeship, contributing to their professional development, training and skills enhancement. The program gives students a competitive edge in the hospitality industry and creates a highly skilled workforce to help grow Ethiopia's economy.

Hilton Windhoek Windhoek, Namibia

When Namibia's first five-star hotel, Hilton Windhoek, opened, the owners made it clear that hiring locally was a priority. With a desire for the hotel to reflect Namibia and its culture, and to help address poverty and unemployment in the community, the hotel's recruiting policy was to hire as many local employees as possible, including students and graduates of the polytechnic and specialized hospitality programs at the University of Namibia.

Hilton Worldwide Germany, Austria, Switzerland

Currently runs three-year apprenticeships, with approximately 600 participants in Germany and approximately 90 in both Austria and Switzerland. Apprenticeships are provided across front-of-house, chef/kitchen and restaurant service. Job Guarantee 3+, a new initiative launched in 2012 to extend the program, guarantees a permanent, full-time career with Hilton Worldwide to apprentices who graduate with at least a 3+ grade.

Hilton Worldwide – Careers@HiltonLive Europe

The second annual Careers@Hilton Live event took place in May 2013. Two hundred hotels across Europe hosted over 350 events, reaching an estimated 20,000 young people. Events were aimed at raising the profile of hospitality as a career choice for young people through careers advice, employability and life skills.

Hilton Worldwide – Hilton Apprenticeship Academy United Kingdom

Launched in 2012, the Academy has provided more than 100 people across the UK with the opportunity to train with Hilton Worldwide through six 12-month apprenticeships that offer on-the-job training from experts, on-site mentors, development workshops and master classes. This entry-level introduction to the hospitality industry is fully funded, including tuition fees and travel expenses, and participants receive a salary while in the program.



Hilton Worldwide Team Members volunteer in their communities during the first annual Global Week of Service, November 2012.

Strengthening Communities

From helping develop local economies to volunteering our time and talents, Hilton Worldwide Team Members are committed to leveraging the same spirit of hospitality that defines our culture to help strengthen the communities we serve.

Overview



Guests explore in Istanbul, Turkey.

Companies that support and invest in the communities in which they operate create value for both the business and society by contributing to stable local economies, developing talented local workforces and fostering local relationships that help ensure success. At Hilton Worldwide, we are committed to growing shared value where we live, work and travel around the world, recognizing that when a community prospers, so does our business.

We shape economies and strengthen communities by providing employment and income to local residents, as well as by making local purchases and contributing to the tax base. We also engage in community initiatives that leverage the talent and expertise of our Team Members and the knowledge of our industry to increase our impact. We focus these efforts in four broad categories – economic impact, community hospitality (food, shelter and caregiving), human rights and relief to disaster recovery.

We encourage all of our hotels to join our community initiatives and provide them with the flexibility to support our global priorities in local ways. In addition, we deliver the tools and resources they need to make it as easy as possible to strengthen their communities.

Team Member volunteerism allows us to build important local relationships in our communities, increase morale, promote teamwork and foster skills development. By investing the resources of our global hospitality business and the expertise of our Team Members in the communities in which we operate, we maximize the role of our hotels as economic catalysts and leverage what we do best: serve others and extend our unique spirit of hospitality.



Hilton Worldwide Team Members work on construction projects during Global Week of Service, November 2012.

Communities in Action



HILTON WORLDWIDE

In 2011, Hilton Worldwide became the second U.S.-based hotel company to sign the Tourism Child-Protection Code of Conduct. By signing the Code, we committed to educating and training our Team Members about how to identify potentially illegal relationships involving children in their hotels, and how to take action. Thus far, Hilton Worldwide has reached over 1,000 General Managers and 13 cities through child trafficking awareness training at hotels in 11 cities, and is developing an e-learning module and additional training resources for individual properties in 2013.



HILTON SAN FRANCISCO SAN FRANCISCO, CALIFORNIA

Committed to serving the community surrounding the hotel, the property's dedicated Community Projects Manager interfaces with 10 to 12 nonprofit organizations on a daily basis, and manages relationships with about 100 nonprofits each month. Team Members engage on a regular basis through community service projects, donations of food, soap or soft goods such as linens or towels, and by offering meeting and event attendees the option of volunteering as part of their event.



HILTON GARDEN INN STATEN ISLAND STATEN ISLAND, NEW YORK

The HGI Staten Island housed numerous residents, insurance agents, disaster recovery staff and volunteers, and workers from government agencies for months after Superstorm Sandy. Our Team Members worked around the clock, providing support for customers' needs during the first three days after the storm and demonstrating Hilton Garden Inn's "You Can Count On Us" approach to guest service. And in April 2013, more than 30 Hilton Garden Inn Team Members came together in Staten Island to repair damage caused by Superstorm Sandy.



HILTON WORLDWIDE CAIRO, EGYPT; ALEXANDRIA, EGYPT

In partnership with The Egyptian Food Bank in Cairo, Hilton Worldwide hotels in Egypt are collecting and donating surplus food from company hotels and making it available to those in need. Contribution to the campaign initially involved three Cairo-based properties – Conrad Cairo, Hilton Pyramids Golf Resort and Ramses Hilton – with the long-term aim of bringing on board more of the company's 19 Egypt-wide properties. Since the launch of the program they have donated over 12,000 pounds of food in Egypt.



HILTON BRISBANE BRISBANE, AUSTRALIA

The Hilton Brisbane has established a win-win relationship with Oz Harvest, an organization that picks up excess food and meals from the hotel to distribute to local food banks in need. Additionally, Oz Harvest is now collecting and reusing out-of-commission towels from the property, reducing the amount of waste from the hotel. With the help of Oz Harvest, the Hilton Brisbane is achieving triple-bottom-line results from their sustainability efforts.

Local Economic Impact



Conrad Cairo, Cairo, Egypt



Homewood Suites, Frisco, Texas

The hospitality industry can have a profound impact on a local economy, from providing job opportunities to enhancing tourism to sourcing products locally. We are committed to partnering with our local communities to deliver shared value.

Despite lingering economic challenges around the world, growth in travel and tourism was robust in 2012, according to the World Travel and Tourism Council. The total contribution of travel and tourism to the world gross domestic product grew by 3 percent, faster than the world economy, which grew at 2.3 percent. Hospitality is a major contributor to these positive numbers, both directly through the construction and staffing of hotels and indirectly by supporting local suppliers and enabling the growth of complementary businesses such as tour operators and restaurants.

In 2012, we helped grow local economies around the world as we added 171 new hotels with more than 28,000 rooms. These hotels brought with them over 10,000 new jobs in our owned, managed and franchised hotels and corporate offices in positions ranging from housekeeping to technology to management. The majority of staff in our hotels are local Team Members, which not only supports the economy of the area, but also helps our hotels reflect the culture of their locations.

HILTON WORLDWIDE HOTEL OPENINGS



New Hotels



New Rooms

2010	178	24,731
2011	170	29,430
2012	171	28,000

Local Economic Impact Study

To better understand our direct and indirect impacts on local developing economies, we commissioned George Washington University to conduct a study in two of our hotels in Colombia.

From this study, we concluded that our hotels provide a variety of benefits to the local economy. For example, the Hilton Cartagena in Colombia sources 99 percent of its products locally. This has led to the opening of new local businesses that have created more than 260 indirect local jobs in addition to the 245 direct jobs created within the hotel. The hotel's vegetable sourcing alone involves over 30 agricultural cooperatives. Local suppliers credit Hilton's business for improving the quality of their products and services, as well as legitimizing their business with other companies.

Community Hospitality

At Hilton Worldwide, hospitality is more than our business. We are dedicated to sharing our spirit of hospitality with our local communities and encourage our Team Members to contribute their time, talent and resources to help our neighbors in need. In 2012, our contributions of cash, in-kind donations and Team Member volunteer activities around the world totaled US \$25 million and more than 100,000 volunteer hours valued at over US \$2.2 million.*

Global Team Member Volunteer Program and Local Engagement

To support and facilitate the efforts of our employees, we launched the Global Team Member Volunteer Program in 2012. The program recognizes volunteer commitments already underway and makes it easier for Team Members to become involved in their communities with one-stop access to local engagement opportunities. To support the Team Member Volunteer Program, we also launched the Purpose Portal, an online tool that helps Team Members find and plan volunteer opportunities, as well as measuring and tracking service hours and monetary contributions across our global footprint.

An additional part of the Global Team Member Volunteer Program is our Global Week of Service, an annual celebration of community service that celebrates the hospitality and generosity of our Team Members year-round. Launched in November 2012, every Hilton Worldwide office and hotel is encouraged to host or participate in hands-on volunteer activities. In our inaugural year, we participated in more than 800 projects with more than 660 local organizations across 51 countries.

In addition, we created a network of Community Committees in each of our 18 corporate offices around the world, providing tools and resources to support volunteer and community engagement. This network of Champions complements our Community and Sustainability Champions at more than 1,100 properties at our Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites and Waldorf Astoria brands around the world. Committee champions and members receive comprehensive training on how to develop community projects, find a community partner and recognize Team Members for their volunteer service.

We also support volunteer projects and community engagement at internal business meetings and functions. At our new General Manager orientations, for example, we include a community project as part of the learning curriculum. Recently, General Managers have mentored high school students studying hospitality on their career development, conducted mock interviews, and provided résumé-writing critiques. More than 300 General Managers have participated in these community service projects since the program launched in 2012.

HOW WE SUPPORT VOLUNTEER AND COMMUNITY ENGAGEMENT



18 corporate offices

1,100 properties at our Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites, Conrad and Waldorf Astoria brands around the world.



Our CEO and Executive Team paint benches for a youth center in Watford, UK, for the first annual Global Week of Service, November 2012.



Team Members at our Memphis campus celebrating Global Week of Service.

*Reporting in our Purpose Portal to capture our overall contributions is voluntary. The monetary value of volunteer time is based on the Independent Sector's 2012 estimate of US \$22.14.

Community Hospitality (Continued)

The Travel with Purpose Action Grant program was launched in 2013 to support innovative community collaborations and projects developed by our global portfolio of offices and hotels.



Hilton Barbados, Bridgetown, Barbados



Hilton Fukuoka Sea Hawk Hotel, Fukuoka, Japan

The Travel with Purpose Action Grant program was launched in 2013 to support innovative community collaborations and projects developed by our global portfolio of offices and hotels. The winning applicants receive a US \$5,000 grant toward their community partner for a project that involves Team Members, addresses local issues within our Travel with Purpose focus areas and has the potential to be scaled across our global portfolio.

We also engage our Team Members to help address local and global challenges in communities in their backyards. We work with a group of volunteer organizations, including Points of Light in the U.S., Hilton in the Community Foundation across Europe and Business in the Community to access a range of organizations that help us address local issues and identify ways to make a difference. We also engage our nonprofit partners around the globe to identify volunteer opportunities within their organizations. Our Team Members' engagement and successes are monitored and tracked through the Purpose Portal, allowing us to learn from and evolve our commitments and recognize our Team Members' achievements.

Hospitality + Service

We also seek to share our hospitality expertise with community organizations through Hospitality + Service, a curriculum created in partnership with Points of Light and the Taproot Foundation to bring exceptional service to the nonprofit sector. Hospitality + Service translates Hilton Worldwide's own Team Member training and development programs into a curriculum that equips staff and volunteers to improve the culture of hospitality in their organizations and enhance client service.

