



2015 UPDATE ON

# WORKFORCE DEVELOPMENT



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<sup>1</sup>



# 206,116

ASSOCIATES



HOURLY PAID	86%	MALE <sup>2</sup>	48%
SALARIED	14%	FEMALE <sup>2</sup>	52%
FULL-TIME <sup>2</sup>	91%	VOLUNTARY TURNOVER (includes retirements)	17%
PART-TIME <sup>2</sup>	9%	NEW HIRES	59,238

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

<sup>2</sup> Due to tracking processes, excludes non-U.S. hourly population.

## 2014 TOTAL U.S. WORKFORCE<sup>1</sup>

# 102,804

U.S. ASSOCIATES



HOURLY PAID	84%	MALE	46%
SALARIED	16%	FEMALE	54%
FULL-TIME	88%	VOLUNTARY TURNOVER (includes retirements)	13%
PART-TIME	12%	NEW HIRES	26,176

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

## 2014 U.S. WORKFORCE BY GENDER<sup>1</sup>



MALES



FEMALES

HOURLY PAID	45%	55%
SALARIED	47%	53%
FULL-TIME	46%	54%
PART-TIME	43%	57%

# WHAT'S TRENDING @MARRIOTTINTL



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

## 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://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>

*where I belong.*

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/1NAWWTG> | [www.marriottvetcareers.com](http://www.marriottvetcareers.com)

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

## BEING AN EMPLOYER OF CHOICE

Engendering **#Loyalty**: "Marriott puts its associates first," says CEO Arne Sorenson **#PutPeopleFirst** [linkd.in/1b2rY7H](http://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/1Oj2ld5>



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 @MARRIOTTINTL

## CREATING JOB GROWTH

Marriott CEO @usafricasummit: "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/1OGwdIB>

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

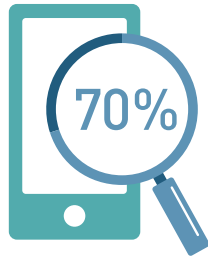
We recruit #TalentedYouth from #SOSChildrensVillages around the world. SOS graduate hired to support engineering @MarriottHaiti hotel <http://huff.to/1PIWyLU>



Marriott hotels in 7 countries provided training to 122 disadvantaged youth in 2014 through #YouthCareerInitiative & celebrate 10 yrs of support in Brazil <http://bit.ly/12vmSMR> | <http://bit.ly/1GNYNOB>



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



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



Source: 2014 LinkedIn® mobile recruiting study.



## WORLD ECONOMIC FORUM

At World Economic Forum's Summer #Davos Forum in Tianjin, #China, Marriott

pledges to offer 20K #TrainingOpps for students over next 4 yrs <http://bit.ly/1C4FnvV>



#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.



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/1bWFoUO>

## RELATED LINKS

- [Awards and Recognition](#)
- [Instagram.com/marriottcareers](https://www.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](https://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.