



2015 UPDATE ON

GLOBAL DIVERSITY AND INCLUSION



Marriott International's approach to global diversity and inclusion 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 – with an emphasis on providing opportunity.

We realized long ago that a diverse and inclusive workforce strengthens Marriott's culture and provides a competitive advantage. In 2014, we celebrated the 25-year anniversary of Marriott's formal diversity and inclusion program. Valuing and embracing differences is also a part of the way we do business every day around the world, and it is essential to our success as a leading hospitality company with a growing global portfolio of more than 4,100 managed and franchised properties in 79 countries and territories around the world. Our commitment to diversity and inclusion also enhances sustainable business growth, as well as economic and social vitality.

GOALS/TARGETS

Our global diversity and inclusion objectives include:

- Leveraging our core values to embed global diversity and inclusion so it is an integral part of how we do business.
- Positioning global diversity and inclusion as a business priority as we work with associates, suppliers and owners.
- Continuing to put our global diversity and inclusion strategies into practice while building leadership capacity 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.
- Maintaining our position as a best-in-class diversity and inclusion leader.
- Increasing spend with diverse suppliers globally from \$541M in 2014 to \$568M in 2015.
- Increasing diverse- and women-owned hotels to 1,000 by 2020.

25 Years of Diversity and Inclusion

A HISTORY OF PUTTING PEOPLE FIRST

Launched Bridges from School to Work, a Signature Program of The Marriott Foundation for People With Disabilities (501c3).
Launched Formal Diversity Programs.

1989

Established Board of Directors Committee for Excellence.

2003

Launched Veteran's Strategy. Joined Operation Enduring Opportunity.

2013

BRIDGES
From School to Work[®]

2002
Received Catalyst Award for Advancing Women in the Workplace.

2010
Established CEO Global Diversity and Inclusion Council.
Named Company of the Year by *LATINAStyle*

2014
Launched Alice S. Marriott Leadership Series.
Named Company of the Year by the National Gay & Lesbian Chamber of Commerce.

Empowering Women and Diverse Leadership

300% Increase in Diverse and Women Top Leadership.

At least Nine Women Lead Divisions with Revenue Greater than **\$100 Million.**

Nearly **30%** of Board of Directors Positions Held by Women.

Launched Women's Leadership Development Initiative in 1999.

Hosted Asia Pacific Women's Leadership Conference in 2014.

Launched Campaign to Engage Diverse Workforce.

Supplier Diversity

\$4.5B+ Spend with Diverse Suppliers From 2003–2014

Diverse Ownership Initiative

Diverse & Women Owned Hotels

699 2014 **1000** by 2020

Youth Employment Initiatives

AKILAH Institute for Women
Partnership with the Akilah Institute for Women in Rwanda to establish pipeline of talent for African hotels.

World of Opportunity and other programs prepare youth around the world for hospitality careers.

Engaging Customers

Marriott is consistently recognized for its diversity and inclusion efforts. Organizations such as Asia Society, DiversityInc, Fortune, Human Rights Campaign, and NAACP have given Marriott top marks.

#LoveTravels

In 2014, the company launched #lovetravels, an inclusive marketing campaign. The campaign reaches LGBT, African American and Hispanic consumers.

To see larger infographic click here.

WHAT'S TRENDING @MARRIOTTINTL

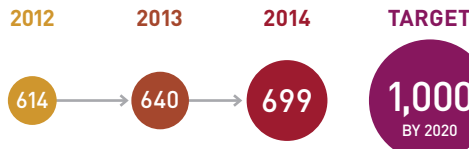


We use social media channels like Twitter to tell our story. Web links not functional in Chrome browser.

DIVERSITY



DIVERSE- AND WOMEN-OWNED OPEN HOTELS^a



INCLUSIVE PURCHASING



^a Figures reflect managed and franchised properties.

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

^c 2015 target increased from \$476M due to the achievement of this target in 2014.

WORKFORCE

CEO Arne Sorenson talks #diversity in @LinkedIn blog: "No one should be the only one." Marriott is intent on giving opportunities to all <http://linkd.in/1E51aN3>



Marriott helps provide a path to success for #WomenExecs, hosting "#Women in #Leadership" conference in Asia Pacific region <http://bit.ly/1w1bNRF>

Marriott provides opportunities to #DiverseYouth through partners like @NAACP, National Council of La Raza & @NatUrbanLeague of Young Professionals <http://bit.ly/1BS3ZnZ>



Marriott to #veterans: Our values match. #Recruiting efforts expand to 500 #military bases

www.marriottvetcareers.com | <http://bit.ly/1NAWWTG>

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



Marriott celebrates 25 years of #diversity and #inclusion #PutPeopleFirst <http://bit.ly/1zml4zc>

CUSTOMERS

"To unleash global growth we must promote #equality," says CEO Arne Sorenson <http://cnb.cx/18j1PA2>

Marriott launches #LoveTravels campaign to celebrate #inclusion and our welcoming approach to #hospitality <http://bit.ly/1Ah1ZVD>



#LoveTravels

Marriott hosts 7 #CultureDays (#Indian, #Chinese & #Jewish) for more than 100 associates in 2014. Culture days include country overviews, best practices & field trips to enhance #awareness.

Marriott hosts 3 #multicultural webinars for associates in 2014 to highlight best practices + trends: #Lesbian, #Gay, #Bisexual & #Transgender weddings, #IndianWeddings & #Quinceañeras <http://wapo.st/1ekkbDD>



Marriott supports Network of #IndianProfessionals 2nd Annual Fast Pitch competition for #YoungEntrepreneurs <http://bit.ly/1zQ6S5W>

Loyalty is based on several things, and one important factor is whether the job makes me happy, assured and motivated.

Sandy Wang
General Manager
Beijing Marriott Hotel Northeast

WHAT'S TRENDING @MARRIOTTINTL



SUPPLIERS AND OWNERS

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



Marriott celebrates **#InternationalWomensDay** + recognized by Women's Business Enterprise National Council as a top corporation for **#women-owned** businesses <http://bit.ly/18t6MGm>

Marriott + @VetFran host inaugural event to connect **#VeteranOwned** **#smallbusinesses** with corporate supply chains <http://bit.ly/1AgehY5>

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

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

Marriott annually supports **#diversity**, innovation & **#entrepreneurship** at National Black MBA's Innovation Whiteboard Challenge **#MarriottMBA14** **#NBMBAA14** <http://bit.ly/1LyG8Oq>



Marriott named 2014 Corporation of the Year by National **#GayandLesbian** Chamber of Commerce <http://bit.ly/1NYBG8L>



#WomanOwned Haitian company @AyitiNatives supplies @MarriottHaiti with soaps & amenities made by **#Haitian** women using local herbs, nuts & fruits.



2014 was an outstanding year for Marriott engaging with women-owned businesses. In addition to the increase in spending globally, we more than doubled our engagement and outreach efforts for women business owners over the prior year.

Dominica Groom
Director, Global Supplier Diversity

RELATED LINKS

- [Awards and Recognition](#)
- [Love Travels](#)
- [Marriott 2015 Sustainability Issue Reports](#)
- [Marriott.com/gaytravel/](#)
- [Marriott Global Diversity and Inclusion](#)
- [Marriott Point of View on Twitter @MarriottPOV](#)
- [MarriottVetCareers](#)
- [Supplier Evaluation](#)
- [Diversity and Inclusion Partners](#)

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.