Learn more about Hospitality + Service at www.hiltonworldwide.com/hospitality+service.

Community Hospitality (Continued)



HANDS-ON HAMPTONALITY

Our Hampton Hotels unique and delightful service culture of Hamptonality inspires Team Members to put their unique spin on our four Hampton values — friendly, authentic, caring and thoughtful. This culture extends into our local communities, doing what we do best, through Hands-On Hamptonality. Our mission is to help build stronger communities by inspiring acts of volunteer service, both large and small, in the spirit of hospitality.



LEVERAGING OUR NEWEST BRAND TO CONNECT COMMUNITIES

Our newest brand, Home2 Suites by Hilton, strengthens local communities through Your2 Hands, a volunteer program implemented at each Home2 Suites hotel. Your2 Hands aims to help our hotels connect communities on a deeper level to make the biggest impact and provide aid where it is most needed. In 2012, Home2 Suites celebrated the one-year anniversary of its first hotel opening by announcing a partnership with the Mid-South Food Bank. Home2 Suites currently has 14 local and regional nonprofit partnerships.



EMBASSY SUITES MAKE IT MATTER

Our Embassy Suites service culture, Make a Difference, represents the best of our brand — a gracious, engaging and caring friend to the community. In 2013, we celebrated the important role our Embassy Suites Hotels play in their local communities through the launch of Make it Matter, a program that helps build stronger families and resilient communities through volunteerism and community engagement.



CREATING SOCIAL IMPACT WITH HILTON GARDEN INN

Today, more than one in five children in the United States are at risk of hunger. We know that breakfast is critical to starting a child's day off right. To support our company-wide commitment to addressing hunger, in 2012, our Hilton Garden Inn brand launched Breakfast with Heart and Holidays with Heart booking promotions in partnership with Feeding America to address childhood hunger in the United States. By booking our Breakfast with Heart room rate, guests received a complimentary breakfast and helped provide meals to families in need. Through both of these promotions, the brand helped provide more than 1.4 million meals to families in need.



BRINGING LITERACY TO COMMUNITIES

Our Homewood Suites by Hilton partners with early childhood education nonprofit Books for Kids Foundation to open libraries for at-risk children, providing access to reading programs and other educational tools that serve as building blocks for early literacy skills. The program has helped open six libraries in Phoenix, Washington, D.C., Memphis (2), Chicago and Irving, Texas. More than 300 of the brand's North American hotels participate in literacy events in their communities.

Disaster Recovery



When disaster strikes anywhere around the world, we are able to draw on our expertise in the hospitality industry to provide resources, support and compassion to our Team Members, guests, partners and communities. We reach out to affected hotels to determine what they need to care for guests and Team Members. In addition, we partner with GlobalGiving to provide a place where Team Members and Hilton HHonors members can make disaster relief donations. In 2012, we donated more than US \$798,000 in cash and in-kind donations to support those affected by disasters.

Superstorm Sandy represented one of our most significant relief efforts during the past year. Through an HHonors promotion with the American Red Cross, we generated US \$685,000 in donations, including a US \$100,000 match for victims of Sandy. In addition, our hotel teams delivered supplies and assembled more than 5,000 relief kits and distributed over 1,000 blankets.

The Hilton Garden Inn Staten Island, New York, in particular, had a significant response role to play. Our Team Members worked around the clock to provide service and support guests' needs immediately after the storm, demonstrating Hilton Garden Inn's "You Can Count On Us" approach to guest service. The majority of the hotel team worked more than 12 hours per day to ensure the hotel was fully stocked, the kitchen stayed open, and housekeeping and guest service could manage the increased volume and wide range of guest needs. In the months following, the property housed numerous residents, insurance agents, disaster recovery staff and volunteers, in addition to workers from the Federal Emergency Management Agency (FEMA) and the Department of Health and Human Services. Beyond the hotel, more than 30 Hilton Garden Inn Team Members came together in April 2013 in Staten Island to repair damage caused by Sandy, including the rebuilding of South Beach Park.

Lastly, we are constantly monitoring disasters that are smaller in size, but still important to the communities where we live, work and travel. As a company, we offer Team Members opportunities to support those impacted by disasters through internal giving tools available on the Purpose Portal. Recent examples included Colorado fires, Boston Marathon Bombing and the European floods.



Team Members volunteered at PSS7X Crescent Elementary School in the south Bronx to help beautify the school, work with the students on literacy and crafts programs, and design and stuff Superstorm Sandy disaster relief tote bags and kits.

Human Rights



Hilton Grand Vacations Club at Craighendarrach Suites, Ballater, United Kingdom

Ensuring and protecting basic human rights is everyone's responsibility. We support human rights for all people and are committed to protecting individuals from abuse and exploitation.

Ensuring and protecting basic human rights is everyone's responsibility. We support human rights for all people and are committed to protecting individuals from abuse and exploitation. Human trafficking, in particular, is of special concern to the travel and tourism industry as hotel properties can be used as locations for these criminal activities. We have a responsibility to our Team Members and our guests to do everything possible to ensure that our properties are safe and secure. Our Global Code of Conduct includes language condemning and forbidding all forms of human trafficking and commercial exploitation. Team Members, as well as our business partners, are expected to maintain these standards.

Protecting human rights is too large and complex to attempt to address on our own. It is essential for us to collaborate with outside organizations that are focused on preventing abuses such as human trafficking and can help us create the best strategy and methods to protect children and other victims.

In 2011, Hilton Worldwide became the second U.S.-based hotel company to sign the ECPAT Tourism Child-Protection Code of Conduct, which focuses on the protection of children from sexual exploitation in the travel and tourism industries.

By signing the code, Hilton Worldwide committed to educating and training our Team Members on how to identify potentially illegal relationships involving children in their hotels, and how to take action. Hilton Worldwide has reached more than 1,000 General Managers and department heads through child trafficking awareness training at hotels in Baltimore, Boston, Chicago, Dallas, Indianapolis, London, Miami, New Orleans, Orlando, Seattle, St. Louis, Toronto and Washington, D.C. We are developing an e-learning module and additional training resources for individual properties.

In 2013, we launched a partnership with Vital Voices to support a global network of NGOs working to stop child trafficking. The Global Freedom Exchange is an innovative, multifaceted educational and mentoring program targeting emerging and established women leaders. Program participants are on the forefront of global efforts to prevent and respond to the crime of child trafficking. Global Freedom Exchange is intended to create an international network of activists.



Hilton Garden Inn, New Delhi, India

Human Rights *(Continued)*

As a fundamental element of the Global Freedom Exchange, Hilton Worldwide and Vital Voices brought together a select group of 26 women leaders from 13 countries to participate in a two-week interactive learning and networking program. This training program spanned Washington, D.C., New York City and Dallas, three cities that have strong national and international resources focused on addressing human trafficking. Participants had the opportunity to meet with government officials and NGO leaders to share information about funding and support needs, and to learn about collaborating with local law enforcement.

We also are members of the gBCAT (Global Business Coalition Against Trafficking), an organization committed to mobilizing the power, resources and thought leadership of the business community to end human trafficking, including all forms of forced labor and sex trafficking, as well as the human trafficking working group of the International Tourism Partnership.

United Nations Global Compact

To further underscore our commitment to supporting human rights, we signed the United Nations Global Compact in 2012. This strategic policy initiative is for businesses that are committed to working toward common goals with the U.N. in the areas of human rights, labor, environment and anticorruption. With more than 10,000 corporate participants and other stakeholders from over 130 countries, it is the largest voluntary corporate responsibility initiative in the world.



Global Freedom Exchange participants spent two weeks together sharing ideas and best practices for combating human trafficking.

Global Snapshots — Communities

Hilton Worldwide properties are integrating Travel with Purpose into their daily operations and creating shared value in our communities around the world. Our strategy focuses on empowering these hotels to advance our corporate responsibility commitments, and every day our more than 4,000 properties are taking action in their communities. These grassroots initiatives are a critical part of our company’s impact, and these next pages share snapshots from our properties around the world.



AMERICAS

Palmer House Chicago Chicago, Illinois

The restaurant and catering menus are focused on locally farmed and raised products. Meats, poultry, eggs, dairy and produce are procured from local growers and farmers, and most of these products are organic or chemical free. The hotel also features local spirits and sources local honey from bee hives on its roof.

Hampton Inn Neptune Neptune, New Jersey

In the fall of 2012, Superstorm Sandy devastated the Jersey Shore, leaving many without shelter or a place to call home. Team Members came together to serve the community in a time of crisis, opening the hotel doors before the planned grand opening to welcome more than 250 displaced residents and emergency aid workers. Hampton Team Members went above and beyond to accommodate guests, partnering with the Red Cross to provide meals each night, as well as hosting Thanksgiving and Christmas dinners.

Hilton McLean McLean, Virginia

The hotel’s Lifestyle & Farmers Market showcases local businesses, the region’s best fruit and vegetables, and artisan food products. The Market takes place every Saturday from May through October in partnership with the McLean Chamber of Commerce and INOVA.

Hilton San Francisco Union Square San Francisco, California

The property is deeply committed to serving its community, with a dedicated Community Projects Manager for the last 24 years who interfaces with 10 to 12 nonprofit organizations daily and manages relationships with about 100 nonprofit organizations each month. Hotel Team Members engage regularly through service projects and donations of food, soap or soft goods such as linens or towels.

Hilton Garden Inn Evansville Evansville, Missouri

Helped strengthen the community in the wake of the Joplin, Missouri, tornadoes in 2011. The hotel served as a hub for the community to drop off donations, while Team Members and community members came together to help fill trucks that delivered relief goods to those in need.

Hilton Garden Inn Staten Island, New York

Housed numerous residents, insurance agents, disaster recovery staff and volunteers, and workers from FEMA and the U.S. Department of Health and Human Services, for months after Superstorm Sandy. Our Team Members worked around the clock, providing 24/7 support for customers’ needs during the first three days after the storm and demonstrating Hilton Garden Inn’s “You Can Count On Us” approach to guest service. And in April 2013, more than 30 Hilton Garden Inn Team Members came together in Staten Island to repair damage in their community caused by Superstorm Sandy.

Global Snapshots — Communities *(Continued)*

ASIA-PACIFIC

Hilton Bangalore Residences Bangalore, India

Hotel chefs embarked on a journey to learn more about their community's unique offering of food products in order to deliver a hotel-wide, farm-to-plate program. The hotel saw an opportunity in its community to take advantage of its access to a wide array of locally grown and produced food to supply their hotels with products that deliver high-quality, authentic cuisine.

Hilton Brisbane Hotel Brisbane, Australia

Partners with Oz Harvest, an organization that picks up excess food and meals from the hotel to distribute to local food banks in need, as well as collecting and reusing out-of-commission towels from the property, reducing the amount of waste from the hotel. Thanks to this partnership, the hotel is achieving triple-bottom-line results from their sustainability efforts.

Hilton Grand Vacations Tokyo, Japan

In the spirit of collaboration, the Hilton Grand Vacations Sales office in Japan combines efforts with local properties to support youth in the communities where they live and work. In 2012, Team Members not only volunteered their time in Tokyo and Osaka with the American Chamber of Commerce of Japan, but alongside Team Members from five different properties. They raised a total of JPY 360,000 to support local non-profit organizations.

