

W0. Introduction

W0.1

(W0.1) Give a general description of 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.

With over 2,000 company-operated properties around the world, it is not feasible for us to include data at the level of detail currently requested by the CDP Water program. Nevertheless, Marriott’s disclosure includes valuable information about water management strategies for our business that we wish to share. We will continue our years-long participation in CDP reporting and hope that as the Water Security program evolves there will be a more applicable questionnaire and scoring system for the lodging industry.

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).

Note: The country list below reflects Marriott’s managed portfolio in 2018; the country of Ecuador is missing because it was not available in the online response system for this disclosure.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	January 1 2018	December 31 2018

W0.3

(W0.3) Select the countries/regions for which you will be supplying data.

Algeria
Argentina
Armenia
Aruba
Australia
Austria
Azerbaijan
Bahrain
Bangladesh
Barbados
Belgium
Bhutan
Bolivia (Plurinational State of)
Brazil
Cambodia
Canada
Cayman Islands
Chile
China
Colombia
Costa Rica
Cuba
Czechia
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Ethiopia
Fiji
France
French Polynesia
Gabon
Georgia
Germany
Ghana
Greece
Guatemala
Guinea
Guyana
Haiti
Honduras
Hungary
India
Indonesia
Ireland
Israel
Italy

Jamaica
Japan
Jordan
Kazakhstan
Kuwait
Lebanon
Malawi
Malaysia
Maldives
Mali
Malta
Mauritius
Mexico
Monaco
Morocco
Nepal
Netherlands
New Caledonia
New Zealand
Nigeria
Oman
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Romania
Russian Federation
Rwanda
Samoa
Saudi Arabia
Serbia
Seychelles
Singapore
South Africa
Spain
Sri Lanka
Sweden
Switzerland
Taiwan, Greater China
Thailand
The former Yugoslav Republic of Macedonia
Trinidad and Tobago
Tunisia
Turkey
Ukraine
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
United States Virgin Islands
Uruguay
Viet Nam

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
Subset of properties	Above-property facilities such as our global headquarters, corporate apartments, and other regional offices are not included in our reporting, as water use for these facilities was less than 0.1% of total water use and would not significantly impact overall water withdrawal data reported.
Sources of water outside municipal water withdrawal	Some of our properties source water outside municipal water withdrawal, such as from wells and desalination plants, as well as rainwater and condensate capture for irrigation and/or cooling towers. Data from these sources is not yet part of our corporate-level reporting.

