

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Marriott International is a leading, global lodging company with more than 6,900 properties (as of year-end 2018) that we operate (“manage”), franchise or license under 30 brands in 130 countries and territories worldwide. We recognize both our global responsibility and the unique opportunity we have to be a force for good and we are committed to creating positive and sustainable 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 UN Sustainable Development Goals, we established our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, in 2017. Serve 360 is guided by four priority-areas, or “coordinates” — each with dedicated focus areas and ambitious targets.

- Nurture Our World – Advancing the resiliency and sustainable development of our communities.
- Sustain Responsible Operations – Reducing the company's environmental impacts, sourcing responsibly and building and operating sustainable hotels, while mitigating climate-related risk.
- Empower Through Opportunity – Ensuring workplace readiness and access to opportunity across our business.
- Welcome All & Advance Human Rights – Creating a safe and welcoming world for associates and travelers alike.

The 2025 goals under the Sustain Responsible Operations coordinate include reducing water by 15%, carbon by 30%, waste to landfill by 45% and food waste by 50% (from a 2016 baseline; for water/carbon/waste on an intensity basis). As part of Serve 360, Marriott is also committing to achieve a minimum of 30% renewable electricity use by 2025, and to analyze the opportunity to set a science-based carbon target.

Throughout 2018, global integration of and engagement with the Serve 360 platform was a primary focus across the company, from design and development through operations, to global supply chain networks and partnerships with owners and franchisors. The Serve 360 Scorecards, which track goals and performance globally and across the regional operating groups, helped coordinate strategy development and implementation across disciplines. Considerable resources were devoted to gathering and validating utility data across the global portfolio, processing over 1.5 million data points in the Marriott Environmental Sustainability Hub (MESH). These efforts achieved an average of 83% of validated data for managed properties (2016-2018).

Marriott collaborates with industry groups and NGOs to advance sustainable solutions for both hotel operations and the surrounding communities. In 2018, we partnered with World Wildlife Fund (WWF) to develop a strategy to define a food waste baseline and track progress against that baseline. We continue to work with other NGO partners, supporting sustainability initiatives that have the potential to be scaled and replicated in the long-term such as natural capital investments protecting rainforests, coral reefs, and mangroves.

Note: Under the operational reporting boundary, this report covers properties managed by Marriott. Operational costs, including property investments are the responsibility of owners per management agreements. Under these varying agreements, Marriott earns a management fee that is typically composed of a base management fee, which is a (percentage of hotel revenues), and in some cases, an incentive management fee (based on hotel profits). Our management agreements also typically include reimbursement of costs of operations (both direct and indirect).

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Row 1	January 1 2018	December 31 2018	Please select	<Not Applicable>

C0.3

(C0.3) Select the countries/regions for which you will be supplying data.

- Algeria
- Argentina
- Armenia
- Aruba
- Australia
- Austria
- Azerbaijan
- Bahamas
- Bahrain
- Bangladesh
- Barbados
- Belarus
- Belgium
- Bhutan
- Bolivia (Plurinational State of)
- Bonaire, Sint Eustatius and Saba
- Bosnia and Herzegovina
- Brazil
- British Virgin Islands
- Bulgaria
- Cambodia
- Canada
- Cayman Islands
- Chile
- China
- Colombia
- Costa Rica
- Croatia
- Cuba
- Curaçao
- Czechia
- Denmark
- Djibouti
- Dominican Republic
- Ecuador
- Egypt
- El Salvador
- Estonia
- Ethiopia
- Fiji
- Finland
- France
- French Polynesia
- Gabon
- Georgia
- Germany
- Ghana
- Greece
- Guam
- Guatemala

Guinea
Guyana
Haiti
Honduras
Hungary
India
Indonesia
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kuwait
Lebanon
Lithuania
Malawi
Malaysia
Maldives
Mali
Malta
Mauritius
Mexico
Monaco
Montenegro
Morocco
Namibia
Nepal
Netherlands
New Caledonia
New Zealand
Nigeria
Norway
Oman
Pakistan
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Romania
Russian Federation
Rwanda
Saint Kitts and Nevis
Samoa
Saudi Arabia
Serbia
Seychelles
Singapore
Slovakia
Slovenia
South Africa
Spain
Sri Lanka
Suriname
Sweden
Switzerland

Taiwan, Greater China
 Thailand
 The former Yugoslav Republic of Macedonia
 Trinidad and Tobago
 Tunisia
 Turkey
 Uganda
 Ukraine
 United Arab Emirates
 United Kingdom of Great Britain and Northern Ireland
 United Republic of Tanzania
 United States of America
 United States Virgin Islands
 Uruguay
 Venezuela (Bolivarian Republic of)
 Viet Nam
 Zambia

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	At Marriott, the President and Chief Executive Officer (CEO) is responsible for climate-related issues through leadership of the company's sustainability and social impact platform, Serve 360. Marriott's President and CEO is a member of the Serve 360 Executive Leadership Council which meets twice per year to discuss sustainability-related investment decisions and to analyze recommendations, and reviews the quarterly Serve 360 Scorecards which report progress against goals, including GHG emissions targets.

C1.1b

(C1.1b) Provide further details on the board’s oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	Monitoring and overseeing progress against goals and targets for addressing climate-related issues	Our Board of Directors oversees management and, through this oversight, enhances the long-term value of the company. A formal infrastructure of a range of councils comprised of executives and associates (assisted by external experts) guides us in making everyday decisions that affect our work environment, our sustainability and social impact practices and our business strategy. The Serve 360 Report is shared with the board annually and includes progress against goals.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify (CFO, Continent/Regional Presidents and other C-suite executives acting in concert as the Serve 360 Executive Leadership Council)	Both assessing and managing climate-related risks and opportunities	Annually
Sustainability committee	Both assessing and managing climate-related risks and opportunities	Annually

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

Marriott's Serve 360 Executive Leadership Council (Serve 360 is Marriott's sustainability and social impact platform)

The Serve 360 Executive Leadership Council is chaired by the Global Officer Communications & Public Affairs and the Global Officer of Operations and includes the CEO, the Presidents of each regional business division (Americas, Asia Pacific, Canada, Caribbean/Latin America, Europe, Middle East/Africa) and C-level executives representing each global discipline, including Brand, Design, Development, E-Commerce, Finance, Human Resources, IT, Legal, Marketing, Sales, Owner/Franchise Services, Global Operations (co-Chair), and Global Communications and Public Affairs (co-Chair). This representation ensures that every functional discipline within Marriott is involved in guiding and implementing the sustainability and social impact strategy. It also ensures that as climate-related issues arise, they are assessed by the relevant business functions. The participation of the Presidents and the accountability to the quarterly Serve 360 Scorecards help drive performance across the portfolio of properties.

This governance model combines the strategic insights of corporate leadership in every function with the global leaders of our core business structure. The Serve 360 Executive Leadership Council provides strategic direction and makes investment decisions to guide achievement of the Serve 360 sustainability and social impact goals. These goals include reducing the company's environmental impacts, sourcing responsibly, and building and operating sustainable hotels – all of which are climate-related issues. The Serve 360 Executive Leadership Council helps manage Marriott's response to climate-related issues by setting specific and material targets (e.g., carbon intensity reduction, renewable energy) and by investing in programs. This council meets twice per year to discuss Serve 360-related investment decisions and analyze recommendations from the Serve 360 Advisory Council. The council also provides an annual update to the Board of Directors, along with reviewing the quarterly Serve 360 Scorecards which measure progress against these goals.

Serve 360 Advisory Council

The Serve 360 Advisory Council consists of direct reports of C-suite executive leaders, representing each global discipline, as well as the operations and human resources leaders in each continent. This council meets four times per year to ensure the company is on track with its Serve 360 goals, provides updates and learnings on major initiatives in each continent and discipline, assesses strategies and recommendations for improvement, and develops recommendations for the Serve 360 Executive Leadership Council. The Serve 360 Advisory Council helps to develop the regional and global Serve 360 Scorecards each quarter, which track progress against the company's sustainability and social impact goals, including greenhouse gas emissions reduction targets, waste reduction, and water use. In addition, the Serve 360 Advisory Council drives employee engagement in the strategy through identification and support of over 10,000 associates who serve as Serve 360 champions across the organization.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

Yes

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Who is entitled to benefit from these incentives?

Other, please specify (VPs)

Types of incentives

Monetary reward

Activity incentivized

Emissions reduction target

Comment

MBOs (Management By Objectives)– Compensation is linked to performance. Marriott's Vice President, Sustainability and Supplier Diversity has MBOs related to our sustainability initiatives.

Who is entitled to benefit from these incentives?

Other, please specify (VPs)

Types of incentives

Monetary reward

Activity incentivized

Energy reduction target

Comment

MBOs – same as above. Our Global Vice President of Engineering and our Vice Presidents of Engineering at the regional level have energy and water reduction goals, both for annual and long-term targets.

Who is entitled to benefit from these incentives?

Energy manager

Types of incentives

Monetary reward

Activity incentivized

Energy reduction target

Comment

MBOs – same as above. Our Senior Director of Global Engineering and our Senior Directors of Engineering at the regional level have energy and water reduction goals, both for annual and long-term targets.

Who is entitled to benefit from these incentives?

Environment/Sustainability manager

Types of incentives

Monetary reward

Activity incentivized

Behavior change related indicator

Comment

MBOs – same as above. Marriott's Vice President, Directors, and Managers of Social Impact, Vice President and Managers of Sustainability & Supplier Diversity, and Director of Sustainability have MBOs related to development and implementation of goals, strategies, conservation projects, stakeholder engagement and sustainability reporting & programming.

Who is entitled to benefit from these incentives?

Facilities manager

Types of incentives

Monetary reward

Activity incentivized

Energy reduction target

Comment

MBOs – same as above. Our property Directors of Engineering and many of our General Managers have MBOs related to property performance against goals. Engineering managers are also incentivized through recognition of the winners of the global game competition for operational excellence.

Who is entitled to benefit from these incentives?

Other, please specify (Business Councils)

Types of incentives

Recognition (non-monetary)

Activity incentivized

Behavior change related indicator

Comment

Quarterly and annual awards recognize performance. Marriott has 98 Business Councils comprised of Hotel General Managers and other field leaders in key markets around the world focused on driving sustainability and social impact, government relations and culture.

Who is entitled to benefit from these incentives?

Other, please specify (Hotels)

Types of incentives

Recognition (non-monetary)

Activity incentivized

Efficiency project

Comment

Hotels receive internal and external recognition for performance against sustainability goals and for innovative projects which help meet our sustainability targets.

Who is entitled to benefit from these incentives?

Other, please specify (Hotel owners)

Types of incentives

Recognition (non-monetary)

Activity incentivized

Emissions reduction target

Comment

Our hotel partners receive internal and external recognition during Marriott owner/franchisee conferences for supporting sustainability and social impact projects which help meet our Serve 360 goals.

C2. Risks and opportunities

C2.1

(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.

	From (years)	To (years)	Comment
Short-term	1	2	Business practice time horizons vary by discipline. For example, Global Development might use different time horizons than property managers. The horizons defined here for assessing climate-related risks and opportunities primarily reflect hotel operations and the activities of the Serve 360 Executive Leadership Council. Annual energy and water audits help identify opportunities to perform against goals and asset management systems track preventative maintenance and capital expenditure plans in short-term time horizons. The Serve 360 Executive Leadership Council reviews the quarterly Serve 360 Scorecards to assess performance against targets, including emissions.
Medium-term	3	5	Assessing medium-term risks and opportunities, includes activities such as monitoring proposed legislation or emerging technologies. The Serve 360 Executive Leadership and Advisory Councils develop mitigation strategies as needed to correct performance against targets. Global engineering leaders develop strategies, partnerships and business case proposals for hotel owners to help drive resource efficiency and conservation at properties.
Long-term	6	10	At the property level, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impacts and efficiency. The planning process conducted by the hotel management team with building owners includes consideration of property enhancements such as roof insulation/reflectivity, demand control ventilation, and building automation systems integration that could increase the ability of the hotel to address climate impacts. Most of our Serve 360 targets were established for the ten-year timeframe from 2016 to 2025, helping us envision how we want to develop responsible business practices to meet climate change risks.