Hilton Guam Resort & Spa Guam

Supports locally grown produce and purchases several hundred pounds of fruits and vegetables weekly from local farmers. For a tiny, isolated island like Guam, most basic groceries such as milk, eggs, cereals and bread must travel almost 6,000 miles from California just to get to local supermarket shelves. Nevertheless, some local farmers continue to market and sell fresh produce, even though air-flown items are generally cheaper to the consumer.

Hilton Sydney Sydney, Australia

Launched a new program in 2012 that brings local fresh produce to guests and Team Members at the property's Zeta Bar. Guests can wander through the market and build their own Farmer's Mix, handpicking seasonally fresh fruit, herbs and spices from the stalls.

Hilton Tokyo Tokyo, Japan

Following Japan's triple disaster in March 2011, Hilton Tokyo formed a close collaboration with NGO partner IsrAID to support community rebuilding efforts in the affected region that continue today. Hilton Tokyo provides accommodations for therapists in transit to and from Tohoku, and hosts trainings and events for local therapists. In Tohoku itself, Team Members regularly support on-site activities such as counseling, music, art and therapy projects in the area's temporary housing and schools.

EUROPE/MIDDLE EAST/AFRICA

Maple Court Watford Watford, United Kingdom

The European corporate legal team at the Maple Court Watford has partnered with LawWorks to provide pro-bono legal advice since June 2012. Most of this work involves acting on behalf of charities in negotiating agreements for leases and ancillary documents for commercial space across England. The team was nominated "Member of the Month" by LawWorks in March 2013, demonstrating their commitment to this important pro-bono work.

Hilton Stockholm Slussen Hotel Stockholm, Sweden

The restaurant and catering menus are focused on locally farmed and raised products. Meats, poultry, eggs, dairy and produce are procured from local growers and farmers, and most of these products are organic or chemical free. The hotel also features several local spirits.

Hilton Garden Inn Florence Novoli Florence, Italy

Team Members organize a number of activities in partnership with Banco Alimentare della Toscana Onlus, an association that collects food surplus and redistributes it to third-party local charity associations involved in assisting and providing meals to people in need.

Hilton Worldwide Egypt

In Egypt, Hilton Worldwide uses its expertise in hospitality to benefit the Ana Al-Masry Foundation, an organization that runs local homeless shelters. Teams from hotels in Egypt provide technical support and training in areas such as food and beverage, housekeeping and procurement to help improve the Foundation's operations.

Hilton Worldwide Egypt

In partnership with The Egyptian Food Bank in Cairo, Hilton Worldwide hotels in Egypt are collecting and donating surplus food from company hotels and making it available to those in need. Contribution to the campaign initially involved the Conrad Cairo, Hilton Pyramids Golf Resort and Ramses Hilton, with the long-term aim of bringing on board more of the company's 19 Egypt-wide properties. Since the launch of the program, they have donated over 12,000 pounds of food in Egypt.



Exploring by elephant in Bali, Indonesia

Celebrating Cultures

Every trip — no matter how near or far from home — represents the chance to bring the world a little closer. We help transform this aspiration into reality by offering guest experiences that celebrate local culture, as well as advocating for public policies that facilitate global travel and commerce.

Overview



Conrad Dublin, Dublin, Ireland

More than 1 billion people traveled outside their own countries in 2012, the largest number of travelers ever to experience a different culture in one year. Creating human connections and experiences is at the center of our business and essential to global progress. We strive to facilitate travel that results in the exchange of ideas and fosters an openness to diversity and inclusion. At Hilton Worldwide, we welcome the world to our hotels and help facilitate the cultural experiences of these explorers by offering enriching opportunities in our hotels and supporting local heritage initiatives in our communities. Our founder Conrad Hilton saw international trade and travel as powerful tools to contribute to world peace. We continue to build on this legacy every day by offering places for travelers to connect and experience thousands of local communities around the world.



Conrad Tokyo, Tokyo, Japan

Cultures in Action



HILTON ANATOLE DALLAS, TEXAS

The art collection at the Hilton Anatole has long been considered the most acclaimed collection of any hotel in the country. The atrium lobby is adorned with some of the hotel's valuable 1,000-piece art collection, styled to an Asian theme with soothing reflecting ponds. Well-known pieces include Nebula, a 100-foot-long, undulating crystal sculpture suspended from the atrium ceiling; The Gossips sculpture by noted Danish artist Bjorn Wiinblad; and The Right Light bronze sculpture by Seward Johnson. The hotel recently added the One-Mile Art Walk for guests, including printed guides and an audio tour.



EXCLUSIVELY WALDORF

For unique travel around the globe, Waldorf Astoria brings the history and heritage of each destination into the guest experience. With unique opportunities for adventure, education and relaxation. Each landmark destination inspires its own singular experience, like desert tours with a nature photographer, hikes with a geology expert, gladiator training with authentic weaponry and a real castaway experience on a deserted island.



HILTON WORLDWIDE

In 2011, we introduced Hilton Huanying, a new Hilton Worldwide welcome program for Chinese travelers. Taking its name from the Mandarin word for "welcome," Hilton Huanying helps meet the cultural needs and expectations of Chinese travelers. With this new program, Chinese travelers find familiar comforts in three key touch points of the on-property experience – arrival, guest room and breakfast. Currently, 70 Hilton Worldwide hotels in 23 countries participate in the program.



HILTON WORLDWIDE CARIBBEAN & LATIN AMERICA

Hilton Hotels & Resorts and DoubleTree by Hilton properties in the Caribbean and Latin America offer "authentically local" packages, which provide cultural experiences specific to each hotel, including dance lessons, cooking classes, cocktail tastings and boat tours. Additionally, guests can learn local languages by wearing a pin that signifies to hotel employees to speak to guests in the native language. Culture consultants on the properties are available to tailor guests' experiences.

Cultures in Action *(Continued)*



DOUBLETREE BY HILTON HOTEL CARIARI SAN JOSE, COSTA RICA

The DoubleTree by Hilton Hotel Cariari, San Jose, Costa Rica, offers a collection of eco-packages that cater to guests seeking to experience eco-adventures such as exploring the rainforest or a local coffee farm.



HILTON HOTELS & RESORTS UNITED KINGDOM

Hilton Hotels & Resorts properties throughout the United Kingdom offer History Weekend Breaks, enabling guests to easily explore the UK's most iconic cultural sites, museums and galleries. From a historical holiday in Yorkshire to a cultural excursion in London, these special weekend packages can include dinners in local venues, famous speakers and exclusive private visits to historical locations.

Global Commerce

Travel is the foundation of global commerce and is estimated to contribute US \$6 trillion to the global economy — about 9 percent of total worldwide GDP — and to support 260 million jobs worldwide. Increasing numbers of travelers translate into job creation and economic growth. We support this opportunity by encouraging political leaders to facilitate travel and trade through improved visa processes. The World Travel and Tourism Council (WTTC) estimates that G-20 countries could see an increase of up to 112 million international travelers per year, simply by improving visa processes. In turn, faster and more efficient travel visas could translate into an incremental US \$206 billion in tourism exports and 3.1 million new tourism-related jobs by 2015, according to the WTTC.

We have long advocated, in partnership with our industry peers, for improving visa processing for foreign tourists and business people coming into the United States and, have seen improvements. In 2011, Congress passed legislation aimed at reducing the backlog of visa applications, and, in 2012, U.S. President Barack Obama signed an Executive



Conrad Tokyo, Tokyo, Japan



Hilton Dalian, Dalian, China



Hilton Sukhumvit Bangkok, Bangkok, Thailand

Order directing faster visa processing and creating the country's first national travel and tourism strategy. These initiatives have reduced visa wait times and increased travel into the U.S. In 2012 we witnessed a 9 percent rise in visitors from other countries, with particularly sharp increases from China (37 percent), Spain (31 percent), Japan (21 percent) and Brazil (20 percent).

More progress, however, can be realized through smart visas. These types of visas refer to safe, secure and sustainable solutions that promote mobility, maximize the use of technology and expand programs that facilitate travel. With smart visas, more data

is collected and shared across borders, enhancing security, reducing government spending through improving efficiency and providing a better customer experience.

In early 2013, we joined forces with our colleagues at Marriott International at the World Economic Forum in Davos, Switzerland, to urge governments to move quickly to adopt smart visa policies. Working together with the World Economic Forum Governors for the aviation, travel and tourism industry, we are advocating for global action toward smart visa policies regionally by 2015 and globally by 2020.

In 2012, we witnessed a

37%

rise in visitors from China, and **9%** globally from other countries, with particularly sharp increases from countries such as Japan, Brazil and Spain.

Global Commerce *(Continued)*



Entering New Markets

We have a long history of firsts when it comes to entering emerging and developing markets around the world. Our decision in 2013 to open the Hilton Yangon in Kyauktada Township, Yangon, Myanmar, continues this tradition. The Hilton Yangon will be the first Hilton Worldwide property and also the first Hilton Hotels & Resorts branded hotel in Myanmar when it opens in 2014.

Visitor arrivals to Myanmar have grown nearly 50 percent following recent social and economic reforms, and the lifting of sanctions by the United States and United Kingdom. With Yangon poised to grow

faster than many other emerging Asian markets, the Hilton Yangon will be well-positioned as a destination for both business and vacation travelers. With 300 rooms, this hotel will bring over 200 direct new jobs to the city and will be the first multinational hotel to enter the country.

The hotel's guests will support many more jobs indirectly, in local restaurants, at tourist attractions and through services such as transportation. In addition to jobs, the hotel will tap into the local economy to source goods such as food and beverage, linens and uniforms for the hotel on an ongoing basis. The hotel is ideally situated for leisure visitors to enjoy cultural sites such as the beautiful golden pagodas throughout the city, Kandawgyi Lake with its Royal Barge, numerous museums and well-preserved examples of grand Colonial architecture.

Welcoming The World

“Stay Hilton. Go Out.”

In March 2012, the Hilton Hotels & Resorts brand launched “Stay Hilton. Go Out.” as its first lesbian, gay, bisexual and transgender (LGBT) traveler engagement campaign and today offers unique packages to more than 460 properties. The package welcomes LGBT travelers to experience the rich history, culture and nightlife of top gay destinations around the world. Further, Hilton Hotels & Resorts sponsored top LGBT events around the U.S., including San Francisco Pride, Capital Pride in Washington, D.C., and Northalsted Market Days in Chicago.

Hilton Huanying

While our properties always strive to incorporate elements of their local culture and environs, we also aim to celebrate the cultures of our guests by understanding their home cultures and integrating critical components into their stay. This is the idea behind Hilton Huanying. Taking its name from the Chinese word for welcome, Hilton Huanying enables Chinese travelers to find familiar comforts at more than 87 hotels in 27 countries.

As the number of Chinese travelers increases around the world, our Hilton Huanying program continues to grow to meet their needs. Elements of the Hilton Huanying experience include a front desk Team Member fluent in Mandarin; guest room amenities such as Chinese teas, slippers and a television station with Chinese programming; and a breakfast menu that includes congee, dim sum, fried rice and noodles. At participating hotels, room night bookings have increased by over 100 percent since year to date in 2011.

U.S. Paralympics Team

In early 2013, Hilton HHonors renewed its sponsorship of the U.S. Paralympic Teams through 2016 to include the 2014 Winter Games in Sochi, Russia, and the 2016 Games in Rio de Janeiro, Brazil. As the official hotel sponsor of Team USA, Hilton HHonors provides discounted hotel rates to Paralympians, giving these athletes a comfortable space to relax and rejuvenate after a long day of training.



