1.1 The Future Hospitality Manager and the Legal Environment

"Hospitality law is a legal and social practice related to the treatment of a person’s guests or those who patronize a place of business. Related to the concept of legal liability, hospitality laws are intended to protect both hosts and guests against injury, whether accidental or intentional. In other words, hospitality law is the body of law relating to the foodservice, travel, and lodging industries governing the specific nuances of transportation, hotels, restaurants, bars, spas, theme parks, country clubs, conventions, events, and more.

Hospitality managers must be multitalented individuals. In addition to knowledge of their own designated area of expertise, such as food and beverage, marketing, accounting, or rooms management, hospitality managers are often called on to assume specialized roles, such as employee counselor, interior designer, facility engineer, or computer systems analyst. Given the complexity of the modern business world, it is simply a fact that the skill level required for success today in this field is greater than it was in the past.

Hospitality management has always been a challenging profession. Whether in a casino, a school lunch program, a five-star hotel, a sports stadium concession program, or myriad other environments, hospitality managers are required to have a breadth of skill not found in many other areas of management. Hospitality managers are in charge of securing raw materials, producing a product or service, and selling it—all under the same roof. This makes them very different from their manufacturing counterparts (who are in charge of product production only) and from their retail counterparts (who sell, but do not manufacture, the product). Perhaps most important, the hospitality manager has direct contact with guests, the ultimate end users of the products and services supplied by the industry.

Additionally, hospitality managers are called on frequently to make decisions that will, in one manner or another, impact the legal standing of their employers. Robert James, founder of one of the largest hotel contract management companies in the United States, once estimated that 60 to 70 percent of the decisions he made on a daily basis involved some type of legal dimension. This is not to say that a hospitality manager

---

1. **The Future Hospitality Manager and the Legal Environment**
2. **The Hospitality Manager and Legal Management**
3. **Ethics and the Law**

**IN THIS CHAPTER, YOU WILL LEARN**

1. Why the study of laws related to hospitality is important.
2. The historical origins of the law and its evolutionary nature.
3. A philosophical framework to help prevent legal difficulties before they begin.
4. How to evaluate management actions on an ethical basis.

---

needs to be an attorney. He or she does not. However, the
decisions made may or may not increase the organization's
chance of needing the services of an attorney.

Consider the situation in which a hospitality manager
is informed that a guest has slipped and fallen in an area of
the dining room containing a salad bar. It appears that the
guest had been serving himself and slipped on a piece of lettuce
dropped by a previous guest. Was this a simple accident? Could
it have been prevented? Is the restaurant responsible? What
medical attention, if any, should the manager be prepared to
provide? What if the injuries are severe? Should the restaurant
be held responsible? Can the restaurant manager be held per-
sonally responsible? Most important, what should the manager
actually do when the incident is brought to his or her attention?
What, if anything, should the employees do? Who is responsi-
ble if the employees were not trained in what to do?

From this example, it is clear that the hospitality manager
is in a position to profoundly influence the legal position of the
operation. Day after day, in hundreds of situations, the actions
of hospitality managers will influence the likelihood of the
business or the manager becoming the subject of litigation.

There is a unique body of law relating to the foodservice,
travel, and lodging industries. These laws have developed over
time as society and the courts have sought to define the rela-
tionship between the individual or business serving as the host
and the individual who is the guest. This textbook will give you
up-to-date information on the most important of those special
laws and relationships. That is not to imply, however, that this
book is designed to make you a lawyer. What it will do, if you
use it properly, is train you to think like one. It will teach you
to consider carefully how the actions taken by you and those
you work with will be viewed in a legal context. The industry's
very best legal educators, hospitality managers, writers, and
reviewers have created this book especially for you. They all
speak with one voice when they say, "Welcome to the exciting
world of hospitality management!" As an industry, we need your
skill, ability, and creativity. This textbook, if studied care-
fully, will help you become the hospitality manager you deserve to
be and that our industry and guests require you to be.

1.2 The Hospitality Manager and Legal Management

Jack P. Jefferies, who served for more than 20 years as legal
counsel for the American Hotel and Lodging Association
(AH&LA), has stated: “Over 135,000 new federal and state laws
are issued annually, as well as hundreds of thousands of federal
and state administrative rules.” With this much change in
the law, some believe that the topic is too complex to learn in
an introductory course or from one book. In addition, they
would argue that because the law is constantly changing, even
if an individual learned the law today, his or her knowledge
would be out of date in a very short time.

Although these positions are understandable, they argue
for, not against, the future hospitality manager's study of legal
management.

Although the law is indeed complex, certain basic prin-
ciples and procedures can be established that will minimize
a manager's chances of encountering legal difficulty. Since it is
possible to prevent legal difficulty by anticipating it before-
hand, it is less important to know, for example, the specific
rules of food safety in every city than it is to know the basic
principles of serving safe food. No one, not even the best law-
ayer, can be expected to know everything about every area of
the law. In the same way, hospitality managers are not required
to have a comprehensive knowledge of every law or lawsuit
that impacts their industry. What they must know is how to
effectively manage their legal environment. To begin this jour-
ney, it is important to grasp three key concepts:

1. Laws have historical origins, and managers need to
   know them.
2. Laws have an evolutionary nature, based on changes
   in society.
3. It is possible to use a philosophy of preventative manage-
   ment to manage the legal environment and minimize the
   chances of litigation.

Historical Origins of the Law

Common law and civil law are the two major systems of law
in place in the Western world. Common law is the body of law
that has descended from the law created in Great Britain and is
used in the United States and most countries in the British
Commonwealth. Civil law is descended from the law created in
the Roman Empire and is used by most Western European
countries, as well as Latin America, Asia, and Africa. Although
both legal systems certainly defy oversimplification, it can
generally be said that common law comes from reviewing past
litigation that has been decided by the courts. It is greatly

LEGALESE

Attorney: Any person trained and legally authorized to act on behalf
of others in matters of the law.