C2.2

(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

C2.2a

(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Six-monthly or more frequently	>6 years	Monitoring of risks and opportunities related to climate change occurs at regular intervals and levels dependent upon the nature of the risk. Property performance data related to energy and water consumption is monitored monthly and reported quarterly and annually. Serve 360 Scorecards (global and for each region) are reviewed quarterly by the Serve 360 Executive Leadership Council and the Advisory Council. Risks and opportunities related to regulation, customer preference and corporate reputation are evaluated regularly by relevant departments. At the property level, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impacts and efficiency.

C2.2b

(C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.

Risk Identification at the Company Level

Marriott's Internal Audit discipline coordinates an annual Enterprise Risk Assessment process through which senior leadership identifies the top business and emerging risks facing the company, along with key mitigating action plans for addressing those risks. The results of this process are reported to the board of directors. Materiality and priorities for addressing these risks are determined within the context of corporate business strategy. The safety and security of our guests, associates, and visitors are our highest priorities, along with protecting the value of the investments made by our business partners and stakeholders by preventing, mitigating, and responding to interruptions to normal business operations. Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties. This asset-light business model reduces Marriott's exposure to climate-related risks to asset ownership. However, risk management on behalf of owners of our managed properties is integral to our value as hotel operators as is the approach of developing processes that our franchisees can use to identify risks. In defining and prioritizing climate-related risks, we focus on those relevant to hotel and corporate operations, as well as those connected with consumer preferences and our reputation.

Acute physical climate-related risks, such as severe weather events, are managed and updated annually through our enterprise-wide approach to business continuity planning, including risk identification, readiness, response, and recovery relative to operational disruptions. Our corporate risk department develops and updates policies for insurance coverage for both owners and franchisors, as well as business interruption coverage for our operations in regions prone to events such as tropical storms, flooding, and wildfires.

Identification of transition and chronic physical climate-related risks and assessing the degree to which they could affect Marriott's business is integrated into the governance structure of and the materiality assessments which underpin our sustainability and social impact platform, Serve 360. Additionally, Global Engineering is working in concert with Risk Management and external partners to evaluate and address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience across the global portfolio of properties.

Marriott also gathers information from a broad array of external sources, such as insurance partners, NGOs, governments, industry organizations, corporate customers, consultants, thought leadership forums, and others to help inform risk assessment.

Risk Identification at the Asset Level

Key structures, tools, and processes help identify risks and opportunities at the continent, brand and property level:

- Marriott Environmental Sustainability Hub (MESH) – a global utility consumption tracking and reporting platform that is a brand standard across all managed and franchised hotels (with some minor exceptions per specific management/brand agreements). MESH provides carbon, energy, water, and waste footprint data across the global portfolio, in addition to collecting qualitative information on property sustainability efforts and initiatives through MESH's Sustain Responsible Operations (SRO) Tracker. The SRO Tracker also enables properties to provide ongoing updates related to property-level improvements, changes, opportunities, and/or exposure to risks and impacts from climate change. As of year-end 2018, MESH processes over 1.5 million data points annually and has over 15,000 users.
- Transcendent is a web-based enterprise asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans, and rolls data up at the country, continent and corporate level. This tool is a brand standard for managed properties and is utilized by multiple disciplines throughout the organization.
- At the property level, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impacts and efficiency.

Definition of substantial financial or strategic impact

Marriott does not use a single definition of or financial threshold for "substantive impact" in its risk assessment process. Material risks are those that could adversely impact our business, shareholder value, and reputation. Risks are reviewed annually by the top 250 executives across the company, as well as by the board of directors. All of the risks evaluated may be considered to have the potential for substantive impact, and as a part of the annual review, the risks are prioritized, and data is gathered about current and long-term mitigation efforts, challenges, and performance tracking mechanisms.

C2.2c

(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations. For example, building codes often stipulate and/or prohibit a specific type of lighting. Before a hotel opens, this information would be factored into design and construction. The impact of new legislation on existing properties would be included in the annual capital planning process.
Emerging regulation	Relevant, always included	Relevant departments at Marriott work with property managers and owners to ensure that our properties are aware of proposed/emerging regulations, especially those that might impact HVAC systems or other valuable building assets. This process varies across the global portfolio and relevant government entities. Our global design team relies on local input to determine the impact of changing codes on our design standards.
Technology	Not relevant, explanation provided	At the current time, the transition to lower-emissions technology does not present a risk to our business as it might to other sectors. New technology can represent an opportunity to reduce emissions from lodging operations, such as room occupancy sensors.
Legal	Not relevant, explanation provided	At the current time, Marriott does not anticipate exposure to climate-related litigation.
Market	Relevant, always included	We encounter strong competition both as a lodging operator and as a franchisor. We compete against lodging operators and other competitors for guests in many areas, including brand recognition and reputation, location, guest satisfaction, room rates, and quality of service. Group business customers, those hosting meetings at our hotels, and others may increasingly factor climate change considerations into their travel decisions. Our ability to be seen as an environmentally sustainable lodging option will be another factor in market competition. The Serve 360 Scorecards have increased collaboration among business disciplines to address these risks. For example, engineering and finance jointly assess the business value of renewable energy purchases, or in conjunction with the sales and sustainability teams, sustainable building certifications.
Reputation	Relevant, always included	Many factors also can influence our reputation and the value of our brands, including the availability and management of scarce natural resources and the effectiveness of business continuity planning in responding to disruptive events. There are reputational risks and opportunities involved in our ability to meet the commitments made in our sustainability strategy, including reducing the company's environmental impacts, sourcing responsibly, building and operating sustainable hotels and investment in natural capital projects. Increased interest on the part of the investment community and other stakeholders supports many of our efforts to assess aspects of our operations through the lens of sustainability and social impact, and our commitment to reporting through the CDP and other platforms.
Acute physical	Relevant, always included	Risks relating to natural disasters, including hurricanes, drought, and wildfires can reduce the demand for lodging and cause property closures, which adversely affects our business. The safety and security of our guests, associates, and visitors are among our highest priorities, along with protecting the value of the investments made by our business partners and stakeholders by preventing, mitigating, and responding to interruptions to normal business operations, such as those resulting from extreme weather events. It is our policy to maintain an enterprise-wide approach to business continuity planning, including risk identification, readiness, response, and recovery relative to operational disruptions resulting from adverse events. As the frequency and severity of extreme weather events increases, Marriott is developing strategies, programs, and trainings to promote building and operational resilience across the global portfolio of properties. Depending upon the nature of the risk exposure, this resiliency program might influence changes in the building envelope or other structural aspects or may involve the implementation of automated weather alerts or specialized property manager training.
Chronic physical	Relevant, always included	Risks relating to ongoing and chronic changes to the climate such as mean temperature increases or extreme variations in weather can present challenges to facilities management, especially HVAC systems. Our asset management platform, Transcendent, and property-level, annual, ten-year capital planning helps assess property resilience in changing climate conditions. As the overall building resilience program is developed, the recommendations will be integrated into Transcendent.
Upstream	Relevant, always included	We work with our global supply chain partners to address risks and to help advance sustainability in the hospitality supply chain, especially in our top procurement categories. The size and scale of procurement across the portfolio helps mitigate some risks (such as pricing and availability) and creates opportunities for Marriott to influence the development of sustainable solutions for FF&E (furniture, fixtures and equipment) and OS&E (operating supplies and equipment) supply chains. For example, Marriott is in the process of replacing small toiletry bottles in the guestroom showers with larger, pump-topped bottles, beginning in our select-service hotels.
Downstream	Relevant, always included	Our material risks in this category include waste from hotel operations. As part of our Serve 360 Goals to Sustain Responsible Operations, we have set targets to reduce overall waste to landfill and food waste. We are working with World Wildlife Fund to develop methods to reduce and monitor food waste, and we are incorporating waste metrics into the Marriott Environmental Sustainability Hub (MESH).

C2.2d

(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.

Similar to our process for identifying and assessing climate-related risks, Marriott's process for managing those risks and opportunities depends upon the nature and scale of the risk. Materiality and priorities for addressing these risks are determined within the context of corporate business strategy and our ongoing responsibility to respond when necessary to natural events such as cyclones, floods, and drought. Marriott's Business Continuity Program, which oversees the response to adverse events such as those presented by climate change is managed by multiple departments: The Business Continuity Office (BCO) within Global Finance, Risk Management, and the Business Recovery Services (BRS) office, within IT Delivery. These departments endorse the mitigation of business continuity risks. Guidance and oversight are provided by the Business Continuity Oversight Committee, as Chaired by the Controller and Chief Accounting Officer.

The long-term management of chronic physical and transition climate-related risks and opportunities is ultimately led by the Serve 360 Executive Leadership Council but is the ongoing responsibility of each hotel and the various discipline teams within Marriott that support the properties, including the engineering leaders, the continental business leaders, and property managers. The Serve 360 Executive Leadership Council provides an annual update to the Board of Directors, who is responsible for oversight of the company's long-term plans and annual budgets.

Going forward, Marriott is developing a building resiliency initiative to evaluate and address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience across the global portfolio. This initiative will be led by Global Engineering and Facilities, which has ultimate responsibility to develop and implement programs at properties but will also include Risk Management and Global Design.

Transition Risk Example

We manage transition risks such as carbon or energy taxes through various strategies, including excellence in energy management and energy efficiency, capitalizing on dynamic purchasing in deregulated markets to lower costs (which can offset tax increases), and sourcing with renewable energy where available. In the UK, where the CRC (Carbon Reduction Commitment) Energy Efficiency Scheme levies a cost against greenhouse gas emissions, our Area Engineering Directors work with properties to increase energy efficiency. The use of combined heat and power (CHP) plants offsets emissions and reduces the burden of the scheme, so Marriott works with owners to install CHPs and works with energy managers to quantify the offsets, reducing the regulatory burden on properties.

Chronic Physical Risk Example

Rising mean average temperatures is a risk managed similarly through excellence in energy management and energy efficiency. The climate has an enormous impact on energy use at our hotels. From design standards and construction, operations management, capital planning and project management services, the annual 10-year property-level capital expenditure planning and budgeting, and retro-commissioning studies, Marriott manages the operational risks associated with rising mean temperatures. The investment in our global utility platform, MESH (Marriott Environmental Sustainability Hub), both in creating the platform and ongoing data validation efforts, provides visibility into utility use and weather impacts across the Marriott portfolio. Our sustainability initiatives include programs to mitigate the impact of a warming climate on our communities and natural capital resources. An example of this is the evaluation of fuel source mixtures in regions with higher carbon intensities and adjusting based on the overall impact.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your

business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Policy and legal: Increased pricing of GHG emissions

Type of financial impact

<Not Applicable>

Company- specific description

Some governments have taxes designed to encourage companies to reduce greenhouse gas emissions and energy consumption, including the UK CRC Energy Efficiency Scheme. Currently these tax rates vary widely across types and use of fuel both within and across countries. The current impact of these types of taxes is greater for our operations outside the United States.

Time horizon

Current

Likelihood

Very likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1990000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Carbon and fuel taxes are responsible for moderate increases in energy expenses in the regions where they have been enacted, such as the U.K. For the most recent tax year (April 2017 to March 2018), the obligation for the owners of properties managed by Marriott under the UK CRC Energy Efficiency Scheme was 1,562,077 GBP, or 1.99 million USD.

Management method

Marriott remains focused on reducing energy consumption. Energy conservation helps mitigate the risks posed by fuel and carbon taxes. Pull-through of our strategy at the property-level drives results, and our support for each hotel is tailored to the characteristics of the property, its location and our partnership with the property owner. We have deployed tools and technology such as MESH (Marriott Environmental Sustainability Hub) and the Transcendent asset management platform, which help facilitate implementation of conservation projects. Our engineering leaders in Europe, where this tax is levied, leverage strategic partnerships across countries, work with utility partners to identify rebates and incentives to develop attractive ROI for owners and explore innovative ways to approach conservation for our many properties already operating at high efficiency. For example, in 2018, a new combined heat & power plant was installed at the Newcastle Metro Marriott in the UK. The energy efficiency savings from the co-gen plant are assessed and reported, resulting in an offset of carbon tax obligations.

