2018
Serve 360
Highlights
Sustainability and Social Impact at Marriott International
Serve 360: Doing Good in Every Direction

“At Marriott International, we believe we have a responsibility and vested interest in helping to address some of the world’s most pressing social, environmental and economic issues. With our size and global scale, we are well-positioned to become part of the solution.”

Arne Sorenson, President and CEO, Marriott International

Launched in 2017, Marriott’s sustainability and social impact platform, Serve 360: Doing Good in Every Direction, guides how we are working to make a sustainable and positive impact wherever we do business. Inspired by our core value to Serve Our World and the meaningful role that we believe we can play to support the United Nations Sustainable Development Goals, Marriott’s Serve 360 platform is guided by four priority areas, or as we like to call them, coordinates — each with dedicated focus areas and ambitious targets.

Our Serve 360 Highlights focus on the progress and achievements as of year-end 2017 against Marriott’s 2025 Sustainability and Social Impact Goals in each of our coordinates: Nurture Our World, Sustain Responsible Operations, Empower Through Opportunity, and Welcome All and Advance Human Rights.

As our Executive Chairman J.W. Marriott, Jr. says, “Success is Never Final.” We will continue our work to do good in every direction. To learn more about our efforts we invite you to see our full 2018 Serve 360 Report.

Note: Our 2018 Serve 360 Highlights incorporate data and information from our full portfolio of owned, managed and franchised Marriott Rewards®, The Ritz-Carlton Rewards® and Starwood Preferred Guest® (SPG®) hotels, unless otherwise indicated. Please note that information contained herein does not constitute any guarantees or promises with regard to business activities, performance or future results.
Our Company and Stakeholders

OUR GLOBAL REACH

Marriott International, Inc. ("Marriott") has more than 6,500 properties in 127 countries and territories. Marriott operates and franchises hotels and licenses vacation ownership resorts.

### 2017 Top Markets*

<table>
<thead>
<tr>
<th>Region</th>
<th>TOTAL ROOMS</th>
<th>TOTAL PROPERTIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>797,707</td>
<td>4,611</td>
</tr>
<tr>
<td>China</td>
<td>101,556</td>
<td>292</td>
</tr>
<tr>
<td>Canada</td>
<td>49,927</td>
<td>225</td>
</tr>
<tr>
<td>India</td>
<td>20,583</td>
<td>97</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>16,799</td>
<td>88</td>
</tr>
<tr>
<td>Germany</td>
<td>16,726</td>
<td>67</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>16,433</td>
<td>51</td>
</tr>
<tr>
<td>Mexico</td>
<td>15,756</td>
<td>78</td>
</tr>
<tr>
<td>Spain</td>
<td>14,009</td>
<td>92</td>
</tr>
<tr>
<td>Japan</td>
<td>12,552</td>
<td>43</td>
</tr>
</tbody>
</table>

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

### 2017 Regional Presence

<table>
<thead>
<tr>
<th>Region</th>
<th>TOTAL PROPERTIES</th>
<th>COMPANY-OPERATED PROPERTIES**</th>
<th>FRANCHISED HOTELS</th>
<th>UNCONSOLIDATED JV HOTELS</th>
<th>TIMESHARE</th>
<th>TOTAL ROOMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>5,079</td>
<td>972</td>
<td>3,987</td>
<td>41</td>
<td>79</td>
<td>900,543</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>646</td>
<td>549</td>
<td>92</td>
<td>0</td>
<td>5</td>
<td>190,663</td>
</tr>
<tr>
<td>Europe</td>
<td>547</td>
<td>245</td>
<td>209</td>
<td>88</td>
<td>5</td>
<td>110,217</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>248</td>
<td>193</td>
<td>55</td>
<td>0</td>
<td>0</td>
<td>56,243</td>
</tr>
<tr>
<td>TOTAL</td>
<td>6,520</td>
<td>1,959</td>
<td>4,343</td>
<td>129</td>
<td>89</td>
<td>1,257,666</td>
</tr>
</tbody>
</table>

In 2017, our combined loyalty programs had nearly 110 million members.

About This Report: In this Report, we have incorporated data and information from our full portfolio of owned, managed and franchised Marriott Rewards®, The Ritz-Carlton Rewards®, and Starwood Preferred Guest® (SPG®) hotels, unless otherwise indicated. Please note that information contained herein does not constitute any guarantees or promises with regard to business activities, performance, or future results.
OUR ASSOCIATES AND GUESTS

Our “people first” culture drives our efforts to care for both our associates and our guests. At our headquarters, corporate offices and managed properties, we employ over 176,000 associates around the world. We also manage over 239,000 associates, primarily at non-U.S. locations who are employed by hotel owners. The total number of people at managed and franchised locations wearing the Marriott badge worldwide is approximately 700,000.

