

**Module: Introduction****Page: W0. Introduction**

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**W0.1****Introduction****Please give a general description and introduction to your organization**

Marriott International is a global lodging company with more than 6,000 properties (as of year-end 2016) that we operate (“manage”), franchise or license under 30 brands in 122 countries and territories worldwide. With the 2016 acquisition of Starwood Hotels & Resorts, Marriott now offers the most comprehensive portfolio of hotel brands and a truly global reach.

We welcome the responsibility to be a good global steward and remain grounded in a set of core values: put people first, pursue excellence, embrace change, act with integrity and serve our world. Our relentless focus on innovation and action fuel the way we do business and the way we approach our responsibility to the planet. As we continue to merge the two companies, we seek new opportunities to pull-through the most successful strategies for sustainable hotel operations worldwide.

In 2016, Marriott's environmental goals included:

- Reduce energy and water consumption 20% from 2007 to 2020. (2007 baseline energy intensity baseline of 402.2 kWh per square meter of conditioned space and 2007 water intensity baseline of .89 cubic meter per occupied room.)
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain
- Educate and inspire associates and guests to conserve and preserve
- Address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation

This year, our company has invested considerable resources in developing our next generation sustainability and social impact goals, engaging internal and external stakeholders and partners in a comprehensive process to define a new strategy that builds on our successful efforts to date and embraces new challenges. Our new goals will be announced in 2017.

We continually collaborate with external partners to encourage sustainability in our industry. Marriott has been working to address lodging industry water security and conservation by participating in the water working group of the International Tourism Partnership (ITP). The ITP released the Hotel Water Measurement Initiative in 2016. Marriott and other industry leaders collaborated to develop this methodology that enables hotel companies and individual properties to consistently measure

and report on water consumption. Marriott works with the Hospitality Sustainable Purchasing Consortium to help establish criteria to facilitate more sustainable procurement of furniture, fixture and equipment (FF&E) for the lodging industry. Marriott was the first company in the hospitality industry to develop a LEED® (Leadership in Energy and Environmental Design) hotel prototype pre-approved by US Green Building Council (USGBC) and we now have more hotels LEED®-certified and registered than any other lodging company.

With over 1,900 company-operated properties around the world, it is not feasible for us to include data at the level of detail currently requested by the CDP Water program. Nevertheless, Marriott's disclosure includes valuable information about water management strategies for our business that we wish to share. We will continue our years-long participation in CDP reporting and hope that as the Water program evolves there will be a more applicable questionnaire and scoring system for the lodging industry.

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**W0.2****Reporting year**

**Please state the start and end date of the year for which you are reporting data**

Period for which data is reported
Fri 01 Jan 2016 - Sat 31 Dec 2016

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**W0.3****Reporting boundary**

**Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported**

Companies, entities or groups over which operational control is exercised

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**W0.4**

## Exclusions

Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?

Yes

### W0.4a

## Exclusions

Please report the exclusions in the following table

Exclusion	Please explain why you have made the exclusion
Subset of properties	Above-property facilities such as our global headquarters, corporate apartments, and other regional offices are not included in our reporting, as water use for these facilities was less than 0.1% of total water use, and would not significantly impact overall water withdrawal data reported.
Sources of water outside municipal water withdrawal	Some of our properties source water outside municipal water withdrawal, such as from wells and desalination plants, as well as rainwater and condensate capture for irrigation and/or cooling towers. Data from these sources is not yet part of our corporate-level reporting.
Subset of properties	58 hotels under the former Starwood brands were closed for a substantial amount of time in 2016 due to major renovations or other reasons and either were not able to provide water data for the 2016 reporting year or the data they provided could not be properly assessed as the hotel did not operate as they typically would due to the closure in 2016.

## Further Information

**Module: Current State**

**Page: W1. Context**

### W1.1

Please rate the importance (current and future) of water quality and water quantity to the success of your organization

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital for operations	Important	Freshwater is vital for hotel operations. Hotels require water for food service, cleaning, laundry operations, guest hygiene, and recreation.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Have not evaluated	Many hotels use different sources of water to supplement freshwater withdrawal. These sources may include recycled water for landscaping needs, or desalinated water for various uses.