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

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

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	100%	Marriott tracks water withdrawals in our portfolio through utility billing which is required to be submitted in the Marriott Environmental Sustainability Hub (MESH). Property performance data related to water consumption is monitored monthly, reported quarterly, and reviewed quarterly and annually as part of our Serve 360 Scorecards.
Water withdrawals – volumes from water stressed areas	Not monitored	Water usage from utility bills is cross-referenced with water stress databases to monitor locally and regionally. This data was not measured globally for the reporting year but will be using Ecolab's Water Risk Monetizer in 2019.
Water withdrawals – volumes by source	76-99	Marriott tracks water withdrawals in our portfolio through utility billing which is required to be submitted in the Marriott Environmental Sustainability Hub (MESH). Volume by billing water agency is available, but not always by specific water source. Some properties have begun to report groundwater and surface water withdrawals if applicable, but this is not yet standard across the portfolio.
Entrained water associated with your metals & mining sector activities - total volumes [only metals and mining sectors]	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>
Water withdrawals quality	100%	We have a global water safety program developed in partnership with NALCO that was initiated to improve the water quality and water safety at our hotels. This program is linked to our Transcendent asset management platform, which provides visibility into property compliance with and performance to standards. These data are available for monitoring as frequently as daily or weekly.
Water discharges – total volumes	100%	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is more typically a charge as a percentage of water purchased. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. Marriott tracks water withdrawals in our portfolio through utility billing which is required to be submitted in the Marriott Environmental Sustainability Hub (MESH). Property performance data related to water consumption is monitored monthly and reported quarterly and annually as part of our Serve 360 Scorecards.
Water discharges – volumes by destination	100%	Water discharges are made to 3rd party municipal water and sewage treatment facilities. This is part of standard water and sewer charges included in MESH and reported quarterly.
Water discharges – volumes by treatment method	Not relevant	Water discharges are made to 3rd party municipal water and sewage treatment facilities who are responsible for following relevant guidelines for treatment.
Water discharge quality – by standard effluent parameters	Not relevant	Water discharges from hotels are similar to domestic wastewater and are made to 3rd party municipal water and sewage treatment facilities.
Water discharge quality – temperature	Not relevant	Water discharges from hotels are similar to domestic wastewater and are made to 3rd party municipal water and sewage treatment facilities. Hotels in locations using district steam may track and adjust temperature of discharges per local regulation, but this is not a material water aspect for global operations.
Water consumption – total volume	76-99	This is not measured separately from withdrawals – which are monitored through our database systems and performance is tracked quarterly. Water consumption as defined by CDP -- amount of water that is used but not returned to its original source – is a metric that relies upon the action of municipal water authorities and is beyond the scope of Marriott operations. Furthermore, wastewater is not separately metered, only billed as a utility service relative to water charges. Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understanding of consumptive uses of water in hotels, including irrigation and cooling towers.
Water recycled/reused	Not monitored	Large, full-service hotels have water reuse systems in their laundry operations or use greywater in irrigation or cooling tower make-up water, but these figures are not tracked globally at this point.
The provision of fully-functioning, safely managed WASH services to all workers	100%	All of the hotel properties operated by Marriott have necessary hygienic facilities for associates. Those few hotels which house a portion of the workforce onsite have complete WASH services.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	129221	Higher	Water withdrawals for properties in Marriott's managed portfolio (which grew in both number of properties and increased in number of occupied rooms in 2018 over 2017) increased by about 3,000 megaliters.
Total discharges	83994	Higher	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. Since overall water withdrawals increased over 2017, estimated discharges also increased.
Total consumption	45227	Higher	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers. Since overall water withdrawals increased over 2017, estimated consumption also increased.

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Not relevant	<Not Applicable>	<Not Applicable>	
Brackish surface water/Seawater	Not relevant	<Not Applicable>	<Not Applicable>	
Groundwater – renewable	Relevant	1133	Higher	Reported groundwater withdrawals were 2% higher in 2018 than 2017. However this metric is not fully tracked at the global level.
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	
Third party sources	Relevant	128089	Higher	Water withdrawals by properties in Marriott's managed portfolio increased by 2% over 2017.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Not relevant	<Not Applicable>	<Not Applicable>	
Brackish surface water/seawater	Not relevant	<Not Applicable>	<Not Applicable>	
Groundwater	Not relevant	<Not Applicable>	<Not Applicable>	
Third-party destinations	Relevant	83994	Higher	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. Since overall water withdrawals increased over 2017, estimated discharges also increased.

W1.4

(W1.4) Do you engage with your value chain on water-related issues?

- Yes, our suppliers
- Yes, our customers or other value chain partners

W1.4a

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

Row 1

% of suppliers by number

76-100%

% of total procurement spend

26-50

Rationale for this coverage

Marriott encourages suppliers to surpass environmental regulations where feasible and demonstrate continuous improvement in reducing the environmental impact of operations, products and services across all lifecycle stages, related to greenhouse gas emissions, resources and waste. Marriott expects suppliers to mitigate negative impacts, such as deforestation and pollution, affecting biodiversity and ecosystems. All suppliers contracted through our purchasing partner (for the Americas) Avendra are required to have a sustainability policy in place which addresses water conservation and provides information on product attributes such as Forest Stewardship Council (FSC) certification for responsible personal paper products. Percentages in this row refer to 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 U.S .and Canada only.

