



2015 UPDATE ON

# STAKEHOLDER ENGAGEMENT AND POLICY ADVOCACY



As a global travel company with managed and franchised lodging operations, Marriott International has a range of stakeholder groups, including shareholders, hotel owners and franchisees, suppliers, associates, customers, community organizations and industry associations, as well as governmental and nongovernmental entities.

These stakeholders are diverse. Understanding the needs, key issues and priorities of our stakeholders helps inform the development of our business strategy, products and services.

We are also an advocate for policies that support growth in the travel and tourism industry in the U.S. and around the world.

## GOALS/TARGETS

Our executives engage broadly with our stakeholders as part of their management responsibilities. Our overarching goals are to:

- Engage with customers and associates through internal management processes, such as the Guest Satisfaction Survey and our annual Associate Engagement Survey, to help drive continuous improvement.
- Collaborate with stakeholders and understand their priorities through global forums and industry associations in order to develop policies that address some of their most critical social and environmental concerns.
- Educate and communicate with key influencers to ensure they understand our business and create an environment conducive to travel growth.
- Maintain a robust public policy agenda, engaging leaders on a wide range of issues, including visa and entry policies that facilitate travel, immigration reform, civil rights and non-discrimination policies, transportation and sustainability.

## 2014 GUEST SATISFACTION SURVEY RESULTS\*

Management Tool to Help Drive Continuous Improvement

**1 IN 5** GUESTS RESPOND



— AND OF THOSE GUESTS —

**60%** rate their overall hotel experience at least

**9 OUT OF 10**

\*In 2014, our guest satisfaction response rate was 21.5 percent, including both managed and franchised U.S. and Canadian hotels branded as JW Marriott® Hotels, Renaissance® Hotels, Marriott Hotels®, Courtyard®, SpringHill Suites®, Fairfield Inn & Suites®, Residence Inn®, and TownePlace Suites®. We have not included The Ritz-Carlton® Customer Engagement program as it uses a different scale than our other brands, which makes the scores noncomparable.

## MARRIOTT REWARDS®

Marriott Rewards is committed to creating long-term relationships and outstanding guest experiences with our customers.



**49 MILLION MEMBERS\***

\*Includes members of the Marriott Rewards and The Ritz-Carlton Rewards® programs worldwide.

## MARRIOTT VERIFIED REVIEWS\*

Online Travel Reviews by Our Hotel Guests



reviews submitted since the launch in July 2014

**1,000+** reviews daily



Reviews can be submitted in  
**6 LANGUAGES**

CHINESE

SUBMIT

ENGLISH  
FRENCH  
GERMAN  
JAPANESE  
SPANISH



Hotels display reviews on **Marriott.com** as well as our language sites



**85%** of reviews are **4-STAR AND HIGHER**

**93%** of reviewers

**WOULD RECOMMEND MARRIOTT** properties to a friend



\*As of June 2015

## WHAT'S TRENDING @MARRIOTTINTL



U.S. CEOs PLEDGE TO HELP WHITE HOUSE



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

### ADVOCATING FOR REFORMS TO IMPROVE TRAVEL

CEO Arne Sorenson blogs from 2015 World Economic Forum @Davos: Global **#travel** needs to be part of the solution to our **#GlobalChallenges** <http://linkd.in/1FOLwVR>

At the 2014 World Economic Forum, CEO Arne Sorenson says **#SmartTravel** policies will boost the world's economies with stronger exports + **#inclusive** **#JobCreation** <http://shar.es/1fHvdv>



In a *FORTUNE*® interview, CEO Arne Sorenson explains why changing the **#VisaProcess** is crucial for **#Attracting-Tourists** <http://for.tn/1CmSHWv>

CEO Arne Sorenson via @LinkedIn: **#China** & US get serious about **#travel**, extend **#visa** terms for tidal wave of travelers to US <http://linkd.in/1BkQHgv>

CEO Arne Sorenson named Chairman of the Board of @BrandUSA <http://bit.ly/1DJXOBs>



**#GrowOurEconomy**: Marriott provides consultation to support @WhiteHouse goal of creating a 'best in class' entry experience for **#InternationalTravelers** <http://1.usa.gov/1JpvsWB>

US hotel industry applauds 5-year reauthorization of @BrandUSA national marketing program <http://bit.ly/1Hvs30D>

### ENGAGING INDUSTRY STAKEHOLDERS

Marriott and other U.S. CEOs pledge to help @WhiteHouse end **#LongTermUnemployment** <http://bloom.bg/1EJdG85>

CEO Arne Sorenson joins former President Clinton & senior leaders for executive roundtable discussion, re: the importance of measuring social & **#EnvironmentalValue** @ClintonGlobal.



**#Collaboration** @Davos 2015: Marriott + industry joins the International Tourism Partnership (ITP) Hotel **#WaterMeasurement** Initiative to standardize hotel industry's approach to measuring & communicating **#WaterConsumption**.

