



UK GENDER PAY GAP REPORT 2019

Marriott
INTERNATIONAL



OUR COMMITMENT

At Marriott International we pride ourselves on our 'people-first' culture, which has consistently been an enabler of our business success.

Our commitment to our people has earned us recognition as a best employer around the world, including the UK, where we have been recognised as one of The Sunday Times Top 25 Best Big Companies to Work For 12 times since the award's inception, and we ranked number six in 2018.



OUR COMMITMENT

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 recognises and embraces the unique talents, perspectives and backgrounds each of our associates bring. We actively engage in programmes 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.

To achieve our vision to be the World's Favourite 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. Providing opportunities for our female associates to grow and fulfil 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.

As part of our goal 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.

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. The data in this report reflects the position as at 5 April 2018, in accordance with the requirement of the regulations.

METRICS AND SCOPE

The **Gender Pay Gap** is measured using two 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.

The **Gender Bonus Gap** is measured using two elements for relevant employees as follows:

- **Mean Gender Bonus Gap:** 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 Pay Distribution** is compared in four equal sized groups (quartiles) based on hourly pay, from highest to lowest.

*In all cases relevant employees were identified in accordance with the definitions within the legislation.

OUR RESULTS

We are pleased to report that our gender pay gap has decreased in the second year of reporting.

The Mean Gender Pay Gap has decreased from 3.4% to 2.93% and the Median Gender Pay Gap has decreased from 2.5% to 1.08%.

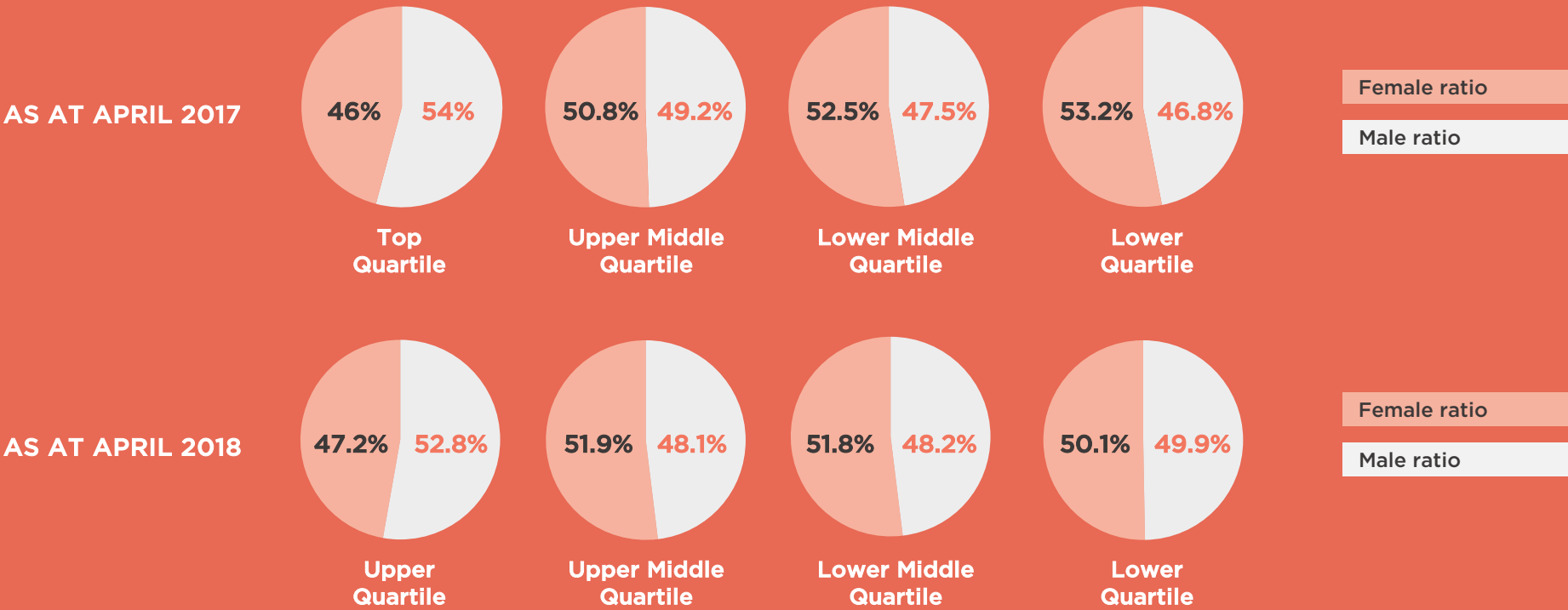
As calculated the gender pay gap is a reflection of the balance between males and females at every level of the organisation and we continue to work hard to ensure female associates are well represented at each of these levels, this can be seen reflected in the gender distribution by quartile below.



