

DIVERSITY & INCLUSION GLOBAL FACT SHEET

MARRIOTT INTERNATIONAL SPIRIT TO SERVE OUR DIVERSE WORLD



“Marriott’s commitment to global diversity is absolute. Our determination to provide opportunities for our associates and clientele is one of the main reasons people want to work and do business with us.”

–J.W. Marriott, Jr., Chairman & CEO



“At Marriott, our inclusive culture gives our company its strength and competitive edge. With operations all over the world, we serve very diverse markets. We understand and value diversity at every level...from our senior leadership team to our on-property employees.”

–Jimmie Paschall, SVP, External Affairs & Global Diversity Officer

Our Commitment Starts at the Top

Marriott is committed to diversity at every level of the organization.

- In 2007, Marriott created a Global Diversity Officer to spearhead the company’s diversity outreach inside and outside of the United States.
- The “Committee for Excellence” was established in 2003 and meets regularly to set significant diversity objectives and monitor progress at every level of the corporation. The committee is chaired by board member Debra L. Lee, chairman and CEO of BET Networks, and includes board members George Muñoz, principal of Muñoz Investment Banking Group, LLC; Harry J. Pearce, chairman of Nortel Networks; and William J. Shaw, president and chief operating officer of Marriott International; as well as other senior executives who represent various disciplines throughout the company.
- Regional diversity and inclusion councils ensure that 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.

Global Diversity and Inclusion

Marriott has 3,000 lodging properties (538,000 rooms) worldwide with more than 400 hotels outside the U.S. We are continuing to grow our international operations and explore

expansion opportunities in countries abroad. It is imperative that we learn and embrace the varying cultures to ensure success.

- Our international growth is representative of our diversity footprint. More than 60 percent of our pipeline of full service rooms is located outside of North America. We're opening 25 hotels within the next three years in China alone and doubling our hotel portfolio in the Middle East from 26 to 65 hotels by 2011.
- As a result, it's becoming increasingly important for Marriott to become more inclusive and sensitive of various cultures outside of the U.S.
- Our goal is to provide resources and programs that continue to mirror the global communities in which we live and work.

Marriott's Dynamic and Diverse Workforce

Our commitment to diversity is illustrated by our workforce. Marriott's 151,000 associates hail from dozens of nations, speak more than 50 languages and work under the Marriott banner in 68 countries and territories around the world. Of our U.S. workforce – 123,000 associates – more than 61 percent of our associates are minorities and 55 percent are women, many of whom take advantage of the company's professional development programs to move up and map out long-term careers with the company.

- Nearly 3,000 Marriott managers began their careers in hourly positions.
- Last year, we expanded the Marriott language program called Sed de Saber™ (Thirst for Knowledge) Spanish/English Language system, which teaches workplace and life-skills in English. The program continues to show a significant increase in English language proficiency.
- Of the new managers hired in 2007, 30 percent were minorities and 52 percent were women. During 2007, we recruited over 32 percent minority college students.

Marriott maintains a strong commitment to national recruitment advertising, with placements in such publications as *Black Enterprise*, *Black MBA*, *Careers and the Disabled*, *DiversityInc*, *Hispanic Business* and *Working Mother*.

Suppliers and Vendors: A World of Opportunity at Marriott

Every big company began as a small business, and in 1927 Marriott was a small company. We've never forgotten the opportunities that others have given us to succeed. Today, we proudly continue the tradition by reaching out to a new generation of entrepreneurs.

- Through our company-wide supplier diversity program, Marriott spent 13.6%, or \$478 million, with minority- and women-owned suppliers in 2007. To reach this achievement,

the company identifies and uses diverse suppliers in local, regional and national procurement activities. Marriott recently established a new goal of spending 15% with minority-, women- and gay- and lesbian-owned U.S. suppliers by 2009.

- Marriott has begun outreach to diverse suppliers internationally, including efforts in Brazil and the U.K. Marriott will begin working with suppliers such as the training company, Tapia Tanel in 2008.
- Marriott retains the mutual fund management services of Ariel Capital Management LLC—a premier African-American owned investment management company—to manage a portion of the company’s retirement savings and profit-sharing plan.
- In an effort to recognize and encourage supplier diversity efforts both internally and externally, Marriott instituted a new awards and recognition program. Marriott named Gary’s Seafood of Orlando, Fl. as the recipient of the 2007 Marriott International “Diversity Supplier of the Year” and Marriott’s Law Department as “Most Improved for Supplier Diversity”.

Minority and Women Franchisees and Owners Grow With Us

As Marriott pursues its growth plan and continues to expand, we want diverse partners and stakeholders to grow and prosper with us.