ITP convenes Marriott + other industry leaders to discuss our **#stakeholders'** most pressing concerns, including **#WaterConservation** and **#Labor-Standards** <http://bit.ly/1Oz2XRm>



**#Energizer**: Our global engineering & operations team gather @ a 3-day Global Energy Summit to hear from **#energy** & **#sustainability** experts, exchange ideas & collaborate on **#innovative** approaches.

Marriott, British Airways®, Institute of Travel and Meetings & 120+ corp travel buyers talk social & enviro trends @ **#travelindustry** forum <http://bit.ly/1wAMczl>



Marriott partners with @Cornell & competitors in a landmark benchmark study on **#energy** & **#carbon** <http://bit.ly/1IsBmgc>

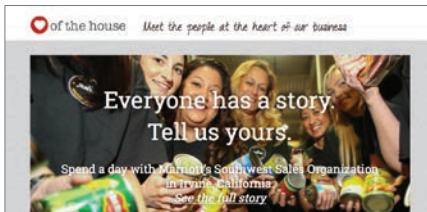
Avendra® collaborates w/ Marriott & other key customers to set product/service category **#SustainabilityGoals** & priorities for 2015, incl. food service disposables.

## WHAT'S TRENDING @MARRIOTTINTL

### ENGAGING WITH ASSOCIATES AND GUESTS

We annually conduct a confidential Associate **#EngagementSurvey** worldwide; managers share survey results, conduct feedback sessions & create **#ActionPlans**.

**#BehindTheScenes** at Marriott: Heart of the House is our new channel for stories about exceptional guest & **#CommunityService**  
<http://bit.ly/1AOHNmu>



**#SpreadTheWord**: Guests can **#compare** + choose hotels w/ Marriott Verified Reviews on Marriott.com  
<http://bit.ly/1zn6t7y>

Career-on-the-go: Marriott first to offer **#MobileApply** to global **#JobSeekers**, now in 17 languages **#WhereIBelong**  
<http://bit.ly/1BsDnYB>

### COLLABORATING TO ADDRESS TRAFFICKING OF ILLICIT GOODS AND SERVICES

VP of Social Responsibility Mari Snyder talks about Marriott's global efforts to **#CombatHumanTrafficking**  
<http://bit.ly/1xobem5>

Marriott is one of first tourism partners w/ World Tourism Organization, UN Office on Drugs & Crime + the UN Educational, Scientific & Cultural Organization in a campaign to stop trafficking **#TravelDontTraffic**  
<http://bit.ly/1NB6i1R>



JW Marriott + Courtyard take part in 2014 **#YouthCareerInitiative** program in Mumbai – includes survivors of **#HumanTrafficking**  
<http://bit.ly/1CCyWwQ>

Marriott, The J. Willard and Alice S. Marriott Foundation + hospitality industry gather @JWMarriottDC to support new **#HumanTrafficking** rescue organization Operation Underground Railroad <http://bit.ly/18OVg8M>



### FINDING SHARED VALUE WITH U.S. MILITARY VETERANS

Executive Chairman Bill Marriott shares his advice to transitioning **#MilitaryVeterans**: "Find companies w/ **#SharedValues**." <http://bit.ly/1INTW2Es>

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



Marriott partners w/ US **#SmallBusinessAdministration** & @VetFran in support of **#VeteranOwnedBusinesses**  
<http://bit.ly/1zxxgOsW>



Marriott sponsors Wounded Warrior High Five tour to say thank you + help provide "smart homes" for **#WoundedVets** <http://bit.ly/1oFJFfw>

### ADVOCATING FOR COMPREHENSIVE IMMIGRATION REFORM

CEO Arne Sorenson via @FoxBusiness: Real **#ImmigrationReform** has to happen, reaffirms need to bring people "out of the shadows to become contributing members of society & **#economy**."  
<http://bit.ly/1FMFZPj>

CEO Arne Sorenson via @LinkedIn says let's work on **#ImmigrationReform**. "Our sector is one of the bright spots in the **#economy**... w/ 14 consecutive quarters of **#JobGrowth**."  
<http://linkd.in/1wS3s3r>

### PROMOTING EQUALITY AND THE FREEDOM TO TRAVEL

CEO Arne Sorenson speaks out against legalized **#discrimination** in Indiana and beyond: "We will not stand for it."  
<http://bit.ly/1ytoq9k>

Marriott joins corporate amicus brief supporting nationwide **#lesbian**, **#gay**, **#bisexual** & **#transgender** **#equality**  
<http://bit.ly/1OgKki7>

Marriott earns perfect 100% on **#HumanRights** Campaign's 2015 Corporate **#Equality** Index @HRC **#CEI**  
<http://bit.ly/1ayrGFe>

2015  
100%

### RELATED LINKS

[Marriott 2015 Sustainability Issue Reports](#)  
[Marriott Point of View on Twitter @MarriottPOV](#)  
[Marriott Vet Careers](#)  
[VetFran](#)  
[International Tourism Partnership](#)  
[Your Actions Count](#)

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.