

Charitable Partnership Opportunities Guidelines for Charitable Organizations

Thank you for your interest in community outreach initiatives at Starwood Hotels & Resorts Worldwide, Inc. (“Starwood Hotels”). Starwood’s philanthropic programs are an important aspect of what we do as a hospitality company: providing people with a better way to experience the world by creating a better world to experience. Our strategic giving allows us to address global priorities while simultaneously continuing to meet unique local needs. Through grant contributions, employee volunteerism, guest engagement and in-kind support, Starwood empowers individuals and communities to find ways to improve their lives and reach their full potential.

Our ability to make lasting, sustainable change in communities around the globe is accomplished through collaborative partnerships with international charitable organizations. The Starwood Hotels & Resorts Worldwide Foundation, Inc. (“Starwood Foundation”), a private 501(c)(3) entity funded solely by capital from Starwood Hotels, is dedicated to enriching communities by supplying financial grants to select partner organizations. The mission of the Starwood Foundation is to act as a catalyst for global societal growth & development, ensuring associates, residents, visitors and local businesses can experience vibrant and thriving communities. By developing strategic partnerships that leverage our resources and expertise to address critical local needs, the Starwood Foundation empowers communities to build and sustain the economic, social and cultural vitality of regions where Starwood Hotels operates now and in the future.

Through Corporate programs and the Starwood Foundation, we partner with charitable organizations focused in the following focus areas:

Workplace Readiness – Provide general skills/job readiness training for unemployed and underemployed individuals to promote economic growth of local communities and stimulate interest in growing sectors that will increase pursuit of employment in hospitality and related industries.

Community Vitality – Sustain and advance the natural, social, human and built aspects of regions where Starwood operates to ensure long-term resilience and viability within those locations, inclusive of:

- **Disaster Relief:** Respond to the individual, employee, and community needs arising from emergency situations by providing funding and on the ground support to assist in recovery and rebuilding efforts.
- **Starwood Cares for the Community:** Support and encourage Starwood employees to participate in volunteer work that drives sustainable and meaningful impact in their local community, meets the interests of volunteers, and enhances Starwood’s community outreach focus areas.
- **Sustainable & Ecological Development:** Maintain and improve the environmental & ecological characteristics of an area as well as its natural and/or built systems to serve the common good, anticipate & prevent degradation and support mitigation & adaption for resilience.

Human Rights - Support human rights awareness and advocacy efforts globally to ensure equitable practices and standards across private and public sectors.

Partnership Opportunities

- Grant Funding (see Appendix A)
- In-kind Support (non-cash requests)
- Event Sponsorship
- Volunteer Opportunities

Becoming a Starwood Partner

Starwood Hotels and the Starwood Foundation accept partnership requests electronically through our online application system available [here](#). As one can imagine, we receive proposals from worthwhile causes around the world and are unable to fulfill the majority of requests we receive. We limit our support to strategic organizations that meet our objectives within each focus area and are able to achieve sustainable change at the global level. All submissions must meet the eligibility requirements outlined in this document. We look forward to reviewing your request and learning more about your organization.

General Charitable Organization Eligibility

To receive support from Starwood Hotels or the Starwood Foundation, the following requirements must be met:

- All grant recipients must be non-profit, charitable organizations tax-exempt under section 501(c)(3) of the Internal Revenue Code or meet the international equivalency requirements
- Religious organizations such as churches, mosques and synagogues may qualify only if their outreach programs are offered to the general population regardless of religious affiliation AND they have established a separate 501(c)(3) organization to operate the funded program(s).
- We strive to select partners who make a commitment to “Do the Right Thing,” to act with integrity in all dealings, to maintain high standards of professional conduct, and to use good judgment during their operations and partnership selection. To that end, we choose not to partner with any organization whose activities discriminate with respect to race, color, religion, gender, age, sexual orientation, gender identity, national origin, ancestry, marital status, military or veteran status, or disability.
- The Starwood Foundation does not fund:
 - Organizations that do not exist for charitable intent (for example: organizations that do not have a 501(c)(3) designation or international equivalency)
 - Social, labor, alumni or fraternal organizations (e.g., higher education alumni groups, sororities, fraternities, workers' unions, exclusive membership clubs limited to a specific constituency, etc.)
 - Professional or amateur sports organizations and teams
 - Political organizations
 - Terrorist organizations (e.g. those not compliant with the USA Patriot Act)
 - Loans, debt reduction or operating deficits
 - Individuals
 - Memorial campaigns

Appendix A: Grantee Partnership Opportunities

Operating Principles

At Starwood Hotels and the Starwood Foundation, we define ourselves as investors and are interested in creating the highest possible levels of human gain for the grant dollars we have available. Given this focus, we review each proposal with respect to available dollars and responses to three overarching questions:

- 1. What will be the results from this project and how will we know when those results have been achieved?** Results are defined as the positive changes in behaviors and/or conditions in participants, communities or organizations that will be achieved through the project.
- 2. How likely is it that the results can be achieved?** Our assessment will be based on factors such as past result successes of the organization and its programs, validity of the proposed program approach, organizational capability and key personnel leading the project.
- 3. Is this the best possible use of the Starwood Hotels or Starwood Foundation funds given other opportunities before us?** We consider the cost relative to the gain, looking for projects that are replicable and can be shared with other organizations. When reviewing proposals we will look at the use of not just our funds, but all monies going into a project or program.

Our Approach to Partnership

Starwood Hotels and the Starwood Foundation make 3 types of investments: Direct Service (program support), Capacity Building & Planning and Systems Change. Not all grant investments are available in each focus area.

Direct Service (Program Support): *What positive gains will accrue for individual participants, communities or organizations?* Projects include new or existing programs that work directly with individual participants to achieve a specific result.

Capacity Building & Planning: *How will your organization be different and what will this enable you to do better?* Projects include efforts that strengthen the existing capacity of the organization to achieve results.

Systems Change: *How will your work inform change on a macro-level, including influencing policy or changing practitioner practices?* Projects include awareness efforts, research and advocacy efforts that lead to positive change.

In determining what we invest in, Starwood Hotels and the Starwood Foundation look for projects with the following characteristics:

- Projects designed to produce and verify specific changes in systems, communities, organizations and participants that directly contribute to the results we seek in the respective focus areas;
- Projects that can be effectively implemented and ultimately sustained without our funding;
- Projects that are replicable and can be shared with other organizations looking to produce similar results; and
- Projects that use research-based practices or strategies and offer clear evidence of results.