



2015 UPDATE ON

WOMEN'S EMPOWERMENT



Having women in leadership positions is a vital part of Marriott International's strategy for growth and success. We are focused on advancing women in our company's management and executive ranks, gaining their loyalty as customers, creating economic opportunity as hotel owners, and including women-owned businesses in our supply chain.

Marriott celebrated the 15-year anniversary of the Women's Leadership Development Initiative in 2014. The initiative is comprised of three pillars: leadership, networking and mentoring, and workforce effectiveness. It aims to increase the presence of women in management or decision-making positions by engaging senior leaders to ensure career development, as well as encouraging current women leaders to drive organizational success.

Our commitment also aims to incorporate and further develop women-owned businesses into Marriott's global supply chain. Women-owned businesses account for the majority of diverse-owned businesses in our global supply chain. In addition to our extensive efforts across the U.S., for which we have been formally recognized, we are placing increased emphasis on businesses outside of the U.S., specifically through our partnership with the Clinton Global Initiative.

GOALS/TARGETS

Women's empowerment goals include:

- Increasing the presence of women in the highest level of management and other key decision-making positions.
- Increasing spending with women-owned businesses to \$287M in 2015.†
- Increasing minority- and women-owned hotels to 1,000 by 2020.†
- Excelling at serving and marketing to women consumers.

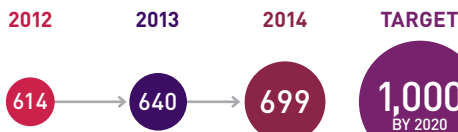


Seeing double: Marriott plans to nearly double its number of #diverse hotel owners, including #women, by 2020.† <http://bit.ly/1GVOZbl>

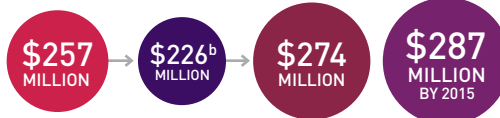
DIVERSITY



DIVERSE- AND WOMEN-OWNED OPEN HOTELS*



PURCHASING WITH WOMEN-OWNED BUSINESSES



* Figures reflect managed and franchised properties.

^b Decrease due to Marriott International's spin-off of Marriott Vacation Club® and disposition of ExecuStay®

#EMPOWER WOMEN



Women executives on the rise take part in:

- MENTORING/COACHING
- LEADERSHIP DEVELOPMENT
- SUCCESSION PLANNING

WHAT'S TRENDING @MARRIOTTINTL



MARRIOTT'S WOMEN IN LEADERSHIP ASIA PACIFIC CONFERENCE

WOMEN'S LEADERSHIP

15 yrs ago, Marriott launched the Women's Leadership Development Initiative to **#EmpowerWomen** @ all levels of the company <http://bit.ly/1Hy4fKy>

Marriott helps provide a path to success for **#WomenExecs**, hosting "**#Women in #Leadership**" conference in Asia Pacific region <http://bit.ly/1wbNRF>

Marriott women GMs (pictured below) in **#China** say the company adopts a "genderless" approach when it comes to promotion <http://bit.ly/1hyPO8e>



#EmpowerWomen: The Alice S. Marriott **#Leadership** Speaker Series pays tribute to our co-founders + supports our associates' **#career-growth** and **#opportunities** to meet and learn from **#WomenLeaders**.



WOMEN-OWNED BUSINESSES

Did you know? **#WomenOwned Businesses** make up Marriott's largest spend with **#diverse** groups.

Marriott celebrates **#InternationalWomensDay** + is recognized by @WBENCLive as a top corporation for women-owned businesses <http://bit.ly/18t6MGm>

Marriott joins Think Big Initiative to gain access to 100 **#WomenOwned** businesses in **#India** + provide guidance, re: becoming part of Marriott's **#SupplyChain** <http://bit.ly/1t7esW8>

WOMEN CONSUMERS

Advancing opportunities for women in **#Mexico:** JW Marriott® Hotels + @VitalVoices launch mentoring program **#VoicesforWomen** <http://bit.ly/1wu8hQd>



Marriott executive inspires **#BringBackOurGirls** leader to take her **#LeadershipSkills** to the front lines of Nigerian hostage crisis <http://for.tn/1QfB93w>



We use social media channels like Twitter to tell our story. Web links not functional in Chrome browser.



VITAL VOICES
GLOBAL PARTNERSHIP

Global Ambassadors from Marriott & @ProteaHotels gather in Johannesburg to inspire **#SouthAfrica** women leaders @VitalVoices **#Women Rising Forum**.



"One-on-one's with my mentor were the highlight of the program. I can only soar from here, with her as the wind beneath my wings."

Sbu Myeni
Global Ambassadors Program Mentee,
South Africa 2015
Vital Voices Global Partnership

RELATED LINKS

- [Awards and Recognition](#)
- [Clinton Global Initiative](#)
- [Marriott 2015 Sustainability Issue Reports](#)
- [Marriott Global Diversity and Inclusion](#)
- [Marriott Point of View on Twitter @MarriottPOV](#)
- [Vital Voices](#)
- [WEConnect International](#)
- [Women's Business Enterprise National Council](#)

†Past performance does not guarantee future results. This report contains forward-looking statements, including those we identify with a † symbol, and our actual future results could be very different. We discuss risk factors that could affect these results in Marriott's filings with the U.S. Securities and Exchange Commission, including our most recent reports on Form 10-Q and Form 10-K.

Unless otherwise noted, this report is based on data from Marriott's 2014 fiscal year and reflects the operational performance of our company-operated properties, which include owned, leased and managed properties, and exclude rooms from franchised, franchised unconsolidated joint ventures and timeshare properties.