## W1.2

**For your total operations, please detail which of the following water aspects are regularly measured and monitored and provide an explanation as to why or why not**

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals- total volumes	76-100	Marriott tracks water usage in our managed portfolio through utility billing.
Water withdrawals- volume by sources	Less than 1%	This is not measured. Volume by billing water agency is available, but not always by specific water source. Some have begun to report groundwater withdrawals, but this is not yet standard across the portfolio.
Water discharges- total volumes	76-100	Marriott tracks sewer discharges in our managed portfolio through utility billing; however, this is not a metric that is captured in volume.
Water discharges- volume by destination	Less than 1%	This is not measured. Volume by billing sewer agency is available, but not by specific treatment facility.
Water discharges- volume by treatment method	Less than 1%	This is not measured. Volume by billing sewer agency is available, but not by specific treatment method.
Water discharge quality	Less than 1%	This is not measured.

Water aspect	% of sites/facilities/operations	Please explain
data- quality by standard effluent parameters		
Water consumption- total volume	76-100	This is not measured. Water consumption as defined by CDP -- amount of water that is used but not returned to its original source – is a metric that relies upon the action of municipal water authorities and is beyond the scope of Marriott operations. Furthermore, wastewater is not separately metered, only billed as a utility service relative to water charges. Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers.
Facilities providing fully-functioning WASH services for all workers	76-100	All of the hotel properties operated by Marriott have necessary hygienic facilities for associates. Those few hotels which house a portion of the workforce onsite have complete WASH services.

**W1.2a**

**Water withdrawals: for the reporting year, please provide total water withdrawal data by source, across your operations**

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Fresh surface water	0	Not applicable	
Brackish surface water/seawater	0	Not applicable	
Rainwater	0	Not applicable	
Groundwater - renewable	0	Not applicable	
Groundwater - non-	0	Not applicable	

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
renewable			
Produced/process water	0	Not applicable	
Municipal supply	125552	Higher	While water withdrawals for Marriott properties exclusive of the former Starwood brands decreased from 2015 to 2016, when the entire managed portfolio is assessed, there was an increase of 2.2%.
Wastewater from another organization	0	Not applicable	
Total	125552	Higher	Same as above.

**W1.2b**

**Water discharges: for the reporting year, please provide total water discharge data by destination, across your operations**

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Fresh surface water	0	Not applicable	
Brackish surface water/seawater	0	Not applicable	
Groundwater	0	Not applicable	
Municipal/industrial wastewater treatment plant	81609	Higher	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. Since overall water withdrawals increased over 2015, estimated discharges also increased.

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Wastewater for another organization	0	Not applicable	
Total	81609	Higher	Same as above.

**W1.2c**

**Water consumption: for the reporting year, please provide total water consumption data, across your operations**

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
43943	Higher	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers. Since overall water withdrawals increased over 2015, estimated consumption also increased.

**W1.3**

**Do you request your suppliers to report on their water use, risks and/or management?**

Yes

W1.3a

Please provide the proportion of suppliers you request to report on their water use, risks and/or management and the proportion of your procurement spend this represents

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
76-100		Marriott expects and encourages our suppliers to help us fulfill our environmental commitment by reducing environmental impacts and resource consumption, while advancing the sustainability of the products and services Marriott sources. We work with supply chain partners to encourage sustainability policies and to develop sustainability indexes for different parts of the hospitality supply chain. All Marriott approved Furniture, Fixtures & Equipment (FF&E) vendors are required to enroll in Marriott's annual Supplier Sustainability Assessment Program (administered by MindClick), an annual review of vendors' Fair Labor and Human Rights practices, Environmentally Responsible Manufacturing efforts, and Product Sustainability. We work with our procurement partner Avendra in ways which maximize economies of scale and leverage our influence to increase the sustainability of other parts of our supply chain. With Avendra, we are working to have 100% of our contracted suppliers provide their sustainability policy which must include water goals and track progress against those goals. As of year-end 2016, 99.2% of Avendra suppliers in North America had a sustainability policy in place. Going forward, Avendra has mapped procurement categories against a set of sustainability metrics, including water risks. Over the next five years, Avendra will work to improved sustainability in agricultural crops, Textiles & Uniforms, Seafood, Animal Proteins, and Plastic and Paper Products.

