

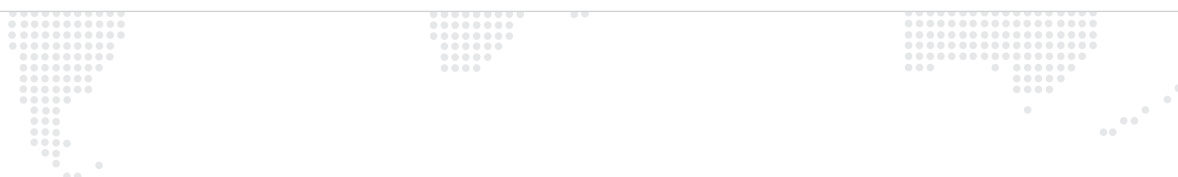
# 2017 SUSTAINABILITY AND SOCIAL IMPACT HIGHLIGHTS

Business has an increasingly critical role to play in taking on our world's most pressing social, environmental and economic challenges. With more than 6,000 properties spanning more than 120 countries and territories, Marriott International has a global responsibility and a unique opportunity to be a force for good.

Inspired by our core value *Serve Our World* and the United Nations Sustainable Development Goals, we have developed our new Sustainability and Social Impact Platform: "Serve 360: Doing Good in Every Direction." This Platform is guided by four priority areas, or "coordinates": **N**urture Our World, **S**ustain Responsible Operations, **E**mpower Through Opportunity and **W**elcome All and Advance Human Rights.

To deliver on these coordinates, we recently launched our new 2025 Sustainability and Social Impact Goals.

Our 2017 Sustainability and Social Impact Highlights focus on our progress and achievements in 2016 against our first-generation 2008 environmental sustainability Goals. These Highlights will also introduce our next-generation 2025 Sustainability and Social Impact Goals. You can find further information in our [2017 Sustainability and Social Impact Report](#) using Global Reporting Initiative (GRI) standards.



This report includes "forward-looking statements" within the meaning of U.S. federal securities laws, including our goals for 2020, 2025 and other periods; and similar statements concerning anticipated future events and expectations that are not historical facts. We caution you that these statements are not guarantees of future performance and are subject to numerous risks and uncertainties, including the "Risk Factors" we describe from time to time in our periodic filings with the U.S. Securities and Exchange Commission. We therefore caution you not to rely unduly on any forward-looking statement. The forward-looking statements in this report speak only as of the date of this report, and we undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future developments, or otherwise. See Marriott's 2016 Form 10-K Filing ("Risk Factors", pp. 11-18)

# OUR BUSINESS

With the integration of Starwood Preferred Guest® SPG® hotels from our acquisition of Starwood Hotels & Resorts Worldwide on September 23, 2016, our portfolio now consists of 30 brands serving guests in more than 120 countries.

2016 TOP MARKETS*			2016 REGIONAL PRESENCE				
	TOTAL ROOMS	TOTAL PROPERTIES	AMERICAS	EUROPE	ASIA PACIFIC	MIDDLE EAST & AFRICA	TOTAL
United States	756,865	4,311	4,754 Total Properties	512 Total Properties	569 Total Properties	245 Total Properties	6,080 Total Properties
China	94,224	262	972 Company-Operated Properties**	243 Company-Operated Properties**	489 Company-Operated Properties**	187 Company-Operated Properties**	1,891 Company-Operated Properties**
Canada	47,796	215	3,693 Franchised Hotels	179 Franchised Hotels	76 Franchised Hotels	58 Franchised Hotels	4,006 Franchised Hotels
India	18,590	84	15 Unconsolidated JV Hotels	85 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	100 Unconsolidated JV Hotels
Germany	15,765	61	74 Timeshare	5 Timeshare	4 Timeshare	0 Timeshare	83 Timeshare
United Kingdom	15,652	80	856,019 Total Rooms	105,291 Total Rooms	175,246 Total Rooms	54,048 Total Rooms	1,190,604 Total Rooms
United Arab Emirates	14,696	45					
Mexico	14,581	70					
Spain	14,143	92					
Thailand	11,532	43					

\*Top markets are determined using total room counts.  
\*\* Company-operated properties include managed, owned and leased hotels, and residential.

