



Empowering the Frontlines

Marriott International's Blueprint for Transforming the Associate Experience

Great Place To Work®

Marriott
INTERNATIONAL

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Introduction

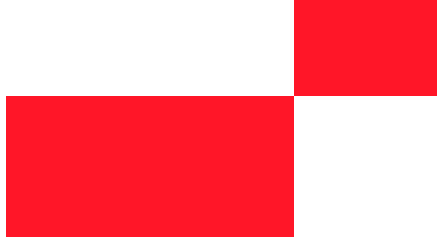
When the COVID-19 pandemic closed workplaces and disrupted business operations, frontline workers were in the spotlight more than ever.

Global hospitality company Marriott International, like others in the industry, was deeply impacted by the pandemic – and the impact was felt acutely by its frontline associates.

Within weeks of the start of the pandemic, Marriott's revenues dropped nearly 90% and its stock price dropped by almost two-thirds. Some of its hotels closed their doors – unheard of in its almost 97-year history. Other hotels became dedicated to accommodating essential

workers, such as the health care professionals risking their lives to fight the COVID virus.

With demand in free fall, Marriott had to make difficult choices, including furloughing thousands globally. However, even during that challenging time, the company continued to be guided by its people-first culture. Marriott supported its people, expanding training programs, offering health support, and providing financial assistance. Additionally, Marriott collaborated with other companies less affected by the pandemic to find work opportunities for its furloughed associates while engaging governments to secure additional relief.



Within a year, demand started to return almost as quickly as it disappeared. This brought new talent challenges. Ghosting and quick quits were the norm. The Great Resignation resulted in the exit of talent, and the hospitality industry struggled to entice workers to return.

With approximately 90% of its workforce in frontline roles, Marriott knew it needed to act.

The company reimaged its associate experience to offer industry-leading support for its frontline workers, building programs and tools to allow workers in any role to thrive and develop into future company leaders. A new people strategy coalesced around three signature elements: Growing Great Leaders, Investing in Associates, and Access to Opportunity.

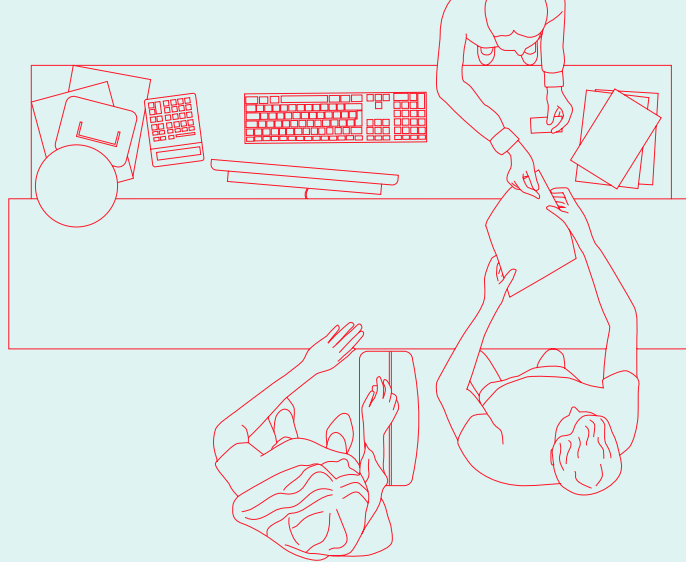
Leadership development programs were recalibrated, offering a global learning journey across all geographies and hotel brands. The company revisited its compensation framework, heightened its focus on holistic well-being, and increased flexibility and choice. The launch of its new people brand, Be™, underscored Marriott's commitment to its associates, and inspired new talent to pursue careers in hospitality.

The results were undeniable: By the end of 2023, turnover decreased by 13% and hiring records were set. Associate engagement scores, Great Place To Work® Trust Index™ Survey scores, guest satisfaction scores, and diversity – including management – saw increases.

Marriott also climbed the ranks of the [Fortune 100 Best Companies to Work For® List](#), making the top 10 for the first time in 2023.

This momentum has not stopped, and Marriott International has now kicked off a bold new program, Elevate by Marriott International, which is focused on accelerating frontline associates into management positions and supporting early managers in their advancement through the company.

By empowering frontline associates, the company has built a compelling invitation for anyone considering their next role. At Marriott, they don't hire for jobs – they hire for careers.



A New People Strategy

Marriott has a long history of creating exemplary workplaces for associates, having made the *Fortune* 100 Best Companies to Work For List [every year since its inception](#). However, COVID-19 challenged the hospitality industry, and Marriott was no exception.

"Hospitality has always been seen as a safe haven industry," says Anthony Capuano, president and chief executive officer at Marriott International.

"The pandemic was an existential threat to the hospitality industry and forced us to make some of the toughest decisions the company has ever faced."

Associates were furloughed and hotels closed their doors. "When you're faced with really tough decisions,

that's when leadership matters and you have to be guided by your core values," says Ty Breland, EVP and chief human resources officer at Marriott International.

At Marriott, those values go back to the principles put forth by founder J.W. Marriott, Sr.: "If we take care of our associates, they will take care of our guests, and the guests will come back again and again."

