GLOBAL DIVERSITY, EQUITY & INCLUSION
INVESTING IN ASSOCIATES AND PROVIDING ACCESS TO OPPORTUNITY

KEY MILESTONES

95 YEARS  Culture of Inclusion
25+ YEARS  Supplier Diversity Program & Diverse Hotel Ownership Initiative
20+ YEARS  Women's Leadership Development Initiative
15+ YEARS  Board of Directors Inclusion and Social Impact Committee

ASSOCIATE

• More than 50% of Senior Global Leadership is diverse, as well as the Board of Directors.
• More than 50% of top U.S. leadership is diverse.
• More than 17M courses completed in 2021 across Marriott’s digital learning platforms, spanning 35M+ learning platform sessions.
• DiversityInc #1 company for Diversity, Equity and Inclusion across all industries in 2020.
• The first and only hospitality company inducted into the DiversityInc Hall of Fame for Diversity & Inclusion in 2021.
• Great Place to Work Legends™ Company and the only hospitality company on the Fortune 100 Best Companies list each year since its inception in 1998.
• Proud to partner with Howard University to create the Arne M. Sorenson Hospitality Fund to help develop the next generation of industry leaders.

DIVERSE OWNED HOTELS

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2020</th>
<th>2025</th>
</tr>
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<tbody>
<tr>
<td>699</td>
<td>1,500</td>
<td>1,556</td>
<td>3,000</td>
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SUPPLIER

$6B+ SPENT with diverse owned companies over the past 10 years.

CUSTOMER

Purpose Driven Marketing: Showcasing our commitment to diversity, inclusion, and social good to bond with consumers over our shared values.

DIGITAL LEARNING

Global digital learning platforms available in 17 languages.
Provides the tools, resources and support associates need to be their best and continue to grow wherever they are.

#LoveTravels

When Love Travels the world is a more inclusive and peaceful place.
#LoveTravels is our support and celebration of people pursuing inclusion, equality, peace and human rights.

MARriott INTERNATIONAL March 2022
“Putting people first in each moment of every day is the heart of our inclusive culture. We are passionate about welcoming everyone and creating experiences that bridge differences and help shape a better world.”

– ANTHONY CAPUANO, CEO

<table>
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<tr>
<th>DIVERSITY, EQUITY &amp; INCLUSION INNOVATION</th>
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<tbody>
<tr>
<td><strong>Respect For All: Putting People First Since 1927</strong></td>
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<tr>
<td>An Educational Campaign To Promote A Culture Of Inclusion</td>
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**Community Talent Network Teams**
Community TNTs provide a framework for focused and transparent conversation on further strengthening our culture of inclusion, enhancing wellbeing, and creating real and sustainable change. Over 2,300 insights generated to drive a sense of belonging.

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<tr>
<th>Cultural Competence Program</th>
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<tr>
<td><strong>17,000+</strong> Associates reached since 2019</td>
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<tr>
<td><strong>30+</strong> Culture Day Trainings</td>
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A deep dive, immersive experience into 13 customer cultures.

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<th>Room For All</th>
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Accessible room of the future geared toward travelers with disabilities.

In 2018, we created the ‘Room For All’, a concept room to help us understand what the “accessible room of the future” might look like.

DiversityInc Hall of Fame • Seramount Top Companies for Female Executives, Top 10 and Hall of Fame • Seramount 100 Best Companies and Hall of Fame • National Organization on Disability, Leading Disability Employers • Human Rights Campaign Corporate Equality Index - 100% • Fortune 100 Best Companies to Work For • LATINA Style Top 50 • WEConnect International Top 10 Global Champions for Supplier Diversity & Inclusion • Asia Society Best Employer • AAPD and Disability: IN Disability Equality Index - Score 100
CEO Direct Reports
57% Women

Global Executives
45% Women

U.S. Executives
49% Women 21% POC

U.S. WORKFORCE

Total Workforce by Race/Ethnicity

- 66% POC
- 31.1% White
- 2.9% Not Disclosed
- 0.6% Two or more Races
- 0.8% Native Hawaiian or Pacific Islander
- 32.6% Hispanic or Latino

Managers by Race/Ethnicity

- 42.2% POC
- 11.6% Asian
- 20% Black or African American
- 2.7% Not Disclosed
- 0.4% Native American or Alaska Native
- 55.1% White

People of Color by Level

- 21% EXECUTIVE
- 35% MID-LEVEL MANAGER
- 49% ENTRY-LEVEL MANAGER

Women by Level

- 49% EXECUTIVE
- 47% MID-LEVEL MANAGER
- 49% ENTRY-LEVEL MANAGER

WOMEN IN THE WORKFORCE

53% Globally
54% In the U.S.

Data as of YE 2021
Executives include VPs and above

MARCH 2022