Cultural Experiences



Batang Ai Longhouse Resort, Lubok Antu, Malaysia

Conrad Hilton believed that a hotel should reflect the culture, food and people of its location, and we strive to live up to that legacy.

Conrad Hilton believed that a hotel should reflect the culture, food and people of its location, and we strive to live up to that legacy. Today, we remain committed to creating opportunities for our guests to immerse themselves in local cultures and experiences. Many of our properties bring this legacy to life through local architecture and artwork integrated throughout the hotel. Properties also commonly provide opportunities for guests to experience local dancing, traditional celebrations or local menu items through ongoing partnerships with cultural organizations that provide these opportunities in the hotel.

Some examples of how we incorporate local culture into the décor, food service and guest experience offered at our hotels include:

- **Hilton Hawaiian Village® Waikiki Beach** hosts exceptional art exhibits by some of Hawaii's most prestigious artists, including John Young, Hiroshi Tagami, Michael Powell, Herb Kane, James Hoyle, Luigi Fumagalli, Daniel Van Zyle and Dale Evers. The Village also features the renowned sculptor, Kim Duffett, who created the life-size bronze statue of 'Iolani Luahine, the legendary hula dancer.
- **Hilton Chennai** is decorated using a blend of contemporary and traditional Indian décor that incorporates local touches in the form of warm color palettes, stone inlay work in the lobby floor and regional textiles as wall panels in the guest rooms.
- **Hilton Queenstown** contains a stunning art collection featuring prominent New Zealand artists. Additionally, the hotel incorporated local wood and stone into its design, as well as floor-to-ceiling windows that capture natural sunlight and the scenery of the region.
- **Hilton Marsa Alam in Egypt** is specifically designed to celebrate and reflect the ancient history and heritage of Nubian culture in the region.



Hilton Marsa Alam Nubian Resort, Marsa Alam, Egypt

Cultural Experiences *(Continued)*

Teacher Treks

Providing teachers with the tools to enrich the lives of their students and inspire them to explore the world is the goal of the Teacher Treks Travel Grant Competition, supported by Hilton HHonors. The program, which we developed in partnership with the Institute of International Education (IIE), enables fifteen K-12 teachers to travel to the country of their choice to experience first-hand the subject that they teach. In addition, winning teachers receive training and support upon their return to enable them to better share their experiences with their students. Through Teacher Treks, teachers studied environmental impacts of invasive species in the Galapagos Islands, the musical and cultural influences present in Mongolia, and historic sites and temples of India, to name a few.



Teacher Treks sent 15 teachers on the trip of a lifetime to study cultures of their choice and return to share their findings in the classroom.

Global Snapshots — Cultures

Hilton Worldwide properties are integrating Travel with Purpose into their daily operations and creating shared value in our communities around the world. Our strategy focuses on empowering these hotels to advance our corporate responsibility commitments, and every day our more than 4,000 properties are taking action in their communities. These grassroots initiatives are a critical part of our company’s impact, and these next pages share snapshots from our properties around the world.



AMERICAS

Hampton Inn & Suites – Centro Historico Mexico City, Mexico

An historic building located in the heart of Mexico City that underwent a three-year building restoration supervised by the National Museum of Anthropology and History, and the National Museum of Fine Arts.

ASIA-PACIFIC

Hilton Queenstown Resort & Spa Queenstown, New Zealand

Contains a stunning art collection featuring prominent New Zealand artists and incorporates local wood and stone into its design, as well as floor-to-ceiling windows that capture natural sunlight and the scenery of the region.

Hilton Shanghai Shanghai, China

For Hilton Shanghai’s 25th anniversary celebrations, Team Members displayed a collection of archival photographs and records in a special photography exhibition. The exhibition spanned six months, and shared with guests the hotel’s unique legacy since it first opened its doors to the public a quarter of a century ago as one of the city’s first international five-star hotels, and the first Hilton hotel in China.

Waldorf Astoria Shanghai on the Bund Shanghai, China

Located in what was formerly the celebrated Shanghai Club, the Waldorf Astoria Shanghai on the Bund now occupies this original neoclassical building built in 1910. Exquisite furnishings and original fixtures, including the city’s last triangular manual elevators and distinctive Chinese accents, combine to resurrect the authentic ambience of ‘Old Shanghai.’ In addition, the legendary 1930’s drinking club, the Long Bar, has been meticulously recreated from archive photographs and features a replica of the famed 34-meter bar counter to make this property a living piece of history.

Global Snapshots — Cultures *(Continued)*

EUROPE/MIDDLE EAST/AFRICA

DoubleTree Resort by Hilton Hotel Zanzibar – Nungwi Zanzibar, Tanzania

Offers weekly village tours to take guests through a local fishing village.

Transcorp Hilton Abuja Abuja, Nigeria

Partners with the Mashiah Foundation, an association of local widows, providing monetary support and, on special occasions, space in the hotel to display local handicrafts and artwork for guests to purchase.

Hilton Addis Ababa Addis Ababa, Ethiopia

The Hilton Addis Ababa provides guided tours for guests to explore the local markets and city's many notable churches and museums, as well as the Menelik Palace. The Hilton Addis Ababa is also the longest operating Hilton in Africa and has a rich tradition in hosting heads of state and key world leaders.

Hilton Hurghada Resort Hurghada, Egypt

Hilton Hurghada Resort offers its guests a wide variety of ways to engage in the local culture through traditional dance shows, cooking and dancing classes, local cultural tours and local menu items served daily at breakfast and dinner.

Hilton Marsa Alam Nubian Resort Marsa Alam, Egypt

Specifically designed to celebrate and reflect the ancient history and heritage of Nubian culture.

Hilton Sharm Waterfalls Resort Sharm El Sheikh, Egypt

Hilton Sharm Waterfalls Resort holds an annual date festival in which dates are harvested from local trees and guests enjoy a variety of food and beverage offerings with dates incorporated into the menu. The Hilton Sharm Waterfalls Resort Date Festival idea won the "Most Creative F&B Idea Hilton Egypt and Levant 2012."



Roof garden at the Palmer House, Chicago, Illinois

Living Sustainably

Sustainability is simply good business. Since Hilton Worldwide brands touch thousands of communities and millions of people every day, it's important for us to lead our industry with sustainable practices that deliver great guest experiences and protect the world in which we live.

Overview



Hilton Salalah Resort, Salalah, Oman

As one of the largest hotel companies in the world, we have a vested interest in operating efficiently. Water, energy, food, commodities and waste requirements impact the economics of everything we do. For this reason, Living Sustainably is a business imperative and a cornerstone of our Travel with Purpose™ commitment. In 2009, we developed sustainability goals to reduce energy consumption, carbon and waste output by 20 percent, and water use by 10 percent, by the end of 2013. In fact, we have already achieved our waste and water reduction goals ahead of schedule.

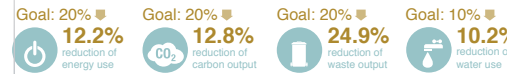
A Flexible Approach

Though there is ample business rationale for making sustainability a business priority, there also are business realities that can create challenges. A major consideration for us is the variety of properties that operate within our portfolio. Our properties range from resort properties operating within some of the world's most unique ecosystems to hotels with more than 1,000 rooms in the largest cities in the world. Further, with more than 4,000 hotels in 90 countries, we operate in a wide range of climates around the world. As a result, our global sustainability strategy must be flexible enough to be applied across a wide span of variables.

To help us address sustainability issues against this backdrop, we have elevated sustainability as a performance metric and a brand standard across all of our hotels, raising it to the same level of importance as quality, service and revenue. To support our sustainability goals, we created LightStay™, our proprietary system to measure, analyze and report on sustainability data.

Our approach to sustainability management involves a variety of stakeholders across our company. Led by our sustainability team, it is supported by our supply management group that procures products and services used throughout our hotels, our engineering and operations teams that support regional and global operations, and our hundreds of thousands of Team Members who drive performance at hotels. As a result, these teams support sustainability performance at the local, national and regional levels through a combination of property-level projects that enhance efficiency and regional partnerships or initiatives that are designed to improve efficiency across the portfolio.

2009-2013 GOALS & PROGRESS TO DATE*

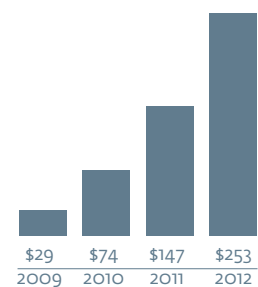


We set four 5-year sustainability goals in 2009. Already, we have achieved our waste and water goals ahead of schedule, and are making progress toward our other goals.

*Results for 2,263 Hilton Worldwide properties using LightStay (estimated savings adjusted for weather and occupancy against the 2008 baseline). Results are third-party audited and approved.

ESTIMATED UTILITY COST SAVINGS 2009-2012*

US Dollar Amounts Shown in Millions



*Results for 2,263 Hilton Worldwide properties using LightStay (estimated savings adjusted for weather and occupancy against the 2008 baseline). Results are third-party audited and approved.

Sustainability in Action



HILTON FORT LAUDERDALE BEACH RESORT FORT LAUDERDALE, FLORIDA

Hilton Fort Lauderdale Beach Resort is changing its rooftop landscape by adding six wind turbines to the 25-story, all-suite resort located just feet from the Atlantic Ocean. The 374-suite resort has been committed to saving energy since opening in 2007, and was the first hotel in Fort Lauderdale Beach to be awarded a Florida Green Lodging designation. Installing wind turbines is a continuation of the hotel's commitment to going above and beyond environmental regulations and voluntarily implementing hotel conservation programs.



HILTON STOCKHOLM SLUSSEN HOTEL STOCKHOLM, SWEDEN

The introduction of a sophisticated waste management system resulted in a 70 percent reduction in waste volume sent to a landfill. Other initiatives include converting approximately 4 tons of waste monthly to biogas production; sending residue to agricultural fields; recycling more than a ton of cardboard weekly; recycling worn-out equipment and furniture and using 100 percent biodegradable waste bags. Also, when rooms are renovated, the décor is replaced with recyclable materials.



HILTON ATLANTA ATLANTA, GEORGIA

The Hilton Atlanta is the most active participant in soap recycling with the Global Soap Project. This partnership allows the hotel to donate partially used bars of soap to be recycled and redistributed to populations at risk of hygiene-related disease. In just six months, the hotel donated almost 2,400 pounds of soap.



DOUBLETREE BY HILTON DURANGO DURANGO, COLORADO

The 159-room hotel is the city's sixth-largest water user, consuming about 800,000 gallons monthly. By switching all of its toilets to low-flow models, the hotel expects to save about 1 million gallons of water per year, while the sink aerators installed in every guest room conserve a gallon-and-a-half per minute. The hotel has lowered its water consumption by 24 percent over the last four years and has set a goal of reducing consumption by 35 percent.



HOTEL SYDNEY SYDNEY, AUSTRALIA

In 2012, the Hilton Sydney retrofitted 3,350 lamps and drivers, saving around 80,000 kWh per month, equivalent to 7 percent of the hotel's total electricity consumption. It also separates organic waste from general and mixed recycling streams, and recently installed a composting facility to compost bio waste on-property. In total, the hotel recycles over 50 percent of its waste and achieves a 68 percent landfill diversion rate. As a result, the hotel avoids the release of over 150 tonnes of greenhouse gas emissions into the atmosphere.