In that spirit, Marriott set out to reimagine the experience of frontline associates.



"If we take care of our associates, they will take care of our guests, and the guests will come back again and again."

Rebuilding a reputation

When the world opened up post-pandemic, the hotel industry faced new challenges. Job vacancies hit an all-time high; one in four new Marriott hires were leaving within 90 days. If the company couldn't deliver the service guests expected, it knew much of what it had worked so hard to bring back might be lost.

To understand what was happening, Marriott's leaders went back out on the road to reengage with associates. Through these conversations, Marriott's leaders drew some important conclusions:

- 01 The pandemic changed the way the world worked.
- 02 Priorities shifted, as did expectations around flexibility and career growth.
- 03 Marriott's people strategy needed to change to meet the needs of associates, especially those in frontline roles. To address these needs, a strategy was developed around three signature elements:
 - Growing Great Leaders
 - Investing in Associates
 - Access to Opportunity

With these principles to guide them, Marriott's leaders set out to recruit, retain, and engage its global workforce.

Growing Great Leaders

To empower associates at every level, Marriott knew it needed to start by changing how leadership was understood and embodied.

"If you get leadership right, everything falls into place," Breland says.

Marriott wanted to redefine the concept of leadership, ensuring that every associate, regardless of role, was empowered to be a leader.

"At the most basic level, what it means to be a leader is that people follow you," Breland says. "Leading has nothing to do with title, or role, or level of authority. It's leading by example."



Creating a leadership framework

Fundamental to its Leadership Framework are the core characteristics that define great leadership at Marriott. These are called the “Leadership Essentials”:

- 01 Be Curious**
- 02 Be Courageous**
- 03 Be Connected**

Through the Leadership Essentials, the company created a common vernacular around leadership which was simple, accessible, and repeatable, for all.

“What we’re trying to do is create a strong sense of culture around the importance of leadership at all levels,” Breland says. “We wanted to really simplify it and get to something that was easy to digest, but also connected to other parts of the talent journey.”

A platform for growth

To help every associate become a leader, Marriott launched “Become,” a new career development portal that connects associates with tools and resources for personalized career growth.

“The idea is for people to discover not just what they want to do, but who they want to become,” says Jessica Lee, senior vice president, talent development at Marriott. Associates take a short quiz to match them with different archetypes that then connect them with personalized resources and content.

Resources include inspiring videos, a robust workbook to guide users, a resource for managers to equip them to have meaningful career conversations with their direct reports, and recommendations for opportunities that associates can pursue at Marriott.

“Leading has nothing to do with title, or role, or level of authority. It’s leading by example.”

The Become platform also offers stories from Marriott associates sharing their career experiences and lessons learned to inform and inspire their colleagues on their growth journey.

To enrich the content available, Marriott partnered with a company called BigThink, as well as Udemy and LinkedIn Learning, to create learning paths for associates. Tens of thousands of users, out of a total of 700,000 associates across managed and franchise workforces, access Become each month.

Tailored leadership programs

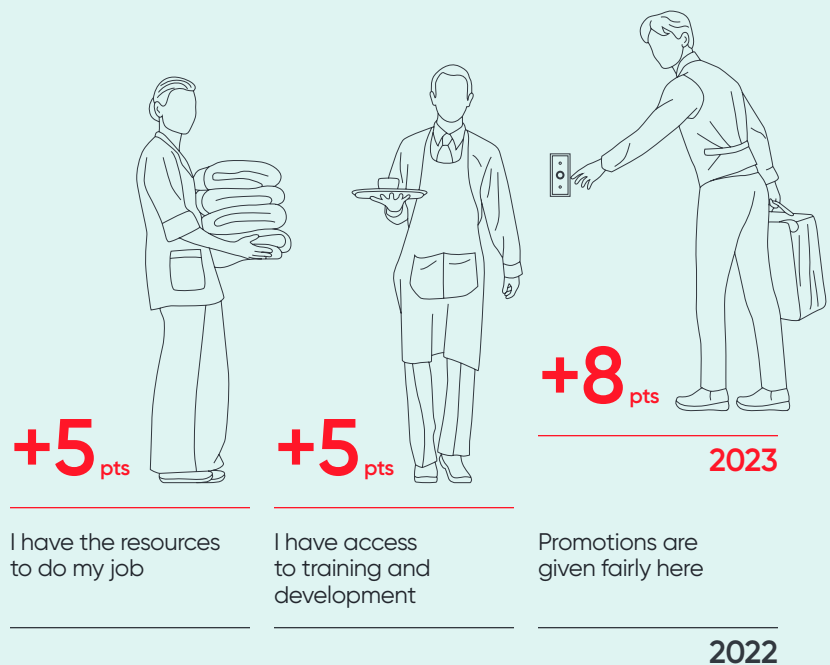
Marriott also revamped its leadership training programs with an audit of all of its offerings. The goal was to create tailored programming that targeted successive managerial levels, creating a clear pathway for associates to grow into senior leadership roles.



More Associates See Their Career Path

From 2022 to 2023, Marriott had more frontline associates respond positively to statements about fair promotions, training and development, and resources to do their job.

Source: Great Place To Work Trust Index Survey



For each program, they asked: "What's the impact on associates?"