W1.3b

Please choose the option that best explains why you do not request your suppliers to report on their water use, risks and/or management

Primary reason	Please explain
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**W1.4**

**Has your organization experienced any detrimental impacts related to water in the reporting year?**

Yes

**W1.4a**

**Please describe the detrimental impacts experienced by your organization related to water in the reporting year**

Country	River basin	Impact driver	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
United States of America	Colorado River (Pacific Ocean)	Phys-Drought	Higher operating costs	In May 2016, California's Governor Brown disbanded the aggressive water reduction mandates that were created in 2015. Until that point, drought penalty fees were assessed to properties that were unable to meet rigorous reduction targets. In 2016, utilities continued to raise water rates to help fund conservation programs and alternate water supply sources.	5 months	Increased water rates and approximately \$140k in drought penalty charges.	Promote best practice and awareness	Water conservation is a key part of our overall environmental and financial strategy. We regularly evaluate our policies and practices for opportunities to reduce water use and work with our owners to facilitate equipment upgrades which deliver resource and cost savings. Properties in California were driven to continue to proactive in 2016 with property water conservation action planning.
United States of America	Other: Multiple	Phys-Drought	Higher operating costs	The Southeastern United States experienced exceptional and severe	Approximately four months.	The overall financial impact of increased water rates has not	Promote best practice and	Water conservation is a key part of our overall environmental and

Country	River basin	Impact driver	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
				drought conditions in 2016. Outdoor water restrictions and drought penalties/surcharges were administered in major metropolitan areas (e.g. Atlanta, Birmingham).		been quantified portfolio-wide.	awareness	financial strategy. We regularly evaluate our policies and practices for opportunities to reduce water use and work with our owners to facilitate equipment upgrades which deliver resource and cost savings. Properties in the Southeast have been driven to be proactive with property water conservation action planning in 2016 and beyond.
	Other: Multiple	Phys-Flooding	Reduction in revenue	Hurricane Matthew caused power outages, flooding, landslides, widespread evacuations and/or fatalities in Haiti, Jamaica, Colombia, Venezuela, Canada and the United States (FL, GA, SC, NC & VA).	3 days	There was a range of impacts to our properties. One hotel lost \$29k of room revenues, \$1.8k of food & beverage revenues and \$2k from perished food over 3 days. A two-hotel complex lost \$52k in revenues and had \$85k in clean-up costs due to water intrusion.	Other: Safety procedures and business continuity	Marriott's Hurricane plan was activated and managed daily until the hotels were stabilized. Some hotels had to evacuate all guests to comply with orders issued by local authorities.

W1.4b

Please choose the option below that best explains why you do not know if your organization experienced any detrimental impacts related to water in the reporting year and any plans you have to investigate this in the future

Primary reason	Future plans
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**Further Information**

**Module: Risk Assessment**

**Page: W2. Procedures and Requirements**

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**W2.1**

**Does your organization undertake a water-related risk assessment?**

Water risks are assessed

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**W2.2**

**Please select the options that best describe your procedures with regard to assessing water risks**

Risk assessment procedure	Coverage	Scale	Please explain
Comprehensive company-wide risk assessment	Direct operations and supply chain	All facilities and some suppliers	Monitoring of water risks and opportunities occurs at regular intervals and levels dependent upon the nature of the risk. Property performance data related to water consumption is monitored monthly and reported quarterly and annually. Risks and opportunities related to regulation, customer preference and corporate reputation are evaluated regularly by relevant departments. Data from all these

Risk assessment procedure	Coverage	Scale	Please explain
			<p>sources and more were reviewed by the Green Council and senior executives as part of setting next generation sustainability goals. In support of those goals, annual water-risk mapping will be conducted using the WRI Aqueduct tool and/or Ecolab's Water Risk Monetizer. Our audit department has included our environmental strategy in its Enterprise Risk Management process. Our continental operating structure gives us close-to-market leadership, which supports risk management for localized risks such as those relating to water supply and quality. Continental Vice Presidents of Engineering have specific targets relating to our environmental strategy. These executives receive regular updates on the performance of their subset of properties against our sustainability metrics, including water consumption and report performance against targets up to our global team. Marriott's property management teams have the responsibility of evaluating risks and opportunities related to resource use at the hotel level.</p>

**W2.3**

**Please state how frequently you undertake water risk assessments, at what geographical scale and how far into the future you consider risks for each assessment**

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Region	Up to 1 year	<p>On a monthly or quarterly basis, the Engineering and Facilities Leadership teams throughout the globe help properties work through water-related risks. In areas with drought issues, water action plans are developed to reduce usage. Monthly meter-reading and utility data are used to identify usage outliers. On an ongoing basis, information received from utilities is used to inform the water performance calls and water action plan process.</p>
Six-monthly or more frequently	Facility	1 to 3 years	<p>Marriott's property management teams have the responsibility of evaluating risks and opportunities related to resource use at the hotel level. We have a variety of systems in place to capture water use information, including: a web platform asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans and utility database systems that track consumption. Some properties have installed water sub-metering to more closely track usage.</p>

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Region	1 to 3 years	Marriott's Engineering Business Leadership Councils are composed of Directors of Engineering and Cluster Engineering Managers for a specific geographic market. They typically meet on a quarterly basis and discuss regionally relevant topics, including water risks/issues. Quarterly council meetings offer a venue for market-specific discussions around water utilities and related topics.

