

DIVERSITY & INCLUSION GLOBAL FACT SHEET

MARRIOTT INTERNATIONAL SPIRIT TO SERVE OUR DIVERSE WORLD



“We are broadening how we think about global diversity and inclusion, reaching across cultural borders to compete for customers and talent worldwide. In this competitive marketplace, we must continue to embrace the unique talents and experiences of our employees—who speak more than 50 languages in 66 countries and territories—to help us meet the changing needs of our customers.”

- J.W. Marriott, Jr., Chairman & CEO



“Our business is all about people. That’s why we view our “spirit to serve” culture of more than 80 years as a source of strength that our competitors can’t easily replicate. We strive to create an inclusive environment where the talents and unique ideas of 300,000 employees at our managed and franchised properties worldwide can flourish. When our employees feel respected and valued, we know that they’ll make our guests, suppliers, owners and franchisees feel the same way too. This is more than a philosophy – it’s a strategy that works.”

– Jimmie Paschall, SVP, External Affairs & Global Diversity Officer

Our Commitment Starts at the Top

Marriott is committed to diversity at every level of the organization.

- In 2008, Marriott appointed Jimmie Paschall Global Diversity Officer to spearhead the company’s diversity outreach inside and outside of the United States.
- The “Committee for Excellence” was established in 2003 and meets regularly to set significant diversity objectives and monitor progress at every level of the corporation. The committee is chaired by board member Debra L. Lee, chairman and CEO of BET Networks, and includes board members George Muñoz, principal of Muñoz Investment Banking Group, LLC; Harry J. Pearce, chairman of Nortel Networks; and William J. Shaw, president and chief operating officer of Marriott International; as well as other senior executives who represent various disciplines throughout the company.
- Regional diversity and inclusion councils ensure that our diversity strategy is implemented in the local markets with initiatives that include strategic partnerships, targeted recruitment campaigns, leadership development programs, diversity communications, conferences and other outreach to employees.

Global Diversity and Inclusion

Marriott has more than 3,200 lodging properties worldwide with 435 hotels outside the U.S. We are continuing to grow our international operations and explore expansion opportunities in countries abroad. It is imperative that we learn and embrace the varying cultures to ensure success.

- Our international growth is representative of our diversity footprint. More than 60 percent of our pipeline of full service rooms is located outside of North America. We're opening 25 hotels within the next three years in China alone and doubling our hotel portfolio in the Middle East from 26 to 65 hotels by 2011.
- As a result, it's becoming increasingly important for Marriott to become more inclusive and sensitive of various cultures outside of the U.S.
- Our goal is to provide resources and programs that continue to mirror the global communities in which we live and work.

Marriott's Dynamic and Diverse Workforce

Our commitment to diversity is illustrated by our workforce. Marriott's 146,000 employees hail from dozens of nations, speak more than 50 languages and work under the Marriott banner in 66 countries and territories around the world. Of our U.S. workforce, more than 61 percent of our employees are minorities and 55 percent are women, many of whom take advantage of the company's professional development programs to move up and map out long-term careers with the company.

- Nearly 3,000 Marriott managers began their careers in hourly positions.
- Last year, we expanded the Marriott language program called Sed de Saber™ (Thirst for Knowledge) Spanish/English Language system, which teaches workplace and life-skills in English. The program continues to show a significant increase in English language proficiency.

Marriott maintains a strong commitment to national recruitment advertising, with placements in such publications as *Black Enterprise*, *Black MBA*, *Careers and the Disabled*, *DiversityInc*, *Hispanic Business* and *Working Mother*.

Suppliers and Vendors: A World of Opportunity at Marriott

Every big company began as a small business, and in 1927 Marriott was a small company. We've never forgotten the opportunities that others have given us to succeed. Today, we proudly continue the tradition by reaching out to a new generation of entrepreneurs.