Caring for Our Associates, Developing Our Human Capital

We constantly strive to build our internal pipeline of talent, helping associates develop the knowledge and skills they need to progress within our company. In addition to maintaining fair employment principles, we also support associate wellbeing through our signature TakeCare culture.

Above: Gaylord Texan® Resort & Convention Center associates.

Marriott has been named one of the Fortune 100 Best Companies to Work For® every year since the list launched in 1998.

2017 Global Workforce*
176,810 ASSOCIATES

<table>
<thead>
<tr>
<th></th>
<th>Non-Management</th>
<th>Full-Time</th>
<th>Men**</th>
<th>Voluntary Turnover (includes retirements)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Management</td>
<td>83%</td>
<td>89%</td>
<td>49%</td>
<td>19%</td>
</tr>
<tr>
<td>Management</td>
<td>17%</td>
<td>11%</td>
<td>51%</td>
<td></td>
</tr>
</tbody>
</table>

2017 U.S. Workforce*
135,464 ASSOCIATES

<table>
<thead>
<tr>
<th></th>
<th>Non-Management</th>
<th>Full-Time</th>
<th>Men</th>
<th>Voluntary Turnover (includes retirements)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Management</td>
<td>83%</td>
<td>87%</td>
<td>46%</td>
<td>16%</td>
</tr>
<tr>
<td>Management</td>
<td>17%</td>
<td>13%</td>
<td>54%</td>
<td></td>
</tr>
</tbody>
</table>

HOURLY PAID

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 U.S. Workforce (By Gender)</td>
<td>46%</td>
<td>54%</td>
</tr>
</tbody>
</table>

FULL-TIME

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 U.S. Workforce (By Gender)</td>
<td>46%</td>
<td>54%</td>
</tr>
</tbody>
</table>

SALARIED

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 U.S. Workforce (By Gender)</td>
<td>45%</td>
<td>55%</td>
</tr>
</tbody>
</table>

PART-TIME

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 U.S. Workforce (By Gender)</td>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

* Includes associates employed at headquarters, corporate offices, and managed properties.
** Excludes non-U.S., non-management associates.
2025 Sustainability and Social Impact Goals

We have embarked on a multiyear journey to deliver upon a targeted set of 2025 Sustainability and Social Impact Goals across each of our four Serve 360 coordinates:

A full list of Marriott’s Sustainability and Social Impact Goals can be found on our Serve 360 microsite. In this Report, we provide further detail on each goal, our progress to date, and future plans toward Marriott’s 2025 Sustainability and Social Impact Goals.

<table>
<thead>
<tr>
<th>Serve 360 Coordinates</th>
<th>2025 Sustainability and Social Impact Goals</th>
<th>Status</th>
<th>2017 Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurture Our World</td>
<td>15 million volunteer hours</td>
<td>ON TRACK</td>
<td>2.1 million associate volunteer hours contributed since 2016</td>
</tr>
<tr>
<td></td>
<td>50% of volunteer hours will serve children and youth</td>
<td>ON TRACK</td>
<td>17.81% of volunteer hours served children and youth in 2017</td>
</tr>
<tr>
<td>Sustain Responsible Operations</td>
<td>15% water intensity reduction</td>
<td>BEGINNING OF JOURNEY</td>
<td>0.02% reduction from 2016 baseline</td>
</tr>
<tr>
<td></td>
<td>30% carbon intensity reduction</td>
<td>ON TRACK</td>
<td>8.00% reduction from 2016 baseline</td>
</tr>
<tr>
<td></td>
<td>45% waste-to-landfill intensity reduction (and 50% food waste reduction)</td>
<td>BEGINNING OF JOURNEY</td>
<td>Worked to establish baseline and data methodologies</td>
</tr>
<tr>
<td></td>
<td>30% renewable electricity use</td>
<td>BEGINNING OF JOURNEY</td>
<td>Began evaluation of large-scale investments</td>
</tr>
</tbody>
</table>
## 2025 Sustainability and Social Impact Goals