Litigation: The act of initiating and carrying on a lawsuit, often used
to refer to the lawsuit itself.

Law: The rules of conduct and responsibility established and
enforced by a society.

Common law: Laws derived from the historical customs and usage
of a society and the decisions by courts when interpreting those
customs and usages.

Civil law: The body of law (usually in the form of codes or statutes)
created by governmental entities that are concerned with private
rights and remedies, as opposed to criminal matters.
interested in precedent or what has been decided in previous court cases with similar situations or facts.

In civil law, decisions evolve based on written laws or codes. Judges in civil law feel less bound by what others have decided before them and more compelled by the law as it has been established by government bodies. Given the nearness of countries within Europe and the influence of the British Empire, it is no wonder that these two great legal systems frequently operated in close proximity, which has often blurred their distinctions. Interestingly, the term civil law is actually used in the common law system to refer to private law (or private disputes), as opposed to public or criminal matters.

Common law developed in England following the Norman Conquest. In common law, the principle of stare decisis is followed. A decision made by a higher court must be obeyed by all lower courts. In this manner, citizens know which actions are legal and which are punishable. Essentially, the purpose of the common law was to interpret and enforce rules related to the granting of land by the British monarchy to those subjects deemed worthy of such land grants. The barons who received this land would often grant parts of it to those they felt were deserving. The courts that were created at this time were charged with overseeing the peaceful resolution of disputes regarding land, inheritance, marriage, and other issues related to land grants.

Between 1765 and 1769, an Englishman, Sir William Blackstone, wrote four volumes he titled the Commentaries. In these books, Blackstone sought to compile a general overview of all the common law of his time. Blackstone’s work formed the basis for much of the law in the New World, as his work migrated there with the English colonial settlers. Laws related to those in the hospitality industry were, of course, included.

Despite the anger against Britain that resulted in the Revolutionary War, the colonists of the soon-to-be United States embraced the common law as their favored rules of conduct and responsibility. Blackstone’s work was widely used as a textbook in the law schools of the new country, and it influenced many of its early law students, including Thomas Jefferson, John Marshall, James Monroe, and Henry Clay. Inevitably, succeeding generations throughout the history of the United States have taken the common law as they have found it and modified it to meet the needs of their ever-changing society.

Evolutionary Nature of Common Law

It should come as no surprise that a rapidly changing society will often revise its rules of conduct and responsibility. This is true in society as a whole and in how society views the hospitality industry. In the United States of the 1850s, obviously, one would not have been expected to find a law requiring a certain number of automobile parking spaces to be designated for people with disabilities seeking to enjoy an evening meal at the town’s finest restaurant because the world in that era contained neither the automobile nor the inclination of society to grant special parking privileges to those who were disabled. In today’s society, we have both. What changed? First, the physical world changed. We now have automobiles along with the necessity of parking them. More significant, however, is the fact that society’s view of how people with disabilities should be treated has changed. Parking ordinances today require designated “disabled” parking spaces, generally located close to the main entrances of buildings to ensure easy access. Not only is it good business to have such spaces, but current laws also mandate that the hospitality manager provide them.

Another example of evolving law is that certain state laws now allow their citizens to use cannabis oil, hemp oil, and other related substances that have historically been and are still on the federal list of prohibited drugs for consumption. Consumption is sometimes regulated and restricted to medicinal purposes, but some states have legalized or decriminalized the use of cannabis or marijuana for personal recreational purposes. Hospitality managers need to be familiar with their own state’s laws and how these laws affect operations and employment situations.

In this case, parking requirements grew out of a law created at the federal government level. The law is called the Americans with Disabilities Act (ADA). This act, and its many applications to hospitality, will be discussed in greater detail in Chapters 7 and 10, “Legally Selecting Employees” and “Your Responsibilities as a Hospitality Operator to Guests.” It is mentioned here to illustrate that laws evolve just as society evolves. Changes in society lead to changes in the law.

Search the Web 1.1

Go to the Internet. Search for categories related to laws regulating tobacco use and sales in your state, city, and/or county.

Assignment: Draft a one-paragraph essay summarizing the laws governing tobacco use in your state. Are there any special stipulations that a hospitality manager would especially want to be aware of (such as the designation of smoking and non-smoking areas in a restaurant or public lobby)?

LEGALESE

Stare decisis: The principle of following prior case law.

Americans with Disabilities Act: Federal legislation (law) that protects the rights of people with disabilities so that they may be treated fairly in the workplace and have access to places of public accommodation, such as hotels, restaurants, and airplanes.
CHAPTER 1  Prevention Philosophy

Laws in the United States may be enacted at the federal, state, and local levels (see Figure 1.1).

At each of these levels, the laws reflect the changing desires of the citizens and their elected officials. Because society includes members who operate hospitality facilities, hospitality laws created and modified by society impact those who work in the hospitality industry.

Preventative Legal Management

Future hospitality managers will encounter laws that do not currently exist. How, then, can they be expected to operate their facilities in full compliance with the law throughout their career? Just as important, how can they be expected to manage these facilities in a way that will minimize their chances of doing something illegal? The answer is not to attempt to monitor every legislative body empowered to enact law. The answer is to operate hospitality facilities in a way that combines preventative legal management with sound ethical behavior and smart judgment.

**LEGALESE**

**Hospitality law:** Those laws that relate to the industry involved with the provision of food, lodging, travel, meetings, events, and entertainment services to its guests, employees, vendors, and clients.