Impact of the engagement and measures of success

As part of our Serve 360 sustainability and social impact strategy, Marriott has set the following procurement goal: Responsibly source 95% in our Top 10 priority categories by 2025. In 2018, these priority categories were identified as: animal proteins, bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles. We are establishing responsible sourcing requirements for each category that suppliers will have to comply with in the future. Additional goals for supplier engagement include: • 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.

Comment

In 2019 and 2020, we will be surveying our existing suppliers within the top 10 categories to understand the relevant environmental and social aspects of their businesses. We are investigating multiple options, both internal and third-party, for surveying hundreds of existing suppliers. After receipt of this information, we will assess what elements of our suppliers' businesses within the top 10 categories do not meet MI's responsible sourcing guidelines and assist them in making improvements.

W1.4b

(W1.4b) Provide details of any other water-related supplier engagement activity.

Type of engagement

Innovation & collaboration

Details of engagement

<Not Applicable>

% of suppliers by number

<Not Applicable>

% of total procurement spend

<Not Applicable>

Rationale for the coverage of your engagement

Description of the engagement: Marriott supported Generation Water in developing and implementing a service that produces an average of 4,500 bottles per day of alkaline drinking water made 100% from the air. The JW Marriott in Phuket, Thailand was the pilot facility for the system that uses condensation technology to extract moisture from the air to generate potable water. The Generation Water system also dispenses water in reusable glass bottles, which eliminates the use and expense of plastic water bottles.

Impact of the engagement and measures of success

<Not Applicable>

Comment

<Not Applicable>

W1.4c

(W1.4c) What is your organization's rationale and strategy for prioritizing engagements with customers or other partners in its 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, 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 hotel owners (primarily of select-service brands) 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 with 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's 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 focus on sharing best practices with franchised property managers. 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 based on conferences/committees to discuss owner-relevant initiatives, collaboration opportunities and overall progress and learnings around sustainability & social impact efforts.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

Don't know

W3. Procedures

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed as part of other company-wide risk assessment system

Frequency of assessment

Six-monthly or more frequently

How far into the future are risks considered?

>6 years

Type of tools and methods used

Databases

Tools and methods used

Other, please specify (EcoLab Water Risk Monetizer)

In addition to the external databases, internal company methods are used to assess water risks.

Comment

Monitoring of water risks and opportunities occurs at regular intervals and levels dependent upon the nature of the risk. Property performance data related to water consumption is monitored monthly, reported quarterly, and reviewed quarterly and annually. Risks and opportunities related to regulation, customer preference and corporate reputation are evaluated regularly by relevant departments. Water-related risk drivers are included in Marriott's annual enterprise risk management exercise. Data from all these sources and more were reviewed as part of setting our Serve 360 sustainability & social impact goals. In support of those goals, water-risk mapping will be conducted using the WRI Aqueduct tool and/or Ecolab's Water Risk Monetizer.

Supply chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Annually

How far into the future are risks considered?

>6 years

Type of tools and methods used

Other

Tools and methods used

Other, please specify (Marriott Sustainability Assessment Program (MSAP) administered by MindClick.)

Comment

The supplier assessment program for the furniture, fixtures, and equipment (FF&E) supply chain includes evaluation of nine different aspects across the full life-cycle of these supplies. This assessment covers material sourcing, production and distribution, many of which relate to water risks.

Other stages of the value chain

Coverage

Please select

Risk assessment procedure

<Not Applicable>

Frequency of assessment

<Not Applicable>

How far into the future are risks considered?