GENDER DISTRIBUTION BY QUARTILE

In the UK, we have a relatively equal distribution of gender representation across the different pay quartiles in the organisation. In April 2018, female associates represented 50.3% of our associate population in the UK.

The figures show a modest improvement in the proportion of female employees in the upper and upper middle quartiles from 2017 to 2018.

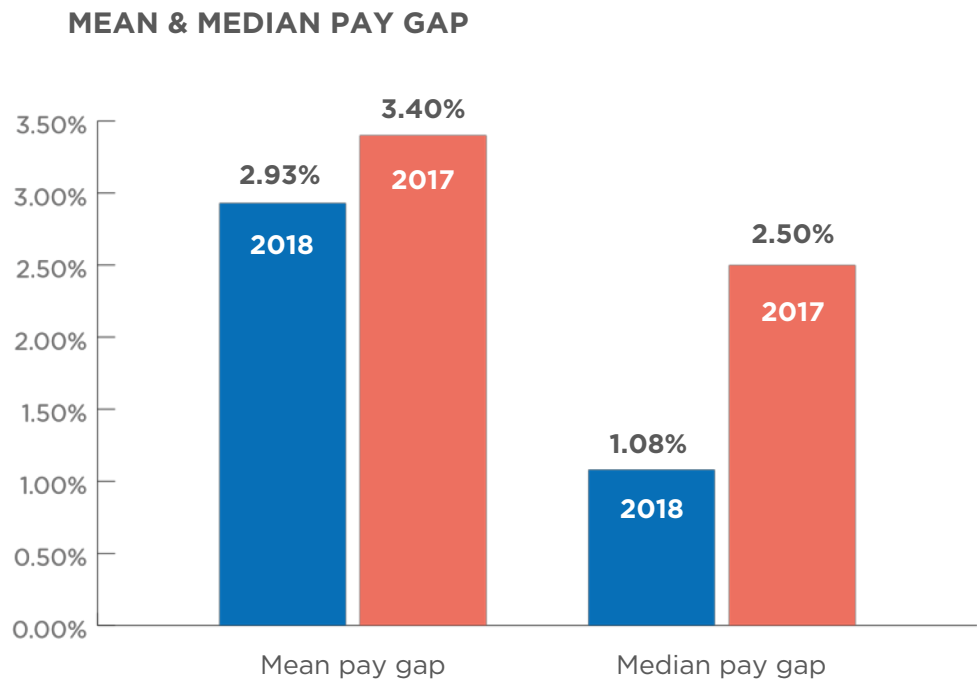


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GENDER PAY GAP

The pay gap analysis indicates that our median hourly pay for female associates was 1.08% lower than the median hourly pay for male associates, which is down from 2.5% in 2017.

The average or mean hourly pay for female associates was 2.93% lower than the average hourly pay for male associates, down from 3.4% from 2017.



