Our Associate Engagement Strategy, “Living Our Core Values and Culture,” focuses on fueling a passion for our company by providing the information our workforce needs to be successful, reinforcing our commitment to taking care of all associates, and creating an environment where the unique contributions of our employees are valued.

This strategy drives our associates’ commitment to delivering on Marriott International’s standards of service excellence and inspires them to go above and beyond. As a result, our associates help Marriott succeed, which ultimately leads to their personal success. This strategy also reinforces our core value to “Put People First.”

### GOALS/TARGETS

Our commitment to hiring, retaining and engaging associates who can help our business thrive includes goals to:

- Be an employer of choice, providing a world of opportunity.
- Mirror the diversity of the communities in which we operate and serve across the globe.
- Establish a supportive and inclusive work environment where associates are empowered to experience success every day.
- Provide associates at all levels of our company with training and performance development programs, as well as opportunities to help them grow personally and professionally.
- Evaluate talent management practices regularly.
- Reward associates for their commitment and delivery of excellent guest service through our benefits, total compensation and awards programs.

### 2014 TOTAL GLOBAL WORKFORCE

![2014 Total Global Workforce](image)

- **206,116 ASSOCIATES**
- **HOURLY PAID**: 86%
- **SALARIED**: 14%
- **FULL-TIME**: 91%
- **PART-TIME**: 9%
- **MALE**: 48%
- **FEMALE**: 52%
- **VOLUNTARY TURNOVER (includes retirements)**: 17%
- **NEW HIRES**: 59,238

1 Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties unless otherwise noted.

2 Due to tracking processes, excludes non-U.S. hourly population.

### 2014 TOTAL U.S. WORKFORCE

![2014 Total U.S. Workforce](image)

- **102,804 U.S. ASSOCIATES**
- **HOURLY PAID**: 84%
- **SALARIED**: 16%
- **FULL-TIME**: 88%
- **PART-TIME**: 12%
- **MALE**: 46%
- **FEMALE**: 54%
- **VOLUNTARY TURNOVER (includes retirements)**: 13%
- **NEW HIRES**: 26,176

1 Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties unless otherwise noted.

### 2014 U.S. WORKFORCE BY GENDER

<table>
<thead>
<tr>
<th></th>
<th>MALES</th>
<th>FEMALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOURLY PAID</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>SALARIED</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>FULL-TIME</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>PART-TIME</td>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

1 Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties unless otherwise noted.
**WHAT’S TRENDING @MARRIOTTINTL**

**INNOVATIVE APPROACHES TO HIRING**

What’s it really like to work for Marriott? #PictureYourselfHere: Go behind the scenes with new enhanced www.marriott.com/careers | http://bit.ly/1AgJdrW

Career-on-the-go: Marriott first in industry to offer mobile apply to global job seekers, now in 17 languages #WhereIBelong http://bit.ly/1BsDnYB

Marriott recruits #military servicemen & women through pledge to hire 1,500 veterans through 2015 as part of Operation Enduring Opportunity http://bit.ly/1pNRCUI

Marriott to #veterans: Our values match. #Recruiting efforts expand to 500 #military bases http://bit.ly/INAWWTG | www.marriottvetcareers.com

Marriott to #veterans: Our values match. #Recruiting efforts expand to 500 #military bases http://bit.ly/INAWWTG | www.marriottvetcareers.com

Marriott named to @Forbes World’s Most InnovativeCompanies list, ranking as the highest hotel company & #18 overall http://bit.ly/1DNLHn5

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**BEING AN EMPLOYER OF CHOICE**

Engendering #Loyalty: “Marriott puts its associates first,” says CEO Arne Sorenson #PutPeopleFirst linkd.in/1b2rY7H

“It’s not old-fashioned to leave a tip,” says Executive Chairman Bill Marriott re: Marriott’s new housekeeper tipping program #MarriottontheMove #TheEnvelopePlease http://bit.ly/18d4KdQ

#RedCarpetMoment: Marriott annually recognizes associates from around the world w/ company’s top honor during the #AwardsofExcellence ceremony http://bit.ly/1KLtK9p

#WorldsBest: Marriott ranks #7 on World’s Best Multinational Workplaces list #Opportunity http://bit.ly/1CRuu8b

Marriott named to FORTUNE® “100 Best Companies to Work For” list for 18th year in a row in 2015 – 1 of only 12 companies to stay on the list since inception http://bit.ly/1EOAfZ8

FORTUNE shares why Marriott’s associates love working here #Benefits #Opportunity http://for.tn/1Oj2Id5

Siyanda Dlamini greets visitors @ProteaHotel Ranch Resort’s on-site #NatureConservancy. Siyanda is the general manager of Protea Hotel Manor & 1 of nearly 5K youth whose careers at Protea Hotels® started with a 3-year #LeadershipTraining program.

More than 30K recruits, of which 25% are trainees, needed to support our rapid growth in #China. In a @universum_eb survey of 50K students from 110 local colleges, Marriott named “#IdealEmployer” http://bit.ly/1IXOBrX
WHAT’S TRENDING @MARRIOTTINTERNATIONAL

CREATING JOB GROWTH
Marriott CEO @usafrikasummit: “It’s a great time to do business in #Africa.” @MarriottIntl plans 150 hotels in 16 countries, 25K jobs by 2020† http://bit.ly/1Mvq3oa

Marriott’s Global Voyage program for #universitygrads: Since 2013, 900+ Voyagers from 30+ countries hired for this 12-18 month global #LeadershipDevelopment program http://bit.ly/1OGw8dB

#AimHigh: Marriott Europe announces plan to create 20K #CareerOpportunities for young people aged 15-24 by 2020† http://bit.ly/1Fv5hX3

We recruit #TalentedYouth from #SOSChildrensVillages around the world. SOS graduate hired to support engineering @MarriottHaiti hotel http://huff.to/1P1WyLU


#Haiti checks in... New Marriott Port-au-Prince opens in partnership with @digicelgroup, boosting #HaitiEconomy, hiring 200 Haitians http://bit.ly/1BBSBJH

Forty-one Rwandan @AkilahInstitute for Women grads are enrolled in our #trainingprogram in Dubai #Kuwait #Doha & will help open the Kigali Marriott Hotel as supervisors in 2016 http://bit.ly/1bWFoU0

#India: Marriott’s partnership w/ #Mahindra Pride Schools has resulted in 250+ socially & #EconomicallyDisadvantaged students placed in lucrative #jobs, incl. at our hotels; 86 students placed in 2014.

70% of job seekers are using their mobile device to research their next career move.

Source: 2014 LinkedIn® mobile recruiting study.

RELATED LINKS
Awards and Recognition
Instagram.com/marriottcareers
Marriott 2015 Sustainability Issue Reports
Marriott Jobs and Careers Facebook Page
Marriott’s Global Employment Principles
Marriott Point of View on Twitter @MarriottPOV
Marriott, Where I Belong
Twitter.com/marriottcareers

†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.