With more than 30 separate brands and thousands of associates, it was paramount that the programs satisfied a range of stakeholders.

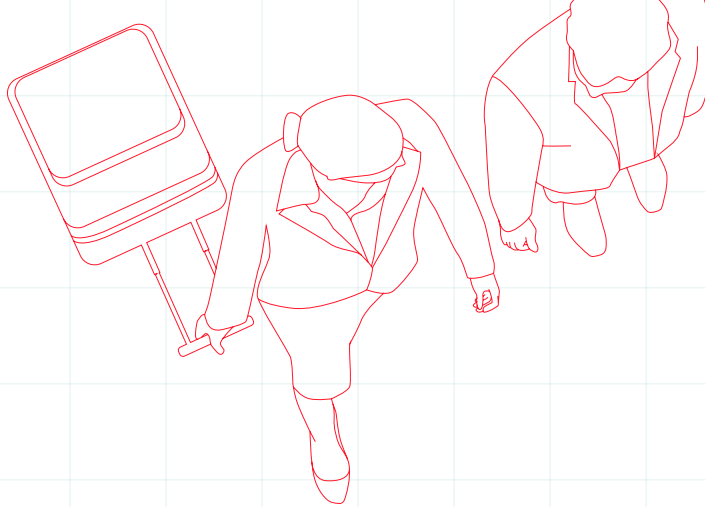
The result was a new leadership journey called En Route, which offers more targeted leadership training as associates move up through a leadership journey, starting with an associate's first management role.

Associates can visualize their career journey and understand that Marriott is invested in helping them develop rewarding careers.

Measuring success

Since implementing the new Leadership Framework, more associates are reporting a consistently positive experience via the Great Place To Work Trust Index™ Survey.

The percentage of Marriott frontline associates in the U.S. who report having the resources needed to do their job went up five percentage points from 2022 to 2023. The number of frontline associates satisfied with their learning and development opportunities also went up by five points.



Investing in Associates

To empower people at every level – and particularly those on the frontlines – Marriott knew it needed to provide the right support for their well-being. In the wake of the pandemic, Marriott saw an opportunity to offer industry-leading resources for associates' well-being and resilience.

Marriott refined its global well-being program, TakeCare, to focus on three pillars that contribute to associate well-being: physical, financial, and mental health.

"Taking care of our associates has always been within the DNA of our company," says Thad Shepherd,

global officer, compensation and benefits at Marriott. "The pandemic exacerbated those needs and heightened our focus around supporting associates' physical, financial, and mental health."

To promote the highest levels of well-being, the company knew it had to focus on all three pillars at once.

"If you're worried about your finances, that has an impact on your physical and mental well-being as well," says Judy Fennimore, vice president of benefits at Marriott. "They're all very interconnected."

Financial health and compensation

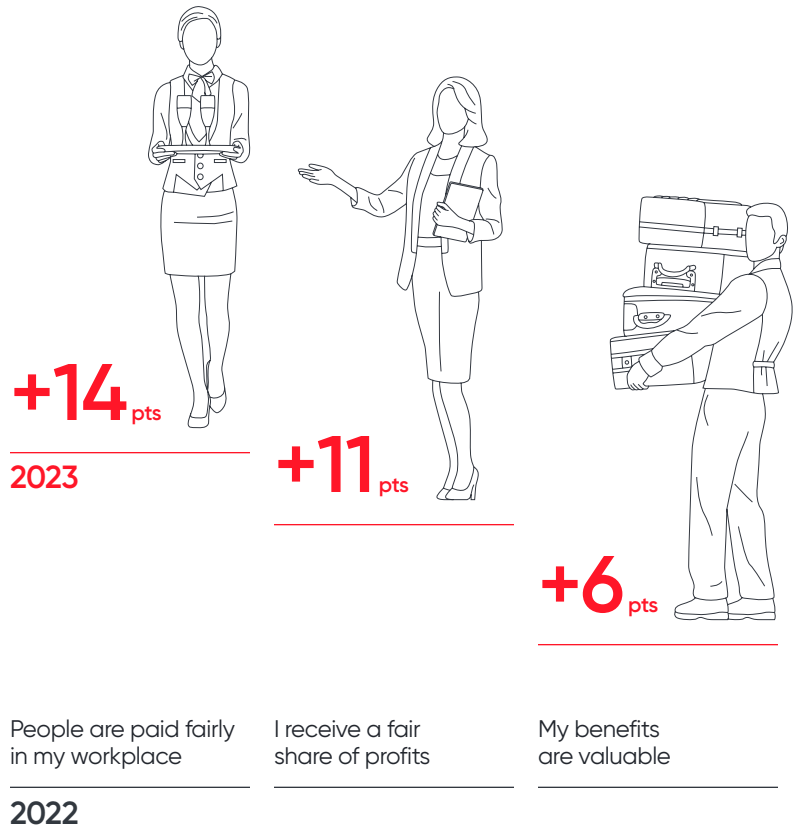
"Financial wellness is the cornerstone of why people work," says Shepherd. "They want to provide a good life for themselves and for their families."

