

STARWOOD 2013 GLOBAL REPORTING INITIATIVE INDEX

Indicator	Description	Location	Reported
General Standard Disclosures			
Strategy and Analysis			
G4-1	Statement from most senior decision maker.	2013 Update p.2, Our Citizenship Journey	Fully
G4-2	Key impacts, risks, and opportunities.	2012/2013 Global Citizenship Report p. 1, Message from Frits van Paasschen 2012/2013 Global Citizenship Report pp. 2-3, Q&A with Kenneth Siegel 2012/2013 Global Citizenship Report p. 4, Our Company	Fully
Organizational Profile			
G4-3	Name of the organization.	Starwood Hotels & Resorts Worldwide, Inc.	Fully
G4-4	Primary brands, products, and services.	2012/2013 Global Citizenship Report p. 4, About Starwood	Fully
G4-5	Location of the organization's headquarters.	Stamford, Connecticut	Fully
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	See our homepage at www.starwoodhotels.com	Fully
G4-7	Nature of ownership and legal form.	Publicly traded corporation	Fully
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	2012/2013 Global Citizenship Report pp. 6-7, Our Global Impact	Fully
G4-9	Scale of organization.	2012/2013 Global Citizenship Report pp. 4-5, About Starwood	Fully
G4-11	Percentage of total employees covered by collective bargaining agreements.	2012/2013 Global Citizenship Report pp. 57-58, Business Ethics	Fully
G4-12	Describe the organization's supply chain.	2012/2013 Global Citizenship Report pp. 44-47, Starwood's Supply Chain	Fully
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	2013 Annual Report pp. 2-6	Fully
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	2012/2013 Global Citizenship Report p. 12, Stakeholder Engagement 2012/2013 Global Citizenship Report p. 13, Starwood Spotlight on Stephen Farrant 2012/2013 Global Citizenship Report p. 15, Our Approach to Social Responsibility 2012/2013 Global Citizenship Report p. 19, Case Study: Check Out for Children 2012/2013 Global Citizenship Report p. 20, Starwood Spotlight on Vicky Edmonds of UNICEF 2012/2013 Global Citizenship Report p. 37, Case Study: Clean the World, Improve Children's Health 2012/2013 Global Citizenship Report p. 40, Green Buildings	Fully
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	2012/2013 Global Citizenship Report p. 12, Stakeholder Engagement	Fully

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Identified Material Aspects And Boundaries			
G4-17	All entities included in the organization's consolidated financial statements or equivalent documents and whether any of these entities is not covered by the report.	2012/2013 Global Citizenship Report p. 5, Key Financial Data	Fully
G4-18	Explain the process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.	2012/2013 Global Citizenship Report p. 9, Global Citizenship Strategy 2012/2013 Global Citizenship Report p. 13, Stakeholder Engagement	Partially
G4-19	All the material Aspects identified in the process for defining report content.	2012/2013 Global Citizenship Report p. 13, Materiality	Partially
Stakeholder Engagement			
G4-24	A list of stakeholder groups engaged by the organization.	2012/2013 Global Citizenship Report p. 12, Stakeholder Engagement	Fully
G4-27	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. The stakeholder groups that raised each of the key topics and concerns.	2012/2013 Global Citizenship Report p. 12, Stakeholder Engagement	Fully
Report Profile			
G4-28	Reporting period for information provided.	2013 Update p. 3, About this Update	Fully
G4-29	Date of most recent previous report (if any).	2013 Update p. 3, About this Update	Fully
G4-30	Reporting cycle.	Annually	Fully
G4-31	The contact point for questions regarding the report or its contents.	2013 Update p. 3, About this Update	Fully
G4-32	Report the 'in accordance' option the organization has chosen; the GRI Content Index for the chosen option and the reference to the External Assurance Report, if the report has been externally assured.	2013 Update p. 3, About this Update	Fully
Governance			
G4-34	The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	2012/2013 Global Citizenship Report p. 55, Corporate Governance 2014 Proxy Statement pp. 11-12	Fully
G4-35	The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	2012/2013 Global Citizenship Report p. 55, Corporate Governance	Fully
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	2012/2013 Global Citizenship Report p. 11, Global Citizenship Governance	Fully
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	2012/2013 Global Citizenship Report p. 55, Corporate Governance 2014 Proxy Statement p. 13	Fully
G4-38	Report the composition of the highest governance body and its committees by: *Executive or non-executive, *Independence, *Tenure on the governance body, *Number of each individual's other significant positions and commitments, and the nature of the commitments, *Gender, *Membership of under-represented social groups, *Competences relating to economic, environmental and social impacts, *Stakeholder representation.	2012/2013 Global Citizenship Report p. 55, Corporate Governance 2014 Proxy Statement p. 12	Partially
G4-39	Whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	2014 Proxy Statement pp. 12-13	Fully

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Indicator	Description	Location	Reported
G4-40	The nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	2012/2013 Global Citizenship Report p. 55, Corporate Governance 2014 Proxy Statement p. 21	Fully
G4-42	The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value, or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.	2012/2013 Global Citizenship Report p. 55, Corporate Governance	Fully
G4-48	The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	2012/2013 Global Citizenship Report p. 11, Global Citizenship Governance	Fully
G4-49	The process for communicating critical concerns to the highest governance body.	2012/2013 Global Citizenship Report p. 11, Global Citizenship Governance	Fully
Ethics and Integrity			
G4-56	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	2012/2013 Global Citizenship Report pp. 56–57, Code of Business Conduct and Ethics	Fully
G4-57	The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	2012/2013 Global Citizenship Report p. 57, Code of Business Conduct and Ethics	Fully
G4-58	The internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	2012/2013 Global Citizenship Report p. 57, Code of Business Conduct and Ethics	Fully

