

DIVERSITY & INCLUSION  
HALL OF FAME

THE SECRET POWERS OF  
NEURODIVERGENT TEAMS

PUSHING FOR  
GENDER PAY EQUITY

# INCLUSION

WINTER 2022  
+ ISSUE 7

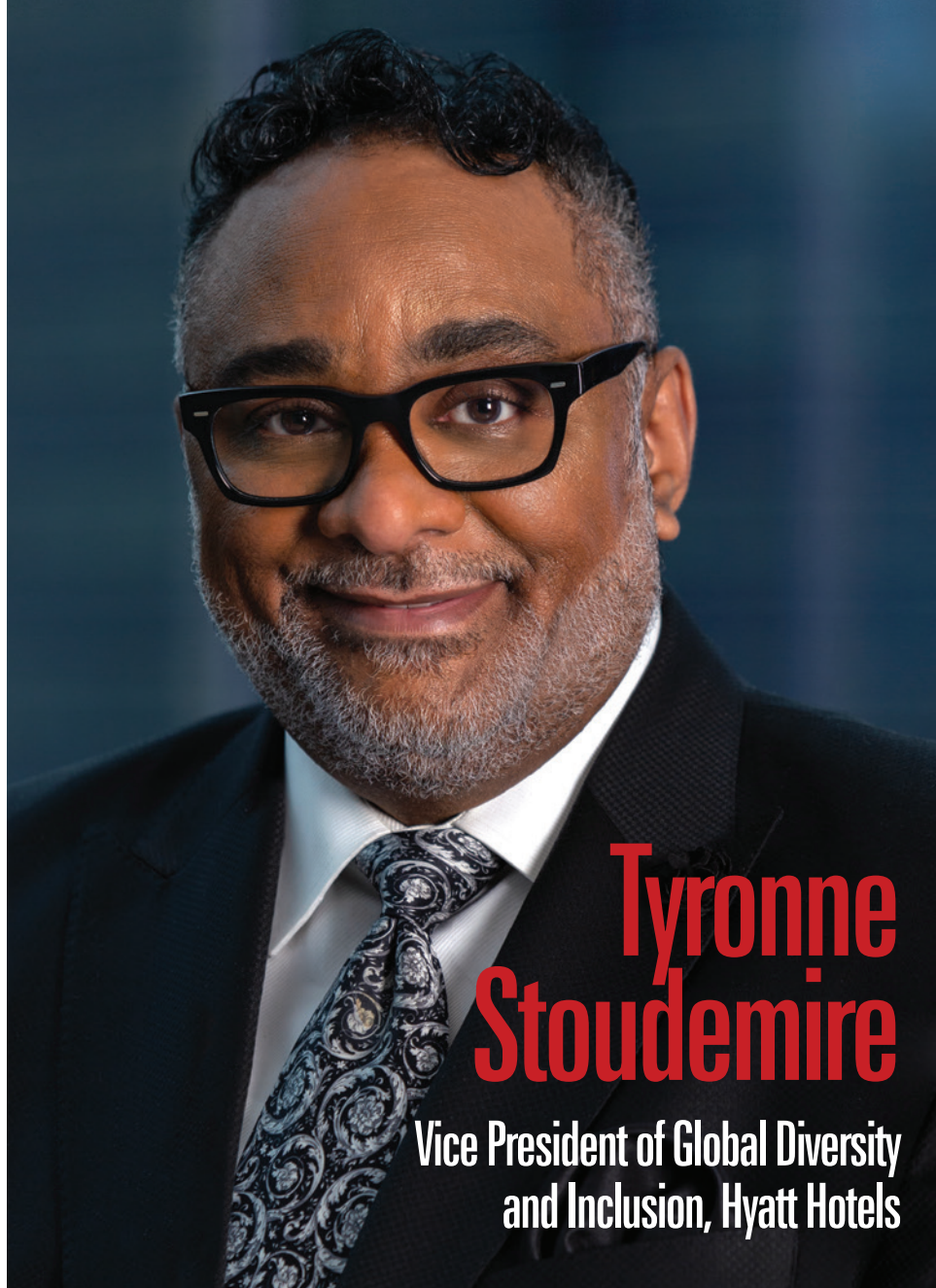
*Creating Globally  
Inclusive &  
Culturally  
Competent  
Workplaces*

Leading the  
Charge on  
Implementing  
Inclusive and  
Equitable  
Practices

HYATT HOTELS'S

TYRONNE  
STOUDEMIRE





# Tyronne Stoudemire

Vice President of Global Diversity and Inclusion, Hyatt Hotels

**“The practice of empathy is critically important as colleagues learn about others’ experiences. While these dialogues may be challenging, we must push ourselves out of our comfort zones for real change to happen.”**

**A** visionary leader and savvy strategist, Tyronne Stoudemire brings deep knowledge and more than two decades of professional experience to his position as vice president of global diversity and inclusion for Hyatt Hotels Corporation.