Lessons from the Medical Field  In the medical field, it is widely agreed that it is better to prevent a serious illness beforehand than to treat it after the fact. For example, doctors advise that it is preferable to prevent a heart attack through proper diet, exercise, and the cessation of smoking than for a patient to have a bypass operation after a heart attack has occurred. In the case of prevention, the doctor advises the patient, but it is, in large measure, up to the patient to put into practice the recommendations of the physician.

In a similar vein, it is far better for hospitality managers to operate their facilities in a way that minimizes the risk of litigation, rather than in a manner that exposes their operations to the threat of litigation.

**STEM the Tide of Litigation**  As noted, the law is not static; in fact, it changes frequently. Managers must stay abreast of these changes so that ultimately, on a daily basis, they integrate their acquired knowledge and awareness of the law into a personal style of management and decision making. The acronym STEM was coined as an easy way to remember the steps in a decision-making process that can assist managers in getting started. It stands for select, teach, educate, and manage. It is presented here as a way of beginning to "STEM" the tide of litigation. The details of how STEM works are included in the box on page 5.
Applying the STEM Process in Hospitality Management

A process can be implemented that will help reduce employee errors and omissions and, therefore, litigation and liability. The process is called STEM, for select, teach, educate, and manage. It works like this:

1. **Select:** Managers can begin reducing litigation by selecting the right employee for the right job. Managers cannot hire “just anyone” at the last minute. Employees must be selected based on specific job qualifications, written job specifications, and information derived from a thorough investigation of the candidate for the position, whether the employee to be hired is a bus person, waitperson, hostess, door supervisor, or line supervisor.

2. **Teach:** Managers must develop proper training methods for employees, including feedback devices such as competency testing, to ensure that the training is effective.

3. **Educate:** Managers must continuously educate themselves so that they know which topics and procedures must be passed on to employees through effective teaching methods. Effective managers stay on top of all current happenings in the hospitality industry. One useful tool is the industry news and newsletters from www.smartbrief.com. You can sign up for free daily e-newsletters on most industry segment topics. For hotels, see www.smartbrief.com/ahla; and for restaurants, see www.smartbrief.com/nra.

4. **Manage:** Effective managers know that if you consistently do things the right way, the chances for mistakes—and, therefore, for litigation—will diminish. Management has been defined as consisting of four functions: planning, organizing, controlling, and motivating. Although all four have legal implications, the STEM process focuses almost exclusively on the motivating function. A manager who creates a supportive work environment will gain the trust and respect of employees, who will then be motivated to do their best work and thus avoid making errors that could result in litigation.

On any given day, the general manager of a hotel or restaurant in the United States will make decisions about hiring, firing, and/or providing benefits to employees. Other daily tasks might include approving a meeting space contract for a major event to be held on the property, an event that involves the service of alcohol. Decisions regarding if and when to add a lifeguard to the pool area, whether to subcontract parking services to a local valet company, and even the uniform requirements of staff, will all be made by the manager. All of these seemingly independent decisions have a significant common denominator—they all have legal implications.

Whether it is opening a restaurant, operating a country club, or hiring a housekeeper, hospitality managers must be aware of the legal implications of each and every decision they make. It is of vital importance that managers resolve to be fair, to operate within the law, and to manage preventatively. On occasions when they do not and a lawsuit results, the courts may hold managers liable for their inattentiveness.

This philosophy of preventative management becomes even more important when one considers that a great many litigation matters encountered by hospitality operators have a common denominator: a poorly prepared employee. Injuries and the resulting damages, whether financial, physical, or mental, are usually a consequence of an employee who has not been sufficiently taught to perform his or her duties. He or she might make an omission, such as not cleaning up a spill near a salad bar, or might pursue an activity outside the scope of his or her duties, such as sexual harassment or arguing with a customer.

The recent increasing number of lawsuits is not caused solely by employees, of course. The legal system and some attorneys certainly share the blame. Managers, however, bear most of the responsibility for what has been occurring. When an employee makes a mistake, often it is the result of management error. The wrong person was hired for the job, the duties of the job were not effectively communicated to the employee, the employee was not properly trained, or the employee was not effectively supervised or motivated to do the job properly.

To create an environment conducive to motivation, you must first establish trust and respect. When managers make a commitment to employees or guests, they must follow through. They also must be willing to accept responsibility for their mistakes and to apologize for them when appropriate. Managers must set an example: If managers ask employees to be on time, then managers must also be on time; if managers expect employees to pay for food, beverages, and services, then he or she must also pay for food, beverages, and services. In current parlance, managers must walk the talk!

Finally, all of the planning, organizing, controlling, and motivating in the world will not help if management cannot effectively communicate its vision and plan to the employees who will carry out that vision. The ability to communicate with skill and grace is a critical component of being a successful manager.

Today’s culturally diverse workforce will require diverse motivating techniques. Remember that different people are motivated by different incentives. Money is a perfect example. To some, it is a strong motivating factor; others would prefer more time off instead of additional pay. Managers must know their employees and determine—by asking them, if need
be—what will motivate them, both as individuals and as a work team. Examples of possible motivational efforts include the following:

- A sales contest with a significant prize
- A parking space with recognition for the employee of the month
- A 50 percent discount on meals at the restaurant
- A card on their birthday
- A written “pat on the back” for a job well done
- Taking the time to ask employees how their day was
- Involving employees in setting goals
- Seeking employee input in developing work schedules
- Listening to their concerns

All of those listed and others are the types of activities a manager should undertake to build the trust and loyalty of employees. If a consensus can be reached on what to do and how to do it, the motivating task becomes much easier.