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#### W2.4

**Have you evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy?**

Yes, evaluated over the next 1 year

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#### W2.4a

**Please explain how your organization evaluated the effects of water risks on the success (viability, constraints) of your organization's growth strategy?**

Marriott recognizes the importance of freshwater conservation not only to its operations, but to the communities and travel destinations we serve. Water conservation is one of the key goals of our environmental strategy. As a worldwide operator and franchisor of hotels, Marriott works with hotel developers and owners to add hotels to our "pipeline" of future rooms. Hotels are most often built in locations with adequate water supply. In locations where this might not be the case, such as island destinations or in developing markets, our hotel partners work to establish the infrastructure and facilities needed for hotel operations.

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#### W2.4b

**What is the main reason for not having evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy, and are there any plans in place to do so in the future?**

Main reason	Current plans	Timeframe until evaluation	Comment
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**W2.5**

**Please state the methods used to assess water risks**

Method	Please explain how these methods are used in your risk assessment
Ecolab Water Risk Monetizer Internal company knowledge Maplecroft Global Water Security Risk Index	As a part of our next-generation sustainability goal setting process, we reviewed data from Ecolab's Water Risk Monetizer and other tools to assess the performance of our properties in water-stressed regions. Our analysis showed that water intensity of properties in those regions was generally lower than comparable hotels in other areas. For hotels under development, Marriott assesses environmental resources, including feasibility studies during site development and the choice of construction materials during design. Once open, each hotel will have a water conservation action plan to manage and reduce water usage. As needed, Marriott might use various methodologies and resources to assess risk, such as the Falkenmark Water Stress Indicator, U.S. Drought Monitor, the Maplecroft Global Risk Analysis and the Circle of Blue.

**W2.6**

**Which of the following contextual issues are always factored into your organization's water risk assessments?**

Issues	Choose option	Please explain
Current water availability and quality parameters at a local level	Relevant, included	Our property management teams, including engineers and facility managers, are responsible for evaluating water availability and quality issues at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. We have a global water safety program developed in partnership with NALCO that was initiated to improve the water quality and water

Issues	Choose option	Please explain
		safety at our hotels. It includes a rigorous testing approach and checklists that are integrated into the Transcendent application that allow for additional oversight and quality assurance.
Current water regulatory frameworks and tariffs at a local level	Relevant, included	Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations. In the US, our local water utility agencies and national landscaping partners help properties understand and abide by local irrigation water regulations in areas stricken by drought.
Current stakeholder conflicts concerning water resources at a local level	Relevant, not yet included	While severe water scarcity could threaten the continuance of specific hotel operations, Marriott has never experienced those conditions.
Current implications of water on your key commodities/raw materials	Not relevant, included	Current water availability and quality have been sufficient for hotel operations and food/beverage supply chain. As a hotel management company, Marriott does not use raw materials for the manufacture of goods.
Current status of ecosystems and habitats at a local level	Relevant, included	Some of our properties are located in/near ecosystems and/or wildlife habitats at risk. Marriott complies with all local ordinances to protect these areas. Further, Marriott has developed a portfolio of conservation programs designed to protect valuable ecosystems, including the headwaters of the Asia Water Tower, the Brazilian rainforest and Thailand's mangrove habitats. Company-operated properties in the Americas are encouraged to partner and volunteer with their local watershed management districts.
Current river basin management plans	Not relevant, explanation provided	Current hotel operations have not been materially impacted by river basin management plans.
Current access to fully-functioning WASH services for all employees	Not relevant, explanation provided	Only a very small percentage of our properties have residential facilities for employees.
Estimates of future changes in water availability at a local level	Relevant, included	Our property management teams, including engineers and facility managers, are responsible for evaluating water availability and quality issues at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. Above-property leaders monitor Falkenmark Water Stress Indicator maps and communicate water availability vs. withdrawal trends to Engineering Leaders.
Estimates of future potential regulatory changes at a local level	Relevant, included	Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations.
Estimates of future potential stakeholder conflicts at a local level	Not relevant, explanation provided	Property owners with a strong presence in a specific geographic market where water scarcity, water distribution and/or sewer infrastructural needs necessitate increased water/sewer rates and/or the assessment of overage "availability charges" may elect to diversify their portfolio geographically.
Estimates of future implications of water on your key commodities/raw	Not relevant, included	As a hotel management company, Marriott does not use raw materials for the manufacture of goods. We are actively engaged with our supply chain on sustainability initiatives, including water