<Not Applicable>

Type of tools and methods used

<Not Applicable>

Tools and methods used

<Not Applicable>

Comment

W3.3b

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Water availability at a basin/catchment level	Relevant, always included	Our property management teams, including engineers and facility managers, are responsible for evaluating water availability at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. For hotels under development, Marriott assesses environmental resources, including feasibility studies during site development and the choice of construction materials during design. Once open, each hotel will have a water conservation action plan to manage and reduce water usage.
Water quality at a basin/catchment level	Relevant, always included	Water quality is a priority for hotel operations, including the availability of potable water and the safety of HVAC systems. Our property management teams, including engineers and facility managers, are responsible for evaluating water quality issues at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. We have a global water safety program developed in partnership with NALCO that was initiated to improve the water quality and water safety at our hotels. It includes a rigorous testing approach and checklists that are integrated into the Transcendent asset management platform that allow for additional oversight and quality assurance through a detailed schedule and checklist to guide properties.
Stakeholder conflicts concerning water resources at a basin/catchment level	Relevant, sometimes included	While severe water scarcity could threaten the continuance of specific hotel operations, Marriott has not yet had to close properties due to stakeholder conflicts. Marriott's properties in Cape Town, South Africa were part of that city's response to their 2017-2018 water crisis. A desalination plant installed at the Westin Cape Town helped provide potable water to two other large hotels.
Implications of water on your key commodities/raw materials	Not relevant, included	Current water availability and quality have been sufficient for hotel operations and food/beverage supply chain.
Water-related regulatory frameworks	Relevant, always included	Water-related regulations are relevant to all properties as users of municipal water and sewer services. Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations. Additionally, in the US, our local water utility agencies and national landscaping partners help properties understand and abide by local irrigation water regulations in areas stricken by drought.
Status of ecosystems and habitats	Relevant, always included	Some of our properties are located in/near ecosystems and/or wildlife habitats at risk. Marriott follows all local ordinances to protect these areas. Further, Marriott has developed a portfolio of conservation programs designed to protect and restore valuable ecosystems, including the Brazilian rainforest and Thailand's mangrove habitats. Company-operated properties are encouraged to partner and volunteer with their local watershed management districts. Marriott previously supported a project in China, Nobility of Nature, that helped improve the quality of freshwater for those living downstream of the Asia Water Plateau beginning in Sichuan Province.
Access to fully-functioning, safely managed WASH services for all employees	Relevant, always included	While only a very small percentage of our properties have full residential facilities for employees, Marriott provides fully-functioning WASH services for all employees worldwide.
Other contextual issues, please specify	Please select	

W3.3c

(W3.3c) Which of the following stakeholders are considered in your organization’s water-related risk assessments?

