

Marriott[®]
INTERNATIONAL

UK Gender Pay Gap Report 2018

Our Commitment



At Marriott International we pride ourselves on our ‘people-first’ culture, which has consistently been an enabler of our business success, and has earned us recognition as a best employer around the world, including the UK, where we have been recognized as one of *Sunday Times Top 25 Best Big Companies to Work For* ten times since the award’s inception, and ranked number 5 this year.

As part of our company mission of Bridging Cultures and Inspiring Discovery Around the World, we provide an environment where everyone is welcome and associates are empowered to achieve personal and professional growth. Our commitment to diversity and inclusion is deeply rooted in the belief that diversity makes us stronger and that our success depends on creating a workplace that recognizes and embraces the unique talents, perspectives and backgrounds each of our associates bring. We actively engage in programs to promote the recruitment, retention and advancement of a diverse employee base, one that reflects our customer base and the communities in which we do business.

Our Commitment



To achieve our vision to be the [World's Favorite Travel Company in an industry that is quickly evolving](#), we must ensure we have the best talent in every role. Having women in leadership positions is a vital part of our strategy for growth and success globally, and providing opportunities for our female associates to grow and fulfill their potential is good business.

We are focused on hiring and advancing women in our company's management and executive positions and at our hotels, gaining their loyalty as customers, creating economic opportunity as hotel owners and including women-owned businesses in our supply chain.

This Report



In April 2017, the UK government introduced a new **Gender Pay Gap** reporting requirement for all companies with more than 250 employees. The figures discussed in this report are calculated in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This Report

Metrics and Scope

The **Gender Pay Gap** measures two individual elements for relevant employees*:

- Mean Gender Pay Gap: The difference between the mean hourly pay rate of male full-pay relevant employees* and that of female full-pay relevant employees.
- Median Gender Pay Gap: The difference between the median hourly pay rate of male full-pay relevant employees* and that of female full-pay relevant employees.

In addition, we are required to report on **Gender Bonus Gap** for relevant employees as follows:

- Mean Gender Pay Bonus: The difference between the mean bonus pay paid to male relevant employees* and that of female relevant employees* ('the mean gender bonus gap').
- Median Gender Bonus Gap: The difference between the median bonus pay paid to male relevant employees* and that of female relevant employees*.

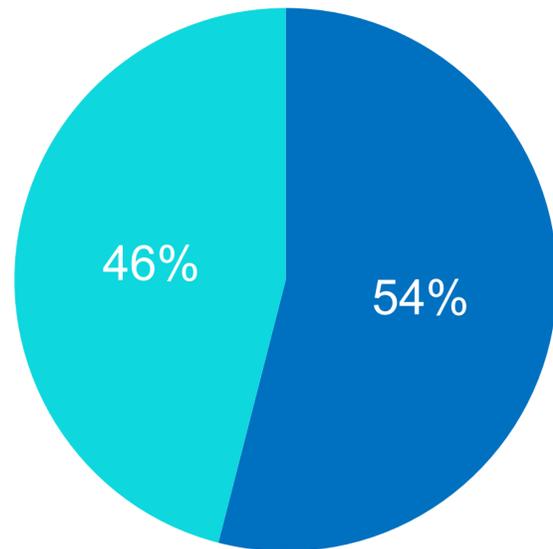
Finally, our **Gender Distribution** is compared in four equal sized groups (quartiles) based on hourly pay, from highest to lowest.

I confirm that all of the data that follows as required under the regulations is correct

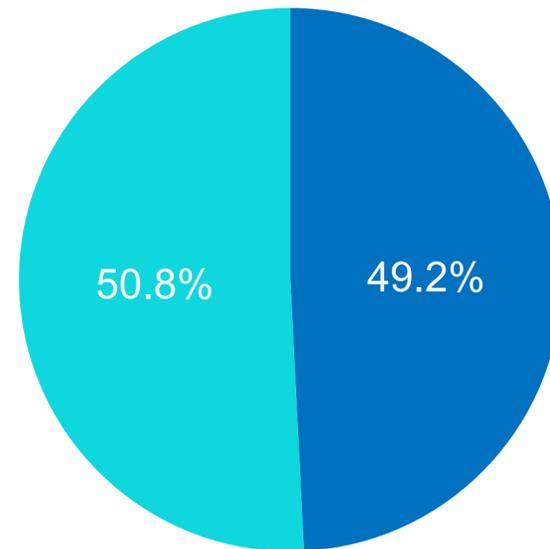
*All analysis reflects data as at 5 April 2017, in accordance with the requirement of the new regulations.