The goal of STEM is to reduce employee mistakes. By continually encouraging and rewarding good performance, managers can create an environment that will, in fact, reduce the number of times employees make mistakes. Remember that even if a goal may is reached, the efforts of the individual or group still might merit praise. In other words, managers should try to catch their employees doing something right instead of trying to catch them doing something wrong.

It is not possible to manage effectively while sitting behind the desk. Effective managers know that “management by walking around” is alive and well, particularly in a service industry such as hospitality. Of course, an important part of managing is the ability to motivate employees. As much as managers would like all employees to come to the job every day brimming with enthusiasm, the fact is, too often, just the opposite is true. A significant number of employees may dislike coming to work, their jobs, their situation in life, and much more. They must be motivated to perform at the level management has targeted in order to exceed management’s own expectations, and, more important, those of the guest.

To recap the STEM process: Select, not just hire, the right employee for the right job; continuously teach employees while creating a training trail; educate management; motivate staff in a positive and nurturing manner. All these efforts will help foster loyalty and goodwill, while reducing the likelihood of litigation.

### Analyze the Situation 1.1

A fellow supervisor confides in you that he has been arrested for a second time in two years for driving under the influence of alcohol. His current case has not yet gone to trial. This supervisor is responsible for the late-night closing of the restaurant in which you both work.

1. Should you discuss this situation with the restaurant’s general manager?
2. After reading the next section on Ethics, has your answer changed?
3. Which aspect of STEM is relevant here?

### 1.3 Ethics and the Law

It is not always clear whether a course of action is illegal or simply wrong. Put another way, an activity might be legal but still be the wrong thing to do. As a future hospitality manager who seeks to manage his or her legal environment and that of other employees, it is important that you be able to make this distinction.

**Ethics** refers to the behavior of an individual toward another individual or group. Ethical behavior refers to behavior that is considered “right” or the “right thing to do.” Consistently choosing ethical behavior over behavior that is not ethical will go a long way toward avoiding legal difficulty. This is true because hospitality managers often will not know what the law requires in a given situation. In cases of litigation, juries may have to make determinations of whether a manager’s actions were ethical or deliberately unethical. How juries and judges decide these questions may well determine their view of a manager’s liability for an action or inaction.

Although it is sometimes difficult to determine precisely what constitutes ethical behavior, the following seven guidelines can be very useful when evaluating a possible course of action:

1. Is it legal? Does the law or company policy prohibit this activity?
2. Does it hurt anyone? Will this action negatively affect any stakeholders?
3. Is it fair? Is it fair to all the stakeholders?
4. Am I being honest? Are you being honest with yourself and with the company?
5. Would I care if it happened to me? Would it bother you if you were the recipient of the action?
6. Would I publicize my action? Would you be embarrassed if stakeholders became aware of your action?
7. What if everyone did it? Could the business effectively operate in an equitable fashion?

**LEGALESE**

**Ethics:** Choices of proper conduct made by an individual in his or her relationships with others.
Consider the hospitality manager who is responsible for a large wedding reception in a hotel. The bride and groom have selected a specific champagne from the hotel’s wine list to be used for their champagne punch. The contract signed by the bride and groom lists the selling price per gallon of the punch but does not specifically mention the name of the champagne selected by the couple. In the middle of the reception, the hotel runs out of that brand of champagne. A less costly substitute is used for the duration of the reception. Neither the bride and groom nor the guests notice the difference. Using the seven ethical guidelines just listed, a manager could evaluate whether he or she should reduce the bride and groom’s final bill by the difference in selling price of the two champagnes.

How an individual determines what constitutes ethical behavior may be influenced by his or her cultural background, religious views, professional training, and personal moral code. A complete example of the way someone would actually use the seven ethical guidelines is demonstrated in the following hypothetical situation.

**An Ethical Dilemma: Free Champagne**

Assume that you are the food and beverage director of a large hotel. You are planning for your New Year’s Eve gala and require a large amount of wine and champagne. You conduct a competitive bidding process with the purveyors in your area and, based on quality and price, you place a very large order (in excess of $20,000) with a single purveyor. One week later, you receive a case of very expensive champagne, delivered to your home with a nice note from the purveyor’s representative stating how much it appreciated the order and that the purveyor is really looking forward to doing business with you in the years ahead. What do you do with the champagne?

**Ethical Analysis** Your first thought might be the most obvious one—that is, you drink it. But, hopefully, you will first ask yourself the seven questions of the ethical decision-making process.

1. **Is it legal?**
   From your perspective, it might not be illegal for you to accept a case of champagne. However, there could be liquor laws in your state that prohibit the purveyor from gifting that amount of alcoholic beverage. You must also consider whether it is permissible within the guidelines established by the company for which you work. Many companies have established gift acceptance policies that limit the value of the gifts that employees are eligible to accept. In this case, violation of a stated or written company policy may subject you to disciplinary action or even the termination of your employment. Accordingly, you need to be extremely familiar with the ethics policy that has been adopted by the company you are working for. Assuming that it does not violate a law and/or company policy, go to question 2.

2. **Does it hurt anyone?**
   Well, it probably would not hurt you unless you drank all of the champagne at once; but, realistically, are you really going to be fair and objective when you evaluate next year’s bids, or is your mind going to be thinking back to the case of champagne that you received? Assuming that you do not think that it is hurting anyone, go on to question 3.

3. **Is it fair?**
   Before answering this question, you have to recognize who the stakeholders are in this particular situation. How might others in your company feel about the gift you received? After all, you agreed to work for this firm at a set salary. If benefits are gained because of decisions you make while on duty, should those benefits accrue to the business or to you? Assuming that you have decided that it is fair for you to keep the champagne, go to question number 4.