Cost of management

30000

Comment

The cost of management listed covers external costs for reporting obligations under the CRC. Financial investments in energy efficiency vary by installation type and government incentives, but these projects have a typical payback period of 1-3 years. CHP plants help offset the costs of the CRC in the UK by reducing emissions. The payback timeframe for a CHP varies by installation but can be as short as 2-3 years.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Physical risk

Primary climate-related risk driver

Acute: Increased severity of extreme weather events such as cyclones and floods

Type of financial impact

Increased insurance premiums and potential for reduced availability of insurance on assets in "high-risk" locations

Also, • Reduced revenues from lower sales/output • Increased operating costs (e.g., inadequate water supply for hydroelectric plants or to cool nuclear and fossil fuel plants)

Company- specific description

More frequent and more severe storms would increase the risk of property damage and might increase related insurance costs or make it difficult to secure insurance. Prolonged property closures reduce revenue.

Time horizon

Current

Likelihood

Very likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Cyclones can endanger our customers, associates and their families and communities, as well as adversely impact our properties. Increased frequency of tropical storms could cause a decrease in business and leisure travel and thus reduce lodging demand. Marriott works with our insurance partners to determine appropriate business interruption coverage for our operations, as well as property coverage for hotel owners. Widespread property destruction would impact the availability of materials and resources, increasing repair costs and timeframes for resumption of operations at affected hotels. We cannot report specific figures, but after the active Atlantic hurricane season in 2017, insurance premiums for hotel operators and owners in the Caribbean and Latin American increased by as much as 100%.

Management method

Marriott has developed procedures and protocols at both the corporate and hotel level to prepare for, mitigate, manage and respond as expeditiously as possible to physical risks such as severe weather and environmental disasters. As part of Marriott's Business Continuity Planning, property-level Emergency Response Plans are developed. These plans are evaluated every year and were refined in 2018 after several severe storms during the 2017 Atlantic hurricane season. Marriott has focused on environmental and climate issues identified as risks as part of its global sustainability and social impact strategy. Marriott works with insurance partners to develop criteria for insurance coverage requirements as part of our management agreements with hotel owners.

Cost of management

0

Comment

The costs of preparing and responding to severe weather events vary by magnitude of the event and market. Costs associated with planning for adverse events and for obtaining adequate insurance coverage are part of normal operations and as such are not separately quantified. Other costs that may arise after storms causing widespread damage relate to disruptions in the labor force, and the costs of recruiting and training new associates to replace those who may have relocated.

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Physical risk

Primary climate-related risk driver

Chronic: Rising mean temperatures

Type of financial impact

Increased operating costs (e.g., higher compliance costs, increased insurance premiums)

Company- specific description

Increasing global temperatures would drive up the energy consumption at our properties, thus reducing profits from operations.

Time horizon

Short-term

Likelihood

Very likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

5000000

Potential financial impact figure – maximum (currency)

10000000

Explanation of financial impact figure

Outside temperatures have a significant impact on energy use in our hotels. It is difficult to estimate the aggregate impact of rising global mean temperatures, since weather patterns and energy costs vary by location. However, if 2018 energy costs had increased by 1% as a result of additional HDD (Heating Degree Days) or Cooling Degree Days (CDD), we estimated that energy costs for our managed and franchised hotels would increase 5-10 million USD. This projection is based on a percentage of the overall energy and water spend globally that was estimated based on the rates paid in various regions.

Management method

Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data management and monitoring systems and new ways of purchasing energy in deregulated markets help us continue to meet the energy challenge. The Engineering Global Leadership Team developed a robust validation approach to ensure that the data in MESH (Marriott Environmental Sustainability Hub) was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. Energy and Environment Action Plan audits enable our property teams to identify and quantify energy reduction opportunities. Property managers select "Signature" projects to target for completion early enough in the year to realize energy and cost savings. In 2018, these investments by Marriott's owners included guest room occupancy sensors, HVAC upgrades and lighting retrofits. In addition, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impact and efficiency. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process.

Cost of management

0

Comment

Costs of management of response to growing temperature extremes are not measurable. Our ongoing energy efficiency efforts are part of our management services. Energy ROI projects usually have a payback timeframe of less than three years. In 2018, Marriott's owners invested almost 33 million USD in energy savings ROI projects at properties managed by Marriott.

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Physical risk

Primary climate-related risk driver

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

Type of financial impact

Reduced revenues from lower sales/output

Also: Increased operating costs (e.g., inadequate water supply for hydroelectric plants or to cool nuclear and fossil fuel plants)

Company- specific description

Changes in precipitation can contribute to increases in wildfires. Changes in weather patterns may impact the desirability of destinations where our operations are located. Drought conditions usually lead to water surcharges or rate increases. Prolonged periods of rain and/or drought could also disrupt the food supply chain, impacting our ability to serve our guests and potentially increasing resource costs.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1789000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Longer dry or wet periods could make some destinations less desirable which might lead to a decrease in the profitability of hotel operations in the affected location, e.g., reduced snowfall in winter sport destinations or threat of wildfires can reduce hotel occupancy. Occupancy and room rates both impact the hospitality performance metric, Revenue Per Available Room (RevPAR). Increases in RevPAR impact revenue that Marriott earns through management fees. Extreme variability in weather patterns could impact RevPAR, although that impact would likely be limited in geographic scale in any given year and decreased occupancy at impacted properties may lead to increase business in others as guests alter travel plans. The potential financial impact figure represents 0.1% of total gross management fees in 2018 (1.789 billion USD as reported in the 10-K).

Management method

From design standards for new hotel construction through operations, Marriott focuses on building and running energy and water efficient hotels. Marriott follows local water restrictions in drought affected regions, and takes other actions including installation of desalination plants where local infrastructure is inadequate to withstand variation in precipitation patterns, and the implementation of operational programming. For example, our linen and terry re-use standards were established to conserve water and energy. And in 2018, we continued to integrate our housekeeping choice programs under the umbrella of the Make a Green Choice (MAGC) program, whereby for each night a guest opts in, they have the opportunity to receive loyalty points or a sustainability offering (i.e. a tree planted on their behalf) at participating hotels.

Cost of management

0

Comment

Resource conservation and compliance with local environmental regulations is part of our normal property management operations, and thus adds no measurable costs. Given the size and geographic distribution of Marriott's hotel portfolio, any anticipated decreases in hotel occupancy or increases in food and beverage costs in specific markets due to the impact of precipitation and droughts would have a low impact on overall profitability. When entire regions are impacted by weather events, such a recent

flooding in India, our associates are often impacted even if the properties are not. Marriott's Business Councils and hotels devote resources to assist associates needing support.

Identifier

Risk 5

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Physical risk

Primary climate-related risk driver

Chronic: Other

Type of financial impact

Increased operating costs (e.g., inadequate water supply for hydroelectric plants or to cool nuclear and fossil fuel plants)

Company- specific description

Temperature extremes would drive up the energy consumption at our properties, thus reducing profits from operations.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

5000000

Potential financial impact figure – maximum (currency)

10000000

Explanation of financial impact figure

Outside temperatures have a significant impact on energy use in our hotels. At many of our properties, energy costs are among the highest line of expenses, and temperature extremes increase the energy load. Heating Degree Days (HDDs) increased by 16% over 2017 for the managed portfolio and Cooling Degree Days (CDDs) increased by 2%. If 2018 energy costs had increased by 1% as a result of the additional HDDs and CDDs, we estimated that energy costs for our managed and franchised hotels would increase 5-10 million USD. This projection is a percentage of the overall energy and water spend globally that was estimated based on the rates paid in various regions.

Management method

(Same as Risk 3, above) Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data management and monitoring systems and new ways of purchasing energy in deregulated markets help us continue to meet the energy challenge. The Engineering Global Leadership Team developed a robust validation approach to ensure that the data in MESH (Marriott Environmental Sustainability Hub) was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. Energy and Environment Action Plan audits enable our property teams to identify and quantify energy reduction opportunities. Property managers select "Signature" projects to target for completion early enough in the year to realize energy and cost savings. In 2018, these projects included guest room occupancy sensors, HVAC upgrades and lighting retrofits. In addition, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impact and efficiency. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process.

Cost of management

0

Comment

Costs of management of response to growing temperature extremes are not measurable. Our ongoing energy efficiency efforts are part of our management services. Energy ROI projects usually have a payback timeframe of less than three years. In 2018,

Marriott's owners invested over 33 million USD in energy savings ROI projects at properties managed by Marriott which should yield over 13 million USD in annual savings.

Identifier

Risk 6

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Market: Changing customer behavior

Type of financial impact

<Not Applicable>

Company- specific description

With growing environmental awareness on the part of many travelers, as well as the focus and stakeholder pressure on businesses to reduce their carbon footprint, hotels need to provide products and services that respond to changing consumer demand. The success of growing our brands through development of new properties and franchises is also linked to our ability to adapt to new market priorities.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Awareness of environmental issues and climate change has grown among our stakeholders, such as Marriott's guests, corporate customers, associates, investors, suppliers, owners, business partners and the communities in which we operate. Amid rising expectations regarding business action and accountability, failure to integrate sustainability across our business could negatively impact Marriott's reputation, brands, and competitive advantage in the industry.

Management method

Marriott is managing risks relating to changing consumer behavior through continual pursuit and refinement of our environmental strategy, stakeholder engagement and comprehensive reporting on sustainability efforts and results. We recognize the need for our corporate customers to reduce their Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy-efficient hotel operations and meetings. In 2018, +\$3B of corporate business customers required us to provide carbon and water footprint data, and \$5B of business travel RFPs required sustainability and social impact fields to be completed.

Cost of management

0

Comment

Our energy-efficiency and water reduction efforts typically have payback timeframes of 3 years or less. We have leveraged our relationship with vendors to provide us cost-neutral, environmentally-sustainable products and services.

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Type of financial impact

Reduced operating costs (e.g., through efficiency gains and cost reductions)

Company-specific description

Sustainable building standards, such as the U.S. Green Building Council's (USGBC) LEED® standards and other national and international standards create opportunities for Marriott to demonstrate leadership in promoting and supporting sustainable hotel development. More efficient buildings reduce operating costs.

Time horizon

Current

Likelihood

Virtually certain

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

New hotels built to LEED® standards have lower operating costs, are more valuable assets to owners, and more appealing to many guests. Marriott's partners bear costs to develop and certify properties.

Strategy to realize opportunity

We support our development partners in pursuing construction of LEED® certified or equivalent buildings and have helped hotels leverage local incentives to obtain certification for existing buildings. New hotels built to LEED® (or equivalent) standards have lower operating costs, are more valuable assets to owners, and more appealing to many guests. By 2025, 650 open or pipeline hotels will pursue LEED® certification or equivalent. The following specific targets will help achieve our goals: » 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, we will partner with owners to develop 250 adaptive reuse projects. As of year-end 2018, 36% of the MI portfolio globally was certified by a third-party sustainability certification. Additionally, we have reached 155 adaptive reuse projects towards our goal of 250.

Cost to realize opportunity

0

Comment

Costs to obtain LEED® or equivalent certifications vary by program/region and are the responsibility of hotel owners. While there may be administrative costs related to sustainable building standards, these costs are usually offset by more significant ROI generated by lower operational costs. These savings, when combined with incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years.

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resilience

Primary climate-related opportunity driver

Participation in renewable energy programs and adoption of energy-efficiency measures

Type of financial impact

Increased reliability of supply chain and ability to operate under various conditions

Company-specific description

As part of our Serve 360 sustainability & social impact goals, Marriott plans to source a minimum of 30% of its overall electricity consumption from renewable energy by 2025. Marriott's ability to run more energy efficient hotels offers the opportunity to outperform competitors through improved energy consumption management at its hotels in a changing climate. The combination of energy efficiency and renewable energy will provide more resilience for operations in a low-carbon future.