- Our diversity ownership initiative helps us attract and develop relationships with quality-minded minority and female owners and franchisees, and supports them through every step of the development process.
- To date, more than 400 Marriott hotels are owned, operated or are under development by women or ethnic minorities. We are well on our way to achieving our Diversity Ownership Initiative (DOI) goal of 500 diverse owned hotels by 2010.
- In April 2006, RLJ Development, LLC announced a definitive agreement to acquire 90 Marriott-branded hotels from White Lodging. RLJ is Marriott’s second largest franchisee. Marriott has also invested \$40 million in RLJ Urban Lodging Fund (I and II) to facilitate the development of hotels in urban locations.
- In the summer of 2007, Marriott broke ground on the city’s first Hispanic-owned Courtyard by Marriott hotel, set to open in the NoMA (North of Massachusetts Avenue) Business Improvement District in 2009. The soon-to-be, 218-room Courtyard will be majority-owned by the Finvarb Group with additional ownership by Wilmot & Brown & Bagwell, LLP, and Welburn Hospitality.
- Marriott has hosted several education summits for hundreds of aspiring minority hotel owners. The sessions include information about how prospective sites are evaluated and how hotels are built, financed and operated. The workshops are led by Marriott executives, owners and franchisees, as well as experts from the lending community.

- Marriott is actively involved in the Emerging Markets Program of the International Franchise Association. The company contributes monetary, in-kind and management executive talent resources to IFA, and has partnered with the association to launch a Minority Entrepreneurs Scholarship program.

Supporting Diversity Through Community Relationships

We won't be satisfied until *every* aspect of our business reflects the rich diversity of the people and communities who touch Marriott's world.

Our support of dozens of diverse professional organizations enables us to support our diversity mission. Examples include:

- American Foundation for the Blind
- Association of Latino Professionals in Finance and Accounting
- Goodwill Industries
- Hispanic Corporate Council
- NAACP
- National Association of Black Accountants
- National Black MBA Association
- National Council of La Raza
- National Gay and Lesbian Chamber of Commerce
- National Hispanic Corporate Council
- National Minority Supplier Development Council
- National Society of Minority Hoteliers
- National Urban League
- Organizations of Chinese-Americans
- U.S. Pan Asian Chamber of Commerce
- Women Business Enterprise National Council

Marriott Leads the Hospitality Industry

At Marriott International, diversity is more than a goal...it's our business. From our global workforce and vendors, to our franchisees, our customers and communities, our differences give our company its strength and competitive edge. In the process, we've set the standard for the entire hospitality industry. And it shows:

- *DiversityInc* magazine named Marriott International one of the "Top 10 Companies for Supplier Diversity." (April 2008)
- Norman K. Jenkins, senior vice president of lodging development and champion of Marriott's hotel ownership initiative, was honored by the *Washington Business Journal* with a Minority Business Leader award for his accomplishments for bridging the gap

between minorities and hotel ownership in the greater Washington, D.C., area. (April 2008)

- *DiversityInc* magazine named Marriott International one of the “Top 50 Companies for Diversity,” for the sixth consecutive year. Marriott was ranked #11, and the highest ranked company in the lodging industry. (April 2008)
- *Hispanic Enterprise* magazine named Marriott to their “50 Best Companies for Supplier Diversity.” (March 2008)
- The National Association for Female Executives has named Marriott International one of the “Top 10 Companies for Executive Women.” (March 2008)
- *FORTUNE* magazine has recognized Marriott International as the “most admired” lodging company, for the ninth consecutive year. (March 2008)
- *FORTUNE* magazine has recognized Marriott International as one of the “100 Best Companies to Work For,” for the tenth consecutive year. (Jan. 2008)
- Human Rights Campaign gave Marriott a score of a 100% on Corporate Equality Index. (Oct. 2007)
- The NAACP ranked Marriott International top in the lodging industry for the eighth time in its annual industry report card. (Oct. 2007)
- *Budget Travel* magazine honored Marriott International with a “2007 Extra Mile Award.” The company was recognized for its use of Sed de Saber™ (Thirst for Knowledge) Spanish/English language system (Sept. 2007)
- *Working Mother* magazine named Marriott International one of the “100 Best Companies for Working Mothers.” (Sept. 2007)
- *Hispanic Business* magazine ranked Marriott International in the top ten on their list of “Diversity Elite 60” companies. (Sept. 2007)
- *The Great Place to Work International* named the JW Marriott Mexico City one of the “Best Places to Work” in Mexico. (Fall 2007)
- *Hewitt Employees & Partners* named Marriott Best Employers in Asia and India, Singapore and China. (Fall 2007)
- *LATINA Style* magazine has named Marriott International among “The 50 Best Companies for Latinas to Work for in the U.S.” (Aug. 2007)
- *Black Enterprise* magazine named Marriott International one of the “40 Best Companies for Diversity.” Marriott was recognized in two important categories: 15 Best in Workforce Diversity and 15 Best in Board Diversity. (July 2007)

- *ESSENCE* magazine named Marriott International one of the “25 Great Places to Work” for African-American women. (March 2007)
- *Black MBA* magazine named Marriott International the highest ranked company on their “Top 50 Companies for Black MBAs to Work.” (March 2007)
- *Hispanic Trends* magazine has recognized Marriott International as one of the “Top 50 Corporations for Supplier Diversity.” (Feb. 2007)

For more information... visit www.marriott.com/diversity

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