

LORI H. GAYTAN

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Senior HR Executive for an international hospitality company operating 4,200 hotels with 9 brands in nearly 100 countries. Experienced working with the Executive Committee and Board of Directors to provide guidance in resolving strategic human resource issues and developing cross-enterprise alliances to align HR with business strategy in a global, multi-location environment. Skilled at developing effective HR and Reward programs that promote corporate growth, profitability and sustained organization competitiveness.

Personal Strengths: Strong business acumen and strategic thinking skills with the ability to identify and implement process and costs improvements that positively impact on the bottom line. Skilled in moving an agenda and making things happen across organizational lines. Superior interpersonal skills and adept at establishing credibility with all levels—frontline employees to executives.

PROFESSIONAL EXPERIENCE

INTERCONTINENTAL HOTELS GROUP, 2000 to Present

Senior Vice President, Americas Human Resources and Global Functions (2011-present)

Strategically lead all aspects of Human Resources in support of Americas Corporate and Hotels (franchised and managed) in the US, Canada, Mexico and Latin Americas and worldwide global functions including Global Technology, Global Sales and Marketing and Central Reservation offices. Responsibilities include oversight of all HR activity and infrastructure including organizational, leadership and people development, training, employee relations, resourcing, labor relations and US compensation and benefit programs. Lead an HR team of 150 employees.

- As a member of the Americas Operating Committee, collaborate with the senior management team in the development and implementation of key business initiatives to improve overall organizational effectiveness and drive business performance.
- Ensure the delivery of our employment brand to drive company culture and high levels of employee engagement. Recognized as one of Fortune Magazine's 100 Best Places to Work in America for 2012
- Led organizational change initiative for the Americas Region to increase corporate bench strength and align talent capability and functions with long term business strategy.
- Implemented a new talent management framework including development of competency models, talent review (9-box), development and succession planning processes fully integrated with company vision and business priorities
- Re-structured Americas HR function to provide more strategic alignment with the business. Improved engagement by 10%, improved HR talent and implemented an HR development program across the function to build individual functional HR competency.

Senior Vice President, Global Reward (2006 to 2011)

Based in London, England, provided Executive Compensation, Regional Compensation, Benefits and HR shared services (including regional and international payrolls) in the US, Asia and EMEA Regions in support of 100,000+ corporate and hotel employees. Developed a new global functional infrastructure and partnered with the Executive Committee on strategic HR/organizational structure changes and employee-relations issues. Led a 45-person global team

- Provided regular guidance and support to the Executive Committee and Board of Directors on all executive compensation matters, including succession planning and upgrading (recruitment) of 80% of the Executive Committee since CY2006 including CEO, CFO, CIO and Americas President roles.
- Spearheaded an international employee downsizing and re-structure effort that reduced 8% of the corporate workforce during the company's \$50 million corporate overhead budget reduction project.
- Member of a global HR team that launched an employment brand and company values initiative to attract, retain and align employees with the business strategy, and developed both operating delivery and job competency models which in combination have improved employee engagement levels by 18%.
- Introduced an *Executive Reward Strategy*, including cash and share-based incentive schemes that aligned performance conditions with business strategies – without increasing operating costs.

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Vice President, Human Resources (2003 to 2006)

Delivered HR Services to both corporate and managed hotels with accountability for combining the compensation and benefit functions into a single integrated unit. Reduced the team from 22 to 10 employees, identified transactional HR activities to be transitioned to Shared Services and served as a member of the Americas' HR leadership team.

- Provided compensation and benefits support to 20,000 employees in the Americas' corporate functions and managed hotels, including oversight of the \$75 million U.S. Health & Welfare benefit plan.
- Launched a new corporate compensation structure that included globally-aligned broad bands, geographic rate structures and HR salary tools. Benchmarked and reduced short-term incentives, saving \$8 million annually.
- Reduced U.S. benefit costs \$7 million by updating the vacation accrual policy and initiating a comprehensive benefit strategy that included changes to the Health & Welfare plan and employee/employer contributions.

Vice President, Human Resources (2000 to 2003)

Served as a strategic business partner providing HR generalist support to 4,500 employees in the global sales & marketing, worldwide reservations and IT functions. Key member of a business alignment team challenged to create a new organization and management structure by combining the global IT, finance, payroll and HRIS functions.

- Established a Preferred Vendor Program for temporary IT technical staffing that included the development of new rate structures and key reporting metrics, saving more than \$250,000 annually.
- Played a pivotal role in implementing a new operational infrastructure due to the de-merger of IHG, creating a stand-alone hotel company and reducing HR costs by nearly 20% (\$6 million) annually.
- Developed new leadership capability and introduced a succession planning initiative for the IT function, leading to a 19% uplift in employee survey results for teamwork and an improvement in organizational direction.

INTERTEC PUBLISHING (a division of Primedia), Atlanta, GA 1996 to 2000

Senior Director, Human Resources

Managed the HR function across 5 locations in the US, working closely with the senior executive management team to develop annual business plans and HR strategies to meet organizational objectives.

- Led all HR due diligence initiatives and partnered with the executive team during the integration of 3 acquisitions that represented more than \$200 million in annual revenue.

SCIENTIFIC RESEARCH CORPORATION, Atlanta, GA 1994 to 1996

Director Human Resources

Established the Human Resources function and infrastructure including compensation and benefit programs, HR policies/procedures, Resourcing policies and affirmative action plans.

MCDONNELL DOUGLAS CORP, SPACE STATION DIVISION, Houston TX 1990 to 1994

Senior Manager, Human Resources (1991 to 1994)

Manager, Compensation and Benefits (1990 to 1991)

Human Resources Representative (1990)

GENERAL ELECTRIC, AEROSPACE BUSINESS GROUP, Huntsville, AL 1986 – 1990

Employee Relations Representative

Education and Accreditations

Bachelor of Science Human Resource Management LaSalle University, Mandeville, LA

Associate of Science Business Administration John C. Calhoun Community College, Decatur, AL

Accreditations: Professional in Human Resources (PHR), Certified Compensation Professional (CCP)