	Relevance & inclusion	Please explain
Customers	Relevant, always included	As a hospitality company, we strive to ensure the comfort, satisfaction, health and safety of our guests. Specifically, Marriott has a robust water safety program that was developed in partnership with several of our global partners that provides a detailed approach related to water safety. This approach is deeply integrated into our Asset Management and Preventative Maintenance Platform (Transcendent) and provides a detailed schedule and checklist for the property to follow. All of our brands communicate with guests about our linen and terry reuse standard to reduce energy and water consumption associated with hotel stays. 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.
Employees	Relevant, always included	We strive to ensure the comfort, satisfaction, health and safety of our associates. In addition, Marriott’s family of associates is vital to the success of our environmental strategy, providing essential pull-through to meet our standards and goals.
Investors	Relevant, always included	We are committed to reporting our environmental strategy and progress towards our goals to our investors through our annual Serve 360 Report, the CDP, and DJSI among other reporting mechanisms.
Local communities	Relevant, always included	Our hotels are important members of the communities in which they are located, supporting both established and developing economies and providing job training and opportunities. With the goal of locally sourcing 50% of our produce by 2025, our hotels around the globe continue to identify opportunities to work with local suppliers. In conjunction with our responsible sourcing goals, we will continue to identify local products that are higher quality and contain positive environmental and social attributes. These efforts will contribute to the development of responsible food and beverage product markets around the globe into the future. Our Americas procurement partner, Avendra, is committed to helping us achieve our local sourcing goal in North America, Latin America and the Caribbean. Marriott, Avendra, and Walmart have made a commitment to support an effort of the Clinton Global Initiative to assess the feasibility of locally-sourced farm produce in Puerto Rico to help support and stabilize agriculture in the region which has suffered in the wake of Hurricane Maria in 2017.
NGOs	Relevant, sometimes included	Marriott has been and is working with NGO partners in developing and pursuing our sustainability and social impact strategy. For example, we are currently working with the International Union for Conservation of Nature on Thailand’s coastal mangrove restoration.
Other water users at a basin/catchment level	Relevant, sometimes included	Some water management districts prioritize “other water users” for allocation of freshwater resources (e.g. residential customers will receive priority over business customers) in the event of a scarcity event. Properties would be responsible for understanding the implications of this on their individual site.
Regulators	Relevant, always included	Relevant departments at Marriott work with property managers and owners to ensure that our properties are aware of proposed/emerging regulations. This process varies across the global portfolio and relevant government entities. Our global design team relies on local input to determine the impact of change to codes on our design standards.
River basin management authorities	Relevant, sometimes included	Same as above: Relevant departments at Marriott work with property managers and owners to ensure that our properties are aware of proposed/emerging regulations, In those cases where new regulations are being considered by management authorities which would impact municipal use, then stakeholder engagement with such authorities might be relevant. As in the case with the recent water crisis in Cape Town, South Africa, business actions helped the region avert the crisis and become even more sustainable.
Statutory special interest groups at a local level	Relevant, always included	Local water conservation management districts and watershed management organizations are important partners for our properties to receive education around local issues and applicable laws. These organizations can also offer our properties financial incentives for water conservation and storm water management projects.
Suppliers	Relevant, always included	We engage with various parts of our supply chain on sustainability policies and actions and include discussions of these topics in the procurement process. Our Supplier Conduct Guidelines and Serve 360 responsible sourcing goals further engagement with suppliers on water risk.
Water utilities at a local level	Relevant, sometimes included	Marriott continues to monitor risks arising from increases in water charges, water surcharges or fines during drought periods.
Other stakeholder, please specify	Please select	

W3.3d

(W3.3d) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

As a part of our materiality and goal setting process used in developing our Serve 360 sustainability and social impact platform, we reviewed data from Ecolab's Water Risk Monetizer and other tools to assess the performance of our properties in water-stressed regions. Our analysis showed that water intensity of properties in those regions was generally lower than comparable hotels in other areas.

Our continental operating structure gives us close-to-market leadership, which supports risk management for localized risks such as those relating to water supply and quality. Performance to our water efficiency goals is part of the Serve 360 Scorecards, which are updated and reviewed quarterly by the Serve 360 Executive Leadership and Advisory Councils.

For hotels under development, Marriott assesses environmental resources, including feasibility studies during site development and the choice of construction materials during design. Once open, each hotel will have a water conservation action plan to manage and reduce water usage. As needed, Marriott might use various methodologies and resources to assess risk, such as WRI's Aqueduct Water Risk Atlas, U.S. Drought Monitor, the Maplecroft Global Risk Analysis and the Circle of Blue.

In addition, the Cornell Hotel Sustainability Benchmarking (CHSB) study included pilot data for measures from the Hotel Water Measurement Initiative for the first time in 2017. The publicly available data helps provide water footprint ranges by hotel type and market.

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

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. Marriott is a 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. This diversification offers some resilience against localized water risks. A substantive financial impact would be one that would impact overall revenue significantly.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	While the scale and geographic diversification of our business make it unlikely that localized water risks could generate a substantive change in our overall business, we regularly evaluate some of the more prevalent and pressing water risks that do impact properties in our managed portfolio and present that information below with specific emphasis for those properties in water stressed areas. Even if these risks do not currently have the potential to reduce our overall revenue by more than 5%, they impact the communities in which we operate and the health and safety of our associates. These include the risks of extreme weather events, prolonged drought and related wildfire risks, flooding from seasonal storms, and declining water quality. We not only work to comply with regulatory action but also strive to help address these issues where possible. To address flooding risks, we have enterprise-wide business continuity plans, task forces, an executive-led Crisis Relief Committee, our Marriott Disaster Relief Fund and TakeCare Relief Fund, and long-standing relationships with the International Federation of Red Cross and Red Crescent Societies, the American Red Cross, and other organizations that offer assistance to communities in times of disaster. These relationships and programs help us to coordinate relief efforts in regions where we operate hotels.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	Similar to 4.2b, above, the scale and geographic diversification of our business makes it unlikely that localized water risks could generate a substantive change in our global supply chain.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Efficiency