4. **Am I being honest?**
   This question gives you the opportunity to second-guess yourself when you are answering questions 2 and 3. Do you really believe that you can remain objective in the purchasing aspect of your job and continue to seek out the best quality for the best price, knowing that one of the purveyors rewarded you handsomely for last year’s choice and may be inclined to do so again?

5. **Would I care if it happened to me?**
   If you owned the company you work for and you knew that one of the managers you had hired was given a gift of this magnitude from a vendor, would you question the objectivity of that manager? Would you like to see all of your managers receive such gifts? Would you be concerned if they did?

6. **Would I publicize my action?**
   If you have trouble remembering the other questions, try to remember this one. Would you choose to keep the champagne if you knew that tomorrow morning the headlines of your city newspaper would read: “Food and Beverage Director of Local Hotel Gets Case of Champagne after Placing Large Order with Purveyor”? Your general manager would see it, other employees would see it, all of the other purveyors that you are going do business with would see it, and even potential future employers would see it.

7. **What if everyone did it?**
   If you justify your choice of keeping the champagne, consider: Does this process ever stop? What would happen if the executive housekeeper had a bed delivered to her home every time she ordered new bedding for the hotel? What would happen if every time she ordered new washers and dryers, she received a matching set at home?

**Alternative Options** What are some of the realistic alternatives to keeping the champagne?

- Return it to the purveyor with a nice note stating how much you appreciate it but that your company policy will not allow you to accept it.
- Turn the gift over to the general manager to be placed into the normal liquor inventory (assuming that the law will allow it to be used this way).
- Donate it to the employee Christmas party.
Use the seven questions to evaluate each of these three courses of action. Do you see any differences?

Codes of Ethics

Some hospitality managers feel it is important to set their ethical beliefs down in a code of ethics or core values. Figure 1.2 is the code of core values developed by Meeting Expectations, an award-winning event management and association management company with headquarters located in Atlanta, Georgia.

In some cases, a company president or other operating officer will relay the ethical philosophy of a company to its employees in a section of the employee handbook or through a direct policy statement, as illustrated in the ethics statement presented in Figure 1.3, which was created by Hyatt Hotels.

Notice that in both the Meeting Expectations’s core values and in Hyatt’s corporate policy, reference is made to the importance of complete honesty and integrity as well as following the law and legal rules. Laws do not exist, however, to cover every situation that future hospitality managers will encounter. Society’s view of acceptable behavior, as well as specific laws, is constantly changing. Ethical behavior, however, is always important to the successful guidance of responsible and profitable hospitality organizations.

---

**Meeting Expectations Core Values**

**CORE VALUES**

At Meeting Expectations, our team lives and works according to the following values:

- **1.** We are customer driven. We will take action and feel a sense of urgency on matters related to our customers.
- **2.** We respect the individual employee and believe that people treated with respect and given responsibility will respond by giving their best. We treat others as we would like to be treated.
- **3.** We require complete honesty and integrity in everything we do. We insist on open and honest communication. Hidden agendas and gossip will not be tolerated.
- **4.** We make commitments with care, and live up to them. When we discover a problem, we own that problem until it is resolved, even if it involves someone else doing the work.
- **5.** We expect continuous improvement in our journey towards excellence.
- **6.** We challenge ourselves and each other as it brings out the best in us. We look for others doing the right thing so that we can celebrate success along the way.
- **7.** We insist on giving our best effort toward everything we do and take responsibility for our actions. We understand that even despite our best efforts, bad results may sometimes occur. Bad results are unacceptable if they are the consequence of sloppiness or lack of effort.
- **8.** We are financially responsible with company and client funds and guard them with the same vigilance that we use to guard our own.
- **9.** Clarity in understanding our mission, goals, and what we can expect from each other is critical to our success.
- **10.** Work is an important part of life and should be enjoyed by striking a balance between fun and seriousness.

---

**FIGURE 1.2 Meeting Expectations Core Values.**

(Reprinted with permission from Meeting Expectations.)

---

**Hyatt Hotels Corporation**

**Code of Business Conduct and Ethics 2013**

**INTRODUCTION**

This Code of Business Conduct and Ethics (this “Code”) is designed to reaffirm and promote Hyatt Hotels Corporation’s compliance with laws and ethical standards applicable in all jurisdictions in which Hyatt Hotels Corporation and its subsidiaries (collectively referred to herein as “Hyatt”) conduct their business.

---

**FIGURE 1.3 Corporate policy for Hyatt Hotels.**

(Reprinted with permission by Hyatt Hotel’s General Counsel.)
This Code is applicable to all directors and officers of Hyatt, and all associates, including, without limitation, General Managers, members of the Management or Executive Committees and other persons (collectively, “associates”) who work in or are affiliated with any hotel, residential or vacation ownership property that is owned, leased, managed or franchised by Hyatt and operated under or in association with the “Hyatt,” “Hyatt Regency,” “Grand Hyatt,” “Park Hyatt,” “Andaz,” “Hyatt Place,” “Hyatt House,” “Hyatt Residence Club,” “Hyatt Zilara”, or “Hyatt Ziva” trademarks, or such other trademarks owned by Hyatt (individually referred to herein as a “Hotel” and, collectively, as the “Hotels”).

References in this Code to “you” and “your” refer to the officers, directors and associates of Hyatt. Similarly, references in this Code to “we” and “our” refer to Hyatt and the Hotels.

Hyatt operations and Hyatt associates are subject to the laws of many countries and other jurisdictions around the world. Associates are expected to comply with the Code and all applicable government laws, rules and regulations. If a provision of the Code conflicts with applicable law, the law controls.

Because Hyatt Hotels Corporation is incorporated in the United States, our associates around the world often are subject to U.S. laws. Other countries may also apply their laws outside their borders to Hyatt operations and personnel. If you are uncertain what laws apply to you, or if you believe there may be a conflict between different applicable laws, consult Hyatt’s General Counsel or any Associate General Counsel of Hyatt’s Legal Department, whose contact details are attached at the end of this document.

