Marriott Bonvoy Events Gran Converge Program

A strategy for re-invention around 8 pillars of wellbeing.



Dr Michael Carr-Gregg

CONTENTS

1 Introduction

3

Converge At Marriott

The Problem &

Marriott Group Needs

4

Our Approach

INTRODUCTION

Dr Michael Carr-Gregg

The Marriott Hotel Group has an opportunity to create an innovative, research-led and evidence-based wellbeing program with its MICE offering, thereby leading and influencing the way we work, meet, celebrate, connect and collaborate. With deliberate focus, Marriott can position itself as the leaders in wellbeing in the MICE category.

The Marriott Hotel Group can demonstrate their understanding, not just of the Australian population in general, but also the psychological needs of each segment of its market; the millennial worker, corporate traveller, remote worker, busy families, board members, etc., and has the chance to re-design its MICE offering to meet the wellbeing needs of each segment.



It is more common in men than women

It has become worse since Covid

Mental health in Australia

- Almost half of all Australians will experience mental illness at some point in their life one of the key findings from <u>The Productivity Commission Report on Mental Health</u>, 2021.
- A mental illness is a condition that causes major changes to thoughts, feelings and behaviour, impairs functioning and is persistent over time. The impact of these mental health problems in the workplace has serious consequences not only for the individual but also for the productivity of the enterprise. Employee performance, rates of illness, absenteeism, accidents and staff turnover are all affected by employees' mental health status and It is estimated that untreated mental health conditions cost Australian workplaces approximately \$10.9 billion per year (HeadsUp Report).
- On average, 1 in 8 men will experience depression and 1 in 5 men will experience anxiety at some stage of their lives. Males make up an average 7 out of every 9 suicides every single day in Australia. The number of men who die by suicide in Australia every year is nearly double the national road toll (Beyond Blue).

Australian context

THE PROBLEM







Social isolation at work is growing with remote work

We aren't getting enough sleep

85% aren't getting enough exercise

- The changing needs of the workforce
 - As more organisations are opting for remote work, while there are some benefits, there are some serious side effects, namely loneliness and isolation.
 - Social isolation is rife with 1 in 4 Australians saying they are lonely. 1 in 4 homes in Australia are one person households, which is 8 times what it was in 1950. Isolation is one of the biggest risk factors for mental illness (A BC Australia Talks project).
 - Australian adults are not attuned to the building blocks of well being for example:
 - _50-70% of adults don't get enough sleep. Chronic, 'high frequency' sleep symptoms, where they had persisted for three months or longer, were present in 50.4% of respondents.
 - Under the updated Federal Government guidelines, 8 5% of Australian adults do not meet the recommended targets for physical activity

Australians are not meeting wellbeing targets

The impact of remote work

'Work' as we know it has shifted dramatically

Productivity and wellbeing go hand-in-hand

Community and connection are vital to support remote workers

- **Burnout**, defined as "chronic workplace stress that has not been successfully managed' is at an all-time high. Zoom meetings and kitchen-tables-turned-classrooms and home offices are essential realities to survive the crisis but they are taking a toll
 - on employees. Figures from the National Bureau of Economic Research in Massachusetts show that there are significant and durable increases in length of the average workday (+8.2 percent, or +48.5 minutes), along with increases in email activity.
 - https://www.nber.org/system/files/working_papers/w27612/w27612.pdf
 - Given the large scale economic and social upheaval wrought by COVID-19, the abrupt transition to remote work has occurred at a time when organizational coordination, decision-making processes, and productivity have never been more consequential.
 - **Pandemic fatigue** can result not only in low productivity, anxiety, and stress for workers, but it's also a contributing factor in the Covid-fueled exodus of women from the workforce.

Remote work

THE PROBLEM

Marriott could bridge the isolation

- The world of work has changed dramatically with Covid-19 pushing companies to:
 - scale remote work 83%
 - accelerate digitalisation 84%
 - accelerate automation 50%

(Source: World Economic Forum's Future of Jobs Report)

- Millions of individuals globally have lost their livelihoods and millions more are at risk from the global recession, structural change to the economy and further automation.
 - To address concerns about productivity and well-being that are arising out of remote working, about one-third of all employers expect to also take steps to create a sense of community, connection and belonging among employees through digital tools, and to tackle the wellbeing challenges
- posed by the shift to remote work.

The need for community and connection

MARRIOTT GROUP NEEDS

- The pandemic is testing our humanity and values.
- Now is the time to reassess and renew our purpose, both for staff and customers
- Changing customer expectations and needs:

With up to 50% of the workforce working remotely, traditional events like conferences, team offsites, staff development days, etc take on new meaning in which connection and wellbeing is now central.