Time horizon

Current

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

13500000

Potential financial impact figure – maximum (currency)

26500000

Explanation of financial impact figure

Reductions in energy intensity of even 1 percent in a region such as the Americas would yield significant energy savings for hotels owners in the aggregate. This range of figures was calculated over multiple years and does not necessarily represent actual results in a given year. Transitioning to renewable energy and continued focus on energy efficiency will help Marriott avoid costs related to energy consumption and carbon taxes.

Strategy to realize opportunity

Marriott has invested in enterprise data platforms to track energy use and carbon emissions and is integrated into the asset management system that tracks capital expenditures, preventative maintenance, project implementation, etc. Leveraging these platforms fully will allow better insight into the factors that drive efficient performance and control emissions. Marriott Environmental Sustainability Hub (MESH) is a global utility consumption tracking and reporting platform that was launched in 2017 to provide carbon, energy, water, and waste footprint data across the portfolio. During 2018, the Engineering Global Leadership Team (GLT) focused on data quality and integrity. As part of this process, the team developed a robust validation approach to ensure that the data in MESH was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. Transcendent is a web-based enterprise asset management tool that tracks a property's preventative maintenance status, projects and capital expenditure plans, and rolls data up at the country, continent and enterprise level.

Cost to realize opportunity

0

Comment

Our ongoing energy efficiency efforts are part of our management services to owners, and an integral part of our Serve 360 sustainability goals; as such these costs are not discreet and reportable on an annual basis.

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Shift in consumer preferences

Type of financial impact

Better competitive position to reflect shifting consumer preferences, resulting in increased revenues

Company-specific description

With growing environmental awareness on the part of many travelers and expectations on many other businesses to reduce their travel-associated carbon footprint, hotels providing products and services that respond to changing consumer demand are better positioned to achieve business goals. The success of growing our brands through development of new properties and franchises is also linked to our ability to adapt to shifting market preferences.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1789000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Occupancy and room rates both impact a common hospitality performance metric, Revenue Per Available Room (RevPAR). Increases in RevPAR impact the revenue that Marriott earns through base management fees. Shifts in customer preferences would impact RevPAR, driving up revenue. As reported in Marriott International's 10-K annual filing for 2018, comparable worldwide systemwide RevPAR increased 2.6% over 2017, resulting in a \$28 million increase in base management fees. The potential financial impact figure represents 0.1% of total gross management fees in 2018 (1.789 billion USD as reported in the 10-K).

Strategy to realize opportunity

To respond to changing market forces influenced by climate change, we strive to demonstrate how responsible hotel management can be a positive force for the environment, and to share our progress with stakeholders. All properties will have a Serve 360 section on the Marriott.com website with hotel impact metrics by 2020. We recognize our corporate customers' efforts to reduce Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy efficient hotel operations and meetings. We report our customer's carbon and water footprints across their hotel stays twice per year to over 60 global customers valued at over \$3B. We also provide this data proactively as part of the RFP process for over 5000 RFPs valued at over \$5B in revenue. In 2018, we continued to integrate our housekeeping choice programs under the Make a Green Choice (MAGC) program in which guests can receive loyalty points or a sustainability offering. In the U.S., guests at participating hotels can have a tree planted on their behalf by the Arbor Day Foundation for each night they opt into MAGC. In 2018, guests helped us plant more than 29,000 trees across the U.S., and an additional 25,000+ tree were planted in Canada in partnership with participating Canadian hotels and WEARTH. Sustainable Buildings: We are working to get 100% of the portfolio sustainably certified by 2025 so that our customers have 3rd party verification of our sustainability efforts.

Cost to realize opportunity

Comment

We have leveraged our relationship with vendors to provide us cost-neutral, environmentally sustainable products and services. The anticipated payback timeframe for LEED® prototypes is two to six years depending on federal and local government incentives. We ended 2018 with 36% of the global portfolio sustainably-certified.

C2.5**(C2.5) Describe where and how the identified risks and opportunities have impacted your business.**

	Impact	Description
Products and services	Impacted for some suppliers, facilities, or product lines	Opportunity: Shift in Consumer Preferences We share property-level environmental information with our guests, meeting planners, and customers on our brand channels, via RFPs, and in our centralized database, which feeds over 40 booking systems. We offer environmental metrics to business travel buyers and meeting planners with customized carbon and water footprint data. Many of these buyers and planners have included our hotels in their preferred programs because of the detailed data provided. In 2018, +\$3B of corporate business customers required us to provide impact reports with carbon and water footprint across their previous stays with us.
Supply chain and/or value chain	Impacted for some suppliers, facilities, or product lines	Risk: Increased severity of extreme weather events such as cyclones and floods Severe weather events can impact our suppliers as well as our properties. Given the size and geographic distribution of our portfolio, it is unlikely that weather events would create a significant impact on our overall business. We have a large, diversified supply chain, and can source replacement supplies as needed. Properties affected by rising supply costs might realize a decrease in management incentive fees.
Adaptation and mitigation activities	Impacted	Risks and Opportunities relating to resource efficiency Marriott's expertise in creating operational efficiencies that deliver natural resource savings is a hallmark of responsible operations. Energy conservation helps mitigate the risks posed by fuel and carbon taxes, as well as increases in temperature extremes. As we work with owners to design and build new hotels and improve existing properties, we are helping to reduce the environmental footprint of the built environment.
Investment in R&D	Impacted	Risks and Opportunities related to consumer preference and behavior Marriott conducts research & development of products and services, and how best to meet our corporate customers' needs for sustainable meeting services and access to business travel-related emissions data.
Operations	Impacted for some suppliers, facilities, or product lines	Physical climate risks With regard to extreme weather events, Marriott properties have developed Business Continuity Plans to prioritize the safety and security of our guests and associates. These plans guide necessary repairs and/or reconstruction to return properties to operating condition. Marriott requires comprehensive property and liability insurance policies for our managed, leased, and owned properties with coverage features and insured limits. In the event of prolonged property closures for repairs, such as those after Hurricanes Irma and Maria, Marriott's revenue will be reduced through the loss of anticipated management fees. When lasting damage to local economies occurs, Marriott's ability to hire and retain talent to staff our hotels is impacted. The impact of regulation in the form of carbon taxes was most clearly shown in the UK, where Marriott properties were assessed almost 2 million USD under the Energy Efficiency Scheme.
Other, please specify	Please select	

C2.6

(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.

	Relevance	Description
Revenues	Impacted	Under our business model, we typically manage or franchise hotels, rather than own them. We earn base management fees and in many cases incentive management fees from the properties that we manage, and we earn franchise fees on the properties that others operate under franchise agreements with us. In most markets, base management and franchise fees typically consist of a percentage of property-level revenue, or certain property-level revenue in the case of franchise fees, while incentive management fees typically consist of a percentage of net house profit after a specified owner return. Our expertise in implementing projects that create operational efficiencies, including energy and water savings, help lower operating costs and offset risks related to higher costs from carbon taxes. Through the incentive fee agreements, Marriott can increase its own revenue as a result of increasing net house profit in the managed portfolio. Additionally, successfully addressing reputational risks and opportunities can increase market share through attracting additional guests and group business customers and our ability to secure additional management and franchise contracts. The impact of the risks reported is considered to be low to medium as they relate to revenue.
Operating costs	Impacted for some suppliers, facilities, or product lines	Our commitment to sustain responsible operations includes energy and water conservation and related operational targets for all the hotels in our portfolio, helping to address both the physical climate and transition risks identified, including those relating to increasing energy and water costs. As of YE 2018, approximately one percent of the total rooms in the global portfolio were in properties that are owned/leased by Marriott. In the case of these lodging properties, as well as corporate offices (“above property” facilities), our expertise in implementing operational efficiencies helps reduce our own operating costs. Our focus on sustainability and social impact helps us recruit and retain associates, which helps lower labor costs. The impact of the risks reported is considered to be low as they relate to operating costs.
Capital expenditures / capital allocation	Impacted	Throughout 2018, Marriott invested considerable social capital in the integration of the Serve 360 sustainability and social impact platform across the portfolio. These expenditures related to employee and customer engagement, developing accountability structures and expanding reporting capabilities to make progress against our Serve 360 goals, including greenhouse gas emissions targets. We invested in our utility tracking platform, Marriott Environmental Sustainability Hub (MESH), to give us greater insight into our performance against our targets and the impact of climate-related risks such as rising mean temperatures and temperature extremes. The impact of the risks reported is considered to be low as they relate to capital expenditures.
Acquisitions and divestments	Impacted for some suppliers, facilities, or product lines	Marriott’s integration of Starwood continued throughout 2018. Relevant to our climate-related risks and opportunities, integration activities included incorporation of legacy-Starwood properties into our utility data and asset management platforms. While the acquisition itself was not impacted by identified risks and opportunities, the potential impact of those risks and opportunities is amplified by the expansion of the portfolio. For example, the obligation of Marriott properties under the UK’s CRC Energy Efficiency Scheme increased by approximately 90,000 USD. Additionally, as we seek to reduce the owned/leased portfolio by transitioning to long-term management contracts, the resource efficiency of our properties will make them more attractive for potential owners. The impact of the risks reported is considered to be low as they relate to acquisitions and divestments.
Access to capital	Not impacted	We believe our access to capital markets, together with cash we expect to generate from operations, remain adequate to meet our short-term and long-term liquidity requirements, finance our long-term growth plans, meet debt service, and fulfill other cash requirements. We do not anticipate that the climate-related risks we have identified will impact access to capital.
Assets	Not impacted	Our business model is fee-based and asset-light. The percentage of rooms in hotels that we own or lease is only about one percent of our global portfolio. We anticipate minimizing capital invested in our business through asset sales subject to long term operating or franchise agreements.
Liabilities	Not impacted	Litigation claims/related liabilities are not considered to pose a risk to our business, as our industry is not carbon-intensive when compared with other sectors. Liabilities related to carbon taxes have thus far been quite low.
Other	Please select	

C3. Business Strategy

C3.1

(C3.1) Are climate-related issues integrated into your business strategy?

Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?

No, but we anticipate doing so in the next two years

(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.**i. A company-specific explanation of how business objectives and strategy have been influenced by climate-related issues;**

From design to the guest experience, sustainability is embedded into our business strategy. We collaborate with

our associates, hotel owners, franchisees, brands, suppliers, business partners, customers and guests to actively reduce the environmental impact of and risk to our business by constructing and operating sustainable hotels. Marriott's business ambition is to lead the global hospitality industry by providing unparalleled choice and service for our guests, opportunities for our associates and communities, and financial benefits for our owners, franchisees, and shareholders. We believe Marriott offers the largest range of brands and properties of any lodging company in the world. Our business is built on relationships and the core value of "serving our world." Our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, continues the company's 90+ year commitment to making a positive and sustainable impact wherever it does business. Moreover, sustainable and responsible hotel operations are a business priority - we mitigate risk and realize costs savings and brand recognition by delivering sustainable lodging facilities and event services and supporting the resiliency and sustainable development of the communities where we operate.

Climate-related issues have impacted hotel operations, business continuity planning, design standards and hotel development. We face risks related to global temperature changes and extremes which help drive our energy efficiency efforts. Given the potential for extreme weather to disrupt travel and damage property, measures taken to reduce climate change impacts have demonstrable business value. Sustainability priorities for the built environment influence our strategy across disciplines. We will incorporate LEED certification or equivalent into our building design and renovation standards by 2020, and we have also set a target to partner with owners to develop 250 adaptive reuse projects by 2025.

ii. Explanation of whether your business strategy is linked to an emissions reductions target or energy reduction target;

Marriott's Serve 360 sustainability & social impact goals for 2025 include a target of reducing emissions intensity 30% from 2016. In addition, several other targets relate to greenhouse gas emissions, such as reducing waste to landfill by 45% (on an intensity basis from 2016 baseline) and food waste by 50% and achieving a minimum of 30% renewable electricity use. Following a commitment made by our President and CEO, Serve 360 Scorecards have been established for each regional operating group to monitor performance against our targets. These scorecards are completed and reviewed quarterly by the Serve 360 Executive Leadership Council and Advisory Council members, as well as discipline leaders around the world. We remain focused on energy efficiency and setting energy-intensity goals for individual properties to support targets for our regional operating groups. On an ongoing basis, the Global Engineering and Facilities Management team communicates with regional engineering leaders about strategy, best practices and the most effective levers to drive progress in both energy efficiency and emissions reductions.

iii. What have been the most substantial business decisions made during the reporting year that have been influenced by the climate change driven aspects of the strategy (e.g. investment, location, procurement, mergers and acquisitions (M&A), research and development (R&D)).