LightStay™



London Hilton on Park Lane Hotel, London, England



We are one of the first major multi-brand hospitality companies to make sustainability measurement a brand standard, equal in importance to quality, service and revenue. We require measurement and corrective action from all of our brands as well as performance toward sustainability goals. Development of our sustainability tracking tool began in 2002 for our largest properties; and we now require each of our properties, whether owned, managed or franchised, to use LightStay to measure sustainability performance. Through LightStay, Hilton Worldwide is able to calculate and analyze

“... We are proud to work with a company like Hilton Worldwide, which, by earning the ISO 9001 and ISO 14001 certifications, reinforces their commitment to quality and sustainability—and therefore a commitment to their customers.”

Steve Spicer, Hospitality Division,
Senior Executive, Procter & Gamble
Networking Functionality

the company's aggregate sustainability performance across more than 200 indicators. It measures multiple utility and operational metrics such as energy, water, carbon, paper product usage, waste, chemical storage, air quality and transportation.

Meeting Calculator

While the cost savings associated with improving energy efficiency or water use are obvious, LightStay also has important revenue implications. The system helps support our sales channels through a Meeting Calculator feature that computes the sustainability impact of meetings or events at our properties. This calculator provides many of our business customers with the data they need when sustainability is an important criterion of their purchasing decision. As part of Connect+, our meeting planning site, we have made the LightStay Meeting Calculator function available to meeting planners when booking with Hilton Worldwide.

Sharing Best Practices Among Properties

In addition to these measurement, performance and sales tools, LightStay also includes a social media platform that allows properties from around the world to “neighbor” each other, share best practices and compare performance. This communication and collaboration tool means that often our best solutions to sustainability challenges are not mandates from the top, but, rather, bottom-up ideas communicated through the program. The system currently has over 3,400 neighbors and tracks more than 8,000 improvement projects that highlight different approaches to common sustainability challenges. As part of the collaboration, our engineers provide information on best practices, return on investment and overall cost of each project.

LightStay™ (Continued)

Donations Tracking

LightStay also provides functionality to connect hotels with charitable partners that accept donations such as soap, linens or soft goods, or leftover items from conferences. Our partnerships with the Global Soap Project and Good360 both utilize LightStay functionality to connect them with charitable partners around the globe and track donations from our hotels.

Sustainability Training & Resources

An important component of LightStay is the training that supports our Team Members to become more educated on sustainability performance. We offer multiple classes through Hilton Worldwide University that focus on how to utilize LightStay to improve sustainability performance. Since the launch of LightStay, over 8,000 Team Members have participated in sustainability training. We also have information available for our sales teams to help them communicate a hotel's sustainability performance using the Meeting Calculator functionality. Finally, we have information on certifications and sustainable development tools such as an Energy Star calculator, so hotel staff can educate themselves on the various sustainability tools available.

ISO Certifications

Due to our advancements in quality assurance and sustainability standards, Hilton Worldwide and our portfolio of 10 hotel brands has earned ISO 9001 certification for Quality Management Systems and ISO 14001 certification for Environmental Management Systems. With these certifications, Hilton Worldwide becomes one of the first multi-national organizations to certify its entire system globally, achieving one of the largest-ever volume certifications of commercial buildings.

ISO 9001 and ISO 14001 are international standards that provide a set of standardized requirements for quality and environmental management systems. Companies gain certification by implementing policies, procedures and systems that follow and meet ISO standards, which are assessed by a third-party certification body. As part of the Hilton Worldwide certification process, DEKRA Certification, Inc. performed a series of audits and will continue ongoing assessments to monitor compliance.



United World College students in Singapore discuss soap recycling possibilities for Asia.



Energy



Conrad Macao will switch off its stunning crystal chandelier, the centerpiece of its dramatic lobby lounge and bar, and operate by romantic candlelight for one hour each month. The initiative is part of the luxury hotel's 2013 Green Resolution.

Energy is essential to every operation in a hotel, from mechanical systems that produce air conditioning to the lighting systems throughout the building to room appliances that directly enhance guest experiences. Moreover, our hotels have a vested interest in identifying ways to reduce consumption of energy as it is among the top three expenses for the average hotel. As the travel and tourism industry continues to expand around the world, we increasingly seek ways to reduce energy consumption while delivering great guest experiences.

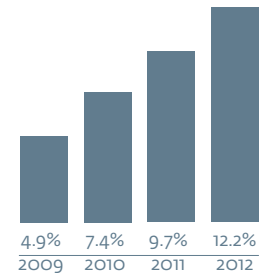
In the U.S., we purchased more than **450 million** kilowatt hours of green power through December 31, 2012.

In the U.S., we purchased more than 450 million kilowatt hours of green power through December 31, 2012. These purchases were enough to meet 94 percent of the annual electricity use in our owned hotels in the United States. They also were the equivalent of avoiding an estimated 80 million tons of carbon dioxide, equal to emissions from 43,000 passenger cars. Our leadership in, and impact on, the green power market led the EPA to name Hilton Worldwide as one of only four Green Power Partners of the Year in 2012.

Other energy-reduction efforts often include investments in more efficient appliances, operating equipment and infrastructure. A significant energy-reduction initiative in MEA started as a partnership with Royal Phillips Electronics and South African utility company Eskom to replace traditional lighting in our South African hotels with more than 17,000 LEDs. In 2012, we expanded the program to include more than 75 percent of our Middle East and Africa properties. When the program is fully integrated across the MEA portfolio, we will save more than 20 million kWh per year, offsetting more than 20,000 tons of CO2 emissions.

In North America, we provide a range of resources for hotels to help them maximize their energy use and reduction. These services include partnerships that offer our hotels comprehensive energy management services such as energy audits, support for purchasing Renewable Energy Certificates or green power, certification support and global carbon management services. Further, we have developed a program in partnership with three of our suppliers to perform lighting audits for our properties. This program requires every owned and managed property to complete a lighting audit to determine the best combination of lighting fixtures and bulbs to drive energy efficiencies and cost savings.

ENERGY REDUCTION 2009–2012*



Reflects annual percentage change in consumption per floor area as compared to Base Year 2008. Energy consumption normalized for weather and occupancy.

TOTAL MBTU 2011–2012*

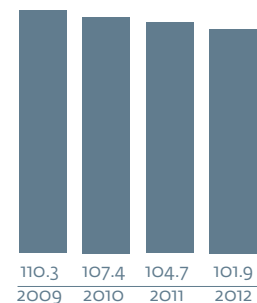
Amounts Shown
in Millions



TOTAL kBtu PER OCCUPIED ROOM 2011–2012*



kBTU PER SQUARE FOOT 2009–2012*



*Normalized results for 2,263 Hilton Worldwide properties using LightStay. Results third-party validated.

Carbon



Hilton Pyramids Golf Resort, Cairo, Egypt

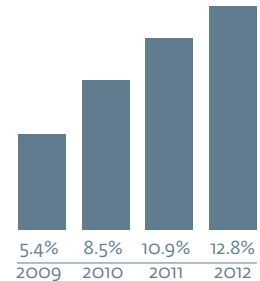
Through LightStay, our sustainability measurement system, we give all of our properties the tools to track and help reduce their carbon footprint. At the corporate level, we also are working to reduce emissions, as well as collaborating with other hospitality companies to reduce our industry footprint.

We have joined with 22 hotel companies, along with the International Tourism Partnership (ITP) and the World Travel & Tourism Council (WTTC), to form the Carbon Measurement Working Group in order to standardize and evaluate the environmental impact of hotels. Through this partnership we have created the Hotel Carbon Measurement Initiative (HCMI) 1.0, to calculate the carbon footprint of hotel stays and meetings. HCMI also has been integrated into LightStay™, further enhancing the measurement systems' value as a sales generator for our hotels. Approximately 25,000 hotels are using HCMI 1.0 and participation continues to increase.

At select properties across Australasia, Japan and Southeast Asia, we have in place a carbon-offset program for events and meetings. The program uses the LightStay Meeting Calculator to track and measure the carbon generated by events at 33 properties in Australia, New Zealand, Japan, Indonesia, Malaysia, Singapore and Thailand. Once the carbon output is calculated using the LightStay Meeting Calculator, carbon credits are purchased to offset the environmental impact of the meetings. All of this is done at no cost to our guests because hotels absorb the cost of the offsets. Working with carbon-offset solutions providers, credits are used to fund rainforest protection projects in Malaysia and Australia, renewable energy projects in China and India, as well as enable energy-efficiency program roll-outs in Japan and Cambodia.

In the United Kingdom, Carbon Saver Ltd. has recognized the effective carbon reduction and management of our hotels in that country over the past three years with its Carbon Saver Gold Standard award. The Carbon Saver Standard provides external verification of our strategy and efforts to measure, manage and minimize carbon emissions. We achieved this status as a result of our holistic approach to sustainability and carbon management in addition to our global goals and the use of LightStay to monitor our progress.

CARBON REDUCTION 2009–2012*



Reflects annual percentage change in carbon emissions from energy consumption per floor area as compared to Base Year 2008.

CO2 TONS OF TOTAL OUTPUT 2011–2012*

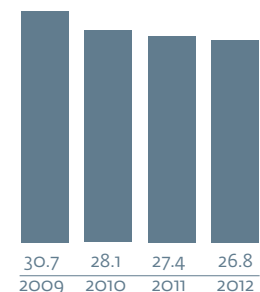
Amounts Shown in Millions



CO2 EMISSIONS, POUNDS PER OCCUPIED ROOM 2011–2012*



CO2 EMISSIONS, POUNDS PER SQUARE FOOT 2009–2012*



*Results for 2,263 Hilton Worldwide properties using LightStay. Results third-party verified.

Waste



Our partnership with USA Today offers guests in North America a free digital newspaper, cutting down on paper waste from our hotels.

A combination of initiatives and strategic partnerships with organizations around the world have enabled us to exceed our waste reduction goal a full two years earlier than anticipated. While we are proud of this achievement, we continue to evolve our waste reduction strategy to reinforce our commitment to minimize waste and repurpose it for community needs. Hilton Worldwide has developed partnerships and initiatives at national and regional levels, which continually help us reduce our aggregate waste across the portfolio.

We developed a partnership with Waste Management Sustainability Services (WMSS) in North America and Puerto Rico. In 2013, WMSS has begun managing the hauling of Hilton Worldwide's waste at all of our owned and managed properties. This partnership will support hotels in reducing their waste by providing scalable waste hauling solutions across our portfolio. The partnership also will introduce food waste reduction strategies and make recommendations for the recycling of cardboard, plastics, lights and glass throughout daily operations over the next three years.

A similar partnership was negotiated for our owned and managed properties in the United Kingdom and Ireland in January 2013. This partnership will involve extended waste separation and recycling capabilities, Team Member training and engagement at all levels, and diversion of remaining waste from landfill into energy generation where possible. Food waste is among the waste streams targeted, and will be used to produce compost and fertilizer and, in some cases, generate energy in specialist facilities. The goal of this partnership is to move toward a zero-waste-to-landfill, or as close as possible, scenario. In addition, these partnerships will allow our properties to have more control over their waste, encourage increased recycling, reduce the impact on the environment, reduce costs and ensure compliance with the latest waste legislation.

An average of 30 percent of the newspapers available for guests are thrown out every day across the portfolio, creating unnecessary waste and increased costs for hotels. We are addressing this situation through a partnership with USA Today to offer guests staying with any Hilton Worldwide brand hotel in North America free access to USA Today digital content. The partnership provides guests 24-hour access to customized digital content.