To start, Marriott introduced a series of new financial initiatives, which included expanding bonus eligibility across the globe and introducing a new People First Award, giving hotel leaders an immediate way to financially recognize individuals who go over and above.

Marriott also enhanced retirement plans and financial tools available to associates in the U.S. to build financial well-being.

The company wanted its associates to think long-term, to understand the power of investing in themselves and their future. That meant improving the retirement plan and launching an employee stock purchase program (ESPP), where associates can buy at either the opening stock price or the closing stock price, whichever is lower, with an additional 15% off.

The company now has about 85% of eligible associates contributing to their 401(k) accounts, and participation in its ESPP is on the rise, with more than 20% growth over the first three offering periods. Additionally, more than half of the participants in the 401(k) plan are non-management, and non-management associates are contributing at higher average rates than management associates.



Perception of Fair Pay Rises for the Frontlines

In 2023, more of Marriott's frontline workers said they received fair compensation, highly valued benefits, and a fair share of company profits from 2022 to 2023.

Source: Great Place To Work Trust Index Survey

Both the 401(k) match and ESPP are powerful tools to improve the financial well-being of frontline associates, and Marriott recognizes that for many associates, this is their primary tool for saving for their future.



"Financial wellness is the cornerstone of why people work."

In addition to an enhanced compensation framework, Marriott launched financial education resources to help associates take advantage of the value being offered.

When designing educational tools, the team needed to find the right balance of entry-level and expert content. Marriott offers webinars and materials that start with the basics (budgeting, retirement planning, etc.) and even offers resources to explain the financial impact of health and lifestyle.

Mental health and manager support

Marriott knew that frontline associates needed more support around mental well-being and that managers needed additional resources to support the mental health and resilience of their people.

The commitment to this cause started at the very top of the organization, with CEO Anthony Capuano and Deborah Marriott Harrison, the company's global cultural ambassador emeritus, leading a virtual event to launch the revamped TakeCare program. During this event, they openly shared personal stories, fostering a culture that encourages all associates to engage in open conversations about mental well-being and seek support.

In tandem with this initiative, Marriott introduced a series of additional programs and resources:

"Mind Matters" program

"We heard from a lot of our HR leaders that managers at their hotels and other work sites wanted more resources to support associates," Fennimore says.

Marriott responded by launching its "Mind Matters" program, a progressive online educational resource developed to help managers recognize potential mental health crises and direct associates to appropriate resources.

The program is self-paced, with 45-minute sessions that train managers to identify when an associate may be at risk, helping managers to be comfortable having a conversation about mental health, and ensuring

managers know how to direct associates to resources or support available through Marriott's health plan.

Manager training helps to ensure that frontline associates have advocates who can help connect them to the right resources, activating the many tools that Marriott offers for self-paced learning and counseling.

"We strongly believe that by investing in programs and resources like this, we are empowering our associates," Fennimore says. "Our associates are so busy taking care of their families, taking care of our guests, taking care of each other – we wanted to make sure that they felt supported, and that they knew it was important to take care of themselves."

More Frontline Employees Say They Feel Cared For

Efforts to improve well-being and ensure every associate has support from their leader resulted in more frontline associates believing they were cared for by their colleagues and their manager in 2023.

Source: Great Place To Work Trust Index Survey

+5 pts



People care about each other at my workplace

+6 pts



Management shows a sincere interest in my life

2023

2022

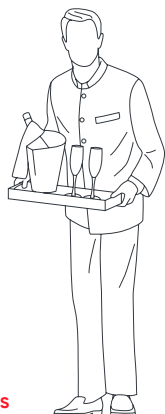


+12 pts

2023

This is a psychologically and emotionally healthy place to work

2022



+8 pts

I looking forward to coming to work

The Frontline Reports a Healthier Workplace

The percentage of frontline associates who reported a healthy and supportive work environment rose dramatically from 2022 to 2023.

Source: Great Place To Work Trust Index Survey

Marriott also offers programs to support physical well-being, supporting frontline associates in maintaining a healthy lifestyle.

Marriott offers global fitness and nutrition webinars, and access to livestreamed exercise classes filmed

in one of its hotel fitness centers. Individual properties are empowered to support physical wellness in their own way with activities such as step challenges or nature walks.

To ensure well-being programs were meeting associates' needs, Marriott went straight to the source – its people. The team reinvigorated its "TakeCare Champions" – a network of over 13,000 managed associates who share feedback on what's working and how to enhance well-being offerings.

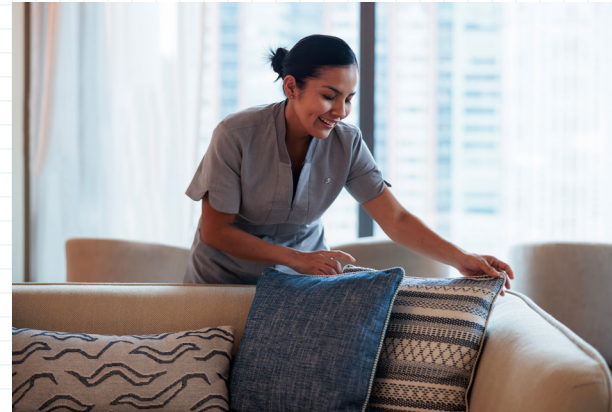
Champions have their service rewarded through a variety of ways, with stories shared from Champions on a regular basis. An annual award is also offered to TakeCare Champions who have an outsized impact on well-being at their property.