Seeking Help and Information

This Code is not intended to be a comprehensive rulebook and cannot address every situation that you may face. There is no substitute for personal integrity and good judgment. If you feel uncomfortable about a situation or have any doubts about whether it is consistent with Hyatt’s ethical standards, we encourage you to contact your supervisor. If your supervisor cannot answer your question or if you do not feel comfortable contacting your supervisor, contact the General Counsel or any Associate General Counsel of Hyatt’s Legal Department.

Reporting Violations of the Code

You have a duty to report any known or suspected violation of this Code, including any violation of the laws, rules, regulations or policies that apply to Hyatt. If you know of or suspect a violation of this Code, immediately report the conduct to your supervisor or in the event of a violation of Section 12, directly to the General Counsel or Vice President of Internal Audit. Your supervisor will contact the General Counsel or any Associate General Counsel of Hyatt’s Legal Department, who will work with you and your supervisor to investigate your concern. If you do not feel comfortable reporting the conduct to your supervisor or you do not get a satisfactory response, you should contact the General Counsel, any Associate General Counsel of Hyatt’s Legal Department, or Vice President of Internal Audit directly. All reports of known or suspected violations of the law or this Code will be handled sensitively and with discretion. Your confidentiality will be protected to the extent possible, consistent with applicable law and Hyatt’s need to investigate your concern.

We also have a website, www.hyattethics.com, and a dedicated toll-free number for those of you in the United States, 1-866-294-3528, available 24 hours a day, seven days a week, to provide you and vendors a way to anonymously and confidentially report activities that potentially may involve criminal, unethical or otherwise inappropriate behavior in violation of applicable law, and Hyatt’s established policies, including this Code. International toll-free numbers and specific reporting instructions and limitations for those reporting from outside the United States may be found on the website at www.hyattethics.com. In the event an international toll-free number is not available, you may call us collect at 503-726-2412.

Policy Against Retaliation

Hyatt prohibits retaliation against anyone who, in good faith, seeks help or reports known or suspected violations of this Code. Any reprisal or retaliation against anyone covered by this Code because such person, in good faith, sought help or filed a report will be subject to disciplinary action, which may include suspension or termination of association with Hyatt.

Amendments to and Waivers of the Code/Enforcement

This Code may be amended or modified only by the Board of Directors of Hyatt Hotels Corporation.

Waivers of this Code for associates may be made only by Hyatt’s General Counsel. The General Counsel will provide quarterly reports to the Audit Committee of such waivers. Any waiver of this Code for directors, executive officers or other principal financial officers of Hyatt Hotels Corporation may be made only by the Audit Committee of the Board of Directors or the Board of Directors of Hyatt Hotels Corporation, and will be disclosed to the public as required by law or the rules of the New York Stock Exchange.

Violations of this Code will be addressed promptly and, subject to compliance with applicable law or regulation, may subject persons to corrective and/or disciplinary action.

This Code supplements and does not supersede or replace the terms and conditions of any agreement signed by you and Hyatt. If you believe the terms of this policy conflict with any such agreement, you should contact Hyatt’s General Counsel.
CHAPTER 1  
Prevention Philosophy

Policy Statement

Standards of Conduct/Compliance with Applicable Laws

It is the policy of Hyatt to conduct its business and to cause the business of all Hotels to be conducted in accordance with all applicable laws and regulations of the jurisdictions in which such business is conducted and to do so with honesty and integrity and in accordance with the highest moral and ethical standards.

Conflicts of Interest

A conflict of interest can occur when the private interest of a person who is covered by this Code interferes, or reasonably appears to interfere, with the interests of Hyatt or any Hotel, as the case may be. You should avoid any private interest that influences your ability to act in the interests of Hyatt or any Hotel or that makes it difficult to perform your work objectively and effectively. Conflicts of interest may also arise if you (or any member of your family) receive personal benefits as a result of your position with Hyatt.

Situations involving a conflict of interest may not always be obvious or easy to resolve. If you suspect that you have a conflict of interest, or something that others could reasonably perceive as a conflict of interest, you should report it to your supervisor or the General Counsel or any Associate General Counsel of Hyatt’s Legal Department. Your supervisor and the Legal Department will work with you to determine whether you have a conflict of interest and, if so, how best to address it.

Corporate Opportunities

You are expected to advance the interests of Hyatt and the Hotels when the opportunity to do so arises. You may not take for yourself business opportunities that arise through either the use of our property or information or your position with Hyatt or any Hotel. You are also prohibited from using either our property or information or your position for personal gain and competing in any way with Hyatt. Competing with Hyatt may involve engaging in the same line of business as Hyatt, or any situation where you take away from Hyatt opportunities for sales or purchases of services, products, property or interests. Your service as a director or an officer of a company, organization or association in a related business, if timely disclosed to Hyatt and approved or ratified by the Audit Committee, is not deemed to be a violation of this Code.

Confidential Information

You have access to a variety of confidential information while employed at Hyatt or a Hotel, as applicable. Confidential information includes all non-public information that might be of use to competitors, or, if disclosed, harmful to Hyatt or such Hotel or our customers. Examples of such confidential information include, without limitation, brand standards, operating manuals, data processing systems, programs, procedures, databases, data, sales and marketing information, marketing strategies, and financial information. Respect the property of Hyatt, including its intellectual property (such as trademarks, logos, brand names and computer systems) and confidential information. You are expected to safeguard all confidential information of Hyatt, the Hotels or third parties with which Hyatt or the Hotels conduct business, except when disclosure is authorized or legally mandated.