### Sustain Responsible Operations

<table>
<thead>
<tr>
<th>Serve 360 Coordinates</th>
<th>2025 Sustainability and Social Impact Goals</th>
<th>Status</th>
<th>2017 Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>100% of hotels will be certified to a recognized sustainability standard</td>
<td>ON TRACK</td>
<td>33% of properties certified to a recognized sustainability standard in 2017</td>
</tr>
<tr>
<td></td>
<td>650 LEED® certified or registered hotels</td>
<td>ON TRACK</td>
<td>240 LEED® (or equivalent) certified or registered hotels</td>
</tr>
<tr>
<td></td>
<td>250 adaptive reuse projects</td>
<td>AHEAD OF SCHEDULE</td>
<td>133 open adaptive reuse hotels</td>
</tr>
<tr>
<td></td>
<td>95% responsibly sourced in our Top 10 priority categories</td>
<td>BEGINNING OF JOURNEY</td>
<td>Prioritized responsible seafood and paper products</td>
</tr>
</tbody>
</table>

### Empower Through Opportunity

| **E**                  | $5+ million invested to develop hospitality skills and opportunity among diverse, at-risk and underserved communities | AHEAD OF SCHEDULE | $2.8+ million invested since 2016 |
|                       | Gender representation parity for global leadership | ON TRACK | Achieved gender representation parity among direct reports to CEO |

### Welcome All and Advance Human Rights

| **W**                  | 100% of associates completing human rights training | ON TRACK | Approximately 243,000 associates trained on human trafficking awareness at year-end 2017 |
|                       | $500,000+ invested in partnerships that drive, evaluate, and elevate travel and tourism’s role in cultural understanding | BEGINNING OF JOURNEY | Engaged with internal and external stakeholders to explore opportunities |
2017 Performance Highlights

Community Engagement

Associate Volunteer Service Hours

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2025 Serve 360 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative Associate Volunteer Service Hours (since 2016)</td>
<td>2.1M</td>
<td>15M</td>
</tr>
<tr>
<td>Skills-Based Volunteer Activities</td>
<td>28%</td>
<td>50%</td>
</tr>
<tr>
<td>Volunteer Hours Serving Children and Youth (since 2016)</td>
<td>17.81%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Community Investments (2017)*

<table>
<thead>
<tr>
<th></th>
<th>Cash Contributions</th>
<th>In-Kind Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cash &amp; In-Kind Contributions</td>
<td>$24.9M</td>
<td>$25.4M</td>
</tr>
</tbody>
</table>

2017 Rewards Points Donations*

114+ million points donated by Marriott Rewards and The Ritz-Carlton Rewards members to support featured Marriott charitable causes

* Reported figures include Marriott International Corporate Headquarters giving, as well as contributions reported through our properties, offices and Business Councils.

* DONATIONS supported numerous organizations including the American Red Cross, Clean the World, and the Youth Career Initiative; and included approximately 35 million points for disaster relief for Hurricanes Harvey, Irma and Maria, the California wildfires and the earthquake in Central Mexico.
2017 Performance Highlights

**Vitality of Children**

2017 Milestones to Support Children

- **$4.4 MILLION** raised by associates and guests for Children’s Miracle Network Hospitals
- **$2 MILLION** raised by associates and guests for UNICEF
- **$120+ MILLION** raised over 35+ years through Marriott’s partnership with Children’s Miracle Network Hospitals
- **NEARLY $49 MILLION** raised by SPG-branded hotels since 1995 in support of UNICEF.

**Natural Capital**

2017 Milestones to Protect Natural Capital

- **400,000+ TONS OF CO2e AVOIDED** through Marriott’s Juma REDD+ project in the northwest Amazon rainforest, since 2006
- **100,000 TREES PLANTED** from the Delta GREENSTAY™ program to date, where guests can choose to participate in our sustainability efforts
- **60,000+ MANGROVE TREES** have been planted in Thailand, since 2013

**Disaster Relief**

2017 Disaster Relief Contributions

- **$7.3 MILLION CONTRIBUTED** by Marriott International, the Marriott Disaster Relief Fund, and the TakeCare Relief Fund to support those affected by Hurricanes Harvey, Irma and Maria; California wildfires, Mexico earthquake and Peru floods
- **APPROXIMATELY 35 MILLION POINTS DONATED** by Marriott Rewards and The Ritz-Carlton Rewards members to support disaster relief
2017 Performance Highlights

Reduce Environmental Impacts

Environmental Performance*

<table>
<thead>
<tr>
<th></th>
<th>2017 Intensity</th>
<th>2017 Reductions</th>
<th>2025 Serve 360 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER INTENSITY</td>
<td>0.72 cubic meters per occupied room</td>
<td>↓0.02% from 2016 base year</td>
<td>↓15% from 2016 base year</td>
</tr>
<tr>
<td>CARBON INTENSITY</td>
<td>117 kilograms of CO2e per square meter</td>
<td>↓8.00% from 2016 base year</td>
<td>↓30% from 2016 base year</td>
</tr>
</tbody>
</table>