Waste (Continued)

Our partnership with Good360™, the world's largest donation marketplace, allows us to connect surplus items from our properties to community organizations in need. Through Good360, more than 22,000 charities have the opportunity to claim items. Our hotels enter available items into LightStay such as towels, blankets or office supplies that we recover during renovations or that have reached the end of their commercial life, but are still usable.

The Global Soap Project (GSP) works with hotel partners to recover and recycle soap for delivery to vulnerable populations around the world. The soap is sorted, processed and remolded into new bars before being delivered to refugees, orphans and disaster victims to help prevent disease. Hand washing with soap is among the most effective and inexpensive ways to prevent diarrheal disease and pneumonia, which are responsible for more than 3.5 million child deaths each year.

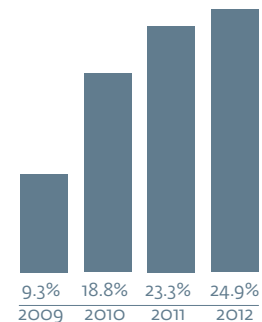
As part of our partnership with GSP, we are investing US \$1.3 million in financial and operational support to the organization and have taken a position on its Board of Directors. Since 2011, more than 700 properties have contributed over 270,000 pounds of soap to GSP and other recycling organizations, which has been processed into over one million new bars of soap. In 2012, the U.S. Chamber of Commerce Business Civic Leadership Center named our partnership with GSP a Best Partnership finalist in its Corporate Citizenship Awards.

One of the biggest challenges for hotels trying to reduce waste is the disposal of mattresses that have reached the end of life. Because mattresses are large and hard to crush or incinerate, they consume a relatively large portion of landfill space. Mattresses also cannot be reused or donated. Through a partnership with DH Hospitality and Serta, we have developed a solution to mattress waste in the United States. DH Hospitality installs and removes mattresses and box springs at all of our United States properties, and recycles 85 percent of the materials into such products as tools, car parts, flooring and carpet padding. To date, we have recycled over 9,200 mattresses from 14 hotels and another 50 hotels have been contacted or provided proposals to participate in the coming year.

Also in 2012, we entered into partnerships with Feeding America (FA) and the Global FoodBanking Network (GFN) for programs to reduce food waste while nourishing the communities we serve. GFN is an international organization committed to creating, supplying and strengthening food banks throughout the world, while FA is the leading hunger-relief organization in the United States. Our work with these groups enables us to collect safe, surplus food from conferences and daily operations and make it available to those in need. The nonprofits connect our hotels with local food banks and their networks of community agencies to facilitate delivery to schools, food pantries, soup kitchens, hospices, after-school programs and more. Pilot projects are underway in seven cities across the United States and in Egypt and Israel. In the first six months of our partnership with FA and GFN, our hotels donated more than 17,000 pounds of food, equivalent to over 16,500 meals.

In 2013 we launched RePurpose, our comprehensive waste program to support hotels in finding ways to dispose of waste through recycling or donating items instead of sending them to landfills. By thinking creatively about how we manage our waste, RePurpose will help our hotels achieve triple bottom line results by reducing their impact on natural resources, reducing the cost of waste disposal, and supporting the communities where we live, work and travel.

WASTE REDUCTION 2009–2012*



Reflects annual percentage change in waste output per floor area as compared to Base Year 2008.

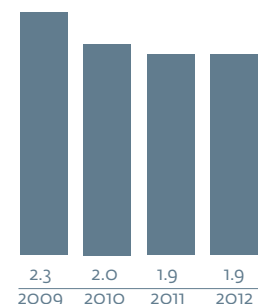
TONS OF TOTAL WASTE OUTPUT 2011–2012*



WASTE INTENSITY, POUNDS PER OCCUPIED ROOM 2011–2012*



WASTE INTENSITY, POUNDS PER SQUARE FOOT 2009–2012*



*Results for 2,263 Hilton Worldwide properties using LightStay. Results are third-party verified.

Water



Conrad Maldives Rangali Island, Rangali Island, Maldives

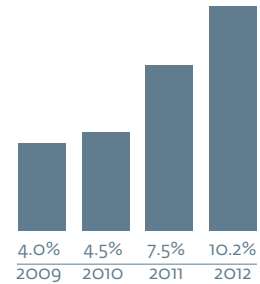
We are committed to reducing water use across the enterprise and support initiatives at individual properties that may one day inform company-wide processes. LightStay™ provides properties with the tools to measure water usage and progress, and capture and share key insights on water management. In addition to utilizing LightStay, we work to identify opportunities for hotels to utilize new products or technologies that are cost competitive and support our water reduction goals.

Hilton Worldwide has partnered closely with our suppliers to identify sustainable solutions for laundry and housekeeping practices at our hotels. We have developed several partnerships that offer improved laundering technologies, which can reduce water use by up to 45 percent, energy use by up to 43 percent and extend linen life by up to 40 percent. Further, we have developed sustainable housekeeping supplies that can reduce the amount of water used in cleaning processes by up to 30 percent, as well as improve efficiency and reduce the number of toxic chemicals used for cleaning.

In addition to laundering technologies, we also have examined how different products can contribute to sustainability performance. For example, we have identified new lines of towels that are engineered to be lighter weight and more durable than standard towels. Using these towels, our hotels can launder more towels per load and the product will last longer than standard towels, thereby requiring fewer loads of laundry and producing less waste over time.

Many of our hotels have invested significant effort to engage Team Members in reducing water use. Installation of water restrictors and displacement devices has been a common practice for hotels in recent years. In addition, a number of properties are implementing innovative solutions for water reuse such as rain capture and other water-efficient technologies such as smart irrigation.

WATER USE REDUCTIONS 2009–2012*



Reflects annual percentage change in consumption per floor area as compared to Base Year 2008. Water consumption normalized for weather and occupancy.

TOTAL WATER CONSUMPTION (CCF) 2011–2012*

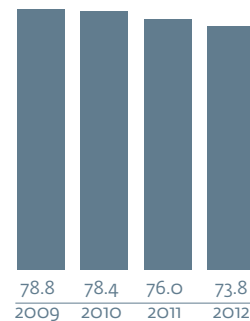
Amounts Shown in Millions



GALLONS PER OCCUPIED ROOM 2011–2012*



GALLONS PER SQUARE FOOT 2009–2012*



*Normalized results for 2,263 Hilton Worldwide properties using LightStay. Results are third-party verified.

Supply Chain



Hilton Millennium Bangkok, Bangkok, Thailand

Supply chain sustainability is a complex issue for a global hotel company as our suppliers extend across 90 countries in which we purchase everything from food and beverage, to heavy equipment, to linens and pillows, to personal soap and shampoo.

legal contexts and even infrastructure challenges. In many countries, we procure the majority of goods for our hotels locally, but our success depends largely upon the maturity of local markets and their ability to support a multinational hotel brand with the quantity and quality of supplies necessary.

As such, we've developed a sustainable purchasing policy that provides our hotels with the flexibility to procure the goods they need to operate and guidance on how to encourage suppliers to factor sustainability into their operations. Further, the Hilton Supply Management team continuously develops partnerships to identify sustainable products and services to hotels that are comparable in price and quality to traditional products.

Center for Sustainable Procurement

As product sustainability data has become more readily available, our procurement teams have sought to understand how to integrate the data into everyday purchasing decisions. As part of LightStay we analyzed nearly 1,700 SKUs to determine which products are more sustainable, but faced challenges making the determination because of a lack of information and variety of products available. The initiative studies in more detail nearly 100 different product factors, including core life-cycle assessment components such as inputs, manufacturing, packaging, logistics, use and end-of-life disposal for our original 1,700 SKUs across multiple product categories that represent over US \$165 million in spending. To help tackle this challenge we have partnered with Business for Social Responsibility (BSR) to launch the Center for Sustainable Procurement (CSP) initiative to ultimately help hospitality industry procurement professionals make informed purchasing decisions based on the best available sustainability information.

Our commitment to sustainability extends beyond the walls of our hotels and offices to the supply chain. Hilton Worldwide's Sustainable Purchasing Policy encourages our organization and our hotels to increase the use of sustainable products and services where feasible and to be proactive in examining opportunities to improve our sustainability performance across our supply chains.

Supply chain sustainability is a complex issue for a global hotel company as our suppliers extend across 90 countries in which we purchase everything from food and beverage, to heavy equipment, to linens and pillows, to personal soap and shampoo. Our suppliers span a huge number of industries, countries,



Hilton Puerto Vallarta Resort, Puerto Vallarta, Mexico

Supply Chain *(Continued)*



eforea: spa at Hilton featuring products from the LI'TYA organic product line. LI'TYA products draw on the revitalizing and restorative powers of Australia's native resources for a holistic spa experience.

The research draws lessons from three year-long pilot projects with AT&T, Best Buy and Dell, as well as from Hilton Worldwide's proprietary LightStay platform. The CSP is developing tools and approaches for sustainable procurement that will benefit the wider network of companies interested in integrating this factor into their overall sustainability priorities. In addition, the CSP will build on these early results and insights by continuing to work with individual companies to embed sustainability into procurement decisions, and use this evolving body of work to create tools and guidance that others can learn from and adapt for their own use.

Local Sourcing

We work closely with suppliers to identify opportunities to source goods locally when possible. In the Americas, for example, our team and suppliers identify food products that could be sourced locally and form relationships with area farmers to collect and distribute products to our hotels. As part of this process, our team has worked with suppliers to develop unique training for farmers related to handling and safety guidelines and insurance requirements—all of which are needed to supply our properties. Outside the Americas, properties procure goods in country when possible and seek to develop the capabilities of local suppliers to meet their needs from a volume and quality standpoint.

In addition to working closely with suppliers, we look for best practices, such as on-site gardening, that can be shared across the portfolio to improve efficiency or contribute to the farm-to-table movement. One of our properties started a trend by planting a garden on site and bringing in bee hives to support daily restaurant operations with fresh herbs, vegetables and honey. We shared the success of this project with other hotels in our portfolio, and many other hotels have followed suit, including the iconic Waldorf Astoria in New York City.



Many of our properties have installed bee hives on the roofs of their properties to provide fresh local honey to our menus.

Engagement and Awareness

Much of our sustainability focus to date has been on developing tools to support our global portfolio of hotels in managing their sustainability performance. We recognize, however, the need to support initiatives that go beyond our company through Team Member engagement and investments that enable sustainable growth for our industry.

In line with our commitment to sustainability, in 2008 we created our global Sustainability Policy, which commits our company to improving our performance toward a sustainable future while enhancing Team Member and guest experience at our hotels. Our policy outlines our commitment to continuously focus on goals, measurement, analysis and continual improvement by utilizing LightStay. It also focuses on sharing best practices and collaborating with our suppliers and business partners to drive performance. Further, our policy commits us to publishing our performance on a regular basis. The Sustainability Policy is available for all Team Members through our internal intranet platform.



Conrad Centennial Singapore, Singapore

Team Member Involvement in Sustainability

While it is critical for us to measure our sustainability performance, we recognize it is unlikely to improve without directly engaging our Team Members to drive progress. We have an intense focus on sustainability training and sharing best practices among Team Members, especially for our owned and managed portfolio of hotels. When we identify practices that work, they are shared with the General Manager as well as with the relevant departments through daily meetings to support hotels in driving performance improvements. All of our full-service properties are required to have a sustainability champion as a brand standard. In our luxury properties, the brand standard calls for a sustainability committee dedicated to driving sustainability performance and identifying sustainability projects to improve performance at their hotels. As a result of this standard, more than 1,000 Team Members have been designated as sustainability champions or have joined a sustainability committee to drive results in our hotels. These groups have been critical in identifying best practices that are shared throughout our portfolio via LightStay's social media functionality.