Celebrating success

Marriott also developed a certification program to encourage and measure well-being programs offered across its thousands of managed hotels around the world.

November is TakeCare Certification Month, and the optional program allows hotels to receive recognition for all their work to support associates.

"This year, we saw a 30% increase in the number of hotels completing certification," Fennimore says. "We're able to see all the different activations, how they're incorporating well-being into everyday activities, and what kind of engagement they're



getting at their hotels," Fennimore says.

Associates share how Marriott's efforts to address mental health have resonated in survey comments such as this one:

"The company truly cares about the people and their well-being ... Many heads of companies 'say' they care, but do they 'show' they care? Ours do."

To understand if well-being is on the rise, Marriott looks to business outcomes like retention.

It also looks at engagement scores to understand how associates feel about the TakeCare program, and Marriott ties associate engagement scores to guest satisfaction scores to understand the full picture of how associate resilience drives business performance.



Access to Opportunity

After redefining leadership and improving support for well-being and resilience, Marriott was ready to focus on bringing new talent into the organization and ensuring all frontline associates understood how they could grow within the organization.



Branding a new experience

To inspire associates and attract top talent, Marriott decided to refresh its people brand.

Called “Be™,” the brand launched at the end of 2022 and uses associate stories to highlight the meaningful work and countless opportunities associates find at Marriott.

The HR team interviewed hundreds of associates from around the world. From those interviews, one message came through: “Marriott allows me to be who I want to be.”

The new brand centers on three core principles:

- 01** **Begin.** Marriott is a place you can start a career, no matter which life stage you’re in.
- 02** **Belong.** In a world where people have lost trust in so many institutions, who you work for really matters.
- 03** **Become.** Marriott associates can become the best version of themselves, exploring countless career opportunities within the hospitality company.

The strategy has already seen significant success in bringing more people into the talent pool. Traffic to Marriott’s career site rose 33% the week the new brand was launched and clicks rose 20%. The week of launch also saw a 10% increase in completed job applications. By the end of 2023, the company saw applicants per hire jump by 22%.

Building belonging

To ensure that Marriott is meeting the diverse needs of its frontline, it formalized its informal associate networks into associate resource groups (ARGs) that represent a range of interests and perspectives from across the organization.

Marriott has nine different groups driven by associates who are Black, Hispanic, Asian and Pacific Islander, LGBTQ+, women, young professionals, people with disabilities, Military and Veteran, and parents and caregivers. Membership is open to those who identify with a group as well as allies who support them. Since their launch, over 13,000 associates have signed up to participate with an ARG.

"Our ARGs bring to life our commitment to inclusivity and belonging," says Marisa Milton, senior vice president, HR and inclusion at Marriott.

"Led by senior leaders, these groups have orchestrated a remarkable array of programming that engages and empowers our frontline associates. From hosting mentorship programs and distinguished external speakers to producing educational cultural celebrations, the ARGs have created a dynamic platform for learning and growth," she says.

ARGs provide essential feedback on how programs are impacting associates, with listening sessions to hear what is top of mind and what might have been overlooked. ARGs are global and available to all associates, whether they work in an office or at one of Marriott's hotel properties. These groups are a crucial part of Marriott's strategy to ensure that every associate who joins the company can find a community to support their growth and success.

More Frontline Employees Plan to Stay at Marriott

Marriott's frontline workforce saw year-over-year increases in the percentage of associates who wanted to stay with the company long-term and were willing to recommend their employer.

Source: Great Place To Work Trust Index Survey





"If we can't be flexible with the place that you work, we should certainly be flexible with the time that you work."

Flexibility and choice

Marriott also saw an opportunity to become an industry leader by offering best-in-class flexibility and choice to associates. In the wake of the pandemic, more workers were seeking flexibility, often leaving jobs that could not meet their changing needs.

Marriott responded with a focus on flexibility in scheduling and flexibility in role, launching and expanding programs designed to empower frontline associates to build a career that works for their needs.

While hotels have always tried to be flexible, the pandemic created the opportunity for Marriott to double down on its efforts to increase flexibility and choice.

Hotels are not an intuitive fit for modern flexible work – concepts that today focus heavily on remote work and telecommuting. But flexibility is about more than just where you work.

"Our philosophy is, we should be flexible with either place or time, and provide choice," Breland says. "If we can't be flexible with the place that you work, we should certainly be flexible with the time that you work."

Marriott provides options for flexibility that include:

- Flexible scheduling for non-management associates, including job sharing
- Four-day work weeks for some hotel management teams
- Remote or hybrid work when the role permits



Marriott also saw the opportunity to give more choice to associates with “integrated jobs,” or iJobs. With new roles like a guest experience expert, which covers a range of duties (front desk, concierge, etc.), associates could learn and grow in their roles, as well as be more flexible in how they work.

The overall combination of iJobs and schedule flexibility creates a powerful synergy for frontline associates. “We view flexibility and choice as a competitive advantage,” says Elaine Engle, senior vice president, talent management and organizational capability, at Marriott. “We certainly think it helps with recruitment and retention.”