## TRAVEL AND TOURISM INDUSTRY'S CONTRIBUTION TO GLOBAL GDP AND EMPLOYMENT\*



\*World Travel and Tourism Council's 2017 Travel and Tourism Economic Impact report. Reflects year-end 2016 data.

Unless otherwise noted, these 2017 Sustainability and Social Impact Highlights are based on data from Marriott International's 2016 fiscal year and reflect the operational performance of company-operated properties (i.e. owned, leased and managed properties), including data from SPG hotels both before and after the Company completed its acquisition of Starwood Hotels & Resorts Worldwide in September 2016. Additionally, unless otherwise noted, these Highlights do not include franchised, unconsolidated joint ventures and timeshare properties.

# OUR PEOPLE

Our “people first” culture drives our efforts to care for both our associates and our guests. Over 675,000 associates work at Marriott’s managed and franchise properties worldwide. At our headquarters, corporate offices and managed properties, we and our hotel owners employ over 400,000<sup>†</sup> associates (excluding our SPG hotel associates, nearly 225,000 associates in 2016).

## OUR WORKFORCE

### 2016 GLOBAL WORKFORCE\*

EXCLUDES  
SPG  
HOTELS


**224,368**  
ASSOCIATES



HOURLY-PAID	85%	MEN**	47%
SALARIED	15%	WOMEN**	53%
FULL-TIME**	90%	VOLUNTARY TURNOVER	17%
PART-TIME**	10%	(includes retirements)	
		NEW HIRES	63,140

### 2016 U.S. WORKFORCE\*

EXCLUDES  
SPG  
HOTELS


**100,424**  
U.S. ASSOCIATES

HOURLY-PAID	83%	MEN	45%
SALARIED	17%	WOMEN	55%
FULL-TIME	88%	VOLUNTARY TURNOVER	14%
PART-TIME	12%	(includes retirements)	
		NEW HIRES	30,322

### 2016 US WORKFORCE BY GENDER

	MEN	WOMEN
HOURLY-PAID	45%	55%
SALARIED	45%	55%
FULL-TIME	45%	55%
PART-TIME	42%	58%

\* Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties.

\*\*Due to tracking processes, excludes non-U.S. hourly population.

### 2016 TAKECARE HEALTHY CERTIFIED HOTEL PRACTICES\* AND RESULTS

EXCLUDES  
SPG  
HOTELS

#### PROPERTY SUPPORT



**99%**  
Has at least one TakeCare Champion per 250 associates.

#### HEALTHY NUTRITION



**97%**  
Provide a lounge or break area for associates to enjoy a meal or snack.



**88%**  
Established a wellness committee of three or more associates to assist the Champion.

#### PHYSICAL ACTIVITY



**69%**  
Include group stretches or dynamic warm-ups in stand-up meetings.

#### STRESS MANAGEMENT AND SLEEP



**47%**  
Offer group meditation, relaxation, sleep- or stress management sessions on property at least quarterly.

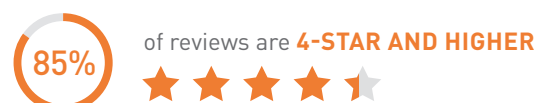
\*In 2016, our Healthy Hotel Certification was expanded globally to all managed hotels across all MI brands and above-property locations. Over 920 locations applied for certification representing 78% of managed hotels. Of those applying, 726 hotels achieved Healthy Hotel Certification at the silver, gold or platinum level representing 61% of all managed hotels.

## OUR GUESTS

### MARRIOTT VERIFIED REVIEWS\*

EXCLUDES  
SPG  
HOTELS

Online Travel Reviews by Our Hotel Guests



**91% OF REVIEWERS**  
would recommend MI properties to a friend

\*As of YE 2016, inclusive of franchised property data.

<sup>†</sup>Figure does not match the 226,500 global employee figure reported in our 2016 10-K, which reports those associates who are contractually employees of MI.