Throughout 2018, global integration of and engagement with the Serve 360 platform was a primary focus across the company, from design and development through operations, to global supply chain networks and partnerships with owners and franchisors. Regional teams help to prepare the Serve 360 Scorecards, which track goals and performance across each regional operating group. The quarterly Scorecards are then distributed to both the Serve 360 Executive Leadership and Advisory Council members. This accountability helps coordinate strategy development and implementation across disciplines to ensure that progress is made towards our GHG emissions target and other sustainability and social impact goals.

Significant resources were dedicated to engaging all aspects of the business and relevant stakeholders in shifting the way we understand and talk about sustainability to be inclusive of the environment and our communities, focusing our efforts on the resiliency of both. Our sustainability and social impact teams had well over one hundred engagements with internal and external audiences with the goal of embedding Serve 360 in our culture, business practices and strategic partnerships.

We continue to make natural capital investments that help to mitigate the impacts of climate change and natural disasters. In late 2018 we laid the groundwork to join a Clinton Global Initiative commitment to action, in partnership with the Clinton Giustra Enterprise Partnership, Walmart, Avendra, and World Central Kitchen to research the potential for increased procurement from local farmers in Puerto Rico. This research project continues Marriott's efforts to support long-term economic recovery in Puerto Rico and advances our Serve 360 goal to locally source 50% of all produce, in aggregate, by 2025.

In 2018, we collaborated with World Wildlife Fund to establish a methodology for tracking and reducing food waste. The collaboration included data gathering, analysis and policy development.

We continued integration of legacy-Starwood properties into the Marriott portfolio in 2018. This integration included weaving together the best sustainability practices of both and creating a single platform to collect and report data to assess progress against our carbon, water and waste goals. Marriott has consolidated the systems that maintain and monitor our global utility data and environmental metrics into one platform, the Marriott Environmental Sustainability Hub (MESH) which is built on Schneider Electric's Resource Advisor platform. Considerable resources were devoted to gathering and validating utility data across the global portfolio, processing over 1.5 million data points in MESH. As a result of this investment in 2018, the number of sites with validated utility data in MESH increased by over 50%. The investment in developing MESH and rolling it out to the portfolio improves data accessibility and quality, ensuring that accurate data supports timely and appropriate decisions with respect to emissions, energy, water, and waste.

C3.1g

(C3.1g) Why does your organization not use climate-related scenario analysis to inform your business strategy?

We have conducted extensive stakeholder engagement with group customers, property owners, industry partners and NGOs, and studied ESG analyst assessments, to help define the materiality of our sustainability and social impact platform, Serve 360. Prioritization of risks and opportunities related to climate change was part of the process of developing our Serve 360 goals. As we continue to refine the strategy to achieve those goals, we will employ relevant analyses. For example, we worked with Engie to gather comprehensive data from the hotels in our managed portfolio to identify the most important levers to push to drive success for our 2025 greenhouse gas emissions and water targets. We participate in a variety of industry working groups and roundtables that consider material risks and opportunities for the hospitality sector, helping to establish common metrics and goals, such as those launched by the International Tourism Partnership (ITP) in 2017. Like ITP, we support establishing emissions targets to scale for our industry, and as such have begun to analyze the opportunity to set a science-based target.

We are using the 2°C Scenario to model and evaluate a science-based emissions reductions target, using the pathway modeled for the Service Buildings sector of Sectoral Decarbonization Approach (SDA). SDA approach requires inputs for area growth, which we are still in the process of projecting for the longer-term. The future calculations and modeling will also be based on the more accurate utility data that we have established in the Marriott Environmental Sustainability Hub.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Scope

Scope 1+2 (location-based)

% emissions in Scope

100

Targeted % reduction from base year

30

Metric

Metric tons CO₂e per square meter*

Note, the denominator in Marriott's intensity metric is square meters of conditioned space.

Base year

2016

Start year

2016

Normalized base year emissions covered by target (metric tons CO₂e)

0.1279

Target year

2025

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

% of target achieved

14

Target status

Underway

Please explain

Marriott has reduced emissions per conditioned square meters in its managed portfolio by 4.2% since 2016.

% change anticipated in absolute Scope 1+2 emissions

2.5

% change anticipated in absolute Scope 3 emissions

0

Target reference number

Int 2

Scope

Scope 3: Franchises

% emissions in Scope

100

Targeted % reduction from base year

30

Metric

Metric tons CO₂e per square meter*

Note, the denominator in Marriott's intensity metric is square meters of conditioned space.

Base year

2016

Start year

2016

Normalized base year emissions covered by target (metric tons CO2e)

0.1118

Target year

2025

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

% of target achieved

11

Target status

Underway

Please explain

Marriott has reduced emissions per conditioned square meters in its franchised portfolio by 3.34% since 2016.

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

7.75

C4.2**(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.****C4.3****(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

C4.3a**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*	13	2552
Implementation commenced*	136	22943
Implemented*	1074	133260
Not to be implemented		

C4.3b**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.****Initiative type**

Energy efficiency: Building services

Description of initiative

Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

34520

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

4817800

Investment required (unit currency – as specified in C0.4)

6904900

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

LED lighting retrofit projects continued to be an effective emissions-reduction project with an attractive ROI for Marriott's owners in 2018, helping Marriott make progress toward reducing our Scope 2 emissions. We identify strategic partnerships where possible and install LED bulbs where the lighting needs are best suited to the technology and provide the most compelling internal rate of return. Highly efficient LED replacements reduce lighting energy requirements as well as cooling load in our lodging properties. As newer technology lowers replacement costs, systems are upgraded at our properties around the world. Large-scale lighting retrofits are often tied to other renovation projects, as well as to advances in lighting technology. The timing of these factors and their impact on the ROI of subsequent projects will vary from property to property. In this row, as in all others, the investment and savings figures represent the impact to Marriott's owners in the aggregate.

Initiative type

Energy efficiency: Building services

Description of initiative

Building controls

Estimated annual CO2e savings (metric tonnes CO2e)

6016

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

1172000

Investment required (unit currency – as specified in C0.4)

2714700

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Marriott continues to incorporate and integrate building automation systems (BAS) and other automated controls on behalf of its owners to increase the efficiency of the buildings we manage.

Initiative type

Energy efficiency: Building services

Description of initiative

HVAC

Estimated annual CO2e savings (metric tonnes CO2e)

11115

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

1580600

Investment required (unit currency – as specified in C0.4)

11324100

Payback period

4 - 10 years

Estimated lifetime of the initiative

16-20 years

Comment

HVAC system upgrades, including chiller replacements with high efficiency units and cooling tower upgrades generate significant emissions reductions.

Initiative type

Energy efficiency: Processes

Description of initiative

Refrigeration

Estimated annual CO2e savings (metric tonnes CO2e)

251

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

54000

Investment required (unit currency – as specified in C0.4)

65000

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Refrigeration represents an area of opportunity for energy savings at many of our full-service properties. Improvements to motors and fans, smart controls and door modifications offer energy savings and reduce carbon emissions.

Initiative type

Energy efficiency: Building services

Description of initiative

Motors and drives

Estimated annual CO2e savings (metric tonnes CO2e)

3308

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

538000

Investment required (unit currency – as specified in C0.4)

1183300

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

A variety of systems can be made more energy efficient with variable frequency drives, including chillers, pumps and different air handlers. For example, kitchens in our full-service hotels require large exhaust systems. Installing smart ventilation systems with multi-sensor controls and variable speed drives which adjust to the ventilation needed reduce energy consumption significantly.

Initiative type

Energy efficiency: Building services

Description of initiative

Combined heat and power

Estimated annual CO2e savings (metric tonnes CO2e)

533

Scope

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

75400

Investment required (unit currency – as specified in C0.4)

140000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

The use of combined heat and power (CHP) plants provides highly efficient base load electricity as well as providing hot water for building systems. This technology is particularly valuable in the UK, where the CRC Energy Efficiency Scheme levies a cost against annual greenhouse gas emissions. The use of combined heat and power (CHP) plants offsets emissions and reduces the burden of the scheme to properties in that country. Marriott works with owners to install CHPs and then partners with energy management service providers to quantify the offsets and reduce the amount of the regulatory obligations incurred by property owners.

Initiative type

Low-carbon energy installation

Description of initiative

Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)

331

Scope

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

32000

Investment required (unit currency – as specified in C0.4)

168400

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

On-site solar installations can provide power for a portion of a property's energy needs or for a discrete purpose such as pool heating. Improvements in solar PV technology will continue to make these projects more appealing.

Initiative type

Energy efficiency: Processes

Description of initiative

Other, please specify (Hot Water Systems)

Estimated annual CO2e savings (metric tonnes CO2e)

70351

Scope

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

1579700

Investment required (unit currency – as specified in C0.4)

5207000

Payback period

4 - 10 years

Estimated lifetime of the initiative

16-20 years

Comment

Hot-water systems present numerous opportunities for increased energy efficiency, and in some cases, reducing emissions through the addition of solar power systems.

Initiative type

Energy efficiency: Processes

Description of initiative

Other, please specify (Various, including water efficiency)

Estimated annual CO2e savings (metric tonnes CO2e)

3958

Scope

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

2744900

Investment required (unit currency – as specified in C0.4)

4201000

Payback period

1-3 years

Estimated lifetime of the initiative

Please select

Comment

This row includes a variety of efficiency projects including heat/steam recovery and water efficiency, which also save Scope 2 emissions. Calculations for payback periods for Marriott's owners are done on the basis of the aggregated data. The estimated lifetime of the initiative varies by the nature of the project and cannot be averaged here.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	Our Energy and Environment Action Plans evaluate return on investment projects and help prioritize owner investments. Marriott Retro-commissioning (MRCx) drives 3rd party studies of our more complex facilities in order to identify the efficiency opportunities. Transcendent is a web-based enterprise asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans, helping to demonstrate the impact of actions taken.
Employee engagement	Serve 360 Scorecards for each regional operating group are prepared quarterly and reviewed by the Serve 360 Executive Leadership and Advisory Councils. This accountability to our sustainability performance and strategy execution helps drive cross-functional coordination and investment in projects. Property engineers use a gamification tool to help drive operational excellence through competition. A substantial portion of the available points in the tool target Environmental Stewardship and competition points are awarded for the following achievements: • Exceeding your property's Energy Intensity Goal • Exceeding your property's Water Intensity Goal • Completing your Signature ROI Project • Completing the Chilled Water Diagnostic. Additionally, our associates receive points for completing equipment preventative maintenance, maintenance and upkeep, and work request activities in a timely manner, which has an inherent positive impact on energy reduction through efficiently operating equipment.
Employee engagement	As part of our Serve 360 platform, we are identifying both on-property and above-property champions for our sustainability and social impact goals. These champions will help ensure pull-through of initiatives and success in achieving targets, while sharing best practices. Additional education & awareness of behavior change opportunities to drive efficiencies and reduce resource consumption will be driven by the champions. The Sustainability and Social Impact teams also work with the new Serve 360 Regional Leads across the globe, as well as internal disciplines to develop strategies to further integrate Serve 360 into their functions. We engage our employees through annual orientations and meetings, webinars and other training opportunities. We communicate through our sustainability and social impact pages internally on the company's intranet and externally at Marriott.com/Serve360. Other Serve 360 communication vehicles include our leadership video series, our annual Serve 360 reporting, and various internal/external comms channels and social media, including: "Heart of the House," Headline News, Bill Marriott's and Arne Sorenson's blogs, and a dedicated public affairs/sustainability and social impact Twitter handle (@MarriottPOV) and a Serve 360 playlist on internal video channels. We also have various Facebook pages, and Weibo (in China) channels that support our efforts. Internal Talent Network Teams (TNTs) address business challenges, including those related to sustainability and social impact, through short-term, dynamic, cross-discipline corporate-level teams. We also present, promote and integrate sustainability and social impact across disciplines, such as Global Operations, Investor Relations, Human Resources, and Sales, and highlight our sustainability and social impact efforts at headquarters' events. There are also Earth Hour, Environmental Awareness Month, and Earth Day activities, reporting & sales tools, and internal recognition of hotel performance. Property managers share information on Serve 360 policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings.
Compliance with regulatory requirements/standards	Marriott follows all relevant local, regional and national regulations, including those relating specifically to climate change, such as the UK CRC Energy Efficiency Scheme and the EU Energy Efficiency Directive.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

1267366

Comment

Marriott's historical greenhouse gas accounting began in 2007. After the integration of legacy-Starwood properties into the portfolio, we have restated our base-year. Current targets are based upon this restated 2016 baseline.