By integrating jobs, Marriott is able to offer its frontline associates more learning and growth opportunities, as well as more flexibility.

In this way, iJobs has become a connector between the many efforts across the organization to train, support, and develop frontline workers.

Engle gives the example of how iJobs implementation helps properties find new talent who might not have pursued a hotel role before. “When we changed the role description and showed that it spanned multiple areas of responsibility with a path to advancement, all of a sudden our candidate base opened up,” Engle says.

Measuring success

To understand how the iJobs program is performing, Marriott looks at associate engagement and guest satisfaction scores.



↑1.3 pts

Staff service scores

↑1.0 pt

Intent to recommend

"We look at hotels that have converted to iJobs and compare them to other hotels," Engle says. "Their guest scores are higher; their associate satisfaction scores are higher.

This program is truly a win-win."

For hotels that have fully implemented iJobs, Marriott has found that guest satisfaction scores increased, on average, by more than a point, and engagement scores for associates rose too.

Flexibility and iJobs Drive Business Success

For Marriott hotels that launched iJobs and improved flexibility, key business metrics improved.

Source: Marriott International

Elevate by Marriott International

Building a Strong Pipeline

Building upon the success of its new people strategy, Marriott has launched an ambitious new project to help frontline associates across the organization embrace their roles as leaders.

Through its leadership framework, career development tools, and leadership training programs, Marriott has increased access for associates to learn and develop. Those efforts have paid off, with 57% of entry-level manager roles being filled internally, and one in four management positions filled by internal associates transitioning from non-management roles.

Marriott has seized the opportunity to build on its commitment to the growth and

development of all its frontline associates with Elevate by Marriott International.

Launched in 2024, this new program prepares frontline associates to take management roles and enable early managers to ascend more quickly to senior levels.

"The focus really is around how we can make sure that we're readying our frontline for the future by ensuring they are confident, prepared and empowered when they decide they want to pursue a management role," Breland says.



The storytelling effort seeks to overcome misconceptions and inspire more people to pursue leadership roles at the company.

The program also helps associates identify skills gaps and work on important competencies for management roles, including business acumen, communication skills, English language skills, and digital literacy, including building capabilities around AI.

Elevate by Marriott International will give frontline associates the opportunity to engage with tools and strategies that come with management responsibilities. Associates also receive training on "soft skills," such as coaching, listening, providing feedback, building trust, and demonstrating emotional intelligence, as well as change management concepts.

Increasing access for frontline associates

Elevate by Marriott International is intended to dispel myths about becoming a manager, as well as provide frontline associates with the skills they need to succeed.

Where associates might have only been exposed to the drawbacks of management – longer hours, heavier responsibilities, etc. – the program seeks to pull back the curtain on what it really means to have a management role. Managers and leaders from across the business share stories and career lessons to help associates see their potential and picture themselves in a leadership role.





Executive coaching for all associates

One exciting element of the program is professional coaching in partnership with BetterUp. Participants in Elevate by Marriott International have access to a dedicated BetterUp coach for a year.

This offering comes in response to one of the challenges facing many frontline associates: an insufficient support network for their professional growth.

Crucially, professional coaching offers a resource other than a direct manager to guide associates on their career journey.

"An external thought partner can make a big difference," Lee says. "Having someone who can be your cheerleader on the sideline, someone who's not family, someone who's not your boss, serves as an important outlet."

A coach can help associates with a range of needs, job skills, professional questions, or just navigating a workplace relationship. "Having someone who's going to help push you along the way is definitely a gap that we are excited to address," Lee says.

The Elevate by Marriott International program is a concurrent offering to the many leadership programs available to managers and senior leaders, but Marriott believes this coaching benefit for frontline associates will be a real differentiator.

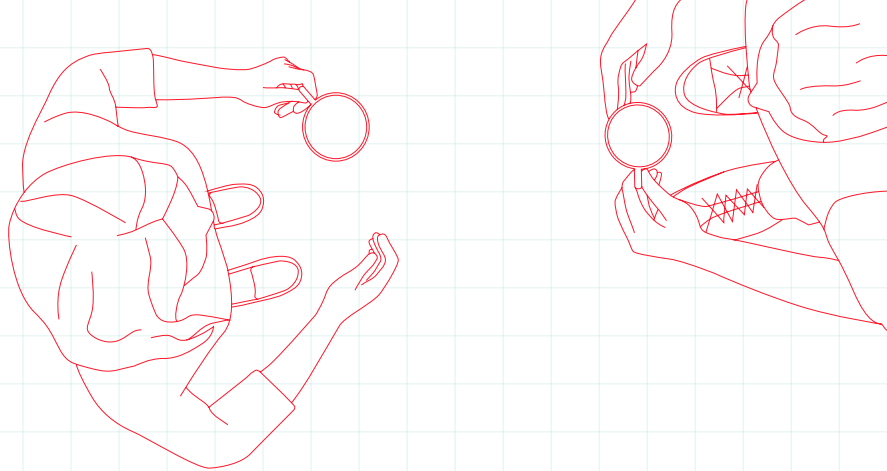
Measuring success

The full Elevate by Marriott International program is a six-month journey, so Marriott will look to see how many participants complete the full program. However, the real measure of how the program performs is behavior change.