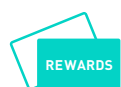
Our 2017 Sustainability and Social Impact Highlights focus on our progress and achievements in 2016 against our first-generation 2008 environmental sustainability Goals. These highlights also introduce our next-generation 2025 Sustainability and Social Impact Goals, for which we will be reporting progress in 2018 and onward. These goals support Marriott's overall Sustainability and Social Impact Platform "Serve 360: Doing Good in Every Direction." This Platform is guided by our four priority areas, or "coordinates," listed below.



## NURTURE OUR WORLD

We believe in making the communities in which we operate better places to live, work and visit. To support the resiliency and sustainable development of these communities, we invest in the vitality of their children and natural resources, as well as deliver aid and support, especially in times of need.

### REWARDS POINTS DONATIONS



**63 MILLION+ POINTS DONATED**

by Marriott Rewards® and SPG members in 2016 to support featured charitable causes

*\*Donations support numerous organizations including the American Red Cross, Hotels for Heroes and International Federation of Red Cross and Red Crescent Societies*

### CONTRIBUTIONS\*

(in millions, except for Associate Service Hours)

	2014	2015	2016
<b>CASH CONTRIBUTIONS</b>	\$10.4	\$15.3	\$12.1
<b>IN-KIND CONTRIBUTIONS</b>	\$16.0	\$17.7	\$16.5
<b>TOTAL CASH &amp; IN-KIND CONTRIBUTIONS</b>	<b>\$26.4</b>	<b>\$33.0</b>	<b>\$28.6</b>
<b>ASSOCIATE AND GUEST FUNDRAISING**</b>	\$3.9	\$5.6	\$6.8
<b>ASSOCIATE SERVICE HOURS</b>	531,963	721,637	757,656

*\*These figures are a combination of Marriott International Corporate Headquarters giving, as well as contributions reported through our properties, inclusive of franchised and SPG hotels, offices and Business Councils.*

*\*\*Associate and guest fundraising total, inclusive of SPG hotels, reflects fundraising for some of our most significant partners, including Children's Miracle Network Hospitals and UNICEF.*



Perpetuate Culture  
Strengthen Communities  
Advocate for Marriott's Business Interests  
Lead Cross-Brand, Market-Driven Initiatives

IN THE PAST YEAR THE BUSINESS COUNCILS HAVE GROWN TO:



**97**  
Business Councils Across  
All Continents & All Brands



**4,000+**  
Total Hotels Represented



**900,000+**  
Rooms Represented



**51**  
Countries Represented

*\*Inclusive of franchised and SPG hotels as of March 2017.*

### 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: NURTURE OUR WORLD

**GOAL** By 2025, contribute 15 million hours of volunteer service to support our company priorities and community engagement strategy

- Youth Engagement: 50% of volunteer hours will serve youth, including those at risk and disadvantaged, by developing their skills, employability and supporting their vitality

**GOAL** By 2022, 80% of our managed hotels will participate in community service activities annually

- By 2025, 50% of our franchised hotels will participate in community service activities annually

**GOAL** By 2022, 25% of all reported volunteer hours will be skills-based

# SUSTAIN RESPONSIBLE OPERATIONS

With our expanding global presence, we have an even greater obligation to operate responsibly. While integrating sustainability across our value chain and mitigating climate-related risk, we are working to reduce our environmental impacts, build and operate sustainable hotels and source responsibly.

## REDUCE ENVIRONMENTAL IMPACTS

As our portfolio increases, we are working to minimize our environmental footprint by sustainably managing our energy and water use, reducing our waste and carbon emissions and increasing the use of renewable energy.