Competition and Fair Dealing

You should compete fairly without collusion or collaboration (whether express or implied, formal or informal, oral or written) with competitors to divide markets, set prices, restrict production, standardize terms of trade (including such matters as hours of operation, service charges, hotel check-out times, or hotel reservation policies), allocate customers or otherwise restrain competition or to boycott any individual or entity. You should also endeavor to deal fairly with customers and suppliers of Hyatt and the Hotels, as applicable. You should not take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other practices that may violate the laws designed to prevent unfair competition or anti-competitive practices.

Protection and Proper Use of Corporate Assets

You should protect the assets of Hyatt and the Hotels, as applicable, and ensure their efficient use for legitimate business purposes only. No funds, assets, services or facilities of Hyatt or of any Hotel (including, for the purposes hereof, without limitation, complimentary items, discounts and amenities) may be used, directly or indirectly, for any unlawful or unethical purpose. Use the property of Hyatt only for legitimate business purposes, as authorized in connection with your job responsibilities. You should not share or use computer access information of other Hyatt or Hotel personnel, such as passwords. Any question as to the legality or ethics of any contemplated use of our funds, assets, services or facilities shall be referred to the General Counsel or any Associate General Counsel of Hyatt’s Legal Department.
Prohibition Against Bribes or Kickbacks

You are prohibited from using or promising to use the funds, assets, services or facilities of Hyatt or of any Hotel to secure or retain business where such use is in violation of any applicable law or regulation. Without limiting the foregoing, you are prohibited from engaging in any form of bribery or kickbacks and from using the funds, assets, services or facilities of Hyatt or of any Hotel to improperly influence or corrupt the action of any government official, agent or employee or of any private customer, supplier or other person. In addition, Hyatt and/or its employees may be held liable for bribery or kickbacks by third parties working on behalf of the company (such as consultants, advisors, distributors, and other intermediaries) where Hyatt and/or its employees knew or reasonably should have known of the third party’s unlawful action, given the circumstances.

Gifts and Entertainment

The giving and receiving of gifts is a common business practice. Appropriate business gifts and entertainment are welcome courtesies designed to build relationships and understanding among business partners. However, gifts and entertainment should not compromise, or appear to compromise, your ability to make objective and fair business decisions. It is your responsibility to use good judgment in this area. As a general rule, you may give or receive gifts or entertainment to or from customers or suppliers only if the gift or entertainment would not be viewed as an inducement to or reward for any particular business decision and if the expenditure is for a legitimate business purpose, reasonable, not lavish, and reflects an amount that is customary and proportionate in the relevant jurisdiction and appropriate for the particular occasion. You are expected to properly account for expenses related to gifts and entertainment on expense reports. In the event that you are offered a gift or entertainment that exceeds the limits set by Hyatt’s Gift Policy applicable to your position, you should contact the General Counsel or any Associate General Counsel of Hyatt’s Legal Department and obtain approval prior to accepting such gift or entertainment.

Prohibition Against Taking Commissions or Referral Fees

You are prohibited from accepting anything of value in exchange for referring third parties to any person, organization or group doing business or seeking to do business with Hyatt or any Hotel.

Prohibition Against Using Corporate Assets for Political Purposes

Hyatt encourages you to participate in the political process as an individual and on your own time. However, you are prohibited from using the funds, assets, services or facilities of Hyatt or of any Hotel, directly or indirectly, for the purpose of aiding, supporting or opposing any political party, association, organization or candidate where such use is illegal or improper under the laws or regulations of the relevant jurisdiction. Please contact the General Counsel or any Associate General Counsel of Hyatt’s Legal Department if you have any questions about this policy.

Compliance With Insider Trading Laws

Associates are prohibited from trading in the stock or other securities of Hyatt Hotels Corporation while in possession of material, nonpublic information about Hyatt. In addition, associates are prohibited from recommending, “tipping” or suggesting that anyone else buy or sell stock or other securities of Hyatt Hotels Corporation on the basis of material, nonpublic information. Associates who obtain material nonpublic information about another company in the course of their association with Hyatt are prohibited from trading in the stock or securities of the other company while in possession of such information or “tipping” others to trade on the basis of such information. Violation of insider trading laws can result in severe fines and criminal penalties, as well as disciplinary action by Hyatt, up to and including termination of association or employment with Hyatt. The laws against insider trading are specific and complex. Please refer to Hyatt’s Insider Trading Compliance Program for more information. If you have any questions about this policy, please contact the General Counsel or any Associate General Counsel of Hyatt’s Legal Department.

Accuracy of Company Records and Financial Reports

Accurate and reliable records are crucial to our business. Our records are the basis of our earnings statements, financial reports, public filings and other disclosures to third parties and guide our business decision-making and strategic planning. Our records include booking information, customers’ personal data, payroll, timecards, travel and expense reports, emails, accounting and financial data, measurement and performance records, electronic data files and all other records maintained in the ordinary course of our business.
All of our records must be complete, accurate and reliable in all material respects. Undisclosed or unrecorded funds, payments or receipts are inconsistent with our business practices and are prohibited. You are expected to act in good faith, responsibly, with due care, competence and with common sense in a timely manner. You may not misrepresent material facts or allow your independent judgment or decisions to be improperly influenced or biased by others or by other factors such as operating unit or individual performance or objectives, plans, forecasts or financial commitments. If you believe someone is asking or directing you to violate these obligations, report the situation promptly. You are responsible for understanding and complying with our record-keeping policy. Ask your supervisor if you have any questions.