Marriott uses its HR data to determine whether there's causation between completing a program and ascending through the ranks, and measures other key outcomes, such as associate engagement scores, retention, and more.

Marriott hopes this new offering will increase the number of internal candidates who go on to take leadership roles.

Marriott also hopes to instill the value of lifelong learning into its frontline workforce — a skillset it believes will be a key difference maker long-term.



Lessons From the Marriott Playbook

When looking at the multi-faceted ways that Marriott supports its frontline associates, the interconnected nature of the associate experience comes into focus.

To reinvigorate the associate experience after the pandemic bruised the reputation of the hospitality industry, Marriott had to execute a fresh strategy. Any one of its programs in isolation might not have moved the needle.

Instead, Marriott's many programs proved greater than the sum of their parts.

From their many efforts to support the frontline, Marriott leaders share a handful of lessons.



01

Get constant feedback from people on the ground.

When looking to improve the experience of frontline associates, it's essential to seek direct feedback from individuals currently in those roles. Mr. Marriott, the company's chairman emeritus, who steered the company for 66 years emphasized this leadership principle in one of his 12 rules of success: "See and be seen. Get out of your office, walk the talk, make yourself visible and accessible."

For leaders, this requires proactive efforts to truly listen to your frontline. "Getting the voice of the associate is critical, because you can lose sight of what it was like to be in those shoes," Breland says.

02

Draw a direct line from leadership expectations to career development opportunities.

When you define the expectations for leaders — such as the Marriott Leadership Essentials of being curious, courageous, and connected — you can build a clear path for associates to develop and grow into more senior roles.

Clear definitions influence job descriptions, goal setting, the performance management process, and promotions.

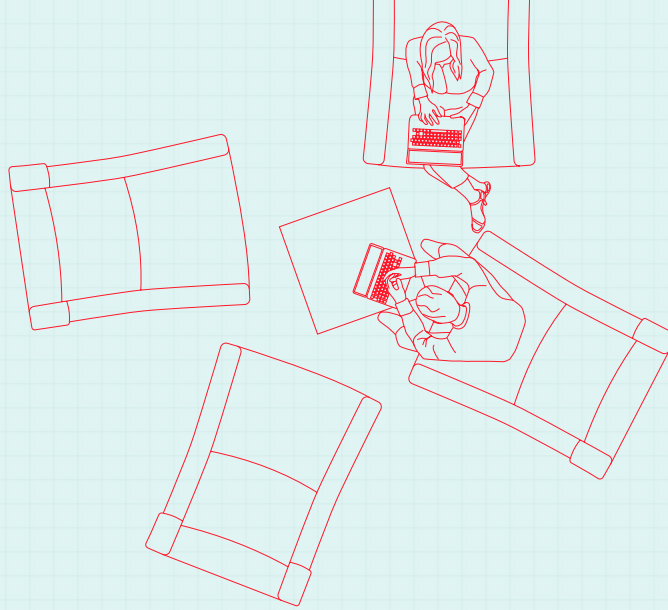
"How do we connect the dots and really make it simple and salient for someone at the frontline on what the behaviors are?" Lee asks. When you answer that question, you start to quickly identify the learning and development path for the frontline.

03

Ensure associates feel supported to take increased responsibility.

To encourage frontline associates to embrace new roles and more responsibility, the organization must ensure that compensation and investment rewards an associate's commitment.

"We're giving frontline associates the opportunity to not only progress in their careers, but also to move up through the management ranks," says Shepherd. That was why Marriott saw the need to ensure that every manager was eligible for bonuses.



04

Empowering frontline workers requires investment in leadership.

To get more frontline associates to rise through the ranks, it's crucial to ensure that every associate has a great leader to help guide them as they grow.

That's why Marriott invested in its leadership development programming before launching Elevate by Marriott International. "Managers who are going to be supporting their frontline need to have the right leadership skills in place for everyone to be successful," Breland says.

Marriott has also looked to recruit staff from broader talent pools, looking at populations like schoolteachers, military spouses, parents, and others who could pick up a shift. "It won't look the same for everybody, but we do expect our leaders to work with everybody to make the best situation for them possible," Engle says.

06

Don't overlook the importance of communication.

How you communicate about programs to support frontline associates can matter almost as much as the programs themselves.

"Communication is key," Engle says. "In a company as big as ours, you have to tell the story in a compelling way to all your stakeholders — and it's important that you communicate it over and over again."

At Marriott, storytelling serves as a powerful means of connecting with frontline workers, as seen through the company's people brand Be™ campaign, which encouraged associates to share their Marriott stories.

05

Increasing flexibility and choice for the frontline demands creativity.

Without adequate staffing levels, flexible work arrangements can quickly become unworkable. To increase the choice for associates, Marriott has increased part-time roles and used programs like iJobs to help workers build a role that meets their needs.

Storytelling has been a helpful tool for inspiring new people to consider a job in hospitality, to get frontline associates to consider management roles, and to help Marriott's hotels embrace flexibility and choice for their frontline roles. When associates can hear from colleagues, they are more likely to connect the dots and be open to change.