### ENVIRONMENTAL PERFORMANCE INDICATORS\*

EXCLUDES  
SPG  
HOTELS

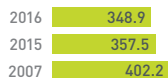
#### ENERGY INTENSITY

kWh per m<sup>2</sup> of conditioned space


↓ **13.2%**  
VS. 2007 BASELINE

Global

↓ 2.4% YOY



Americas

↓ 4.1% YOY



Asia Pacific

↓ 0.6% YOY



Europe

↑ 2.2% YOY



Middle East &amp; Africa

↓ 0.8% YOY



#### WATER INTENSITY

m<sup>3</sup> per occupied room


↓ **7.7%**  
VS. 2007 BASELINE

Global

↓ 2.0% YOY



Americas

↓ 2.3% YOY



Asia Pacific

↓ 6.1% YOY



Europe

↓ 1.0% YOY



Middle East &amp; Africa

↓ 19.5% YOY



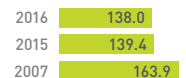
#### GHG EMISSIONS INTENSITY

kg per m<sup>2</sup>


↓ **15.8%**  
VS. 2007 BASELINE

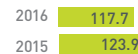
Global

↓ 1.0% YOY



Americas

↓ 5.0% YOY



Asia Pacific

↔ 0% YOY



Europe

↑ 3.4% YOY



Middle East &amp; Africa

↓ 2.1% YOY

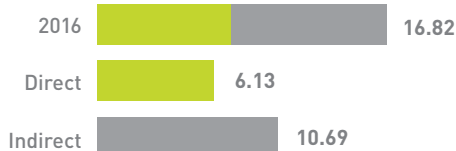


\*The YE 2015 environmental indicators have been adjusted since our 2016 Sustainability Highlights to reflect the most accurate figures as Marriott received additional consumption data after the annual reporting. All figures include extrapolations for missing data.

### ENVIRONMENTAL DATA\*

#### TOTAL ENERGY USAGE

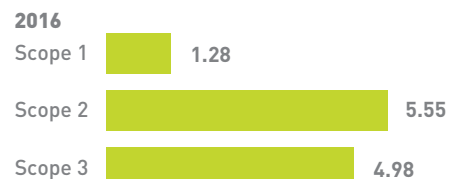
million MWh



#### TOTAL WATER USAGE

million m<sup>3</sup>


#### TOTAL GHG EMISSIONS

million metric tons CO<sub>2</sub>e



\*All figures include extrapolations for missing data. 2016 data incorporates SPG hotels and will be used as a baseline to track progress against Marriott's new 2025 Goals. Scope 3 emissions include those estimated from franchised properties and business travel.


# SUSTAIN RESPONSIBLE OPERATIONS

## REDUCE ENVIRONMENTAL IMPACTS


### ENVIRONMENTAL PRACTICES AT OUR HOTELS

By percentage of hotels reporting participation through the [Green Hotels Global](#) and Sustainability Resource Center\*

  
**73%**  
USE HIGH-EFFICIENCY LIGHTING



  
**60%**  
USE LOW-FLOW SHOWERHEADS

  
**65%**  
HAVE RECYCLING PROGRAMS

  
**MORE THAN 700**  
ELECTRIC VEHICLE CHARGING STATIONS

\*Percentage calculations are inclusive of franchised properties.

### CDP CLIMATE CHANGE AND WATER PROGRAM\*

   
**CDP 2016 CLIMATE CHANGE SCORE** **CDP 2016 WATER SCORE**

Marriott reports annually to the CDP ([www.cdp.net](#)). Performance is rated from A to E, with A being highest. Marriott also responds to the CDP Forests and Supply Chain questionnaires.

\*Based on progress prior to becoming one company, Marriott International and Starwood Hotels & Resorts both received "B" scores for the CDP Climate Change and Water responses in 2016.



**9 YEARS**  
supporting Amazon rainforest preservation  
**99%**  
of the Juma Rainforest Reserve remains intact




## 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: REDUCE ENVIRONMENTAL IMPACTS

**GOAL** Reduce environmental footprint by 15% | 30% | 45% across the portfolio by 2025  
(from a 2016 baseline; for water | carbon | waste on an intensity basis)

### SUPPORTING GOALS

  
**WATER**  
Reduce water intensity by 15%

  
**CARBON EMISSIONS**  
Reduce carbon intensity by 30%  
Commit to analyze the opportunity to set a science-based target by 2018

  
**WASTE**  
Reduce waste to landfill by 45%  
Reduce food waste by 50%

  
**RENEWABLE ENERGY**  
Achieve a minimum of 30% renewable energy use

**GOAL** By 2020, all properties will have a Serve 360 section on the Marriott.com website with hotel impact metrics

# SUSTAIN RESPONSIBLE OPERATIONS

## BUILD AND OPERATE SUSTAINABLE HOTELS

Sustainability is embedded into our business strategy from the ground up. Through collaboration with our development partners, we work toward constructing and operating sustainable hotels, from design to guest experience.