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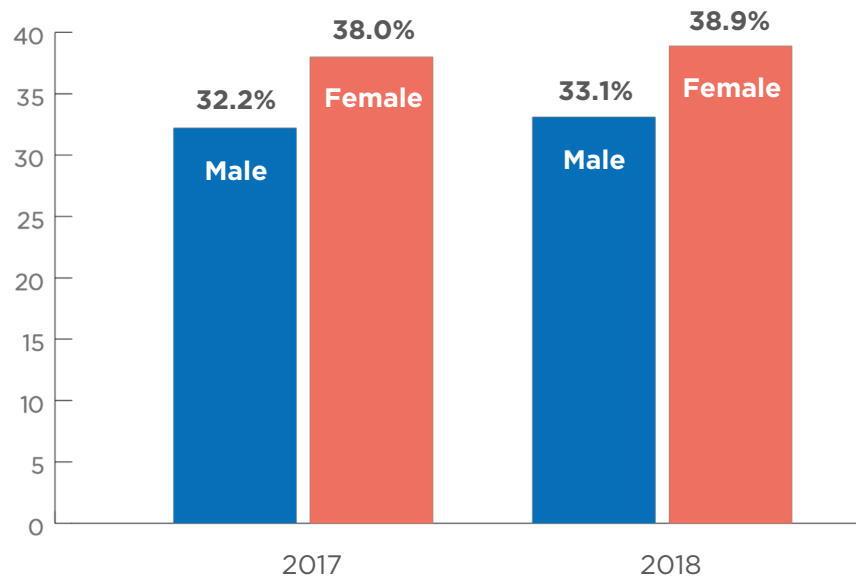
BONUS GAP

Overall the average or mean bonus gap was 9.1% compared to 26.7% the year before. The median bonus gap was -34.8% so the median value of bonuses for female associates was higher than the equivalent median value for male associates. This compared to -7.7% in the previous year. While the mean bonus gap has reduced, the median bonus gap has increased in favour of our female associates.

Bonus gaps are influenced by the proportion of women in roles that are eligible to receive annual incentives and stock awards. This highlights the importance of continuing to focus on improving female representation at all levels and across different disciplines in the organization.

The proportions of male and female associates receiving bonuses are shown in the table below.

PROPORTION RECEIVING BONUS



The figures disclosed in the 2017 report for the proportions receiving a bonus has been corrected, the proportion of roles receiving a bonus in 2017 was higher than originally stated for both women and men.



OUR STRATEGY AHEAD

Marriott's strategy is to continue to leverage our award-winning Women's Leadership Development Initiative which has been in place for many years and is the focus of our efforts to develop and advance female leaders across the organisation.

OUR STRATEGY AHEAD

Our efforts in this area have helped further the career progression and representation in senior positions for many female associates across the company. As a result, today, women at Marriott International hold many of our senior executive leadership positions around the globe.

This initiative has three key pillars:

LEADERSHIP DEVELOPMENT

The following are examples of some of our landmark career development programs:

- Elevate is a career acceleration programme focused on elevating the skills of high calibre leaders to become world class Hotel General Managers.
- Ops Academy is a programme 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 programme for recent university graduates. Through hands-on, discipline specific training and a robust digital learning platform it accelerates the development of new talent entering the industry for future leadership roles.

NETWORKING AND MENTORING

Promoting the presence of women in management.

- Programmatic events that support female leader networking in local markets and across the globe.
- Investing in training, programmes and technology which support mentoring initiatives and a mentoring culture that also has the specific aim of supporting female talent and demonstrating success.

WORKFORCE EFFECTIVENESS
capitalising on the internal and external supply of female talent.

- Initiatives that ensure fair representation of female talent across out talent supply.

IN CONCLUSION

Our second year of positive results clearly demonstrate that Marriott's commitment to diversity and inclusion and our strategy to develop strong women talent at every level in the organization is key to our continuous success.

We are focused on programmes aimed to increase the number of females in leadership roles and other roles feeding our pipeline of future General Managers and senior executives. This is a reflection of our People First cultural foundation.

Many of the most senior roles at Marriott International are held by women and we remain committed to the continued development of female talent across the business at all levels ensuring that we further narrow gender pay gap and bonus gap in subsequent years.

I confirm that the gender pay gap information in this report is accurate.



FRANCISCA MARTINEZ
Chief Human Resources Officer, Europe
Marriott International