HILTON WORLDWIDE PARTNERS WITH SUNDANCE

The LightStay Sustainability Film Award, a partnership with the Sundance Institute Documentary Film Program, honors up to five documentary film projects each year that showcase the connections between sustainability, economic growth and community development. Through this project and partnership, we seek to identify impactful sustainability work and to provide a platform for filmmakers to tell stories that catalyze change around critical global issues.

2013 Winners

The Revolutionary Optimists, 2013

Winner: *Completed Feature Documentary*
Amlan Ganguly doesn't rescue children living in slums; he empowers them to become change agents, battling poverty and transforming their neighborhoods with dramatic results. *The Revolutionary Optimists* follows Amlan and these children on an intimate journey through adolescence as they fight for the better future he encourages them to imagine is deservedly theirs.

Hungry, 2013 Winner: *In Process Feature Documentary*

Hungry documents the eroding biodiversity of our global food crops and the potentially dire consequences this will have for global agriculture in a new era of climate change. Pioneer Cary Fowler ardently tries to conserve crop diversity forever in gene banks around the globe. Meanwhile, a group of indigenous Peruvian farmers tries to save the vast diversity of the world's third most important crop: the potato.

Jungle Fish, 2013 Winner: *Completed Short Documentary*

Follow three expert fishermen as they undertake a two-week voyage deep into the heart of Guyana's rain forest, to a small village named Rewa. Their mission: to demonstrate that the arapaima can be caught with a fly rod. If they succeed,

Engagement and Awareness *(Continued)*

For example, in EMEA we developed the Environmental Awareness Initiative, which launched in 2005 in the UK and Ireland and expanded to Europe and Africa in 2006. The program empowers Team Members to make sustainability changes both in their hotels and at home by setting targets and measuring performance against four sustainability issues – energy efficiency, waste reduction, water efficiency and chemical use. Our chief aim was to drive a culture change that would enable Team Members to improve their hotels' performance. The first phase of the program involved over 16,000 employees and created hotel-specific action teams. The results included reduced energy and water consumption, helped prevent a total of 28,600 tons of CO2 from entering the atmosphere and avoided utility costs of US \$16 million, of which more than half was attributed to changes in Team Member behavior. We are examining ways to expand best practices from this program to other regions in the coming years.

Earth Hour

Hundreds of Hilton Worldwide hotels marked Earth Hour 2012 from 8:30-9:30 p.m. local time on Saturday, March 31, 2012, as people and organizations around the world turned off their lights in support of action on global climate change. Many hotels offered activities such as candlelit dinners, turned off lights in public areas and developed special menu items in honor of the event. The idea for Earth Hour itself was conceived over lunch at a Hilton property in Australia. Organized by World Wildlife Fund, Earth Hour began in 2007 as a way for individuals to show how simple steps can make a significant impact on reducing greenhouse gases and addressing climate change. More than 2.2 million people took part in the first Earth Hour in Sydney, Australia, and it has since turned into a movement with more than 7,000 cities and towns in 152 countries and territories and hundreds of millions of participants across seven continents. It continues to demonstrate the new era as members go "Beyond the Hour" to commit to lasting action for the planet.

University of Virginia

The University of Virginia School of Architecture is one of the preeminent architecture programs known for its interdisciplinary, collaborative "action" research on such issues as global human health, community engagement, infrastructure and cultural preservation. For decades, sustainability — a shared dedication to meeting today's needs without compromising the ability of future generations to meet their own needs, balancing issues of ecology, economy and social equity — has been central to the School's mission. In 2013, Hilton Worldwide awarded a US \$80,000 grant to support the School's Minor in Global Sustainability to finance faculty, course materials, guest lecturers and scholarly conferences. Hilton Worldwide is currently the first and only corporate philanthropic partner with the Global Sustainability program.

it will prove that the country's fledgling sport fishing industry is viable. And that will mean a brighter future for the native peoples, the rainforest they call home, and the endangered arapaima.

2012 Winners

The Island President, 2012 Winner:

Completed Feature Documentary
President Mohamed Nasheed of the Maldives is confronting the survival of both his country and his people as rising sea levels threaten to submerge the 1,200 islands that make up the nation. Nasheed's first year in office and his struggles to save his country are the subject of *The Island President*.

Solar Mamas, 2012 Winner: *In Progress Feature Documentary*

Three tenacious grandmothers leave their respective remote villages in Africa and the Middle East on a quest to India's Barefoot College to learn more about solar engineering and acquire new skills that they can take back to their homelands in an effort to combat the energy crisis.

Easy Like Water, 2012 Winner: *In Progress Feature Documentary*

In rural Bangladesh, where persistent flooding has increasingly isolated the region and its inhabitants, visionary architect Mohammed Rezwan is building floating schools to turn the front lines of climate change into a community of learning. *Easy Like Water* shows how Rezwan's creative "design for good" projects are recasting Bangladesh's rising rivers as channels of communication and transforming lives in the process.



TEACHING
KIDS TO
CARE
by DoubleTree

DOUBLETREE BY HILTON TEACHES KIDS TO CARE ABOUT SUSTAINABILITY

Our DoubleTree by Hilton brand has reached more than five million kids through our unique sustainability education program, Teaching Kids to Care. The program focuses on showing CARE for the planet and our communities by educating and engaging our Team Members and kids around the world to take action on local sustainability environmental issues. By partnering with local community organizations, our Team Members work with kids on projects such as planting trees, cleaning up public spaces or growing gardens and learning important sustainability lessons along the way.

Global Snapshots — Sustainability

Hilton Worldwide properties are integrating Travel with Purpose into their daily operations and creating shared value in our communities around the world. Our strategy focuses on empowering these hotels to advance our corporate responsibility commitments, and every day our more than 4,000 properties are taking action in their communities. These grassroots initiatives are a critical part of our company's impact, and these next pages share snapshots from our properties around the world.



AMERICAS

**Pointe Hilton Tapatio Cliffs Resort
Phoenix, Arizona**

Replaced three lakes on its 18-hole championship golf course with new hazard complexes comprised of native desert areas, and has saved an estimated 10 million gallons of water annually as a result.

**Hilton Americas, Houston
Houston, Texas**

Converted to biodiesel as a preferable fuel, allowing the hotel to recycle 14,000 pounds of kitchen oil and divert seven tons of oil-based food waste from landfills.

**DoubleTree Resort by Hilton Hotel Central Pacific – Costa Rica
Puntarenas, Costa Rica**

Received the Certification in Sustainable Tourism (CST) given by the Costa Rica Board of Tourism, a program that seeks to certify tourism companies according to the degree to which its operations comply to a model of sustainability.

**DoubleTree by Hilton Seattle Airport, DoubleTree by Hilton Suites
Seattle Airport, Hilton Seattle Airport
Seattle, Washington**

Team Members at these three Seattle properties have partnered with Food Lifeline Food Bank to incorporate regular donations of food from their restaurants and banquet operations. In just four months the teams have donated almost 3,000 pounds of food, reducing waste and supporting their local community.

**DoubleTree Guest Suites by Hilton Paracas
Paracas, Peru**

Developed a wastewater reclamation plant specifically for the hotel that is entirely independent of the area sewage system and cleans wastewater to a quality that can be used for watering the hotel garden areas.

**Embassy Suites Chicago Downtown/Lakefront
Chicago, Illinois**

Features a 720-square-foot, eco-friendly living green wall in the hotel's sky lobby. The green wall, also called a living wall or vertical garden, employs a tray system featuring energy-efficient, computer-controlled irrigation. It reduces noise levels and improves energy efficiency by moderating indoor temperatures and humidity levels, and the oxygen it provides is equivalent to that produced by 16 large trees.

**Embassy Suites San Luis Obispo
San Luis Obispo, California**

One of the top 25 donors to the Global Soap Project in 2012 among Hilton Worldwide's global portfolio of 10 brands.

**Hampton Inn Baltimore/White Marsh
Baltimore, Maryland**

One of the top 25 donors to the Global Soap Project in 2012 among Hilton Worldwide's global portfolio of 10 brands.

Global Snapshots — Sustainability (Continued)

AMERICAS (CONTINUED)

Hilton Austin Airport Austin, Texas

Operates an extensive recycling program, collecting items from operations departments, front and back office, public areas and rooms for a total of 58 tons of recycled material in 2012. In addition, food scraps from kitchen, banquet and restaurant operations are separated and composted by Organics by Gosh, which produces organic compost for the property to use in its garden. The property features self-grown produce in restaurant and banquet operations.

Hilton Bogota Bogota, Colombia

Leading an environmental reforestation project in the Carrera Séptima, one of the main avenues in the city. Includes planting trees and brush, creating civic conscience in Team Members, civil education in the area and campaigns in the city, supported by the mobility authority. The initiative aims to improve environmental conditions and reduce the impact of pollution, as well as protect and ensure the well-being of pedestrians.

Hilton Los Cabos Los Cabos, Mexico

Committed to protecting over 10,000 olive ridley sea turtles every year from July to November. The hotel is certified by the Semarnat y Profepa environment agency, an accreditation earned through constant training and continuing education.

Hilton Minneapolis Minneapolis, Minnesota

Installed an Ozone Laundry System that reduces daily hot water use per load of laundry from 198 gallons to 89 gallons via ozone injection – resulting in a 55 percent savings. The hotel's annual carbon footprint has been reduced by more than 200,000 pounds.

Hilton New York New York, New York

Uses a fuel cell power system to provide electric power and hot water to the hotel. The fuel cell system produces approximately 1.75 million kWh per year.

Hilton Orlando Orlando, Florida

Team Members partnered with Second Harvest Food Bank to incorporate regular donations of food from their restaurants and banquet operations. In just four months the team donated over 5,500 pounds of food, reducing waste and supporting their community.

Hilton Vancouver Vancouver, Canada

Installed carbon dioxide sensors that turn off heating and cooling systems in empty rooms and hallways. The sensors enable the hotel to run on 30 percent less energy than local codes require.

Hilton Garden Inn Richmond Richmond, Virginia

Recycles nearly 2,000 pounds of food every month as part of a composting program launched in 2011, the first such program utilized by any hotel in the region. Recycling bins and signage are placed throughout the hotel, and hotel staff and vendors are working to reduce the amount of waste generated during daily operations.

ASIA-PACIFIC

Conrad Maldives Rangali Island Maldives

The primary sponsor of the Maldives Whale Shark Research Programme (MWSRP) since 2005. Teams from the MWSRP are based at the resort for up to six months every year, researching, learning and furthering community outreach projects. The resort was instrumental in persuading the government to register the nearby areas of ocean as a Marine Protected Area.

DoubleTree Resort by Hilton Phuket-Surin Beach Phuket, Thailand

Produces its own organic compost, saving an estimated 2,000 Thai Baht per month. Team Members in the Engineering, Gardening and Kitchen departments collect leftover fruits, vegetables and leaves from the garden to be put into a compost pond to ferment for three months, after which the resulting compost is used in the hotel garden.