### LEED® BUILDINGS\*

	2014	2015	2016
LEED REGISTERED	89	87	190
LEED CERTIFIED	51	55	111

TOTAL LEED REGISTERED  
+ LEED CERTIFIED



\*Inclusive of Marriott International Corporate Headquarters and other corporate offices. 2016 increase is attributable to the inclusion of SPG hotels into our portfolio.



**2,220+** HOTELS EARNED  
TRIPADVISOR'S  
GREENLEADERS BADGE



## 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: BUILD & OPERATE SUSTAINABLE HOTELS

### GOAL

100% of MI hotels will have a sustainability certification, and 650 hotels will pursue LEED certification or equivalent by 2025

### SUPPORTING GOALS



#### Sustainability Certifications

- By 2025, 100% of hotels will be certified to a recognized sustainability standard
- By 2025, 650 open or pipeline hotels will pursue LEED certification or equivalent



#### Sustainable Building Standards

- By 2020, LEED certification or equivalent will be incorporated into building design and renovation standards, including select service prototype solutions for high-growth markets
- By 2020, 100% of all prototypes will be designed for LEED certification
- By 2025, partner with owners to develop 100 adaptive reuse projects



#### Headquarters

- MI's new global HQ will achieve a LEED Platinum certification

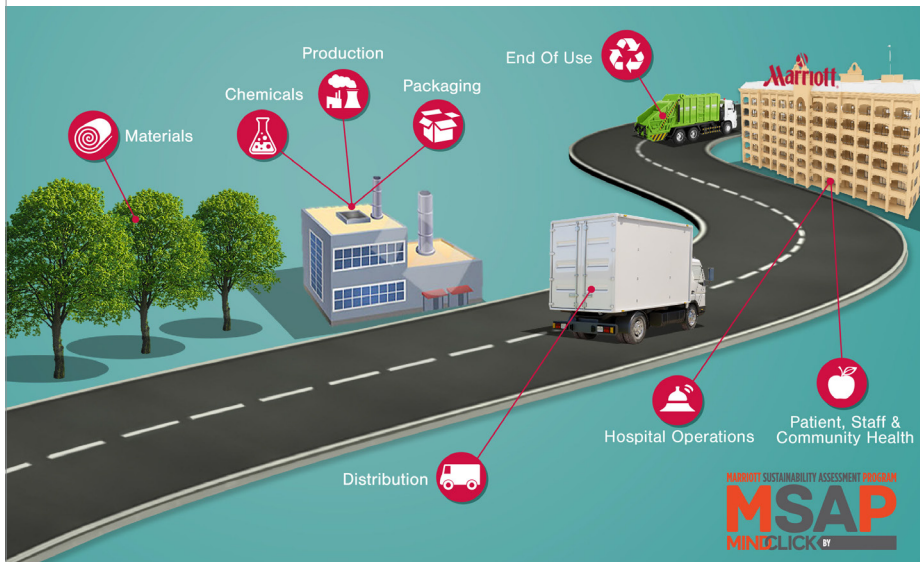
# SUSTAIN RESPONSIBLE OPERATIONS

## SOURCE RESPONSIBLY

We are committed to integrating leading environmental and social practices into our supply chain and partnering with like-minded suppliers. We aim to reduce the negative environmental and social impact of our business activities by focusing on sustainable, responsible and local sourcing.