Primary water-related opportunity

Improved water efficiency in operations

Company-specific description & strategy to realize opportunity

Marriott's water conservation initiatives address various aspects of hotel operations, including: laundry and linen/terry re-use programs; dishwashing and water service at restaurants and events; central plant operations; landscaping/ irrigation; and golf course maintenance/ operation. In addition to water-use efficiency efforts, there are also systems in place to capture greywater and rainwater for appropriate uses.

Estimated timeframe for realization

Current - up to 1 year

Magnitude of potential financial impact

Low-medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

5000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Marriott has set a target to reduce water intensity at its managed and franchised properties 15% by 2025, over a 2016 baseline. In pursuit of our water conservation goals, we have implemented a number of owner-funded projects designed to enhance the efficient use of water at the hotels we manage. These include low-flow faucet and toilet fixtures, water sub-meters and more efficient laundry and dishwashing formulations. The potential financial impact represents the anticipated annual savings properties could realize from resource conservation efforts in the reporting year.

Type of opportunity

Markets

Primary water-related opportunity

Improved staff retention

Company-specific description & strategy to realize opportunity

New recruits in the hotel industry are more likely to cite environmental leadership as a factor in choosing employers. Employee engagement is a key factor in driving the success of our business and sustainability strategy. Our Serve 360 Champions are passionate individuals or teams volunteering to be the face and energy of Serve 360 on and above property — rallying their fellow associates, organizing events, educating and communicating within the property, reporting and sharing best practices, and partnering with various departments to achieve our Serve 360 goals. At our managed hotels, the Serve 360 Champion responsibilities are included as part of the TakeCare Champion role, forming a powerful network where best practices and lessons learned can be shared.

Estimated timeframe for realization

Current - up to 1 year

Magnitude of potential financial impact

Low-medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

7300

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Marriott's family of associates is vital to the success of our sustainability strategy. We constantly develop new ways of engaging our associates in sustainability as a mindset and a way of working. We provide standards and training on practices such as sustainable meetings, operational best practices, recycling and waste reduction, and linen and terry reuse to associates worldwide. Associates who are particularly passionate about sustainability & social impact can further get involved through the Serve 360 Champion opportunity. According to a study by Cornell University's School of Hospitality Management in 2006, employee turnover costs hospitality companies an average of 5,864 USD. (7,304 in 2018 USD) per employee. These costs vary by job level, hotel type and market, but the average demonstrates the substantial savings in retaining employees.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Company water targets and goals Commitment to align with public policy initiatives, such as the SDGs Commitment to water stewardship and/or collective action	Marriott's water conservation target is part of our Serve 360 sustainability and social impact platform, which aligns with the SDGs. Water risk issues are included in our sustainability policy, which was revised in 2018 and will be published in 2019. The new policy specifically references Marriott's commitment to measure and minimize the impact of company operations on water risk issues.

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual	Please explain
Chief Executive Officer (CEO)	At Marriott, the President and Chief Executive Officer (CEO) is responsible for water-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 quarterly reviews the Serve 360 Scorecards which report progress against goals, including water intensity targets.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Reviewing and guiding corporate responsibility strategy	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.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Other C-Suite Officer, please specify (CFO, Continent Presidents and other C-suite executives acting in concert as the Serve 360 Executive Leadership Council)

Responsibility

Both assessing and managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues

Annually

Please explain

(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 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 water-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.