Hilton Nagoya Hotel Naka-Ku, Japan

Offers its guests a complimentary bicycle service called "Smart Ride-On." Part of the hotel's commitment to reduce its carbon footprint, the program offers guests an eco-friendly, convenient way to travel around the city and enjoy local culture. To date, Smart Ride-On has seen hotel guests clock some 97,000 hours.

Hilton Sydney Sydney, Australia

In 2006, Andy Ridley and his team conceived the idea for Earth Hour, which has inspired millions of people to turn off their lights and reduce their energy consumption for one hour. The Hilton Sydney was one of the first of our properties to participate and now our entire Asia-Pacific region has taken hold of the Earth Hour movement, with many of our hotels participating year after year.

Global Snapshots — Sustainability (Continued)

EUROPE/MIDDLE EAST/AFRICA

Adana HiltonSA

Adana, Turkey

Installed solar thermal technology, with 20 solar panels and two 1,000-liter tanks that allow the hotel to produce 27 percent of their hot water through solar power. This saves about €5,500 a year on heating costs, avoiding nearly 20,000 kg of CO2 emissions every year.

Hilton Amsterdam

Amsterdam, Netherlands

Installed 1,300 master LED lights in the hallways, bathrooms and general toilets, reducing its energy output by 80 percent per light bulb annually.

Hilton Europe

Europe

A number of Hilton hotels across Europe are recycling their used cooking oil through a company that transforms it into biodiesel. In the 26 hotels where data is recorded, they are currently producing about 9,000 liters of cooking oil on a monthly basis. The resultant fuel is 98 percent biodegradable, and therefore, less damaging to the environment if spilled. It also improves air quality, releasing less carbon monoxide and greenhouse gas emissions than conventional diesels.

Hilton London Heathrow Airport T4

London, England

Invested in the Waste2O™ system. This innovative technology converts soft food waste into greywater, which can be safely disposed of via existing drains. The Waste2O system has been operational at Hilton London Heathrow Airport T4 since mid-2011, and has saved the hotel in excess of £30,000 in waste management costs.

Hilton Malta

Malta

Designed to minimize impact on the limited natural resources of a small island, this car-free development produces its own water, recycles over 16,000 cubic meters of wastewater for toilets and irrigation, utilizes solar shading and pale colors for heat reflection, includes sea water cooling of the hotel air conditioning system and incorporates lighting controls.

Hilton Northampton

Northampton, UK

Installed infrared-coated lamps in its meeting rooms, producing the same type of light as their standard equivalent and achieving 30 percent in energy savings.

Hilton Sofia

Sofia, Bulgaria

A diesel fuel boiler alone produced 8 cubic meters of hot water daily to meet guests' needs, until the installation of 45 rooftop solar panels that can produce 5 cubic meters of hot water per day. The panels are expected to save about 142,000 kWh per year and avoid the emissions of 35,900kg of CO2 emissions every year.

Hilton South Africa Properties

South Africa

Introduced more than 17,000 energy-saving lights since 2011. LEDs installed at Hilton Sandton Hotel, Hilton Durban Hotel and Hilton Cape Town City Centre Hotels are estimated to reduce their energy consumption by more than 2.6 million kWh annually. In 2012, we made this switch in all of our hotels in the Middle East and Africa region.

Hilton and Hampton by Hilton St George's Park/Burton Upon Trent Needwood, United Kingdom

Utilizes a 2,500 cubic meter rainwater collection tank on the roof of the hotels. The water is pumped to a filtration tank with a 10,000-liter capacity inside the hotel and used to irrigate the grounds and for toilet flushing. Over the course of the first year of its operation, the system provided over 800 cubic meters of water for the two hotels.

Hilton and Hilton Garden Inn Rome Airport

Rome, Italy

Installed nearly 2,000 solar photovoltaic modules on top of their parking lots, which were estimated to have produced about 327,000 kWh to the Hilton and 220,000 kWh to the Hilton Garden Inn each year – 6.2 and 14 percent of annual electricity requirements, respectively. The two properties were also fitted with solar thermal cells.

Hilton Garden Inn Davos

Davos, Switzerland

Outstanding green credentials include a solar panel system located on the roof and a wood chip heating system designed to minimize CO2 emissions. The hotel also recycles its warm air through a mechanical ventilation process in order to conserve energy by reducing the need for heating and cooling.

Hampton Hotels









Worldwide

Piloted the replacement of plastic and styrofoam™ plates and utensils with TaterWare™, a material made from potatoes. In the first year of use alone, Hampton properties collectively diverted nearly 40 million pieces of styrofoam from entering the waste stream.

● Fully ◐ Partially ○ Not Reported N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Strategy and Analysis			
1.1	Strategy and Analysis	●	CEO Message, pages 7-8
1.2	Description of key impacts, risks, and opportunities	●	Opportunities, page 31 ; Communities, page 44 ; Cultures, page 56 ; Sustainability, page 67
Organizational Profile			
2.1	Name of the organization	●	Business Profile, pages 10-12
2.2	Primary brands, products, and/or services	●	Our Brands, page 11
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	●	Business Profile, Our Brands, pages 10-12
2.4	Location of organization's headquarters	●	McLean, Virginia
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	●	Our Brands, page 11
2.6	Nature of ownership and legal form	○	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	●	Our Brands, page 11
2.8	Scale of the reporting organization	◐	Business Profile, pages 10-12
2.9	Significant changes during the reporting period regarding size, structure, or ownership	◐	Local Economic Impact, page 47
2.10	Awards received in the reporting period	●	Achievements/Recognition, page 12

 Fully
  Partially
  Not Reported
  N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Report Parameters			
Report Profile			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided		Reporting Practices, page 18
3.2	Date of most recent previous report (if any)		Reporting Practices, page 18
3.3	Reporting cycle (annual/ biennial, etc.)		Reporting Practices, page 18
3.4	Contact point for questions regarding the report or its contents		www.hiltoncrr.com/feedback.php
Report Scope and Boundary			
3.5	Process for defining report content		Reporting Practices, page 18
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)		Reporting Practices, page 18
3.7	Specific limitations on the scope or boundary or the report		Reporting Practices, page 18
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	N/A	
3.9	Data measurement techniques and the basis of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report		Sustainability Overview, page 68 ; Energy, page 72 ; Carbon, page 73 ; Waste, pages 74-75 ; Water, page 76
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/ periods, natures of business, measurement methods)	N/A	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	N/A	

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
GRI Content Index			
3.12	Table identifying the location of the Standard Disclosures in the report	●	GRI Index, page 84
Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis or any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	●	Reporting Practices, page 18

Governance, Commitments, and Engagement

Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	○	
4.2	Indicate whether Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)	○	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	○	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	○	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	○	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	●	Ethics, page 13

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	○	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	●	Business Profile, pages 10-12 Ethics, page 13
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	○	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	○	
Commitments to External Initiatives			
4.11	Explanations of whether and how the precautionary approach or principle is addressed by the organization	○	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	●	Memberships & Affiliations, pages 20-22
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy in relevant organizations	●	Industry Leadership, page 19; Memberships & Affiliations, pages 20-22; Strategic Partnerships, pages 23-26
Stakeholder Engagement			
4.14	List of stakeholder groups engaged by the organization	◐	Strategic Partnerships, pages 23-26
4.15	Basis for identification and selection of stakeholders with whom to engage	◐	Strategic Partnerships, pages 23-26
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	○	

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	●	Strategic Partnerships, pages 23-26














Economic Disclosures

Economic Performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	○	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	○	
EC3	Coverage of the organization's defined benefit plan obligations	○	
EC4	Significant financial assistance received from government	○	
Market Presence			
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	○	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operations	●	Local Economic Impact, page 47
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	○	
Indirect Economic Impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	◐	Community Hospitality, pages 48-50
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	●	Local Economic Impact, page 47

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Environmental Disclosures			
Materials			
EN1	Materials used by weight or volume	N/A	
EN2	Percentage of materials used that are recycled input materials	N/A	
Energy			
EN3	Direct energy consumption by primary energy source	◐	Energy, page 72
EN4	Indirect energy consumption by primary source	○	
EN5	Energy saved due to conservation and efficiency improvements	●	Sustainability Overview, page 68: Energy, page 72
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	●	Energy, page 72
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	●	Energy, page 72
Water			
EN8	Total water withdrawal by source	◐	Water, page 76
EN9	Water sources significantly affected by withdrawal of water	○	
EN10	Percentage and total volume of water recycled and reused	○	
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	○	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	○	
EN13	Habitats protected or restored	○	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	○	

 Fully
  Partially
  Not Reported
  N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		
Emissions, Effluents, and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight		Carbon, page 73
EN17	Other relevant indirect greenhouse gas emissions by weight		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved		Carbon, page 73
EN19	Emissions of ozone-depleting substances by weight		
EN20	NOx, SOx, and other significant air emissions by type and weight		
EN21	Total water discharge by quality and destination.		
EN22	Total weight of waste by type and disposal method		Waste, pages 74-75
EN23	Total number and volume of significant spills.		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VII, and percentage of transported waste shipped internationally		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff		
Products and Services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		Sustainability Overview, page 68; Energy, page 72; Carbon, page 73; Waste, pages 74-75; Water, page 76
EN27	Percentage of products sold and their packaging materials that are reclaimed by category		

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	○	
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	○	
Overall			
EN30	Total environmental protection expenditures and investments by type	○	

Social Disclosure: Labor Practices and Decent Work

Employment			
LA1	Total workforce by employment type, employment contract, and region	◐	Opportunities Overview, page 32
LA2	Total number and rate of employee turnover by age group, gender, and region	○	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	○	
Labor/Management Relations			
LA4	Percentage of employees covered by collective bargaining agreements	○	
LA5	Minimum of notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	○	
Occupational Health and Safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	○	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	○	





● Fully ● Partially ○ Not Reported N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious disease	●	Health & Well-Being, page 39
LA9	Health and safety topics covered in formal agreements with trade unions	○	
Training and Education			
LA10	Average hours of training per year per employee category	○	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	●	Global Talent Management, page 36
LA12	Percentage of employees receiving regular performance and career development reviews	●	Global Talent Management, page 36
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	○	
LA14	Ratio of basic salary of men to women by employment category	○	
Social Disclosure: Human Rights			
Investment and Procurement Practices			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	○	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	○	
HR3	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	●	Ethics, page 13; Human Rights, pages 52-53
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken	○	

 Fully
  Partially
  Not Reported
  N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Freedom of Association and Collective Bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights		
Child Labor			
HR6	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor		Human Rights, pages 52-53
Forced and Compulsory Labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor		
Security Practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations		Human Rights, pages 52-53
Indigenous Rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken		

Social Disclosure: Society

Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting		Local Economic Impact, page 47
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption		
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures		Human Rights, pages 52-53
SO4	Actions taken in response to incidents of corruption		

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying	●	Global Commerce, pages 60-61
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	○	
Anti-Competitive Behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	○	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	○	

Social Disclosure: Product Responsibility

Customer Health and Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	N/A	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	N/A	

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

INDICATOR	DESCRIPTION	REPORTED	LOCATION/RESPONSE
Product and Service Labeling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	N/A	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	N/A	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	○	
Marketing Communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	○	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	○	
Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	○	
Aspect: Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	○	



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Your input and insights are invaluable to helping us further develop our corporate responsibility initiatives and report on them. Please email us at CorporateResponsibilityInquiries@hilton.com with your thoughts.