- Through our company-wide supplier diversity program, Marriott spent 15%, or \$500 million, with minority- and women-owned suppliers in 2008. To reach this achievement, the company identifies and uses diverse suppliers in local, regional and national procurement activities.
- Marriott has begun outreach to diverse suppliers internationally, including efforts in Brazil and the U.K.
- Marriott retains the mutual fund management services of Ariel Capital Management LLC—a premier African-American owned investment management company—to manage a portion of the company's retirement savings and profit-sharing plan.
- In an effort to recognize and encourage supplier diversity efforts both internally and externally, Marriott instituted a new awards and recognition program. Marriott named Hospitality Staffing Solutions of Marietta, Ga., as the recipient of the 2009 Marriott International "Diversity Supplier of the Year."

Minority and Women Franchisees and Owners Grow With Us

As Marriott pursues its growth plan and continues to expand, we want diverse partners and stakeholders to grow and prosper with us.

- Our diversity ownership initiative helps us attract and develop relationships with quality-minded minority and female owners and franchisees, and supports them through every step of the development process.
- To date, 500 Marriott hotels are owned, operated or are under development by women or ethnic minorities.
- Marriott broke ground on the city's first Hispanic-owned Courtyard by Marriott hotel in 2007. It is set to open this summer in the NoMA (North of Massachusetts Avenue) Business Improvement District. The soon-to-be, 218-room Courtyard will be majority-owned by the Finvarb Group with additional ownership by Wilmot & Brown & Bagwell, LLP, and Welburn Hospitality.
- Marriott has hosted several education summits for hundreds of aspiring minority hotel owners. The sessions include information about how prospective sites are evaluated and how hotels are built, financed and operated. The workshops are led by Marriott executives, owners and franchisees, as well as experts from the lending community.

- Marriott is actively involved in the Emerging Markets Program of the International Franchise Association. The company contributes monetary, in-kind and management executive talent resources to IFA, and has partnered with the association to launch a Minority Entrepreneurs Scholarship program.

Supporting Diversity Through Community Relationships

We won't be satisfied until *every* aspect of our business reflects the rich diversity of the people and communities who touch Marriott's world.

Our support of dozens of diverse professional organizations enables us to support our diversity mission. Examples include:

- American Foundation for the Blind
- Association of Latino Professionals in Finance and Accounting
- Goodwill Industries
- Hispanic Corporate Council
- NAACP
- National Association of Black Accountants
- National Black MBA Association
- National Council of La Raza
- National Gay and Lesbian Chamber of Commerce
- National Hispanic Corporate Council
- National Minority Supplier Development Council
- National Society of Minority Hoteliers
- National Urban League
- Organizations of Chinese-Americans
- U.S. Pan Asian Chamber of Commerce
- Women Business Enterprise National Council

Marriott Leads the Hospitality Industry

At Marriott International, diversity is more than a goal...it's our business. From our global workforce and vendors, to our franchisees, our customers and communities, our differences give our company its strength and competitive edge. In the process, we've set the standard for the entire hospitality industry. And it shows:

2009 Awards –

Marriott was named as one of the "Best Places to Launch a Career," by BusinessWeek. The company was noted as having the best retention in the industry.

Marriott was named one of the "**50 Best Companies for Latinas to Work for in the U.S.**" by LatinaStyle for the 12 consecutive year. Marriott was the 3rd highest ranked company on the list

Marriott was named one of the "**40 Best Companies for Diversity**" by *Black Enterprise* magazine for the fifth consecutive year.

Marriott was named to '**India's Top 50 Companies to Work For**' - 2009. The list is produced by Great Place to Work® Institute as a special supplement in the leading business daily newspaper in India, The Economic Times.

J.W. Marriott, Jr., received the first **Icon of the Industry Award** from the Cornell University School of Hotel Administration, and was honored for his lifelong leadership in the hospitality industry and for his extraordinary civic and philanthropic contributions.

Marriott International is ranked one of the "**World's Most Ethical Companies**," by Ethisphere Institute, for the third consecutive year. Marriott is the only hospitality company headquartered in the U.S. on the list.

Marriott International has been named by the National Association for Female Executives to its list of "**2009 Top 50 Companies for Executive Women**." Marriott ranked in the top 10 and was the only lodging company named on the list.