Purpose

Purpose was already rising in importance. Now it matters more than ever. COVID-19 has given us all a common purpose and thereby elevated the very idea of a company's "purpose."

Visibility

A point of difference - the unique position of mental wellbeing - that makes
Marriott stand out in the crowded and declining MICE market.

Growth

To remain relevant, Marriott
Group needs to fundamentally
transform how they operate,
growing the share of MICE
market.

Innovation

47% of consumers expect brands to translate their values and promises into new and innovative products and services

A POST-COVID REALITY



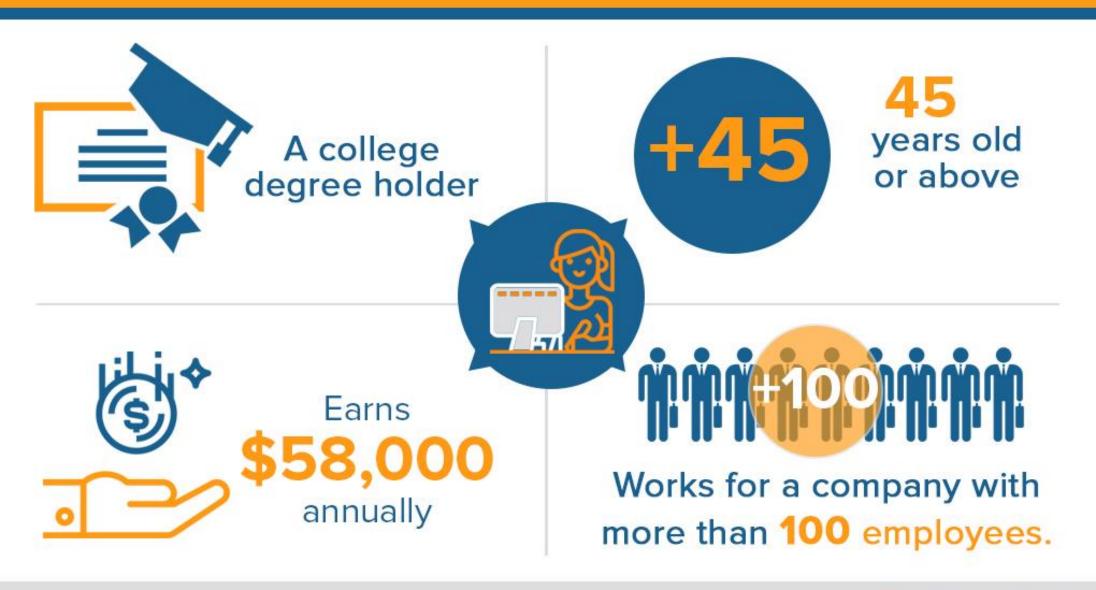


THE NEW (NEVER) NORMAL

- Mental health experts argue that the full scale of the damage caused by Covid-19, is yet to be fully appreciated. While we in Australia are not dealing with the tragedy and chaos of places such as the UK and US, the chronic uncertainty created by the pandemic inevitably leads to an undertow of stress. The reality is that we are all in completely uncharted territory when it comes to how Australians are managing post Covid.
- It is impossible to accurately predict how people coming out of lockdown will respond as not much is known about the long-term mental health effects of curfews, restrictions on travel, mask wearing, strict social distancing measures, and the pandemic itself.
- The mental health impact so far is best understood as a "shadow pandemic" largely invisible and unlike the virus, one does not get sick in seven to 14 days. The factors accumulate. Modelling from Sydney University and Melbourne University predict a best-case scenario is a 25% increase in suicides in 2021. That's an additional 750 additional deaths over the 3,000 lives lost every year. The worst case scenario is that we could see up to 1500 additional lives lost each year.

TYPICAL REMOTE WORKER

Typical remote worker



Source: Global Workplace Analytics Telecommuting Trend Data



THE OPPORTUNITY

One thing we do know and understand is that early intervention and prevention can make a huge difference in how quickly people recover from mental ill health. Despite the existence of Beyondblue, RUOKAY Day, and the Black Dog Institute, research shows that 65% of people with mental health challenges don't seek help.

As a society, we have been successful in coming together as a collective to defeat multiple outbreaks of coronavirus. Our next challenge will be coming together to help people rebound and develop psychological resilience. Human beings are social animals - we do better, together. Historically, we coped with adversity and threat by huddling in social groups supporting each other.

