At Marriott International, diversity and inclusion are ingrained in our culture as a global company. There are more than 700,000 people in 127 countries and territories who wear a Marriott name badge, collectively speaking more than 70 languages. For us, embracing differences is a critical component of our global expansion plan. To succeed on the world stage, we must create an environment in which all associates, guests, owners and suppliers feel truly embraced with opportunity for personal fulfilment.

To make that happen, we’ve put some meaningful programs in place, including:

- **The Diversity Ownership Initiative.**
  This program introduces the hotel business to successful business owners who are women or people of color. Today, more than 1,200 hotels are owned by diverse entrepreneurs who completed our program. For example, Capstone Development, LLC, owns 11 Marriott properties nationwide.

- **Exchanges.**
  This diversity supplier program partners with business owners who are traditionally underrepresented in this area: people of color, women, veterans, individuals with disabilities and LGBT. Currently, we conduct business with more than 4,000 such companies each year, including Classic Commercial Services, an LBGT-owned business in Alpharetta, GA. The company provides carpet, tile and textile cleaning services to more than 50 Marriott-branded hotels and resorts.

- **Women’s Leadership Development Initiative.**
  Designed to develop a strong pipeline of women leaders, the program provides opportunities and forums for women to network and build mentoring relationships. The initiative was launched almost 20 years ago. Today, 50 percent of my direct reports are women, and overall, women comprise 54 percent of our workforce.

- **The Committee for Excellence.**
  The Board of Directors’ Committee for Excellence, chaired by the former chairman and chief executive officer of BET Networks, Debra Lee, works closely with...
Marriott's Global Diversity and Inclusion Council to drive accountability and monitor Marriott's diversity and inclusion progress.

Our founders, J. Willard and Alice S. Marriott, taught us that putting people first and opening doors to opportunity for everyone are the keys to sustainable business success. As we continue to expand our portfolio around the world, we know that our diversity and inclusion work must continue to evolve and remain true to their legacy. We look forward to the journey.

Our Commitment to Diversity and Inclusion Starts at the Top
Marriott has a deeply-rooted cultural approach to diversity and inclusion. We believe that our success is embedded in our commitment — since our founding in 1927 — to put the well-being of people first and provide opportunity to everyone. This commitment starts with our senior leaders who establish priorities and strategies that drive accountability throughout the organization. President and CEO, Arne Sorenson, chairs the company’s global diversity and inclusion council that monitors plans, actions and results. It comprises the entire C-Suite, and senior executives are accountable for reviewing progress with their peers and sharing best practices. Goals are included in the executive’s annual management business objectives and compensation plans. The Board of Directors’ Committee for Excellence also reviews the company’s diversity and inclusion results and engages directly with the management team to discuss progress, future actions and goals.

Our continued success will be a direct result of our efforts to promote unity and a sense of family. This is the true heart of an inclusive environment, in which no energy is spent wondering whether you belong. Our approach emphasizes our shared responsibility to value all we hold in common as an essential foundation to also value and be responsive to our unique qualities and needs.

Our culture of inclusion is strengthened by “TakeCare,” Marriott's global employee well-being program. TakeCare ensures that Marriott’s people-first culture is vibrant, personal and relevant today and in the future by providing resources and empowering associates to live their best lives. One of the pillars of the TakeCare program is programming and grass-roots activities that focus on promoting healthy and productive relationships. We cultivate and celebrate our shared responsibility to maintain an environment in which every associate feels they belong and can freely express their ideas and talents.

Our Key Dimensions
Global diversity and inclusion are integral to not only how we provide an inclusive environment for our associates but also to how we do business every day. We have established a holistic approach to ensure a high level of engagement with associates, customers, owners and suppliers. Our key dimensions include:

Associates — Our commitment to taking care of people and putting their well-being above all else is in our company’s DNA and cultural legacy from our founders. We want our workforce to live their best lives and to feel good about themselves, the relationships at work and about our company’s role in society.

Customers — Our commitment to welcoming all customers includes engaging with diverse groups, creating inclusive guest
experiences, and supporting key diversity and inclusion initiatives.

**Owners** — Our commitment includes introducing successful diverse and women business owners to the hotel business and educating them on potential investment opportunities in the industry.

**Suppliers** — Our commitment is about helping drive economic empowerment around the world; supporting our customers and expanding our global footprint with minority-, woman-, service veteran-, disabled- and LGBT-owned businesses; fostering an exchange of ideas; spurring innovation; and inspiring us all to do business better.

**Success Is Never Final**

Nearly 30 years ago, Marriott was one of the first companies in the hospitality industry to establish a formal diversity and inclusion program. We recognize that success is never final and remain committed to achieving our goals. Examples of key initiatives follow:

- Since 1989, our **Women’s Leadership Development Initiative** has focused on leadership development, networking and mentoring, and responsive workplace policies. This initiative concentrates 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 integration. Today, women hold some of the most significant profit and loss (P&L) and policy-making positions across our company and represent 50 percent of our CEO’s direct reports. **By 2025, our goal is to achieve this same gender parity for the company’s entire global leadership team.**

- **The Emerging Leader Program (ELP)** is an inclusive leadership development program. The goal of ELP is to ensure the development of our bench strength talent — high-performing front-line leaders, senior executives and other managers who have demonstrated the ability to excel to higher levels of responsibility. Through ELP, we identify and develop a diverse cadre of future leaders so they have the tools needed to continue to grow their careers, while enabling our company to meet our future business needs.

- **LoveTravels** is an award-winning inclusive marketing campaign reaching African American, Latino, LGBTQ and women customers. It is a movement that represents Marriott’s celebration and support of diversity and inclusion. At Marriott, we believe that love is a universal language understood by all, and when it travels, it has the power to bridge cultures and inspire discovery all around the world … connecting people, place and purpose.

- Through our **Multicultural Affairs** department, we have created a series of innovative tools and resources for diverse customer segments. It includes Culture Days, an innovative program designed to help market teams be more culturally competent in reaching new business markets and serving our guests. The program provides a deep dive into a culture highlighting business and social protocols, holidays, customs, food, best practices and more. We offer Multicultural Smarts, an intranet resource that helps associates welcome diverse guests by understanding cultural holidays, events, customs and practices.

- **Diverse Ownership Initiative** is designed to bridge the gap between
successful minority business owners and professionals by educating individuals on diverse hotel ownership. **Our goal is to reach 1,500 diverse- or women-owned hotels by 2020.**

- **Global Supplier Diversity** encompasses every business unit worldwide. 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.

[www.marriott.com/diversity](http://www.marriott.com/diversity)