Name of the position(s) and/or committee(s)

Sustainability committee

Responsibility

Both assessing and managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues

Annually

Please explain

The Serve 360 Advisory Council consists of direct reports of executive leaders, representing each region and each global discipline. 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 Executive Leadership Council. The 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 reducing the water intensity of hotel operations. The Scorecards inform annual reports to the board.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

No, and we have no plans to do so

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	5-10	Marriott's long-term business objectives include growth across the global portfolio of brands. The Marriott business model is fee-based and asset-light, with hotels we manage on behalf of owners or franchisees. Adding new hotels to our system generates growth, typically with little or no investment by the company. However, the lack of adequate infrastructure, including water resources could be a constraint to growth in some regions. Strategies have been developed to provide independent water sourcing at some properties.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	5-10	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. Water use efficiency and water quality are both issues that are integrated into business strategy.
Financial planning	Yes, water-related issues are integrated	5-10	Marriott's revenue is fee-based. Management and franchise fees are generally based upon hotel revenues and profits. Operational excellence, including resource conservation, will increase hotel profits. 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 resource efficiency. The planning process conducted by the hotel management team with building owners includes consideration of property enhancements that reduce water consumption.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

Anticipated forward trend for CAPEX (+/- % change)

Water-related OPEX (+/- % change)

Anticipated forward trend for OPEX (+/- % change)

Please explain

W7.3

(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

	Use of climate-related scenario analysis	Comment
Row 1	No, but we anticipate doing so within the next two years	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.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

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

Please explain

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Company-wide targets and goals	Targets are monitored at the corporate level Goals are monitored at the corporate level	In developing our next generation sustainability and social impact platform, Serve 360, Marriott engaged internal and external stakeholders and partners and reviewed water consumption in water-stressed regions. The presidents of each regional division have a Serve 360 Scorecard to drive performance on all targets, including water intensity reduction, across the portfolio of properties. The scorecards are reviewed quarterly by the Serve 360 Executive Leadership and Advisory Councils.

W8.1a

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

Target reference number

Target 1

Category of target

Product water intensity

Product Water Intensity = global water withdrawals per occupied room night

Level

Company-wide

Primary motivation

Other, please specify (Cost savings and Water Stewardship)

Description of target

Reduce water intensity (per occupied room) 15% by 2025 over 2016 baseline.

Quantitative metric

% reduction per product

Baseline year

2016

Start year

2016

Target year

2025

% achieved

1.27

Please explain

Marriott reduced water intensity (cubic meters per occupied room) in its managed portfolio by 0.19% between 2016 and 2018.

W8.1b

(W8.1b) Provide details of your water goal(s) that are monitored at the corporate level and the progress made.

Goal

Watershed remediation and habitat restoration, ecosystem preservation

Level

Country level

Motivation

Climate change adaptation and mitigation strategies

Description of goal

In 2013, Marriott announced a partnership with the International Union for Conservation of Nature and Mangroves for the Future to support coastal communities, sustainable seafood and mangrove restoration efforts in Thailand. Marriott has supported the Juma REDD+ project in Brazil's Amazon rainforest for a decade.

Baseline year

Start year

End year

Progress

In 2018, Marriott associates and community members planted 4,000 mangrove seedlings. Other events including a reef clean-up and coastal conservation workshop were held throughout the year. After a decade of support, 99% of Juma's rainforest remains intact, and residents receive training and infrastructure to pursue sustainable livelihoods, such as Brazil nut and fruit tree harvesting and chicken farming.

W9. Linkages and trade-offs

W9.1

(W9.1) Has your organization identified any linkages or tradeoffs between water and other environmental issues in its direct operations and/or other parts of its value chain?

Yes

W9.1a

(W9.1a) Describe the linkages or tradeoffs and the related management policy or action.