Collaborating with the senior leadership team, Stoudemire brings to life culture, talent, and marketplace strategies at the company. Joining forces with the senior leadership team, he leads diversity, equity, and inclusion strategies globally across the hospitality company’s wide brand portfolio. His team implements various initiatives, including resource groups, mentoring programs for high-potential women of color, and an enhanced brand marketing effort to further focus on multicultural and LGBTQ audiences.

Stoudemire previously served as a principal in Mercer’s diversity and inclusion practice, where he consulted with clients on diversity strategy and served as an advisor to the firm’s diversity council. Prior to joining Mercer, he served as global head of diversity at Aon Hewitt, partnering with the CEO and vice president of human resources to advance the firm’s diversity strategy in 90 countries.

A thought leader in the diversity and inclusion space, Stoudemire has an underlying goal: to enable a transformational mind-set. He is a sought-after speaker and routinely consults with Fortune 100 clients, helping them to understand and leverage the opportunities presented by the expanding multicultural mosaic of worldviews within today’s workforce. He has had significant success advancing corporate social responsibility initiatives by fostering strategic relationships to catalyze international grassroots movements. Stoudemire is a certified administrator for the Intercultural Development Inventory and a certified facilitator in Cultural Transformation Tools.

**Inclusion: Equity is now taking center stage over diversity and even inclusion. How can an organization best ensure equity?**

**Tyronne Stoudemire:** As a global company that welcomes colleagues and guests from all over the world, we must be deeply involved in actions that contribute to a more diverse, inclusive, and equitable society. At Hyatt, we see this as a ripple effect—colleagues must be able to bring their true and authentic selves to work each day so they can care for our guests and provide welcoming environments.

It’s crucial to first build a diverse and inclusive environment where unique viewpoints are not only



Andaz London Liverpool Street

brought in, but celebrated, and individuals feel comfortable speaking up and sharing their thoughts. The practice of empathy is also critically important as colleagues learn about others' experiences. While these dialogues may be challenging, we must push ourselves out of our comfort zones for real change to happen. It is with open dialogue that we can understand, empathize, and lead with inclusivity. We all have a responsibility to be agents of change in order to increase equity.

At a higher level, it's critical for companies to not only make DEI part of their business strategy but also focus efforts on areas where they can truly make a difference. In June 2020, Hyatt introduced its Change Starts Here commitments to accelerate DEI efforts throughout the organization—focused on who the company employs, supports, buys from, and works with. While these are not new areas of focus for Hyatt, we are prioritizing these areas to drive meaningful change for our workforce, industry, and communities, and further support our vision for a world of understanding and care.

While making commitments is an important step, it's just the beginning of a larger journey that must include concrete goals and ongoing action and communication. For example, as part of Change Starts Here, we've committed to hiring, promoting, and retaining diverse talent. As part of this commitment, we've set goals to double representation globally for women and for people of color at the VP-plus level within the US by 2025, which includes doubling the representation of Black leaders. We also have set the goal to double representation globally of women and for people of color at the general manager level in the US by 2025.

**IN: In the last year, with so much happening in the world and country that impacted all of us, how do you help your organization and team deal with the fatigue and the scope and speed of the work required to increase equity at Hyatt?**

**TS:** Each Change Starts Here commitment—who we employ, develop, and advance; who we support; and who we buy from and work with—includes actionable 2025 goals that are designed to accelerate our DEI efforts. These priority areas help our team to focus their efforts on areas where we can have the most impact.

Alongside specific DEI initiatives, well-being is a significant area of focus for Hyatt across the board—especially given COVID-19 and the social in-

justices that impact all traditionally marginalized communities. When our colleagues are well and feeling their best, they can better care for each other and for our guests and customers. This is accomplished through several well-being initiatives, including a partnership with Headspace, a dedicated Global Week of Well-being, and Hyatt Well-Check tool designed by Weill Cornell Department of Medicine, which helps colleagues measure their well-being and provides individualized results and recommendations.