Specific Standard Disclosures: Indicators by Aspects

CATEGORY: ECONOMIC

DMA-EC	Disclosure on Management Approach EC (Economic)	2012/2013 Global Citizenship Report pp. 4–7, Our Company	Fully
Economic Performance			
G4-EC1	a. The direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis. b. EVG&D separately at country, regional, or market levels, where significant, and the criteria used for defining significance.	2013 Annual Report pp. F-5–F-50 2013 Update p. 8, Key Financial Data	Fully
G4-EC2	Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure.	2012/2013 Global Citizenship Report p. 31, Energy and Greenhouse Gases	Partially
G4-EC3	Coverage of the organization's defined benefit plan obligations.	2012/2013 Global Citizenship Report p. 49, Associate Benefits 2013 Annual Report pp. F-32–F-34	Fully
Indirect Economic Impacts			
G4-EC7	Development and impact of infrastructure and services supported.	2012/2013 Global Citizenship Report pp. 15–18, Social Responsibility	Fully
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	2012/2013 Global Citizenship Report pp. 15–18, Social Responsibility and p. 49, Associate Benefits	Fully
Procurement Practices			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	2012/2013 Global Citizenship Report p. 45, Starwood's Supply Chain	Fully

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CATEGORY: ENVIRONMENTAL			
DMA-EN	Disclosure on Management Approach EN (Environmental)	2012/2013 Global Citizenship Report pp. 24–43, Sustainability	Fully
Energy			
G4-EN3	Energy consumption within the organization.	2013 Update p. 5, Global Citizenship Dashboard	Fully
G4-EN5	Energy Intensity.	2013 Update p. 5, Global Citizenship Dashboard	Fully
G4-EN6	Reduction of energy consumption.	2013 Update pp. 4–5, Global Citizenship Dashboard	Fully
G4-EN7	Reduction in energy requirements of products and services.	2013 Update pp. 4–5, Global Citizenship Dashboard	Fully
Water			
G4-EN8	Total water withdrawal by source.	2013 Update p. 5, Global Citizenship Dashboard	Partially
G4-EN9	Water sources significantly affected by withdrawal of water.	2013 Update p. 5, Global Citizenship Dashboard	Partially
Biodiversity			
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	2012/2013 Global Citizenship Report p. 42, Biodiversity	Partially
G4-EN12	Significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	2012/2013 Global Citizenship Report p. 42, Biodiversity 2012/2013 Global Citizenship Report p. 43, The Starwood Experience: Recovering Langkawi at the Andaman: Coral Reef Conservation	Partially
G4-EN13	Habitats protected or restored.	2012/2013 Global Citizenship Report p. 43, The Starwood Experience: Recovering Langkawi at the Andaman: Coral Reef Conservation	Partially
Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	2013 Update p. 4, Global Citizenship Dashboard	Fully
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	2013 Update p. 4, Global Citizenship Dashboard	Fully
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3).	2013 Update p. 4, Global Citizenship Dashboard	Fully
G4-EN19	Reduction of greenhouse gas (GHG) emissions.	2013 Update p. 4, Global Citizenship Dashboard	Fully
Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	2012/2013 Global Citizenship Report p. 32, GHG Emissions and Base Year	Partially
Supplier Environmental Assessment			
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	2012/2013 Global Citizenship Report p. 31, Energy and Greenhouse Gases 2012/2013 Global Citizenship Report p. 38, Case study: Drinking water around the world 2012/2013 Global Citizenship Report p. 42, Biodiversity	Partially

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CATEGORY: SOCIAL			
Labor Practices and Decent Work			
DMA-LA	Disclsoure on Management Approach LA (Labor Practices and Decent Work)	2012/2013 Global Citizenship Report pp. 48–53, Associates	Fully
Employment			
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations.	2012/2013 Global Citizenship Report p. 49, Associate Benefits 2012/2013 Global Citizenship Report p. 58, Collective Bargaining	Partially
Training and Education			
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	2012/2013 Global Citizenship Report p. 50, Learning and Development	Fully
Human Rights			
DMA-HR	Disclsoure on Management Approach HR (Human Rights)	2012/2013 Global Citizenship Report pp. 54–63, Governance and Ethics	Fully
Freedom of Association and Collective Bargaining			
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and measures taken to support these rights.	2012/2013 Global Citizenship Report p. 57, Collective Bargaining	Partially
Child Labor			
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	2012/2013 Global Citizenship Report p. 58, Child Labor	Partially
Forced or Compulsory Labor			
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	2012/2013 Global Citizenship Report p. 59, Human Trafficking	Fully
Society			
DMA-SO	Disclsoure on Management Approach SO (Society)	2012/2013 Global Citizenship Report pp. 14–23	Fully
Anti-corruption			
G4-SO4	Communication and training on anti-corruption policies and procedures.	2012/2013 Global Citizenship Report pp. 56–57, Business Ethics	Fully