Hyatt’s financial officers and other associates serving in a finance, accounting, corporate treasury, tax or investor relations role (the “Finance Team”) have a special responsibility to ensure that all of our financial disclosures with respect to Hyatt and the Hotels are prepared and reported in a full, fair, accurate, timely and understandable manner. These associates must understand and comply with applicable law, Hyatt’s accounting policies and U.S. generally accepted accounting principles. You are expected to comply with the internal controls, disclosure controls and procedures and other policies and procedures established by Hyatt from time to time.

Any action (direct or indirect) to force, manipulate, mislead or fraudulently influence any person, including a financial officer or other member of the Finance Team, in the performance of their duties with respect to the financial books and records is a violation of this Code. This includes situations involving the recording or authorization of any financial transactions that are incorrect or improper or not adequately supported. Any action (direct or indirect) to force, manipulate, mislead or fraudulently influence Hyatt’s independent auditors in the performance of their audit or review of Hyatt’s financial statements is prohibited. Any violation of this Section 12 should be reported directly to the General Counsel or Vice President of Audit Services.

Certification

After reading this Code, all (i) directors and officers of Hyatt Hotels Corporation; (ii) employees working at Hyatt’s corporate headquarters, divisional offices, service centers and sales offices; (iii) members of the Management and Executive Committees at the Hotels; (iv) associates with the title of Manager and above; and (v) associates who work in Hotels in materials management, finance and human resources shall acknowledge in writing that he/she has read and understood this Code of Business Conduct and Ethics, and understands that he/she is responsible to abide fully with all of the obligations contained herein. The Acknowledgement of Code of Business Conduct and Ethics form attached at the end of this Code may be executed via an electronic acknowledgement or by returning a signed copy of the Acknowledgement to Hyatt’s General Counsel.

FIGURE 1.3 (continued)

International Snapshot

Mitigating Risks Associated with Legal and Ethical Compliance in International Business Transactions

A legal and ethical compliance program is critical to the success of a multinational company. Such a program reduces reputational risk and the risk of legal liability, both civil and criminal. Most countries and jurisdictions have enacted prohibitions against bribery and corruption. While such laws may not be consistently enforced, particularly in developing countries, the risk of enforcement proceedings may be higher for a U.S. company, depending on the status of diplomatic relations. The U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act are well known and yet many companies have run afoul of these laws and other laws when doing business outside the United States.

Nevertheless, even a comprehensive legal and ethical compliance program is not enough to adequately shield a company from risk.

Legal and ethical compliance policies are meaningless without the support of a company’s chief executive officer. A culture of compliance begins with the CEO’s full and continuing commitment to ethical compliance as a core value. This is far more effective at reducing risks than any program championed solely by a company’s law department.

And yet, outside the United States, a corporate culture that supports a comprehensive legal and ethical compliance program is still not adequate to mitigate risks arising from legal and ethical lapses. The following actions should also be taken.

1. Conduct Due Diligence. Transactions outside the United States mean doing business with local, foreign entities. Know your counterparty. A business venture will succeed only if the local “partner” shares ethical core values. Law firms, accounting firms, the U.S. Embassy or Consulate and others can provide accurate and reliable information about local entities and individuals.

2. Communicate Ethical Values. Once a local entity has been selected, it is important to communicate your company’s values and policies regarding legal and ethical compliance to the entity’s key individuals. Better still is documenting your company’s policies. Initially and periodically discussing and providing written information about company policies will educate and set expectations.

(continued)
3. Develop Personal Relationships. A personal relationship with a local business partner is often more important to the success of a transaction than a strong contract. A written agreement is useful but often difficult to enforce, especially in a developing country. A local business partner may view a contract merely as an indication of the parties’ intent at the time of signing and so may repudiate contract terms if circumstances change. Personal relationships will help resolve disputes involving legal or ethical problems. Such relationships require significant time and effort to nurture. American executives doing business outside the United States are often criticized for failing to invest such time and effort. Developing business relationships internationally is subject to certain key caveats. First, while a relationship with the local partner’s representative is helpful, it is no substitute for a personal relationship with the local partner’s most senior executive, usually its CEO or chairman. Second, one should be alert to local politics. The local partner may have close ties to the government’s party in power but could, after a coup or vote or the passage of time, lose all political influence or even be viewed as toxic in the local business community.

In sum, due diligence, personal relationships and the communication of strong ethical corporate values will, in addition to a corporate culture supporting a comprehensive compliance program, mitigate the risks of legal and ethical lapses when doing business outside the United States.

Provided by J. Weili Cheng, former Sr. VP and Deputy General Counsel of The Ritz-Carlton Hotel Company, LLC currently with a business consortium known as Laguna Strategic Advisors; www.lagunastrategicadvisors.com.

---

WHAT WOULD YOU DO?

Assume that your local municipality is considering the passage of a law that would prohibit the sale of all tobacco products from the interiors of bars and restaurants but not grocery stores. The restaurant you manage has a cocktail lounge, and cigarettes are both consumed and sold in that section of your restaurant. There is no current effort to prohibit smoking in cocktail lounges such as the one you operate. You are considering whether to address the local government body charged with creating such legislation:

1. What are the major considerations you will think about before you decide to support or oppose the proposed legislation?
2. Will the fact that you do or do not smoke influence your position?
3. Which ethical issues are in play here?

WHAT DID YOU LEARN IN THIS CHAPTER?

As a manager, you will be called on to make many decisions that have legal consequences. It is unrealistic to expect a manager to know all of the laws that could potentially impact his or her operation. Because litigation is prolific in the hospitality industry and laws change frequently, it is imperative that you develop and practice a management philosophy of prevention, such as STEM.

Just because a law does not prohibit a particular activity does not make it the right thing to do. Accordingly, you should also follow a process that will assist you in determining the ethical implications of a decision, as well as the legal implications, such as the one described in the chapter.