Additionally, Hyatt has a Global Diversity, Equity & Inclusion Council, led by our CEO, to shape and drive our diversity, equity, and inclusion strategy. We also sponsor seven colleague-led Diversity Business Resource Groups, with chapters around the globe, to support workforce diversity and foster inclusive environments. Through these resource groups, we're creating a space for colleagues to share their feelings and be vulnerable, enabling them to further care for their mental well-being.

**IN: Has Hyatt renewed its commitment to sharing DEI data and what has been the impact of that?**

**TS:** Since first opening our doors more than 60 years ago, we have worked to foster environments where all individuals feel welcome in our hotels and that they belong. DEI is embedded in all that we do every day. At the core of our purpose—to care for people so they can be their best—is a fundamental promise to care for all.

Still, we know there is more to be done. As a company that stands with all people who suffer from discrimination and prejudice, we continue to uphold our vision of a world of understanding



and care through our words and actions—but even more importantly, we call upon ourselves to do better and be better.

To do this, we knew we had to make a change. While we have internally tracked our DEI journey and data for some time, we know the importance of communication and accountability in driving this change. Because of this, Hyatt recently shared for the first time its detailed workforce diversity data with a commitment to do so annually moving forward. This data was released alongside the launch of Hyatt's environmental, social, and governance (ESG) platform World of Care.

We believe that the only way we can effect change is by acknowledging these numbers publicly. We cannot fix what we are unwilling to face. It is critical that we all accept and address the current state we are in so that we can all work together to bring about change of real significance.

Sharing our DEI Report and workforce data is an important step in our long history of DEI—but it is just one step, and we know there is more work to be done. This report and our commitment to share this data annually will serve as an important benchmark as we continue to advance progress.

**IN: What are some of the recent thought leader topics and trends in the world of DEI that organizations are learning about and implementing?**

**TS:** At Hyatt, we know the importance of communication and accountability in driving change, specifically as related to DEI, thereby making increased communication and accountability all the more important. This is a trend we're seeing in the hospitality industry and beyond.

In addition to sharing our workforce data, goals, and progress to date this year, we have recently built on our existing practice of tying annual incentives to DEI progress and announced in 2020 that we are linking executive stock compensation via our Performance Share Unit (PSU) Plan to achievement of our goals. Hyatt's PSU Plan is a key component of the executive team and group president's compensation. Additionally, all incentive-eligible colleagues have been asked to develop measurable individual goals focused on DEI.

These approaches ensure that DEI is prioritized across all levels of the organization and under-

**“Colleagues must be able to bring their true and authentic selves to work each day so they can care for our guests and provide welcoming environments.”**

scores that each individual has an important role to play. They also reinforce that these are not just short-term goals, but goals that will extend to the longer term as well.

Additionally, we know that our actions can cause a ripple effect—colleagues must be able to bring their true and authentic selves to work each day so they can care for our guests and provide welcoming environments. If we apply this concept of a ripple effect, we can drive widespread change together.

While DEI is a business imperative to Hyatt, it is also something that should extend beyond an organization's four walls and encourage us to collaborate—another trend we're seeing as organizations band together to effect change. Beyond tying compensation and goals to DEI progress, we've found great success in connecting with other organizations to share our initiatives and discuss best practices. This will-

ingness to be open and honest in our learnings makes our DEI program stronger, and we hope other organizations feel inspired to do the same so we can collectively make progress.

**IN: What will be some of the most pressing issues and challenges in the coming years for a corporate diversity and inclusion leader like yourself?**

**TS:** The lack of representation of Black leaders in the hospitality industry and, more specifically, the fact that Black individuals suffer some of the highest rates of unemployment are just two of the many reasons why we must be very intentional in supporting Black people and people of color and actively involved in creating widespread change across our workforce, industry, and communities.

In many industries, including hospitality, it can be challenging for people of color to envision a career path if they are not exposed to examples of diverse representation, which may prevent them from exploring these industries. That's among the reasons why it's important to not only ensure people of color see diversity among leaders in hospitality and beyond, but also that they are given these opportunities themselves.

Diverse experiences and perspectives make organizations stronger, underscoring the importance of actively seeking out opportunities to introduce Black people to industries like hospitality. One way that Hyatt is ensuring we do this is through our RiseHY program, which provides career pathways for Opportunity Youth. As part of our Change Starts Here commitments, we're also committing to achieving 45 percent Black RiseHY hires by 2025 in the US.

We will also continue to work with many community-based organizations that help us to demonstrate what the hospitality industry has to offer and to work to deepen our engagement with organizations like She Has a Deal and the National Association of Black Hotel Owners, Operators & Developers to collaborate on key initiatives. **IN**