INTRODUCTION
Marriott International’s global Diversity and Inclusion (D&I) approach is deeply rooted in our company’s culture and core values. Our culture is best represented by the first and most significant of our five core values, Put People First, including an emphasis on providing opportunity. Valuing and embracing differences is also a part of the way we do business every day around the world, and essential to our success as a leading hospitality company with a growing global portfolio of more than 4,000 hotels in nearly 80 countries. We realized long ago that a diverse and inclusive workforce strengthens Marriott’s culture and provides a competitive advantage. Our commitment to diversity and inclusion also enhances sustainable business growth, as well as economic and social vitality.

GOALS/TARGETS
Our global D&I objectives include:
- Leveraging our core values to embed global D&I so that it is an integral part of how we do business.
- Positioning global D&I as a business priority.
- Continuing to put our global D&I strategies into practice while building leadership capability to promote global thinking, optimize individual and team performance, and provide better service to our customers.
- Building preference with next-generation associates and travelers.
- Creating workplace and travel experiences that generate loyalty.

MANAGEMENT APPROACH
In 1989, Marriott was the first company in the travel industry to establish a formal D&I program, and the first to introduce a formal supplier diversity program in 1997. Today, our Global Diversity & Inclusion Council, a CEO-led council of senior executives, drives Marriott’s global D&I efforts, and a board-level committee, the Committee for Excellence, oversees the Council. The Committee is responsible for monitoring the progress of our global D&I strategy and evaluating the company’s efforts to promote an increasingly diverse workforce, guest, owner and supplier communities. Corporate Supplier Diversity Champions cascade Supplier Diversity information and objectives within their disciplines to drive increased spend with diverse suppliers. Through the company’s Global D&I Council, our continental presidents have regional D&I objectives that may focus on customers, associates, hotel owners, and suppliers, specifically women and diverse-owned businesses selling goods and services to Marriott. The company also holds its leadership accountable for our D&I goals. All continental presidents have a D&I Management Business Objective (MBO) and strategy that are meaningful to their geography. Their incentive compensation reflects performance against this MBO and other objectives.

We strive to be an active corporate member of national and multinational organizations that support the development of our key stakeholders including diverse and historically excluded suppliers, current and potential associates, and hotel owners. Our continental procurement teams also work with organizations like WEConnect International, Vital Voices Global Partnership and Avendra—the largest professional procurement company serving the hospitality industry in North America—to support and identify diverse suppliers globally, including women, who can provide products and services to meet our business needs.

2013 DIVERSITY OWNERSHIP AND PROCUREMENT

640 MINORITY & WOMEN-OWNED HOTELS

$468 MILLION SPENT WITH DIVERSE SUPPLIERS
CHALLENGES, OPPORTUNITIES AND PATH FORWARD

While we have made progress in our efforts to date, success is never final. We continue to assess and improve upon our efforts as we expand our reach around the world. We are committed to embracing and valuing the unique talents and contributions of our associates, customers, suppliers and owners.

2013 ACCOMPLISHMENTS

Customers

- We launched a Country Deep Dives cultural awareness program for the Washington, D.C. and Chicago Sales offices. This initiative allows our sales teams to learn about new cultures and their impact on business. At year-end 2013, we made Country Deep Dives available for Brazil, Russia, India, China, Japan, Ghana, Mexico, Turkey and Germany. Each 30-minute presentation includes a country overview, business and social protocols, customs, holidays and foods.

- We created a fresh look for Marriott.com/gaytravel, the first hospitality portal tailored for lesbian, gay, bisexual and transgender (LGBT) customers worldwide. The portal is available in English, French, Spanish, German and Portuguese.

- Our 2014 marketing campaign, Be You, With Us, celebrates Pride Season in cities around the world that host events to support the LGBT community. Residence Inn also partnered with Mombian.com and the Family Equality Council to host a travel-focused Twitter party for parents who are LGBT.

- Marriott Rewards partnered with Warner Bros. to promote the film 42 about baseball legend Jackie Robinson, who became an American hero when he joined the Brooklyn Dodgers in 1947, as the first African-American to play in the Major Leagues. In support of 42, Marriott Rewards held a contest that gave winners the opportunity to experience the premiere and release of this important film about equality, inclusion and opportunity.

Workforce

- We designed Valuing Our World of Differences, a new mandatory training course for all associates, to help our workforce develop or further enhance cross-cultural competence. In our global environment this is critical to our success from an associate, customer, supplier and business perspective. The course includes techniques to build and value cultural differences and defines associate roles in creating an inclusive work environment.