Build and Operate Sustainable Hotels

Sustainability Certifications

<table>
<thead>
<tr>
<th></th>
<th>2017 Progress</th>
<th>2025 Serve 360 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROPERTIES CERTIFIED TO A RECOGNIZED SUSTAINABILITY STANDARD</td>
<td>33%</td>
<td>100%</td>
</tr>
<tr>
<td>LEED® (OR EQUIVALENT) CERTIFIED OR REGISTERED HOTELS</td>
<td>240</td>
<td>650</td>
</tr>
</tbody>
</table>

* All figures include extrapolations for properties with missing data.
2017 Performance Highlights

SourceResponsibly

2025 Serve 360 Goals

95% responsible sourcing across our Top 10 priority categories, inclusive of seafood and paper products

50% locally sourced produce, in aggregate

2017 Progress

77% of furniture, fixtures and equipment (FF&E) spend with suppliers that reduce, reuse, or recycle packaging*

70% Forest Stewardship Council-certified personal paper products**

19.2% Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood**

TOP 10 FF&E PRODUCT CATEGORIES sourced are in the top tier of the Marriott Sustainability Assessment Program

* Based on North American suppliers
** Based on data from our Americas procurement partner Avendra.
2017 Performance Highlights

Global Diversity and Inclusion

2017 Programs and Partnerships

$2.8+ MILLION
invested in programs and partnerships that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees (since 2016)

Serve 360 Goal
$5 million by 2025

2017 Women’s Empowerment Milestones

50%
of our CEO’s direct reports are women (achieving gender representation parity at the executive level)

55%
of managers and executives are women in the United States

49%
of our company’s top 20% of earners are women in the United States

Serve 360 Goal
Achieve gender representation parity for global company leadership by 2025

WOMEN EXECUTIVES ON THE RISE TAKE PART IN:
Leadership Development
Networking/Mentoring
Work/Life Effectiveness

2017 Supplier and Hotel Owner Diversity Milestones

DIVERSE- AND WOMEN-OWNED HOTELS

2017: 1,210
2020 Goals: 1,500

PURCHASING WITH DIVERSE SUPPLIERS

2017: $656M
2020 Goals: $1B

PURCHASING WITH WOMEN-OWNED BUSINESSES

2017: $345M
2020 Goals: $500M

$5+ BILLION
spent with diverse suppliers since 2007

100%
Human Rights Campaign® Corporate Equality score for the past five years*

* Human Rights Campaign Foundation’s Corporate Equality Index rates U.S. workplaces on LGBTQ equality and inclusive practices across operations and the value chain.
2017 Performance Highlights

Youth

Commitment to Youth in the United States

In the United States, our largest market, Marriott is engaged in hundreds of local efforts connecting with schools and youth-based organizations to provide career mentoring, career exploration, job shadowing, and high school work study opportunities.

35+ YEARS of partnership with DECA*

10,500+ STUDENTS reached through The Ritz-Carlton’s signature Succeed Through Service program, in 2017

400+ STUDENTS reached through our partnership with NAF** in 2017

Commitment to Youth in China

In China, our second largest market, we are supporting programs that prepare youth for jobs in our industry.

CHEI* and China hotels have impacted 200,000+ STUDENTS since 2013

Various China-specific youth programs and initiatives also engaged 29,000+ YOUTH in 2017

Other 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:

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>COUNTRIES</th>
<th>NUMBER OF YOUTH ENGAGED IN 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akilah Institute for Women</td>
<td>Rwanda</td>
<td>59</td>
</tr>
<tr>
<td>EGBOK</td>
<td>Cambodia</td>
<td>12</td>
</tr>
<tr>
<td>Mahindra Pride</td>
<td>India</td>
<td>59</td>
</tr>
<tr>
<td>INJAZ (Al-Arab)</td>
<td>Middle East</td>
<td>102</td>
</tr>
<tr>
<td>Plan International</td>
<td>Middle East</td>
<td>239</td>
</tr>
<tr>
<td>SOS Children’s Villages</td>
<td>Costa Rica</td>
<td>32</td>
</tr>
<tr>
<td>Tahseen</td>
<td>Middle East</td>
<td>40</td>
</tr>
<tr>
<td>World of Opportunity Youth</td>
<td>Europe</td>
<td>6,396</td>
</tr>
<tr>
<td>Youth (supports The Prince’s Trust, SOS Children’s Villages and the Youth Career Initiative)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Youth Career Initiative (YCI)</td>
<td>Global</td>
<td>204</td>
</tr>
</tbody>
</table>

* DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe.
** NAF is a national network of education, business, and community leaders who work together to ensure high school students are college, career, and future ready.