The Calgary Marriott was awarded the 2009 Employer Choice Award from the **Alberta Lodging Association** for the second year in a row.

The JW Marriott Hotel Hong Kong ranked as the #2 "Best Employer in Hong Kong 2009" in a survey by global human resources firm **Hewitt Associates**.

The Omaha Reservation Sales & Customer Care Contact Center in Nebraska was recognized for the second year in a row as the "#1 Best Place to Work in Omaha" by the **Omaha Chamber of Commerce**.

DiversityInc ranked Marriott International #4 on their list of "Top 50 Companies for Diversity."

Hispanic magazine named Marriott International to their list of "Top Ten Companies Working for Hispanics."

Sunday Times ranked Marriott Hotels in the UK fourth place on their '20 Best Big Companies to Work For' list.

FORTUNE magazine named Marriott one of the 'World's Most Admired Companies' and was ranked the most admired company in the lodging industry for the 10th consecutive year.

FORTUNE magazine recognized Marriott International as one of the "100 Best Companies to Work For," for the 11th consecutive year.

2008 Awards -

BusinessWeek ranked Marriott #26 on "Best Places to Intern" list.

Readers of **Business Traveler** named Marriott "Best Hotel Chain in North America."

The **Maryland/District of Columbia Minority Supplier Development Council** named Marriott International "Corporation of the Year" for demonstrating its commitment to the minority business community. Additionally, Michael Tobolski, Senior Director, Supplier Relations, received the "Minority Supplier Development Leader of the Year" award for his leadership and efforts in advancing programs that support the use of minority businesses within the company and business community.

Working Mother magazine named Marriott to the Hall of Fame after being included as a "100 Best Company for Working Mothers" for 15 years.

Marriott International received 100 percent score on The **Human Rights Campaign** Foundation's Corporate Equality Index Report which provides an in-depth analysis and rating of large U.S. employers and their policies and practices pertinent to gay, lesbian, bisexual and transgender employees, consumers and investors.

David Rodriguez, executive vice president of global human resources, has been named one of the "**100 Most Influential Hispanics**," by **Hispanic Business** magazine.

BusinessWeek names Marriott to their list of "100 Best Global Brands."

BusinessWeek magazine recognized Marriott International as one of the "Best Places to Launch a Career."

LatinaStyle magazine named Marriott one of the "50 Best Companies for Latinas to work for in the U.S." for the 11th consecutive year.

Black Enterprise magazine named Marriott one of "40 Best Companies for Diversity" for the fourth consecutive year. Marriott was one of two lodging companies to make the list.

HR Congress Mumbai Chapter honors Marriott International with the Recruitment and Staffing Best in Class Award.

The Great Place to Work® Institute, Inc. has recognized Marriott has a great place to work in Mexico.

Norman K. Jenkins, senior vice president of lodging development and champion of Marriott's hotel ownership initiative, was honored by the **Washington Business Journal** with a **Minority Business Leader** award for his accomplishments for bridging the gap between minorities and hotel ownership in the greater Washington, D.C., area.

DiversityInc magazine ranked Marriott #11 on their "Top 50 Companies for Diversity" list. The company was the highest ranked lodging company on the list. DiversityInc also recognized Marriott as one of the top ten companies for supplier diversity.

National Association for Female Executives (NAFE) named Marriott one of the "Top 10 Companies for Executive Women."

Hispanic Enterprise magazine named Marriott one of the "50 Best Companies for Supplier Diversity."

For more information... visit www.marriott.com/diversity

Division	Marriott Representative	Contact
Global Diversity & Inclusion Office	Jimmie Paschall	(301) 380-7361
Media Inquiries	Corporate Communications	(301) 380-7770
Owner/Franchisee Diversity	Ray Bennett	(301) 380-5394
Supplier Diversity (US)	Bill Hartwig	(301) 380-7076
Supplier Diversity (UK)	Scott Hancock	+44 (0)20 7012 7108
Workforce Diversity	Maruiel Perkins-Chavis	(301) 380-8891

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