Scope 2 (location-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5401307

Comment

Marriott's historical greenhouse gas accounting began in 2007. After the integration of legacy-Starwood properties into the portfolio, we have restated our base-year. Current targets are based upon this restated 2016 baseline.

Scope 2 (market-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5401307

Comment

Marriott's historical greenhouse gas accounting began in 2007. After the integration of legacy-Starwood properties into the portfolio, we have restated our base-year. Current targets are based upon this restated 2016 baseline. The location-based result has been used as a proxy since a market-based figure cannot be calculated.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

1351583

Start date

January 1 2018

End date

December 31 2018

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We have operations where we are able to access electricity supplier emission factors or residual emissions factors, but are unable to report a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

5484718

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

January 1 2018

End date

December 31 2018

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source

Sources of diesel fuel consumption that are non-regular, not directly tied to fuel purchase records and not a material source of emissions, such as those from back-up generators.

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

No emissions from this source

Relevance of market-based Scope 2 emissions from this source (if applicable)

No emissions from this source

Explain why this source is excluded

Diesel fuel is sometimes used in our properties in the Americas in back-up generators which may be used briefly for temporary power supply during utility outages. Such transient and brief uses of fuel do not generate a material source of emissions for the property.

Source

Perfluorocarbons

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

No emissions from this source

Relevance of market-based Scope 2 emissions from this source (if applicable)

No emissions from this source

Explain why this source is excluded

Perfluorocarbons are not included as they are a minor component of the overall emissions impact. The only potential source of perfluorocarbons in our portfolio would be within Data Centers. Data Center applies to spaces specifically designed and equipped to meet the needs of high density computing equipment such as server racks used for data storage and processing. Typically these facilities require dedicated uninterrupted power supplies and cooling systems, where cooling is the source of perfluorocarbons. Given that when tested, corporate office emissions constitute less than half of 1% of our overall Scope 1 impact, and that there are only a few data centers within our corporate offices, we have not accounted for these emissions in this year's GHG inventory.

C6.5

(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO2e

3144791

Emissions calculation methodology

Emissions in this category were estimated using the Quantis/WRI Scope 3 Screening Tool for sample properties in each of Marriott's service tiers. The data entered was based upon our property spend on behalf of owners through our procurement partner in North America, Avendra. Categories of spend included in the screening were: Food, Beverages and Tobacco; Textiles and Textile Products; Leather, Leather and Footwear; Pulp, Paper and Printing; Chemicals, Plastics, Electrical/Optical Equipment and Equipment Rentals.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Explanation

Emissions were calculated per room for each service tier: select, premium, and luxury. The emissions per room factor was then applied to the total number of rooms in each tier in 2018. This screening methodology provides a gross assessment of emissions in this category. Improving the sustainability of our supply chain is material to our business and key stakeholders, and as such, has been an important element of our business policies and environmental strategy. We continue to face challenges with tracing each step in the journey of a given product that we source. Multiple organizations with different systems and requirements working across international borders can be involved in the production of any given product. For this reason, we continue to work with our biggest suppliers to collaborate on solutions that reduce energy, water and waste, and in some cases, provide innovative products that replace less sustainable solutions. Marriott's sustainability and social impact platform, Serve 360, includes the following procurement goal: Responsibly source 95% in our Top 10 priority categories by 2025. In addition:

- By 2020, require all contracted suppliers in the Top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts; and
- By 2025, require all centrally-contracted suppliers to provide this information. In 2018, Marriott defined its top 10 categories, which include: animal proteins, bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles, and is in the process of establishing requirements for each. Additionally, updated Supplier Conduct Guidelines will be released in 2019.

Capital goods

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Marriott's is an operator, franchisor and licensor of lodging properties. This asset-light business model reduces the relevance of capital goods to our Scope 3 GHG inventory. Capital expenses for construction and renovation are controlled by property owners. Less than one percent of properties managed by Marriott are owned or leased. Viewing capital goods through a sustainability lens is a priority for Marriott. To help move the needle in this area, Marriott has partnered to help refine and evaluate useful measurements. Marriott is a founding member, and the first lodging brand member, of the Hospitality Sustainable Purchasing Consortium (HSPC). Along with MindClick and the U.S. Green Building Council, HSPC has created a Sustainability Index to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for the industry. We use the index in the Marriott Sustainability Assessment Program (MSAP), an annual review of vendors' Fair Labor and Human Rights practices, Environmentally Responsible Manufacturing efforts, and Product Sustainability. During 2018, we added several of our legacy-Starwood brand FF&E prototype packages to the MSAP program which resulted in over 1,000 incremental FF&E products being evaluated. In 2018, the percentage of products rated at the top or "Leader" level was 27% and 56% were rated at "Achiever" level. As a part of our Serve 360 strategy, Marriott has set a goal to ensure that the top ten FF&E product categories sourced are in the top tier of MSAP by 2025. We are continuing extensive efforts to raise MSAP products' scores to improve annual progress towards the top tier. Marriott is engaged in this part of the supply chain on behalf of its property owners. Procurement spend for FF&E is typically not part of hotel operational spend managed by Marriott.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

709575

Emissions calculation methodology

Emissions in this category were estimated using the Quantis/WRI Scope 3 Screening Tool for sample properties in each of Marriott's service tiers. Scope 1 and 2 emissions for each sample property were used to create an emissions/room factor for this category. Emissions were then grossed up for the entire managed portfolio based upon the number of rooms in each tier in 2018. As an end user of energy, these Scope 3 sources are not within our direct sphere of influence, nor are they feasible to measure with accuracy for our diverse locations. This is a gross estimate based upon the Quantis/WRI screening tool.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Explanation

As an end user of energy, these Scope 3 sources are not within our direct sphere of influence, nor are they feasible to measure with accuracy for our diverse locations. This is a gross estimate based upon the Quantis/WRI screening tool.

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Upstream transportation and distribution is included in the Purchased Goods and Services Category, as goods purchased on behalf of owners for properties do not typically incur separate transportation fees.

Waste generated in operations

Evaluation status

Relevant, calculated

Metric tonnes CO2e

126748

Emissions calculation methodology

Emissions in this category were estimated using the Quantis/WRI Scope 3 Screening Tool for sample properties in each of Marriott's service tier. Waste hauling fees for each sample property were used to create a waste emissions/room factor for this category. Emissions were then grossed up for the entire managed portfolio based upon the number of rooms in each tier in 2018.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Explanation

The emissions reported are a gross estimate based upon extrapolations from output data generated by the Quantis/WRI Scope 3 Screening Tool. Marriott is involved in ongoing efforts to better capture waste data in pursuit of Serve 360 food waste goals. Marriott has worked with the World Wildlife Fund (WWF) to conduct a process for developing baseline data for our food waste, as well as a methodology for calculating our annual food waste. These strategies will help to advance our progress against the Serve 360 goal to reduce food waste by 50% by 2025.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

160305

Emissions calculation methodology

Marriott's calculated emissions from business travel includes emissions from air mileage only. Mileage was calculated using different methodologies according to available data. In some regions, emissions from short-haul and long-haul flights were averaged. In other regions, appropriate emissions factors were applied to short-, medium-, and long-haul flights per EPA Emissions Factors for Greenhouse Gas Inventories.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Explanation

We continue to work to standardize the collection of data and methodology for emissions calculations for business travel.

Employee commuting

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Given the size and scope of our workforce and various modes of transport used for different communities, this category is less feasible to measure and/or influence. At our global headquarters, we have programs in place to help reduce emissions from employee commuting, including public transit subsidies and carpooling resources.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

The upstream leased assets category is not relevant for our Scope 3 accounting, as we have included estimates of these properties' emissions in Scope 1 & 2.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products for transportation and distribution outside its facilities.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products for sale.

Use of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products that are processed by third parties.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

As a hospitality company, Marriott provides services at its managed and franchised properties, and does not sell goods such as engines or fuel which produce direct-use phase emissions.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties. Owning properties to be leased and operated by others is not part of our business model.

Franchises

Evaluation status

Relevant, calculated

Metric tonnes CO2e

4793917

Emissions calculation methodology

Marriott calculated emissions for franchised properties according to the same methodology as used for managed properties within our Scope 1 and 2 boundary.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Explanation

Marriott continues to refine its systems for collecting and reporting energy and greenhouse gas emissions data, and to integrate franchised properties into the Marriott Environmental Sustainability Hub (MESH).

Investments

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

We are a worldwide operator, franchisor, and licensor of hotels and timeshare properties under numerous brand names at different price and service points, and as such, investments are not a source of Scope 3 emissions for our business.

Other (upstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Other (downstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

C6.7

(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.000329333

Metric numerator (Gross global combined Scope 1 and 2 emissions)

6836301

Metric denominator

unit total revenue

Metric denominator: Unit total

20758000000

Scope 2 figure used

Location-based

% change from previous year

0.25

Direction of change

Decreased

Reason for change

Emissions per unit revenue decreased because revenue (denominator) increased and emissions reducing activities help reduce growth in overall emissions.

Intensity figure

0.122605338

Metric numerator (Gross global combined Scope 1 and 2 emissions)

6836301

Metric denominator

Other, please specify (square meters of conditioned space)

Metric denominator: Unit total

55758589

Scope 2 figure used

Location-based

% change from previous year

1.59

Direction of change

Decreased

Reason for change

Emissions intensity decreased due to emissions reduction project and activities in managed hotels.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	1344841	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	2443	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	4300	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Americas	607043
Asia Pacific (or JAPA)	457928
Europe	121753
Africa and Middle East	164859

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Americas - includes Marriott regions: Caribbean and Latin America (CALA), U.S., and Canada.	607043
Asia Pacific (APAC)	457928
Europe	121753
Middle East/Africa (MEA)	164859

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Americas	1578311		4246452	0
Asia Pacific (or JAPA)	2485249		4327198	0
Europe	300882		995005	0
Africa and Middle East	1120276		2059464	0

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Americas - includes Marriott regions: Caribbean and Latin America (CALA), U.S., and Canada.	1578311	
Asia Pacific (APAC)	2485249	
Europe	300882	
Middle East/Africa (MEA)	1120276	

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
Other emissions reduction activities	216080	Decreased	3.2	This figure was calculated based upon a representative sample of emissions reductions activities implement in 2016-2017 across the portfolio, as well as ongoing energy efficiency practices such as energy audits and best practices by hotel manages and associates. The numerator is 216,080 and the denominator is the combined Scope 1 and 2 emissions from 2017: 6,752,486 metric tons).
Divestment		<Not Applicable>		
Acquisitions	148518	Increased	2.2	We calculated net growth by subtracting the emissions associated with properties that left the portfolio ("divestments") from the emissions associated with properties added to the portfolio in 2018 ("acquisitions"). The numerator is that difference (148,518) and the denominator is the combined Scope 1 and 2 emissions from 2017: 6,752,486 metric tons)
Mergers		<Not Applicable>		
Change in output	33882	Increased	0.5	From 2017 to 2018, Marriott saw a 2.5% increase in total occupancy in its managed properties. This increase has varying impact on emissions depending upon the size/type of property. This estimated numerator (33,882) based upon observations of energy data. The denominator is the combined Scope 1 and 2 emissions from 2017: 6,752,486 metric tons).
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions	117493	Increased	1.75	Available facility-level weather data (heating degree days (HDD) and cooling degree days (CDD)), indicated a 16% increase of HDDs over the prior year, impacting our Scope 1 total, and a 2% YOY increase of CDDs, impacting our Scope 2 total. The numerator (117,493) an estimate based upon internal calculations of the impact of HDDs and CDDs on property energy load, and subsequent associated emissions. The denominator is the combined Scope 1 and 2 emissions from 2017: 6,752,486 metric tons).
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 5% but less than or equal to 10%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)		7005956	7005956
Consumption of purchased or acquired electricity	<Not Applicable>		10429185	10429185
Consumption of purchased or acquired heat	<Not Applicable>		208658	208658
Consumption of purchased or acquired steam	<Not Applicable>		472353	472353
Consumption of purchased or acquired cooling	<Not Applicable>		517923	517923
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>		18634075	18634075

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	Yes
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Natural Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

5865331

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

5865331

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Comment

There are Marriott properties which use co-generation; this fuel is not tracked and reported separately at the global level.