- Our training programs throughout 2013 for leaders included a growing percentage of women, with women representing 47 percent of participants in our Leadership Excellence program, 21 percent of participants in the General Managers One Week program, 24 percent of participants in the Executive Development program, and 41 percent of participants in the newly launched Professional Leadership program.

- Launched in October, Marriott’s Veterans Career Page helps U.S. military veterans seeking jobs identify the right opportunities through a customized military occupational translator tool that we developed in association with Military.com. Transitioning from active duty, military service members and veterans can search a broad range of opportunities at Marriott that map to their military experience.

Continued
2013 ACCOMPLISHMENTS Continued

Suppliers

- From 2003 to 2013, Marriott spent more than $4 billion with diverse suppliers globally and that number continues to grow.
- Over 50 percent of 2013’s inclusive purchasing (spend with diverse suppliers) was with more than 4,000 women-owned businesses globally.
- We continue to sponsor, support and host an array of events, conferences, and summits to further develop our Supplier Diversity program, mentor diverse suppliers to equip them for corporate opportunities and identify new opportunities to incorporate diverse suppliers into our global supply chain.

Owners

- Marriott launched its Diversity Ownership Initiative in 2005 to bridge the gap between successful women and minority business owners/professionals and the hospitality industry. The Initiative focuses on outreach and education for diverse hotel owners and franchisees and may offer financial incentives. We surpassed our early goals and by year-end 2013 had 640 open managed and franchised hotels with diverse ownership.
- To encourage minority hotel ownership, Marriott hosts the Diversity Ownership Summit twice a year and conducts Hotel Ownership 101 Sessions during the National Black MBA Association’s annual conferences.

OUR COMMITMENT TO WOMEN-OWNED BUSINESSES

At the 2013 Clinton Global Initiative annual meeting, Marriott joined more than two dozen global corporations and organizations in a five-year commitment to expand engagement with women-owned businesses outside the United States, particularly in emerging economies. Working with two existing multinational organization partners that support and promote the economic potential of women, WECOnnect International and Vital Voices Global Partnership, Marriott is part of a pledge to collectively develop at least 15,000 women business owners and spend $1.5 billion with global women-owned businesses by 2018.

As a part of this commitment, in 2014 our JW Marriott® brand will debut Voices for Women, a program in partnership with Vital Voices. This initiative enables JW Marriott general managers to select one high-performing female associate per property who is responsible for identifying local women-owned businesses for the hotel’s supply chain via events, procurement and networking opportunities. The program helps stimulate economic growth in the destinations where we operate hotels. We are piloting the program at the JW Marriott Mexico City, with a global brand roll-out planned for late 2014.

Above: Marriott International, Inc. President and CEO Arne Sorenson (pictured, center) recently joined a Clinton Global Initiative commitment to support the advancement of women-owned businesses in our procurement process.

This year, the Marriott Foundation for People with Disabilities and its Bridges from School to Work program will celebrate serving 20,000 youth since the launch of the nonprofit 25 years ago. In the excerpt below from Marriott’s 1973 Annual Report—forty years ago—our then president and current executive chairman, Bill Marriott, addressed the value of social responsibility and employing people with disabilities.

DIVERSITY

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* Figures reflect managed and franchised properties.
* Decrease due to Marriott International’s disposition of Marriott Vacation Club® and ExecuStay®.
* Decrease due to reporting error in Tier 2 spend collected from prime suppliers.

RELATED LINKS

Marriott Global Diversity and Inclusion
Awards and Recognition
Supplier Evaluation
Marriott.com/gaytravel

Unless otherwise noted, the reports are based on data from Marriott’s 2013 fiscal year and reflect operational performance of our 1,101 company-operated hotels, which include owned, leased and managed properties, and exclude rooms from franchised, unconsolidated joint ventures and timeshare properties.

1973 ANNUAL REPORT
A SPECIAL MESSAGE FROM THE PRESIDENT:

What About This Business of Social Responsibility?

The National Rehabilitation Association has honored Marriott Corporation with its 1973 Organizational Award for our record in employing the physically and mentally handicapped.

We have had a practice of hiring the handicapped for many years. They are very good workers . . . very loyal workers. With us they get equal pay, equal benefits, and a lot of understanding. Many have had richer lives for years because we welcome them.