Issues	Choose option	Please explain
materials		conservation.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Relevant, included	Some of our properties are located in or near ecosystems and/or wildlife habitats facing potential future risk. In order to help mitigate this risk, Marriott complies with all local ordinances to protect these areas and is engaged in volunteer environmental projects at a number of our properties around the world. Further, Marriott has developed a portfolio of conservation programs which are designed to protect valuable ecosystems, including the headwaters of the Asia Water Tower, Brazil's Amazon rainforest and Thailand's mangrove habitats.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Not evaluated	
Scenario analysis of regulatory and/or tariff changes at a local level	Relevant, included	Property managers, Continent and Regional leaders, and owners review the impact of current and future regulations and taxes.
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Not relevant, explanation provided	Property owners with a strong presence in a specific geographic market where water scarcity, water distribution and/or sewer infrastructural needs necessitate increased water/sewer rates and/or the assessment of overage "availability charges" may elect to diversify their portfolio geographically.
Scenario analysis of implications of water on your key commodities/raw materials	Not evaluated	
Scenario analysis of potential changes in the status of ecosystems and habitats at a local level	Not evaluated	
Other		

**W2.7**

**Which of the following stakeholders are always factored into your organization's water risk assessments?**

Stakeholder	Choose option	Please explain
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Stakeholder	Choose option	Please explain
Customers	Relevant, included	As a hospitality company, we strive to ensure the comfort, satisfaction, health and safety of our guests. Specifically, Marriott has a robust water safety program that was developed in partnership with several of our global partners that provides a detailed approach related to water safety. This approach is deeply integrated into our Asset Management and Preventative Maintenance Platform (Transcendent) and provides a detailed schedule and checklist for the property to follow.
Employees	Relevant, included	We strive to ensure the comfort, satisfaction, health and safety of our associates. In addition, Marriott's family of associates is vital to the success of our environmental strategy, providing essential pull-through to meet our standards and goals.
Investors	Relevant, included	We are committed to reporting our environmental strategy and progress towards our goals to our investors through the CDP and our sustainability reporting.
Local communities	Relevant, included	Our hotels are important members of communities across the globe, supporting both established and developing economies and providing job training and opportunities.
NGOs	Relevant, included	Marriott has worked with numerous NGO partners in developing and pursuing our environmental strategy. For example, we are currently working with International Union for Conservation of Nature on Thailand's mangrove restoration.
Other water users at a local level	Relevant, included	Some water management districts prioritize "other water users" for allocation of freshwater resources (e.g. residential customers will receive priority over business customers) in the event of a scarcity event. Properties would be responsible for understanding the implications of this on their individual site.
Regulators	Relevant, not yet included	
River basin management authorities	Relevant, not yet included	
Statutory special interest groups at a local level	Relevant, included	Local water conservation management districts and watershed management organizations are important partners for our properties to receive education around local issues and applicable laws. These organizations can also offer our properties financial incentives for water conservation and stormwater management projects.
Suppliers	Relevant, included	We engage with various parts of our supply chain on sustainability policies and actions, and include discussions of these topics in the procurement process.
Water utilities at a local level		
Other		

Please choose the option that best explains why your organisation does not undertake a water-related risk assessment

Primary reason	Please explain
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**Further Information**

**Module: Implications**

**Page: W3. Water Risks**

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**W3.1**

**Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?**

No

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**W3.2**

**Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk**

Marriott International is a global lodging company with more than 6,000 properties (as of year-end 2016) that we operate ("manage"), franchise or license under 30 brands in 122 countries and territories worldwide. This diversification offers some resilience against localized water risks. A substantive change would be one that would impact overall revenue significantly.