Our Results

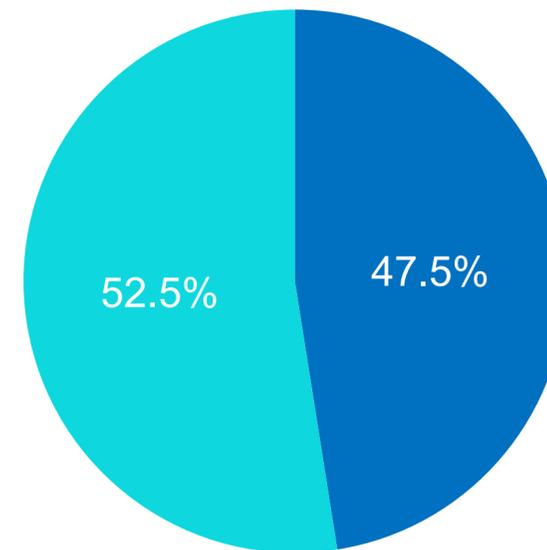
TOP



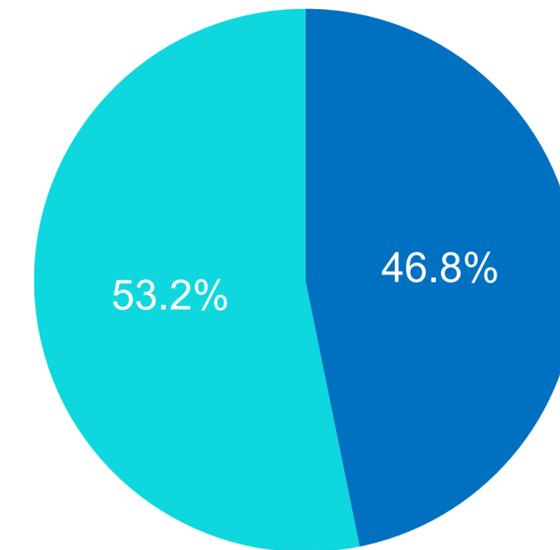
UPPER



MIDDLE



LOWER



■ Female Ratio ■ Male Ratio

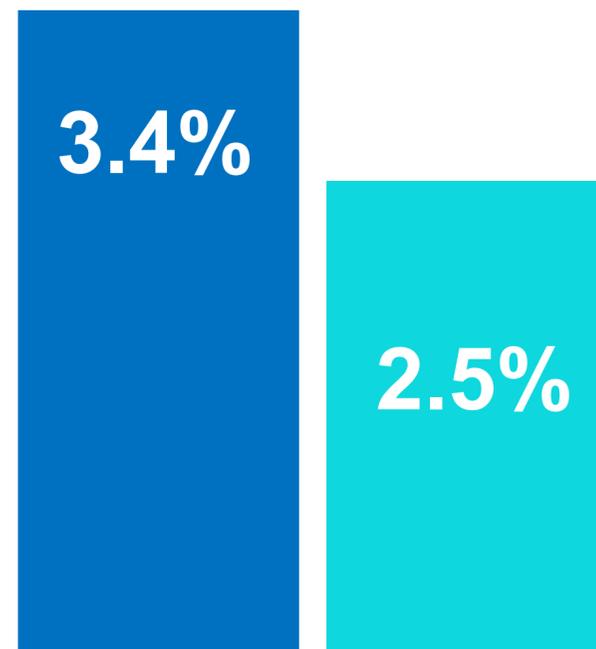
Gender Distribution by Pay Quartile

In the UK, we have a relatively equal distribution of gender representation across the different pay quartiles in the organization. Overall female associates represent 51% of our associate population in the UK.

I confirm that the data above, as required under the regulations, is correct.

Gender Pay Gap

■ Mean Pay Gap ■ Median Pay Gap



The pay gap analysis indicates that our median hourly pay for female associates was 2.5% lower than the median hourly pay for male associates.

The average hourly pay for female associates was 3.4% lower than the average hourly pay for male associates. While this result is considerably better than the national average gender pay gap of 19.1% at the time the regulations were issued, an opportunity remains to reduce the gap even further.

I confirm that the data above, as required under the regulations, is correct.