Linkage or tradeoff

Linkage

Type of linkage/tradeoff

Increased energy efficiency

Description of linkage/tradeoff

Many of our projects designed to conserve water also improve energy efficiency and vice versa. For example, cooling tower upgrades reduce both water and energy use by central plants. Similarly, upgrades to water fixtures, water treatment or central plant equipment also carry significant improvements to energy and water efficiency.

Policy or action

Projects with multiple benefits such as energy and water linkages are prioritized as properties strive to meet conservation and efficiency goals.

W10. Verification

W10.1

(W10.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1d)?

Yes

CY18 Marriott Assurance Statement-ASRauthorized.pdf

W10.1a

(W10.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Disclosure module	Data verified	Verification standard	Please explain
W1. Current state	Water withdrawals	Other, please specify (LRQA's Verification Approach)	On page 3 of LRQA's assurance statement, "Total Water Consumption" in million cubic meters is included. This is the figure reported as total water withdrawals in this disclosure in megaliters.
SW1. Supply chain module	Global Water Intensity in SW 3.1	Other, please specify (LRQA's Verification Approach)	On page 3 of LRQA's assurance statement, Water Intensity is included.

W11. Sign off

W-FI

(W-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.

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

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

W11.2

(W11.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

No

SW. Supply chain module

SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	20758000000

SW0.2

(SW0.2) Do you have an ISIN for your organization that you are willing to share with CDP?

No

SW1.1

(SW1.1) Have you identified if any of your facilities reported in W5.1 could have an impact on a requesting CDP supply chain member?

No facilities were reported in W5.1

SW1.2

(SW1.2) Are you able to provide geolocation data for your site facilities?

No, not currently but we intend to provide it within the next two years

SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

Requesting member

HP Inc

Category of project

Other

Type of project

Other, please specify (Category: Engagement with customers on water use associated with business travel/ Type: Data Sharing)

Motivation

Engagement with customers on water use associated with business travel: sharing data to support water reporting and more sustainable travel options.

Estimated timeframe for achieving project

Up to 1 year

Details of project

The metrics and environmental practices we provide may be utilized within your own booking tool to provide your internal users with the metrics. This can be a way to raise awareness of water use and related sustainability practices and help drive business to hotels that have good water stewardship and disclose this information to customers.

Projected outcome

Twice per year, data from our global reporting tool is provided to the sustainability team. In combination with customer hotel utilization data, we can calculate carbon emissions for overnight room stays, as well as water metrics per occupied room. Additionally, we are pulling this data into our RFP tool to be able to provide customers with this information, as well as environmental practices at hotels, as part of the business travel RFP process. The Global Business Travel Association's standardized hotel RFP has sustainability metrics fields including water and carbon footprints 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 and 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.

Requesting member

L'Oréal

Category of project

Other

Type of project

Other, please specify (Category: Engagement with customers on water use associated with business travel/ Type: Data Sharing)

Motivation

Engagement with customers on water use associated with business travel: sharing data to support water reporting and more sustainable travel options.

Estimated timeframe for achieving project

Up to 1 year

Details of project

The metrics and environmental practices we provide may be utilized within your own booking tool to provide your internal users with the metrics. This can be a way to raise awareness of water use and related sustainability practices and help drive business to hotels that have good water stewardship and disclose this information to customers.

Projected outcome

Twice per year, data from our global reporting tool is provided to the sustainability team. In combination with customer hotel utilization data, we can calculate carbon emissions for overnight room stays, as well as water metrics per occupied room. Additionally, we are pulling this data into our RFP tool to be able to provide customers with this information, as well as environmental practices at hotels, as part of the business travel RFP process. The Global Business Travel Association's standardized hotel RFP has sustainability metrics fields including water and carbon footprints 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 and 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.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services across its operations.

Product name

Global Water Intensity

Water intensity value

0.8897

Numerator: Water aspect

Water withdrawn

Denominator: Unit of production

Occupied room night

Comment

The numerator is cubic meters and not megaliters.

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