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**W3.2a**

Please provide the number of facilities\* per river basin exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure; and the proportion of company-wide facilities this represents

Country	River basin	Number of facilities exposed to water risk	Proportion of company-wide facilities that this represents (%)	Comment
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**W3.2b**

For each river basin mentioned in W3.2a, please provide the proportion of the company's total financial value that could be affected by water risks

Country	River basin	Financial reporting metric	Proportion of chosen metric that could be affected	Comment
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**W3.2c**

Please list the inherent water risks that could generate a substantive change in your business, operations, revenue or expenditure, the potential impact to your direct operations and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of potential impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
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**W3.2d**

Please list the inherent water risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of potential impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
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**W3.2e**

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	While the scale and geographic diversification of our business makes it unlikely that localized water risks could generate a substantive change in our overall business, we regularly evaluate some of the more prevalent and pressing water risks that do impact properties in our managed portfolio and present that information below with specific emphasis for those properties in water stressed areas. Even if these risks do not currently have the potential to reduce our revenue by more than 5%, they impact the communities in which we

Primary reason	Please explain
	operate and the health and safety of our associates. These include the risks of prolonged drought and related wildfire risks, flooding from seasonal storms, and declining water quality. We not only work to comply with regulatory action but also strive to help address these issues where possible.

**W3.2f**

**Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your supply chain that could generate a substantive change in your business, operations, revenue or expenditure**

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	The scale and geographic diversification of our hotel portfolio requires a global supply chain, which helps mitigate the impact of localized water risks. Our food and beverage service may experience periodic shortages or cost increases in fresh produce, but these have not generated substantive changes in operations. We focus on supply chain engagement to develop innovative products and programs we use to deliver superior performance and meet our sustainability goals, which include reducing water intensity.

**W3.2g**

**Please choose the option that best explains why you do not know if your organization is exposed to water risks that could generate a substantive change in your business operations, revenue or expenditure and discuss any future plans you have to assess this**

Primary reason	Future plans

**Further Information**

**Page: W4. Water Opportunities**

**W4.1**

**Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?**

Yes

**W4.1a**

**Please describe the opportunities water presents to your organization and your strategies to realize them**

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Comment
Company-wide	Cost savings	Our current strategy sets a target of further reducing water use 20 percent per occupied room by 2020 over 2007 levels. As of YE 2016, we have reduced our global water consumption by 7.7% per occupied room. We have accomplished this reduction through pursuit of a variety of actions designed to reduce water use at our hotel properties.	Current-up to 1 year	Marriott's water conservation initiatives address various aspects of hotel operations, including: laundry and linen/terry re-use programs; dishwashing and water service at restaurants and events; central plant operations; landscaping/irrigation; and golf course maintenance/operation. In addition to water-use efficiency efforts, there are also systems in place to capture greywater and rainwater for appropriate uses.
Company-wide	Improved water efficiency	In pursuit of our water conservation goals, we have implemented a number of projects designed to enhance the efficient use of water at the hotels we manage. These include low-flow faucet and toilet fixtures, water sub-meters and more efficient laundry and dishwashing formulations.	Current-up to 1 year	Marriott recently established a standard for water sub-meter for cooling towers and irrigation at its managed, full-service properties in the Americas. Where installed, these meters give a more detailed view of water consumption and aid in the early detection of leaks.

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Comment
Company-wide	Other: Customer Communication	Marriott recognizes the increasing interest among its customers in calculating the environmental impact of their room stays and events. Hotels which can demonstrate and communicate their sustainability may attract more business from customers focused on environmental issues.	Current-up to 1 year	Marriott uses Green Hotels Global™, an online dashboard to collect data and report the water, waste and carbon footprint of its managed and franchised hotels. The Marriott hotels in Green Hotels Global™ are now also part of TripAdvisor's GreenLeaders rating system. For the second year, Marriott had the largest number of hotels included as GreenLeaders on TripAdvisor in 2016. Marriott also engages its top corporate customers through events at headquarters as well as in direct conversation to share best practices and provide water footprint data. In 2016, this engagement included materiality assessments with key customers to help refine our sustainability strategy.
Company-wide	Staff retention	New recruits in the hotel industry are more likely to cite environmental leadership as a factor in choosing employers. Employee engagement is a key factor in driving the success of our business and environmental strategy.	Current-up to 1 year	Marriott's family of associates is vital to the success of our environmental strategy. We constantly develop new ways of engaging our associates in sustainability as a mindset and a way of working. We provide standards and training on practices such as green meetings, operational best practices, recycling and waste reduction, and linen and terry re-use to associates worldwide. We communicate regularly through a variety of internal and external channels, such as our corporate, public affairs, and career/recruiting twitter handles and Facebook pages, executive blogs, bring in outside experts and thought leaders through the SERVE Our World speaker series and Innovation Week at headquarters and company-wide Environmental Awareness Month and Earth Hour activities. Our Corporate Social Responsibility pages on Marriott.com highlight our environmental vision to prospective job seekers. For the past two years, 85% of our associates confirmed Marriott's reputation for sustainability through our Associate Engagement Survey.