* China Hospitality Education Initiative (CHEI) is a project of The J. Willard and Alice S. Marriott Foundation.
2017 Performance Highlights

People with Disabilities

2017 Milestones to Support People with Disabilities

31
Bridges from School to Work® students hired by Marriott International

Bridges from School to Work helps more than 1,000 young people with disabilities each year prepare for the workplace, and find a job that matches their interests and abilities.

Veterans

2017 Milestones to Support United States Veterans

1,126
veterans hired

$31 MILLION
purchased from veteran and service-disabled veteran-owned businesses

Launched project to identify ways to improve guest experience for travelers with disabilities

Refugees

2017 Milestones to Support Refugees

100+ REFUGEES HIRED
through the International Rescue Committee, making Marriott one of the organization’s top 10 employers in the United States

REFUGEE HOSPITALITY TRAINING PROGRAMS
conducted in San Diego and Dallas (with 44% women participants from 14 countries)

2017 Performance Highlights

Human Rights

2017 Human Rights Training and Awareness Milestones

- Human trafficking awareness training is now a requirement for all on-property associates across both managed and franchised properties.
- Approximately 243,000 associates completed human trafficking awareness training as of year-end 2017.
- Marriott's human trafficking awareness program is available in 15 languages.
- Added three new human rights-related organizations* to our global loyalty points donation program, where guests can donate their loyalty points.

Serve 360 Goal

- 80% of associates reached by year-end 2018

Cultural Competence

2017 Cultural Competency Milestones

- Guests now have access to more than 100,000 local experiences in over 1,000 destinations worldwide through Marriott Moments.
- Approximately 20,000 associates and guests reached through Marriott’s Cultural Competence Program.
- Nearly 100 sessions, forums and webinars focused on serving key markets and LGBTQ, Latino, Jewish, and Muslim travelers.
- 300+ million social and traditional media impressions for our #LoveTravels Campaign to support LGBTQ and diverse travelers.

* ECPAT-USA, Immigration Equality and Polaris.
At Marriott, we strongly believe that “success is never final.” Since our humble beginnings as a nine-stool root beer stand in 1927, this value has helped us to transform Marriott into the world’s leader in hospitality.

Innovation has always been part of the Marriott story. We’re driven to continually challenge the status quo and anticipate our guests and customers’ changing needs with new brands, new global locations and new guest experiences. Marriott’s Serve 360 platform is central to how we plan to challenge ourselves to create shared value across the globe, and our four Serve 360 coordinates will guide us on this journey.

As our founder, J. Willard Marriott, Sr. always said, our success is ultimately due to the talent and efforts of the people who wear a Marriott name badge worldwide, and who, everyday, work to delight our guests. With more than 700,000 managed and franchised associates, that’s a lot of people ready to make a positive impact on our business, our communities and our planet. Together, we can deliver on our promise to “do good in every direction.”

Connect with Us
We invite you to connect, learn more and partner with us on our journey to Serve Our World and achieve our 2025 Sustainability and Social Impact Goals.

Facebook  Instagram  Twitter  LinkedIn  YouTube

Heart of the House
Chairman Bill Marriott’s Blog  CEO Arne Sorenson’s Blog

Serve 360 Coordinates  2018–2020 Priorities

Nurture Our World
- Launch awareness campaign to engage franchised hotels in community service
- Develop new skills-based volunteering toolkit
- Develop strategy for increased investments in natural capital projects
- Track regional impacts using quarterly scorecards

Sustain Responsible Operations
- Evaluate and deploy large-scale renewable energy investments
- Partner with owners and developers on LEED® (or equivalent) certifications and adaptive reuse projects
- Prioritize water strategy efforts and measurement based on findings of portfolio-wide risk assessment
- Advance partnerships to cut food waste in half
- Create larger markets for responsibly sourced animal proteins around the world

Empower Through Opportunity
- Achieve gender representation parity in global company leadership
- Deepen our impact to support youth, diverse population, women, people with disabilities, veterans, and refugees
- Implement industry-leading paid Parental Leave policy in the U.S.

Welcome All and Advance Human Rights
- Further deploy human rights training to reach all global associates
- Explore creative ways to leverage our business to prevent human trafficking and support survivors
- Engage with our industry to help eradicate human trafficking and sexual exploitation from travel and tourism
- Increase reach of Marriott’s cultural competency programs
- Further explore opportunities to leverage travel as a catalyst for peace