### MARRIOTT SUSTAINABILITY ASSESSMENT PROGRAM (AMERICAS)

Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium, the Marriott Sustainability Assessment Program is an annual assessment of the fair labor and human rights practices, environmentally responsible manufacturing and product sustainability of our suppliers.



### PROGRESS MADE WITH NORTH AMERICAN VENDORS

EXCLUDES  
SPG  
HOTELS


99.2%

OF CONTRACTED  
SUPPLIERS\* HAVE  
A SUSTAINABILITY  
POLICY

2016 FURNITURE, FIXTURES & EQUIPMENT SPENDING\*\*  
WITH SUPPLIERS COMMITTED TO

SUSTAINABILITY

80%



71%

REDUCING, REUSING AND  
RECYCLING PACKAGING



45%

CHEMICAL  
REDUCTION



61%

CONSERVATION

\*Based on procurement partner Avendra's North American contracts.

\*\*Includes participating franchised properties.



### 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: SOURCE RESPONSIBLY

#### GOAL

Sustainably source 95% in our  
Top 10 priority categories by 2025

#### SUPPORTING GOALS



#### Supplier Requirements/Reviews

By 2020, require all contracted suppliers  
in the Top 10 categories to provide  
information on product sustainability,  
inclusive of social and human rights impacts

By 2025, require all contracted  
suppliers to provide this information



#### Sustainable Sourcing

By 2025, sustainably source 95%,  
by spend, of its Top 10 categories



#### Local Sourcing

By 2025, locally source 50% of all produce,  
in aggregate (measured by total spend)



#### Furniture, Fixtures & Equipment (FF&E)

By 2025, ensure that the Top 10 FF&E  
product categories sourced are in the  
top tier of the Marriott Sustainability  
Assessment Program (MSAP)

