Marriott International: Global Diversity & Inclusion Fact Sheet

Spirit To Serve Our Diverse World

“Our mission is to bridge cultures and inspire discovery around the world. This means that we will continue to be devoted to promoting our culture of inclusion and opportunity. Simply put, whether you are an associate, customer, supplier, or owner there will always be a warm welcome for you at Marriott.”

- Arne Sorenson, President and CEO

“Marriott’s foundation for lasting success is promoting unity and a sense of family. This is the true heart of an inclusive environment, where no energy is spent wondering whether you belong. Our approach emphasizes the mutual responsibility we each have to value all we hold in common and our unique qualities.”

- David Rodriguez, Executive Vice President and Global Chief Human Resources Officer

Marriott’s Commitment to Diversity and Inclusion Starts at the Top

- At Marriott International, our vision is to embed global diversity and inclusion so deeply into our organization that it is integral to how we do business.

- This transformation is led by the company’s Executive Global Diversity and Inclusion Council, chaired by President and Chief Executive Officer Arne Sorenson. The Council complements the efforts of the Marriott Board of Directors’ Committee for Excellence (CFE), chaired by Debra Lee, Chairman and Chief Executive Officer of BET Networks.

- Founded in 2003, the CFE is responsible for monitoring the progress of Marriott’s diversity and inclusion strategy and identifying and evaluating efforts undertaken by the company to promote an increasingly diverse workforce, and ownership, customer and vendor community. The Council is charged with creating organizational ownership where leaders and managers “own” the achievement of diversity and inclusion outcomes and understand the importance of cultural competence in doing business globally.

- Marriott has aggressive global growth plans, and diversity and inclusion is critical to the company’s success. We have established ownership and accountability across the organization and view diversity and
inclusion as a strategic business priority. Each of our continents has established a global diversity and inclusion strategy. More importantly, it is not solely the responsibility of one department, but all business leaders. It starts at the top of the organization with senior leadership commitment and driving accountability throughout the organization.

- Significant to our success is embracing differences across the globe and offering opportunity to everyone so they feel welcomed and valued, can contribute their unique gifts, and experience personal growth. This pertains not only to our associates, but other key stakeholders such as guests, suppliers and owners.

- Regional Diversity and Inclusion Councils are an integral part of our company’s efforts. They help ensure our diversity strategy is implemented in the local markets with initiatives that include strategic partnerships, targeted recruitment campaigns, leadership development programs, diversity communications, conferences and other outreach to associates.

**Helping Our Associates Create Memorable Experiences for Everyone**

- In 2010, Marriott introduced a new learning curriculum focused on cultural competence and global leadership effectiveness targeting top leadership. The goal is to help them better relate to and do business in the global marketplace. This curriculum has been cascaded through the organization.

- The company has ramped up its **language skills and cultural awareness tools** offerings, making Rosetta Stone available at minimal cost to all associates. Cultural Wizard is also available for no cost to all associates. This program provides associates with access to over 150 country profiles covering the political, economic and historical background of a country, along with societal and cultural norms and common practices travelers should know before they go.

- Annually across the globe, we host **Global UNITY Day**. By celebrating the many cultures of our people, we reinforce our commitment to providing an inclusive environment where all associates have the opportunity to achieve their potential, are highly engaged, and are empowered to deliver great customer service. The celebration of our diversity of ideas and experiences increases our ability to innovate and succeed.

- **Culture Days** are an innovative program designed to help market teams be more culturally competent in reaching new business markets and help hotels better serve their guests. This one-day presentation provides a deep dive into a culture highlighting business protocols, social protocols, holidays, customs, food, best practices and more. These events are applicable to Sales, Events, Banquets, General Managers, Operations, Front Desk or anyone interested in learning about another culture and how to be more culturally competent when engaging with multicultural guests.

- **Multicultural Smarts** is an intranet resource that helps Marriott International associates welcome diverse guests by understanding cultural holidays, events, customs and practices. An electronic, quarterly newsletter emailed to associates highlights recent culture days (where associates learn about welcoming guests from various cultures, e.g., Jewish social events, Indian weddings), shares best cultural practices as demonstrated at our hotels, and informs about upcoming cultural holidays and events.
Cultivating Diverse Talent & Creating Opportunities for Our Business Partners

- Our Women’s Leadership Development Initiative focuses on three components: Leadership and Development, Networking and Mentoring, and Workforce Effectiveness. This initiative has concentrated our efforts on developing and building a strong pipeline of future women leaders, providing greater opportunities and forums for women to network and build mentoring relationships, and promoting work/life effectiveness.

- Marriott’s Talent Network Teams are business-directed teams focused on developing solutions for issues or opportunities, which will drive innovation on behalf of the organization. New business topics include using rich media to engage and attract associates, reinventing the college recruiting experience, understanding the business value of corporate social responsibility, and making veterans feel at home in our company.

- The Alice S. Marriott Leadership Speaker Series offers lessons in promoting a culture of opportunity, equality, and development presented by internal and external experts.

- The Emerging Leader Program (ELP) is an inclusive leadership development program that was established as a result of the Americas Diversity & Inclusion strategy. The goal of ELP is to ensure the development of our bench strength talent – high-performing front-line leaders, senior leaders, and other managers who have demonstrated the ability to excel to higher levels of responsibility. Through ELP, we identify and develop our future leaders so they have the tools needed to continue to grow their careers, while enabling our company to meet our future business needs.

- Marriott’s commitment to global supplier diversity encompasses every business unit worldwide. We have experienced the benefits that come from working with locally-owned businesses in the communities in which we operate. By engaging every level of the organization in our supplier diversity and inclusion initiatives, we ensure that supplier diversity remains a key business imperative in achieving positive business results and maintaining a competitive advantage in the marketplace.

- Marriott launched the Diversity Ownership Initiative in 2005 to bridge the gap between successful minority business owners and professionals and the hospitality industry. Our Diversity Ownership Initiative focuses on outreach and education for diverse hotel owners and franchisees.

Simply Put: We Welcome All

- Our commitment to welcoming all customers includes engaging with diverse groups, creating inclusive guest experiences, and supporting key diversity initiatives. Our recent effort includes the #LoveTravels campaign launched in 2014. The campaign is an award-winning inclusive marketing campaign reaching LGBT, African American and Hispanic customers.
• Our focus on **multicultural markets and alliances** is demonstrated by creating and executing an externally focused global strategy that builds preference and loyalty from diverse customer segments for our brands. This ensures that the company’s marketing, sales and operations consider and reflect multi-cultural markets and alliances as Marriott continues its aggressive growth throughout the world. We have created a series of tools and resources to provide education and awareness.

• **Marriott has consistently championed diversity and inclusion.** The company has been recognized for its talent development programs in the past and has landed on several “Best Places to Work” lists. Previous awards include LATINA Style Company of the Year, National Association for Female Executives Top Companies for Executive Women, DiversityInc Top 50 Companies, 100 percent score on Human Rights Campaign’s Corporate Equality Index, and Fortune 100 Best Companies to Work For®. For more information on Marriott’s diversity and inclusion initiatives, please visit [www.marriott.com/diversity](http://www.marriott.com/diversity).