07

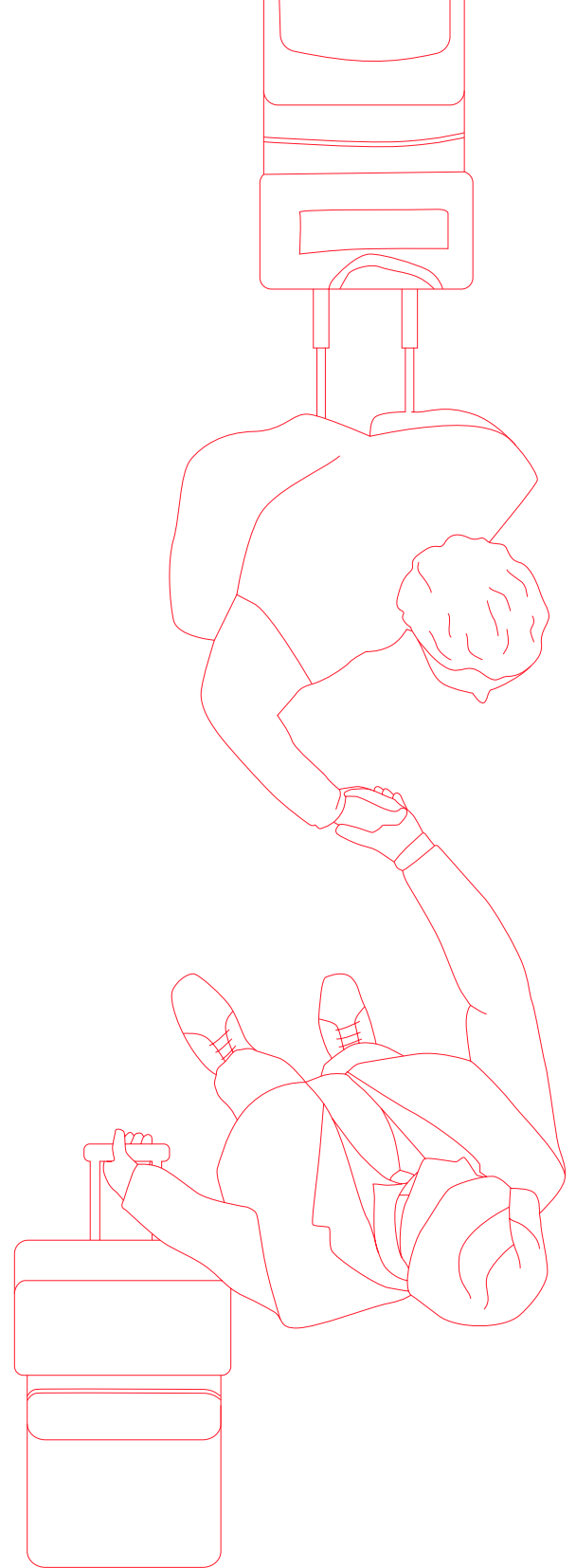
Activate internal advocates to drive change.

Marriott recommends finding internal champions who can serve as ambassadors for your initiative when seeking to make change within an organization.

A clear example at Marriott is the impact of the TakeCare Champions, Associate Resource Groups, and other networks that lend their voice to advocate for programs at their local property.

"There's no one-size-fits-all solution, and communication is key, to make sure that you are helping all your leaders and associates know the resources that are available to them and know where to reach out to get those resources," says Engle.

Having a person who can carry your message is often more effective than another email campaign.





An Award-Winning Culture

Out of the challenges of the pandemic, Marriott was able to accelerate important trends across its workforce.

A new people strategy highlighted a three-pronged approach to redefine the associate experience.

Leadership was the foundation of everything, and new programs codified and streamlined the leadership journey. Marriott made bold and comprehensive new investments in associates through an employee stock purchase plan, increased matching contributions to its 401(k), a revamped well-being initiative, and resources to support associates across a range of life events and needs.

From that foundation, Marriott is expanding access to opportunity across its workforce. Hotels are pushing for increased flexibility, either in scheduling, location, or role. Integrated jobs offer a new platform for thinking about the work of a hotel, with opportunities for growth and a variance of experience for frontline staff throughout a property.

These investments have presented Marriott with the ability to create even more opportunities for people to grow their careers.



New programs strive to open doors to leadership for many more associates, as those on the frontlines receive new tools and career coaching.

The overall strategy for Marriott is an illustration of the interconnected web that defines the associate experience at any company, but especially for a business as global and complex as Marriott.

The results speak for themselves.

While the job market is still very competitive, Marriott is seeing global turnover come down considerably.

And the company's engagement scores are strong – nine in 10 associates (92%) said Marriott was a great place to work in its most recent Trust Index Survey, a six-point increase from 2022.

Marriott is now building on this momentum – and is gearing up to be ready for change and to take advantage of opportunities to shape the future of the industry. As the pace of change continues to speed up, and new technology forces workplaces to evolve, Marriott is building their associates' confidence, helping them take risks, readying them for change, and ensuring they grow meaningful careers.



Great Place To Work[®]