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

373815

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

373815

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Propane Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

471498

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

471498

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Town Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

45649

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

45649

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

32380

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

32380

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Motor Gasoline

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

8433

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

8433

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Coal

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

2063

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

2063

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Wood

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

999

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

999

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Liquefied Natural Gas (LNG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

21178

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

21178

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Liquefied Petroleum Gas (LPG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

54619

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

54619

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

Fuels (excluding feedstocks)

Other, please specify (Various Petroleum Fuels)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

129992

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

129992

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

Comment

This category does not represent a single fuel-source, but rather the total energy associated with fuels used by properties that moved into or out of the portfolio at some point in 2018.

C8.2d

(C8.2d) List the average emission factors of the fuels reported in C8.2c.

Coal

Emission factor

94.03

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Diesel

Emission factor

74.21

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Fuel Oil Number 2

Emission factor

74.21

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Liquefied Natural Gas (LNG)

Emission factor

64.63

Unit

kg CO2e per GJ

Emission factor source

2006 IPCC Guidelines for National Greenhouse Gas Inventories, Table 2.4: Default Emission Factors for Stationary Combustion in the Commercial/Institutional Category

Comment

Liquefied Petroleum Gas (LPG)

Emission factor

61.96

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule - Commercial Sector

Comment

Motor Gasoline

Emission factor

70.47

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Natural Gas

Emission factor

53.11

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Propane Gas

Emission factor

63.12

Unit

kg CO2e per million Btu

Emission factor source

US EPA Mandatory Greenhouse Gas Reporting Final Rule

Comment

Town Gas

Emission factor

0.05

Unit

kg CO2e per GJ

Emission factor source

Hong Kong Environmental Protection Department GHG Guidelines

Comment

The above emissions factor unit is actually kg CO2e per MJ (not an option in the unit drop-down menu)

Wood

Emission factor

1.25

Unit

kg CO2e per million Btu

Emission factor source

Mandatory Reporting of GHG; Final Rule (40 CFR 98) - Commercial Sector Applicable as of 11/29/2013.

Comment

Biogenic factor for CH4 and N2O pollutants

Other

Emission factor

Unit

Please select

Emission factor source

Comment

C8.2f

(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.

Basis for applying a low-carbon emission factor

No purchases or generation of low-carbon electricity, heat, steam or cooling accounted with a low-carbon emission factor

Low-carbon technology type

<Not Applicable>

Region of consumption of low-carbon electricity, heat, steam or cooling

<Not Applicable>

MWh consumed associated with low-carbon electricity, heat, steam or cooling

<Not Applicable>

Emission factor (in units of metric tons CO₂e per MWh)

<Not Applicable>

Comment

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 and/or Scope 2 emissions and attach the relevant statements.

Scope

Scope 1

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Page/ section reference

Page 3

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Page/ section reference

Page 3

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope

Scope 3- at least one applicable category

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Attach the statement

CY18 Marriott Assurance Statement-ASRauthorized.pdf

Page/section reference

Page 3

Relevant standard

ISO14064-3

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C8. Energy	Other, please specify (Total Energy Consumption, C8.2a.)	LR's Verification Approach for the Environmental Performance Indicators Assertion to provide limited assurance that the data as presented in the Report have been prepared in conformance with the World Resource Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and Marriott's internal procedures.	On page 3 of LRQA's assurance statement, 2018 Total Energy Use is included. CY18 Marriott Assurance Statement-ASRauthorized.pdf
C6. Emissions data	Year on year emissions intensity figure	LR's Verification Approach for the Environmental Performance Indicators Assertion to provide limited assurance that the data as presented in the Report have been prepared in conformance with the World Resource Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and Marriott's internal procedures.	On page 3 of LRQA's assurance statement, 2018 Scope 1 and 2 emissions (in kg) per square meter of conditioned space is included. This same figure is reported in C6.10 in metric tons. CY18 Marriott Assurance Statement-ASRauthorized.pdf

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers

Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Compliance & onboarding

Details of engagement

Climate change is integrated into supplier evaluation processes

% of suppliers by number

100

% total procurement spend (direct and indirect)

% Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

All Marriott approved furniture, fixtures and equipment (FF&E) vendors in the Americas are required to enroll in the Marriott Sustainability Assessment Program (MSAP) administered by MindClick. MSAP assesses the impact of products from design to disposal. Marriott's teams use MSAP to select and specify products which support healthier environments for Marriott's guests and associates, and the environmental and social well-being of the global community. FF&E suppliers contracted by Marriott and specified in Marriott's brand standards are required to submit information to MindClick covering the social, environmental, and health impacts of their products throughout their life cycles. MindClick rates each product's material and chemical choices, and manufacturing, packaging, distribution, disposal and fair labor practices. Products are awarded Starter, Achiever or Leader status, with Leaders being those whose products most positively impact guest, associate and community health and well-being at each stage of the product lifecycle. This information gives Marriott valuable insight into the FF&E suppliers and products chosen in the procurement process. While the procurement process is decentralized, Marriott uses brand standards to guide purchasing decisions made at the property level on behalf of hotel owners.

Impact of engagement, including measures of success

During 2018, we added several of our legacy-Starwood brand FF&E prototype packages to the MSAP program which resulted in over 1,000 incremental FF&E products being evaluated. In 2018, the percentage of products rated at the top or "Leader" level was 27% and 56% were rated at "Achiever" level. As a part of our Serve 360 strategy, Marriott has set a goal to ensure that the top ten

FF&E product categories sourced are in the top tier of MSAP by 2025. We are continuing extensive efforts to raise MSAP products' scores to improve annual progress towards the top tier.

Comment

Marriott is engaged in this part of the supply chain on behalf of its property owners. Procurement spend for FF&E is typically not part of hotel operational spend managed by Marriott.

Type of engagement

Compliance & onboarding

Details of engagement

Other, please specify (Information collection))

% of suppliers by number

100

% total procurement spend (direct and indirect)

47

% Scope 3 emissions as reported in C6.5

Rationale for the coverage of your engagement

Marriott works closely with Avendra, the largest professional procurement company serving the hospitality industry in North and Central America, to source over 80% of our Americas-based food and beverage, engineering, rooms, office and spa supplies. Avendra requires all suppliers to submit a sustainability policy and provide relevant information on product attributes such as Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) certifications for sustainable seafood and Forest Stewardship Council (FSC) certification for responsible personal paper products.

Impact of engagement, including measures of success

Marriott's sustainability and social impact platform, Serve 360, includes the following procurement goal: Responsibly source 95% in our Top 10 priority categories by 2025. In addition: • By 2020, require all contracted suppliers in the Top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts; and • By 2025, require all centrally-contracted suppliers to provide this information. Avendra is committed to achieving our responsible sourcing goals in the Americas. In 2018, Marriott defined its top 10 categories, which include: animal proteins, bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles, and is in the process of establishing requirements for each. Additionally, refreshed Supplier Conduct Guidelines will be released in 2019. As we work with our procurement partners, suppliers, and NGOs to define responsible sourcing requirements for each category, we continue to take actions to reduce environmental impacts from operations. For example, in 2018, we began moving away from small toiletry bottles to larger, pump-topped bottles, starting in our select-service brands, and announced the phase-out of plastic straws and stirrers by July 2019. Aggregated data shows that we can reduce plastic straw waste by 1 billion straws a year and plastic stirrers by at least another 250 million stirrers.

Comment

The percentages above refer to the suppliers onboarded through Avendra (which requires all suppliers to have a sustainability policy) and for spend, the percentage of Avendra procurement as a subset of all Marriott procurement for the Americas (US and Canada only).

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement

Education/information sharing

Details of engagement

Run an engagement campaign to education customers about your climate change performance and strategy

% of customers by number

64

% Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

We communicate regularly with our corporate customers about our sustainability goals by developing progress slides for use by the Global Sales Organization (quarterly), attending quarterly business review calls, presenting at global customer events, distributing sustainability & social impact information to sales teams, and providing hotel sustainability information during the RFP process. Additionally, we provide corporate customers with their business travel footprint at our properties, highlighting the common industry calculation method, the Hotel Carbon Measurement Initiative. In 2018, we reported our hotel carbon and water footprints to over 60 global customers.

Impact of engagement, including measures of success

In 2018, +\$3 billion of corporate business customers required us to provide impact reports with sustainability information.

Type of engagement

Education/information sharing

Details of engagement

Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number

100

% Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

All of our brands communicate with guests about our linen and terry reuse standard to reduce energy and water consumption associated with hotel stays, and our guestroom recycling standard. Additionally, at participating hotels, we offer the housekeeping choice program, Make a Green Choice (MAGC), in which guests have the opportunity to receive loyalty points or a sustainability offering (i.e. have a tree planted on their behalf for each night they opt into MAGC).

Impact of engagement, including measures of success

In 2018, guests participating in MAGC helped us plant more than 29,000 trees across the United States in partnership with The Arbor Day Foundation, and an additional 25,000+ trees were planted in Canada by WEARTH through a partnership with participating Canadian hotels.

C12.1c

(C12.1c) Give details of your climate-related engagement strategy with other partners in the value chain.

As an operator and franchisor of hotel properties, Marriott has important partnerships with other businesses in our value chain. We collaborate closely with our owners in advancing the sustainability of both the physical properties we manage (equipment, systems, building envelope), and the way we manage them (preventative maintenance, laundry and food service operations, landscaping). Working with our larger owners provides opportunities to bring solutions to scale. Marriott provides Capital Planning and Project Management (CPPM) services to owners of Marriott Select Brands hotels in the Americas as they implement building infrastructure improvements. The CPPM team helps identify short/long-term property needs and leverages Marriott's procurement power to provide cost savings to owners and engineered solutions that conserve energy and water.

In 2017, our Americas Engineering Team worked with CPPM to develop a showerhead replacement project, outlining the significant water and energy savings. This project was implemented across an owner's portfolio, with the showerheads shipped directly to each property. In 2018, this project was expanded to other owner portfolios, and the same model was used to install more efficient sprinkler heads.

Marriott's Serve 360 sustainability and social impact goals include franchised operations. With increased emphasis on the greenhouse gas emissions, water and waste metrics from franchised properties in the Marriott portfolio, our engineering leadership will be focusing more on sharing best practices with franchised property managers. Franchised properties submit utility data to the Marriott Environmental Sustainability Hub (MESH) to aid in tracking greenhouse gas emissions. Additionally, we are developing advisory engagements appropriate to each region to represent the voice of the ownership/franchise/management company community and provide input, feedback and advice. Meeting frequency will be determined throughout the year based on conferences/committees to discuss owner-relevant initiatives, collaboration opportunities and overall progress and learnings around sustainability & social impact efforts.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

- Trade associations
- Other

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

- Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

World Travel and Tourism Council

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The World Travel and Tourism Council's (WTTC) Action Agenda (set forth in the Report "Leading the Challenge on Climate Change") is comprised of ten action items which will advance efforts to address climate change. WTTC and participating members outlined climate change policies and commitments around five themes; accountability and responsibility; local community sustainable growth and capacity building; educating customers and stakeholders; greening supply chains; and innovations, capital investment and infrastructure.