W4.1b

Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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W4.1c

Please choose the option that best explains why you do not know if water presents your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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**Further Information**

**Module: Accounting**

**Page: W5. Facility Level Water Accounting (!)**

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W5.1

Water withdrawals: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting year?	Please explain
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**Further Information**

**Page: W5. Facility Level Water Accounting (II)**

W5.1a

Water withdrawals: for the reporting year, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.1

Facility reference number	Fresh surface water	Brackish surface water/seawater	Rainwater	Groundwater (renewable)	Groundwater (non-renewable)	Produced/process water	Municipal water	Wastewater from another organization	Comment
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W5.2

Water discharge: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Total water discharged (megaliters/year) at this facility	How does the total water discharged at this facility compare to the last reporting year?	Please explain
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**W5.2a**

Water discharge: for the reporting year, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.2

Facility reference number	Fresh surface water	Municipal/industrial wastewater treatment plant	Seawater	Groundwater	Wastewater for another organization	Comment
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**W5.3**

Water consumption: for the reporting year, please provide water consumption data for all facilities reported in W3.2a

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting year?	Please explain
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**W5.4**

For all facilities reported in W3.2a what proportion of their water accounting data has been externally verified?

Water aspect	% verification	What standard and methodology was used?
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**Further Information**

**Module: Response**

**Page: W6. Governance and Strategy**

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**W6.1**

**Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?**

<b>Highest level of direct responsibility for water issues</b>	<b>Frequency of briefings on water issues</b>	<b>Comment</b>
Senior Manager/Officer	Other: Progress against water targets is regularly reviewed	Marriott's Global Green Council, led by ten global officers/executives representing the following disciplines: Global Operations (co-Chair); Global Communications & Public Affairs (co-Chair); Global Design; Finance; Human Resources; Law; Lodging Development; IT; Brand, Marketing, Sales and Consumer Services; Owner & Franchise Services; Corporate Social Responsibility, and Sustainability and Supplier Diversity. In 2016, the traditional Green Council cohort was expanded to include the President and CEO and continent presidents so that these executives could help guide, inform, and review the next generation of Marriott sustainability and social impact goals.

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**W6.2**

**Is water management integrated into your business strategy?**

Yes

**W6.2a**

**Please choose the option(s) below that best explains how water has positively influenced your business strategy**

<b>Influence of water on business strategy</b>	<b>Please explain</b>
Establishment of sustainability goals	Marriott's sustainability goals support business growth while helping to preserve natural capital resources. We have conducted extensive stakeholder engagement with group customers, property owners, industry partners and NGOs, and studied ESG analyst assessments, to help define materiality for our sustainability and social impact strategy.
Publicly demonstrated our commitment to water	Marriott's sustainability goals, including our water reduction goals and conservation initiatives, are included in our statement of Environmental Principles, which is one part of Marriott's Principles of Responsible Business. These principles are shared internally and externally. We participate in CDP's Water program and share water data and conservation projects with our stakeholders through sustainability reporting channels.
Introduction of water management KPIs	Compensation is linked to results in meeting sustainability targets, including reducing water use per occupied room for all of the following: Global Vice President and Senior Director of Engineering and Facilities Management, Continent Vice Presidents of Engineering, Continent Directors of Energy and Environment, General Managers and property Directors of Engineering.
Tighter operational performance standards	Marriott properties use an audit tool, the Energy and Environmental Action Plan (EEAP) to identify opportunities to increase operational efficiency. The EEAP covers a range of water conservation items from corporate linen/terry re-use policies to simple best practice behaviors for food service; housekeeping; landscaping irrigation; heating, ventilation and air conditioning (HVAC); and central plant conservation and efficiency.
Water resource considerations are factored into location planning for new operations	In areas where there is lack of development or significant damage to infrastructure through natural disaster, Marriott's business partners make substantial investments in developing the infrastructure needed for hotel operations. In some locations, facilities will be built on site to make water resources available, such as desalination, reverse osmosis and filtration plants.
Greater supplier engagement	Marriott International's focus on supply chain engagement helps develop innovative products and programs to deliver superior performance and meet our sustainability goals. We collaborate with our biggest suppliers on solutions that reduce energy, water and waste. Our procurement partner in North America, Avendra, has mapped procurement categories against a set of sustainability metrics, including water risks to prioritize material categories. We also work with other business partners, such as our business owners, franchisees and the NGO community on red flag supply chain issues, such as sustainable seafood.