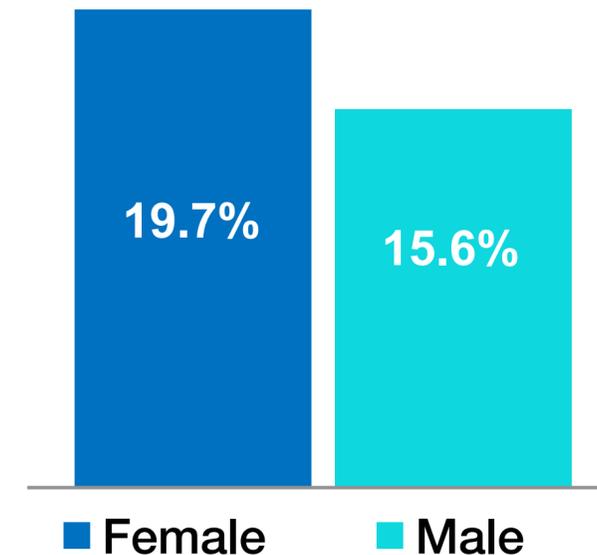
Bonus Gap

Overall, according to the analysis we had a 4% higher proportion of women receiving a bonus (which under the regulations includes all types of incentives, commissions and stock) compared to male associates.

According to the analysis, the median bonus pay for female associates receiving a bonus was 7.7% higher than the median bonus pay for their male counterparts.

However, while our median bonus gap was in favor of women, our average bonus pay gap was in favor of men. The average bonus pay for men receiving a bonus was 26.7% higher than the average bonus received by female associates. This gap is predominantly driven by a higher male representation in roles that are eligible to receive annual bonuses and stock awards. This result highlights the need to continue to focus on improving female representation at all levels and across different disciplines in the organization.

Proportion In Receipt Of A Bonus



I confirm that the data above, as required under the regulations, is correct.

Our Strategy Ahead



At Marriott, we have had a comprehensive diversity and inclusion strategy in place for many years.

As part of that, our Women's Leadership Development Initiative serves as a strategic umbrella for a number of initiatives focused on the development and advancement of female leaders at all levels in the organization.

We have also set a goal to achieve gender representation parity for global company leadership by 2025, supporting our sustainability and social impact platform, Serve 360: Doing Good in Every Direction.

Our Strategy Ahead

Year after year, our efforts in this area have helped further the career progression and representation in senior positions for many female associates across the company.

We believe it starts at the top. Today, women at Marriott International hold many of our senior executive leadership positions around the globe. In Europe, half of our European senior executive leaders are women, including our President and Managing Director. And this type of parity is also reflected at the top of organization, where women comprise fifty percent of our Global CEO's direct reports.

The Women's Leadership Development Initiative is focused on promoting the presence of women in management, capitalizing on the supply of female talent available in the organization and the local labor market. This strategy centers on three key pillars: leadership development, networking and mentoring, and workforce effectiveness. These pillars underpin all that we do, from our landmark career development and acceleration programs to our strategy for talent attraction and human capital planning.



Our Strategy Ahead

As part of our leadership development efforts, a number of leadership pipeline accelerator programs in Europe are focused on the development of a diverse leadership pipeline for our hotels.

The following are some examples:

- **Elevate 2.0** is a career acceleration program focused on elevating the skills of high caliber leaders to become world class Hotel General Managers.
- **Ops Academy** is a program developed to provide managers looking to grow in the operations career track with the skills needed for a more senior or complex operations roles.
- **LEAD** (Leadership, Education and Development for Growth) is a program to develop and prepare internal non-management (supervisory) associates for entry level management positions.
- **Voyage** is our award-winning, global leadership development program for recent university graduates. Through hands-on, discipline specific training and a robust digital learning platform, the program accelerates the development of new talent entering the industry for future leadership roles.

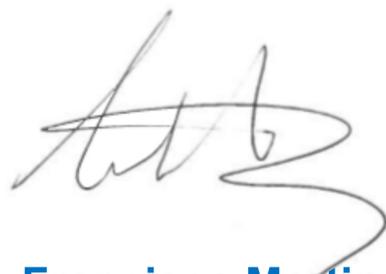


Conclusion

Marriott has a strong ‘people-first’ cultural foundation underpinned with programs targeted at the development of women leaders and strong female representation at all levels in the organization.

Many of the most senior roles at Marriott International are held by women and this new Gender Pay Gap reporting process has reinforced our continued commitment to further develop female talent across the business at all levels, to ensure that we continue to narrow our gender pay gap and bonus gap even further.

Marriott International remains committed to improving the representation of women at all levels of the organization. In particular, we are focused on programs aimed at increasing the number of females in operational leadership roles and other roles feeding our pipeline of future General Managers, and efforts to continue to advance the next generation of female leaders throughout the UK.



Francisca Martinez,
Chief Human Resources, Europe
Marriott International