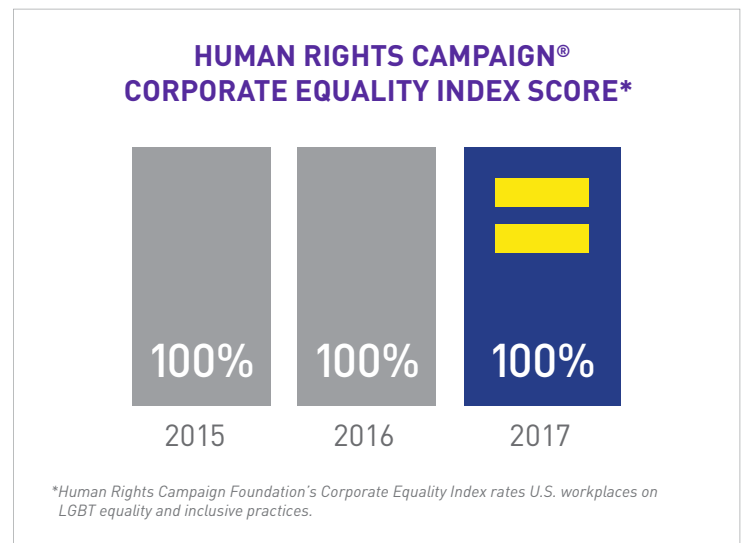
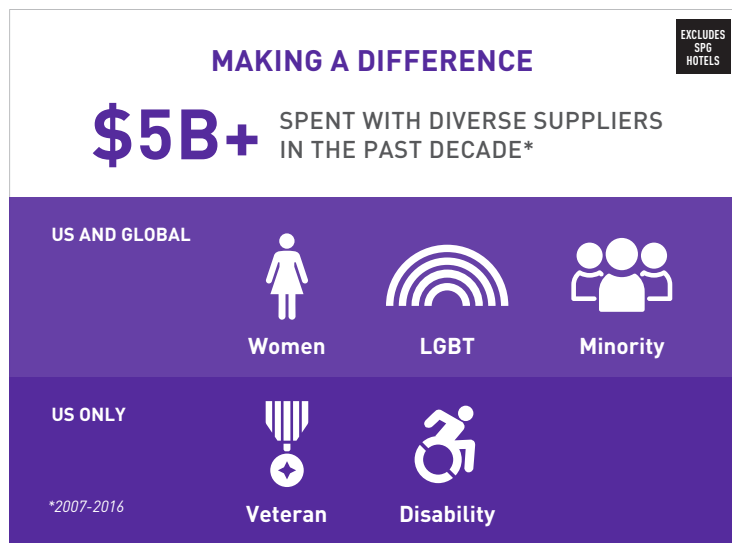
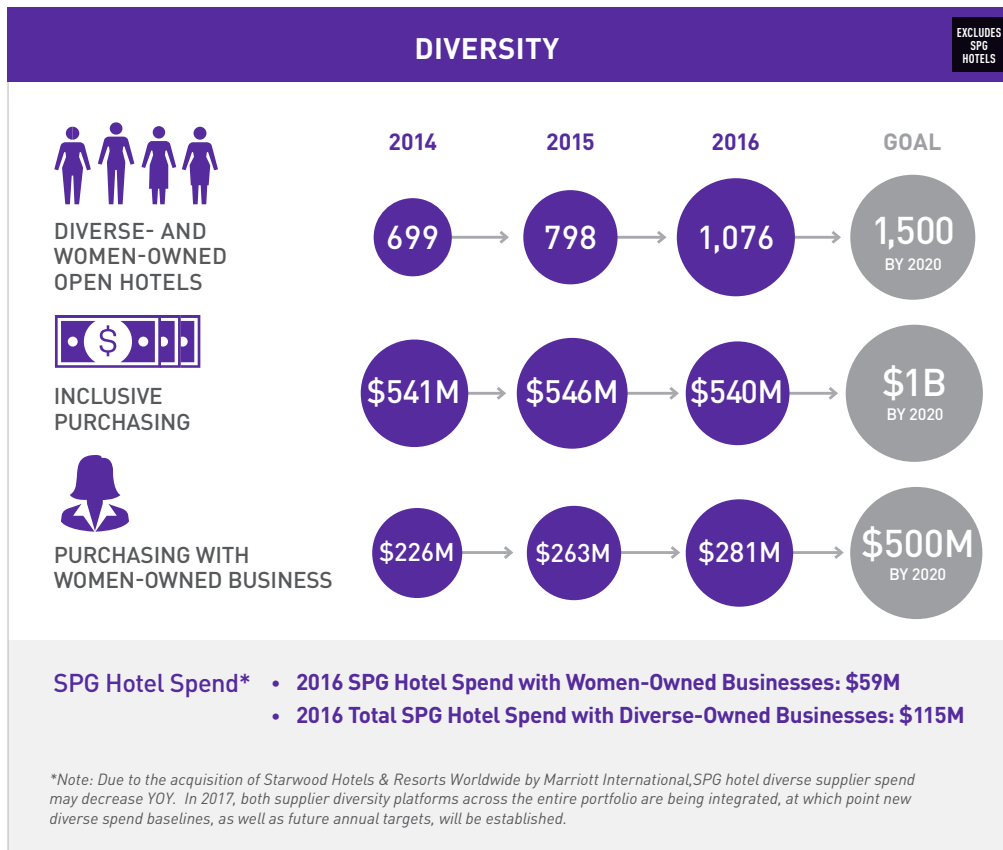


# EMPOWER THROUGH OPPORTUNITY

As one of the world's fastest growing industries, travel and tourism is well positioned to help offer a solution to the problem of underemployment and unemployment. We partner to ensure workplace readiness and access to opportunity through our business, including our supply chain, by focusing on diverse populations, youth, women, people with disabilities, veterans and refugees.

## GLOBAL DIVERSITY AND INCLUSION

We engage in a targeted, holistic approach to advance diversity among our associates, customers, owners, business partners and suppliers.



# E EMPOWER THROUGH OPPORTUNITY

## YOUTH

Millions of youth are facing widespread unemployment. At the same time, the travel and tourism industry's demand continues to outpace the talent supply. We work to address these global issues and ensure a brighter future by partnering with nonprofit organizations to identify, train and mentor youth for meaningful careers in our industry.