This is an unprecedented opportunity to give Marriott guests attending conventions, meetings and conferences the skills, knowledge and strategies to invest in their wellbeing.

What do we want our guests to experience?

The solution: 'More than Just a Meeting'

What is the experience we want to provide when they attend a conference at the Marriott?

Apply the lessons from positive psychology to the conference experience

As the recognised global hotel leaders, Marriott now has an opportunity to lead the thinking and innovation in MICE as the world changes how we all work, meet and celebrate. Meetings, Conventions, and Exhibitions provide a unique opportunity for people to emerge from the new reality of Working From Home, to come together and invest in their mental health and reconnect with their team members The concepts put forward are derived from positive psychology the science and study of life's positive qualities well-being, happiness, satisfaction, and the ability to thrive in our day-to-day lives.



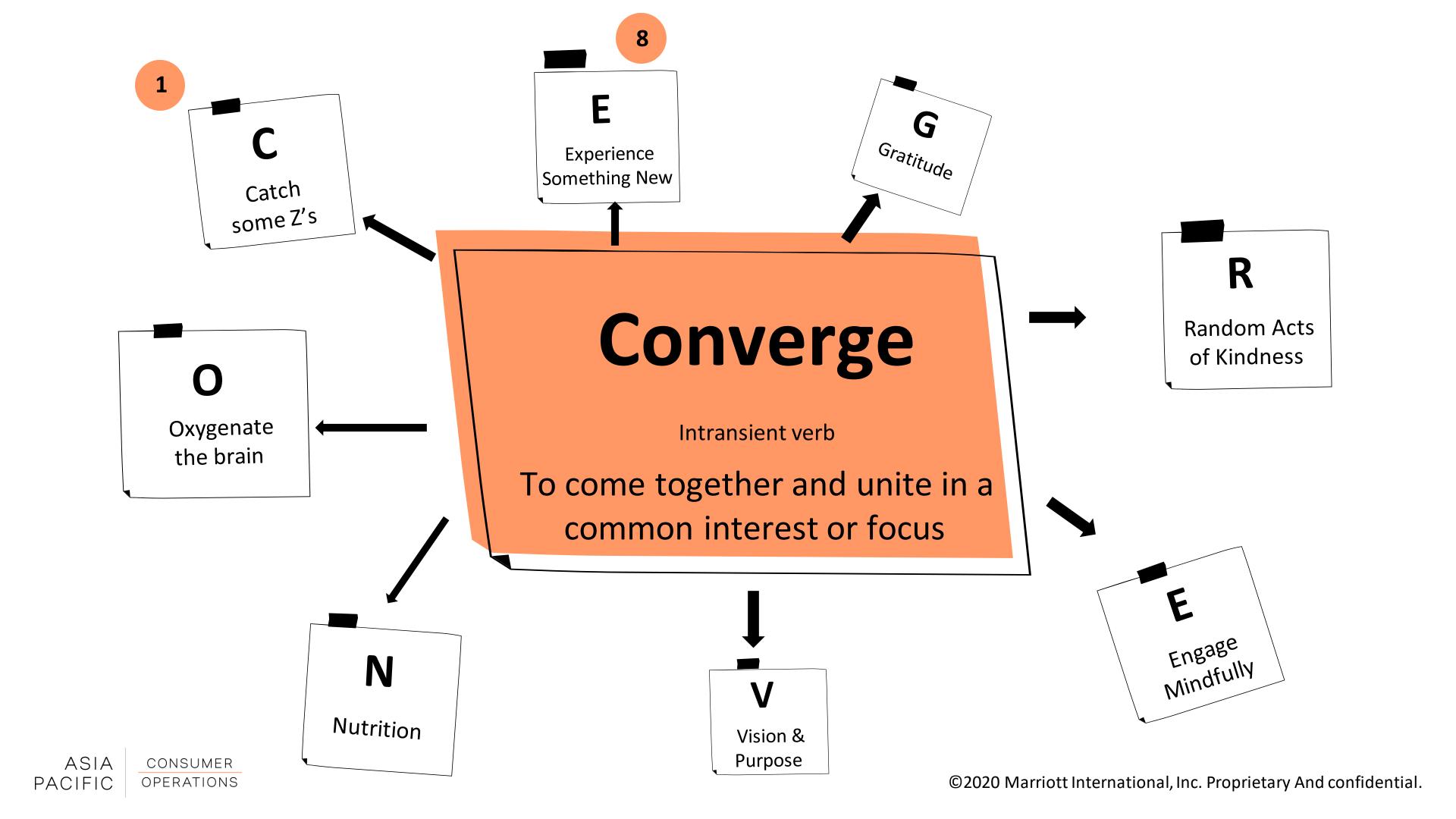
Lead the thinking and innovation



Help teams to reconnect and boost their wellbeing



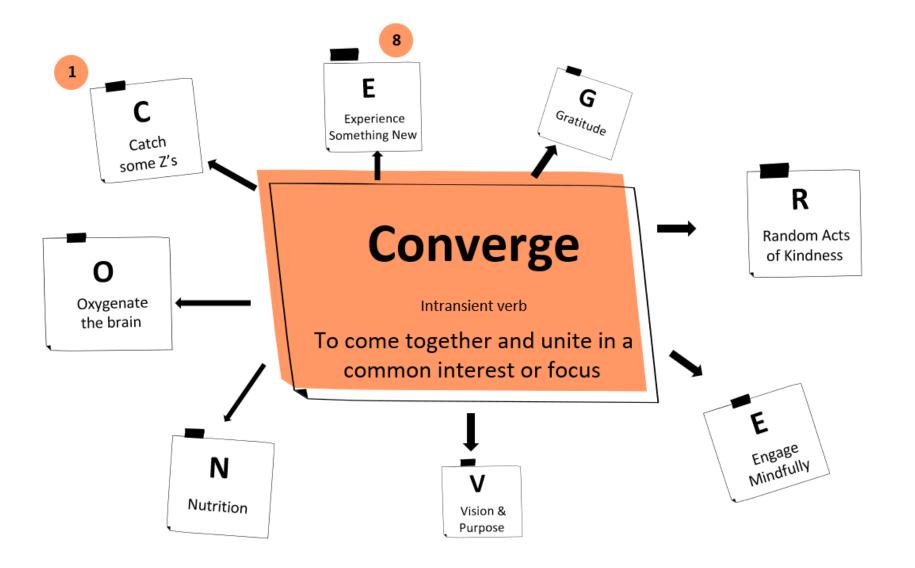
Wellbeing, happiness, satisfaction and thriving in our day-to-day lives



CONVERGE AT MARRIOTT

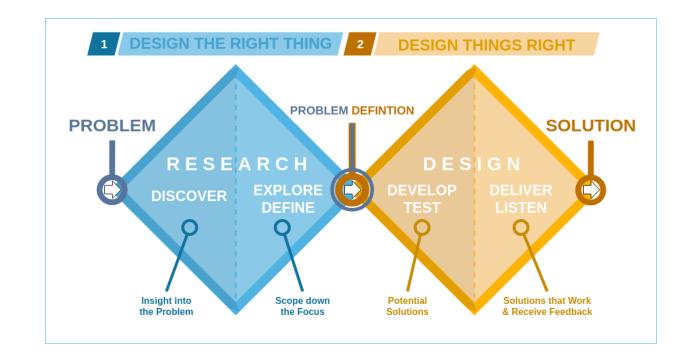
The framework we have created for Marriott Group is Converge. Marriott is where leaders, thinkers, creators, difference makers, dreamers, innovators, influencers, converge to build resilience and re-connect with one another. Converge means to come together in a common interest or focus.

Let that be collective wellbeing. At Marriott hotels, it means bringing out the best in teams and communities as they come together to re-build. Converge is also an acronym for the 8 pillars of Marriott's wellbeing program. It encapsulates the philosophy of self-care for staff and guests.



OUR APPROACH

Following a design centered approach, we would meet at each stage to create and deliver the usable outputs of Converge



1 Empathise

Understand, conduct research, gather insights
Desktop research, review existing documentation
Draft insight questions conduct reviews

4 Define

Create human-centred problem scenarios
Goal: define the needs of each segment
e.g. Corporate remote workers
Conference organisers
Sponsors

2 Ideate

Thinking partners we can bring to the table:

- Smiling Mind
- Food Mood Centre/Deakin
- Australian Sleep Association
- Coaches

5 Prototype

The elements of the Converge program e.g.

- Sleep offerings room design
- Mindfulness spaces
- Nutrition program/menu
- Wellbeing coffee table book
- Group fitness classes
- Connection activities and spaces

3 Te

Test

Gather feedback, test results – pre and post attendee surveys, measure effectiveness of each element of the program

6 Develop & Deliver

Full recommendations of Converge pillars
Workshops

vvorksnops
Staff training

Operating procedures

Menu design

Interior design

THANK YOU