**W6.2b**

Please choose the option(s) below that best explains how water has negatively influenced your business strategy

Influence of water on business strategy	Please explain
No measurable influence	

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W6.2c

Please choose the option that best explains why your organization does not integrate water management into its business strategy and discuss any future plans to do so

Primary reason	Please explain

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W6.3

Does your organization have a water policy that sets out clear goals and guidelines for action?

Yes

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W6.3a

Please select the content that best describes your water policy (tick all that apply)

Content	Please explain why this content is included
Publicly available Company-wide Performance standards for direct operations	Marriott's water conservation targets are part of our overall environmental strategy and our Principles of Responsible Business.

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**W6.4**

**How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting year compare to the previous reporting year?**

Water CAPEX (+/- % change)	Water OPEX (+/- % change)	Motivation for these changes

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**Further Information**

**Page: W7. Compliance**

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**W7.1**

**Was your organization subject to any penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting year?**

No

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**W7.1a**

Please describe the penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations and your plans for resolving them

Facility name	Incident	Incident description	Frequency of occurrence in reporting year	Financial impact	Currency	Incident resolution
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**W7.1b**

What proportion of your total facilities/operations are associated with the incidents listed in W7.1a?

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**W7.1c**

Please indicate the total financial impacts of all incidents reported in W7.1a as a proportion of total operating expenditure (OPEX) for the reporting year. Please also provide a comparison of this proportion compared to the previous reporting year

Impact as % of OPEX	Comparison to last year
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**Further Information**

As a part of temporary water restrictions, drought penalty fees were assessed to properties that were unable to meet reduction targets. All fees were paid and none were significant.

W8.1

Do you have any company wide targets (quantitative) or goals (qualitative) related to water?

Yes, targets and goals

W8.1a

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
Other: Reduction of water intensity	Other: Cost Savings AND water stewardship	Marriott's goal is to reduce water use per occupied room by 20% from 2007 to 2020. (2007 baseline of .89 cubic meter per occupied room).	% reduction per business unit	2007	2020	39%
Other: Reduction of water intensity	Water stewardship	Starwood has set a 20% water reduction goal on a per built room basis. This reduction goal has been set for 2020, using 2008 as the baseline year and applied to all Owned, Managed and Franchise properties, as well as to its vacation ownership properties	Other: % water consumption per built guest room	2008	2020	83%

W8.1b

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress
Watershed remediation and habitat restoration, ecosystem preservation	Shared value	In 2013, Marriott announced a partnership with the International Union for Conservation of Nature and Mangroves for the Future to support coastal communities and mangrove restoration efforts in Thailand.	More than 50,000 mangrove trees have been planted in Thailand as a result of the project

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W8.1c

Please explain why you do not have any water-related targets or goals and discuss any plans to develop these in the future

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Further Information

**Module: Linkages/Tradeoff**

**Page: W9. Managing trade-offs between water and other environmental issues**

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W9.1

Has your organization identified any linkages or trade-offs between water and other environmental issues in its value chain?

Yes

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W9.1a

Please describe the linkages or trade-offs and the related management policy or action

Environmental issues	Linkage or trade-off	Policy or action
Energy efficiency	Linkage	Many of our projects designed to conserve water also improve energy efficiency and vice versa. For example, cooling tower upgrades reduce both water and energy use by central plants. Similarly, upgrades to water treatment or central plant equipment also carry significant improvements to energy and water efficiency.

**Further Information**

**Module: Sign Off**

**Page: Sign Off**

**W10.1**

Please provide the following information for the person that has signed off (approved) your CDP water response

Name	Job title	Corresponding job category
Lenny Jachimowicz	Vice President Operations- Engineering and Guest Room Entertainment	Business unit manager

**W10.2**

Please indicate that your organization agrees for CDP to transfer your publicly disclosed data regarding your response strategies to the CEO Water Mandate Water Action Hub.

**Note: Only your responses to W1.4a (response to impacts) and W3.2c&d (response to risks) will be shared and then reviewed as a potential collective action project for inclusion on the WAH website.**

By selecting Yes, you agree that CDP may also share the email address of your registered CDP user with the CEO Water Mandate. This will allow the Hub administrator to alert your company if its response data includes a project of potential interest to other parties using water resources in the geographies in which you operate. The Hub will publish the project with the associated contact details. Your company will be provided with a secure log-in allowing it to amend the project profile and contact details.

No

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#### Further Information

[CDP 2017 Water 2017 Information Request](#)