### HOTEL AND BUSINESS COUNCIL\* CONTRIBUTIONS TO YOUTH IN 2016\*\*

EXCLUDES  
SPG  
HOTELS


**\$1.3M**  
CASH + IN-KIND



**159,000+**  
VOLUNTEER HOURS

\*Our Business Councils are comprised of General Managers and other hotel leaders representing properties in a given city, country or region. They support the company's core values and culture, government advocacy and sustainability and social impact efforts.  
\*\*As of YE 2016 and includes managed and franchised properties.



CHINA



CHEI\* + China hotels have impacted  
**98,000+** students since 2013



Various China-specific youth  
programs and initiatives  
also engaged  
**16,000+** youth in 2016

Some of our fastest growing and largest markets, such as China, are placing a particular emphasis on supporting programs that prepare youth for jobs in our industry.

\*China Hospitality Education Initiative is a project of The J. Willard and Alice S. Marriott Foundation.

EXCLUDES  
SPG  
HOTELS

### COMMITMENTS TO YOUTH ACROSS THE GLOBE\*

Marriott supports a number of programs around the world that strive to prepare youth for jobs in the hospitality industry, including:

PROGRAM	MARRIOTT SUPPORTS IN	YOUTH ENGAGED (2016)
Akilah Institute for Women	Rwanda	43
Bridges from School to Work**	United States	858
"Career Days"	South Africa	1,015
Children International	Latin America	177
EGBOK	Cambodia	85
Marriott In-Service and Bursary Program	South Africa	252
INJAZ Al-Arab	Middle East	38
Mahindra Pride	India	94
NAF	United States	1,202
Plan International	Middle East	80
World of Opportunity Youth (supports The Prince's Trust, SOS Children's Villages and Youth Career Initiative)	Europe	4,500
Youth Career Initiative	Global	314

\*As of YE 2016 and includes managed and franchised properties.

\*\* Bridges from School to Work is a 501 (c)3 nonprofit organization that Marriott International helped to establish in 1989 and currently supports.



## 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: EMPOWER THROUGH OPPORTUNITY

### GOAL

By 2025, invest at least \$5M to increase and deepen programs and partnerships that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans and refugees

By 2019, develop and establish a global gender parity goal for company leadership



## WELCOME ALL AND ADVANCE HUMAN RIGHTS

Travel is one of the most powerful tools for promoting peace and cultural understanding. With the goal of creating a safe, welcoming world for travel for all, we rally for pro-travel policies and support programs that allow people to experience and understand other cultures. We work with leading nonprofit organizations to educate, advocate for and protect human rights throughout and beyond our business.



Partnered with three nonprofits to create new, **best-in-class human trafficking awareness training**.



**Over 9,000 associates** received human trafficking awareness training in 2016.

The new training has been translated into **15 languages**, and deployment to hundreds of thousands of Marriott associates began in 2017.

EXCLUDES  
SPG  
HOTELS



### 2025 SUSTAINABILITY AND SOCIAL IMPACT GOALS: WELCOME ALL AND ADVANCE HUMAN RIGHTS

- GOAL** By 2025, 100% of associates will have completed our human rights training, including on human trafficking awareness, responsible sourcing and recruitment policies and practices
- By end of 2018, implement the new human trafficking training brand standard to reach 80% of our associates, as well as scale the training developed by MI and its community partners to the broader industry and academia
- GOAL** By 2025, enhance or embed human rights criteria in our recruitment and sourcing policies and work with our industry to address human rights risks in the construction phase
- GOAL** By 2025, promote a peaceful world through travel by investing at least \$500,000 in partnerships that drive, evaluate and elevate travel and tourism's role in cultural understanding

## SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

As we execute on our focus areas and work toward our new 2025 Sustainability and Social Impact Goals, we aim to increasingly align with and support targets and global indicators for relevant UN Sustainable Development Goals (SDGs), including those focusing on the environment, women and girls, youth employment, human trafficking and sustainable tourism.

For additional information, please visit [our website](#), which gives an overview of our work and focus areas, as well as maps the SDGs that we are working to address worldwide.