How have you influenced, or are you attempting to influence their position?

Marriott supports and endorses the World Travel & Tourism Council's (WTTC) Action Agenda. In addition, Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative (HCMI) with the International Tourism Partnership and the WTTC. This joint effort, which also included collaboration with The World Resources Institute, Greenview Consulting, Cornell University and KPMG, grew to include over 20 hospitality companies as part of the working group. In 2012, the working group released a methodology for carbon measurement of hotels and a set of metrics based on available data.

Trade association

International Tourism Partnership

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The International Tourism Partnership (ITP) describes its mission in the following way: "ITP brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry." In 2017, ITP announced unified industry goals for youth employment, carbon, water, and human rights. These goals represent the industry response to the United Nations Sustainable Development Goals.

How have you influenced, or are you attempting to influence their position?

Marriott participated in ITP's work to develop unified sustainability goals for the hospitality industry. Marriott's Serve 360 platform and goals are aligned with the ITP Vision for 2030. Marriott continues to provide data to Cornell and Greenview to use HCMI (the joint ITP/WTTC project described above) for the development of carbon footprint benchmarking within markets. The data is part of the publicly available ITP/Greenview Hotel Footprinting Tool. Representatives from Marriott participate in ITP working groups, including: the Carbon & Water Working Group, the Youth Employment Working Group, and the Human Rights Working Group.

Trade association

Global Business Travel Association

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The Global Business Travel Association (GBTA) is the world's premier business travel and meetings organization. The GBTA Sustainability Committee provides leadership and resources to help GBTA member organizations balance the social, economic and environmental impact of their business travel programs.

How have you influenced, or are you attempting to influence their position?

Marriott's VP of Sustainability and Supplier Diversity served as the Vice-Chair, and Marriott's Director of Sustainability sits on the GBTA Sustainability Committee.

C12.3e

(C12.3e) Provide details of the other engagement activities that you undertake.

In 2017, Marriott participated in a series of pilot projects to test approaches to food waste reduction in the hospitality industry led by the American Hotel & Lodging Association (AHLA), in partnership with World Wildlife Fund, and with support from The Rockefeller Foundation. As a result of the research, WWF has developed an online resource with tools to support strategies for food waste prevention. Marriott further engaged WWF to conduct a process for developing baseline data for our food waste, as well as a methodology for calculating our annual food waste. These strategies will help to advance our progress against the Serve 360 goal to reduce food waste by 50% by 2025 (on an intensity basis from 2016 baseline).

In support of COP24, Marriott's President and CEO Arne Sorenson authored an article in the journal "Climate Change – The New Economy" and a post on his LinkedIn blog. These thought-leadership pieces highlighted Marriott's Serve 360 goals and projects as part of business sector efforts to support the U.N. Sustainable Development Goals and to address climate change.

In 2018, we conducted an internal Talent Network Team (TNT), as part of the refresh of our approach to sustainability within meetings & events, to better meet the increasing requests & requirements received from corporate customers. The TNT investigated what meeting planners and attendees really want out of meetings & events at Marriott International, reaching out to over 100 meeting planners across the globe to learn which sustainable business practices are most important to them and their clients. This effort helped inform Marriott's participation in the drafting of the Events Industry Council Sustainable Event Standards, which will replace the APEX Sustainable Event Standards to better meet the needs of the travel community and to increase promotion of sustainable practices across the events industry.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Pursuit of our environmental strategy is the responsibility of our Serve 360 Executive Leadership and Advisory Councils. With representation from all major functional disciplines and business leaders, the Councils support and inform our major engagements with policy makers and stakeholders.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports

Status

Complete

Attach the document

Marriott_2018_Annual_Report.pdf

Page/Section reference

Pages iii and 8

Content elements

Strategy
Emission targets
Other metrics

Comment

Publication

In voluntary sustainability report

Status

Underway – previous year attached

Attach the document

2018_Serve_360_Report.pdf

Page/Section reference

Section: Sustain Responsible Operations

Content elements

Strategy
Emissions figures
Emission targets
Other metrics

Comment

C14. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C14.1

(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Vice President of Engineering and Facilities, Global/Americas	Business unit manager

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

Marriott has consistently collaborated with our suppliers and engaged our customers as part of our overall environmental strategy. Looking forward, we are focused on dynamic partnerships and initiatives to help mitigate our impact on the natural environment while maintaining the standards of service that have built our position as a global hospitality leader. After a comprehensive goal-setting process that included senior executives and global officers from all functional areas, we introduced our Serve 360 sustainability and social impact platform in 2017, which includes specific targets for responsible sourcing. In 2018, Marriott defined its top ten priority procurement categories, which include: animal proteins, bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles, and is in the process of establishing requirements for each. New supplier guidelines will be introduced in 2019 that detail the requirements for the top categories of procurement.

We have committed significant resources to support our corporate/group customers' requests for more information about the carbon footprint of their meetings and room stays. We actively encouraged and participated in efforts to establish common carbon metrics for hospitality services, working with researchers, vendors, industry partners and non-profit tourism and environmental organizations. Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative with the International Tourism Partnership (ITP) and the World Travel and Tourism Council (WTTC). In 2012, the HCMI released a methodology for carbon measurement that provides customers with the carbon impact of their overnight stays and meetings at each individual hotel. Marriott continues to participate in additional research by Cornell and Greenview using HCMI to establish carbon footprint benchmarking within global urban markets. In an effort to ensure continual improvement, the benchmark will be published annually utilizing new data from a larger group of hotels.

Marriott was the first hospitality brand to participate in the Hospitality Sustainable Purchasing Index (HSP) Consortium, established in May 2011. Facilitated by MindClick SGM™, the consortium of hotel suppliers, architecture firms, sustainability experts, the U.S. Green Building Council and Marriott have worked collaboratively to provide our industry with a unified rating methodology and metrics for both vendors and customers to gauge sustainability levels, beginning with the Furniture, Fixtures, and Equipment (FF&E) products. That rating methodology is the basis for the Marriott Supplier Assessment Program (MSAP), which assesses the impact of products from design to disposal. We have continued to work with our suppliers to create products which help reduce the carbon footprint of our room-stays and meeting services for our group customers. We also work through our procurement services provider, Avendra, to identify sustainable solutions that align with both our environmental strategy and our product standards. Avendra requires all suppliers to submit a sustainability policy and provide relevant information on product attributes such as Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) certifications for sustainable seafood and Forest Stewardship Council (FSC) certification for responsible personal paper products.

In response to industry surveys and demand from meeting planners, we offer various ways for our customers to reduce the environmental impact of meetings. We:

- Provide standards, direction, and guidance to hotels and certification to associates to execute sustainable meetings
- Offer a range of cost neutral standards, as well as an array of optional standards for food, beverages, and supplies
- Offer real-time response for accommodations to requests such as change in room temperature
- Provide corporate customers with carbon and water reporting for their meeting and business travel upon request

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	2075800000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

No

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

Accenture

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

36627.8

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Accenture in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Accenture

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

36627.8

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

AT&T Inc.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5810.84

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for AT&T Inc. in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

AT&T Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5810.84

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Bank of America

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5600.82

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Bank of America in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Bank of America

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5600.82

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Caesars Entertainment

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

81.2

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Caesars Entertainment in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Caesars Entertainment

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

81.2

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Hewlett Packard Enterprise Company

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2828.62

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Hewlett Packard Enterprise Company in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Hewlett Packard Enterprise Company

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2828.62

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

HP Inc

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4191.38

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for HP Inc in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

Yes

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

HP Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4191.38

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

Yes

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

KPMG UK

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

9260.1

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for KPMG UK in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

KPMG UK

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

9260.1

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

Yes

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

L'Oréal

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

938.81

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for L'Oreal in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

Yes

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

L'Oréal

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

938.81

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

MetLife, Inc.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

592.02

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for MetLife, Inc. in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

MetLife, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

592.02

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

TD Bank Group

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1063.93

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for TD Bank Group in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

Yes

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

TD Bank Group

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1063.93

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

VMware, Inc

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1.59

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for VMware, Inc in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

VMware, Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1.59

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Wells Fargo & Company

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4770.49

Uncertainty (±%)

10

Major sources of emissions

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Wells Fargo & Company in 2018. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify (Carbon Footprint per Occupied Room)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

Requesting member

Wells Fargo & Company

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4770.49

Uncertainty (±%)

10

Major sources of emissions

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

Verified

No

Allocation method

Other, please specify

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG source identification and assumptions are made per the Hotel Carbon Measurement Initiative. Note: this allocation does not include emissions for meetings. Full allocation method: Carbon Footprint per Occupied Room x Number of Client Transient Overnight Rooms = Client Rooms Carbon Footprint per Hotel. Total Carbon Footprint = Sum of All Hotel Footprints

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

The Hotel Carbon Measurement Initiative (HCMI) undertaken jointly by the International Tourism Partnership (ITP) and the World Travel and Tourism Council (WTTC) has brought together over 20 hotel companies to agree to a common methodology for measuring carbon emissions.

HCMI 1.1 is available for free. Please download the methodology from ITP here: (<https://www.tourismpartnership.org/carbon-emissions/#>).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Our sales systems are very accurately recording the overnight rooms for our customers. Therefore, we can easily pull through the customer data as it relates to the overnight room stays and the associated emissions per hotel. As for meetings, we have the emissions factors per hotel as defined by HCMI as CO2e per square foot or square meter per hour. However, our sales systems do not track the meeting room size or the length of time that room was utilized. In order to allocate emissions for a customer's total usage of our hotels, to include both overnight stays and meetings, these two pieces of critical data would need to be tracked. At this time, we look to our customers to assist us with this challenge by having them work with the hotels directly to track their meeting usage. We can provide to our customers at the individual hotel per event or quarterly for all of our hotels the emissions factors from which they can calculate their meetings carbon footprint.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

On a quarterly basis, data from our global reporting tool is provided to the sustainability team. In combination with customer hotel utilization data, we can calculate carbon emissions and water footprint for overnight room stays. We have also developed a template for customers to use to calculate their carbon and water footprint for an individual meeting.

Additionally, we are pulling this data into our RFP tool to be able to provide customers with this information as part of the business travel RFP process. The Global Business Travel Association's standardized hotel RFP now has sustainability metrics fields including carbon and water footprint per occupied room, energy intensity, waste diversion, and certification questions. The response to these questions, as well as others, will automatically be uploaded into the RFPs our customers send us for their annual business travel programs, for meetings, and will be fed into 3rd party tools and systems our customers utilize for their RFP processes. The goal is to put this information in the hands of our customers at all points of communication to provide them the opportunity to use the data for decision making. We believe this will drive improvement in our own metrics, as well as move the industry to more efficient hotel operations as it will begin to drive competition.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member

Accenture

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

AT&T Inc.

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

Bank of America

Group type of project

Other, please specify

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

Caesars Entertainment

Group type of project

Please select

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

Please select

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

Hewlett Packard Enterprise Company

Group type of project

Please select

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

HP Inc

Group type of project

Please select

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

KPMG UK

Group type of project

Please select

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings**Estimated payback**

Please select

Details of proposal

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Requesting member

L'Oréal

Group type of project

Please select

Type of project

Please select

Emissions targeted

Please select

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings**Estimated payback**

Please select

Details of proposal

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Requesting member

MetLife, Inc.

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Actions that would reduce both our own and our customers’ emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

Details of proposal

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Requesting member

TD Bank Group

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Actions that would reduce both our own and our customers’ emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

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Requesting member

VMware, Inc

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

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Requesting member

Wells Fargo & Company

Group type of project

Other, please specify (Various)

Type of project

Please select

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Please select

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SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC3.1

(SC3.1) Do you want to enroll in the 2019-2020 CDP Action Exchange initiative?

No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2018-2019 Action Exchange initiative?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	Public or Non-Public Submission	I am submitting to	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Public	Investors Customers	Yes, submit Supply Chain Questions now

Please confirm below

I have read and accept the applicable Terms