

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 7,600 properties (as of year-end 2020) that we operate (“manage”), franchise, or license under 30 brands in 133 countries and territories worldwide. As a global business, we recognize 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 intensity by 15%, carbon intensity by 30%, waste to landfill by 45% and food waste by 50% (from a 2016 baseline; for water/carbon/waste/food waste). As part of Serve 360, Marriott aims to achieve a minimum of 30% renewable electricity use by 2025, and to analyze the opportunity to set a science-based carbon target.

Note: Under the operational reporting boundary, this report covers properties both managed, owned and leased by Marriott. As of year-end 2020, Marriott owned or leased 66 properties. For all managed properties, operational costs, including property investments are the responsibility of property 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 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
Reporting year	January 1 2020	December 31 2020	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas 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 & Herzegovina
Botswana
Brazil
British Virgin Islands
Bulgaria
Cambodia
Canada
Cayman Islands
Chile
China
Colombia
Costa Rica
Croatia
Cuba
Curaçao
Cyprus
Czechia
Denmark
Djibouti
Dominican Republic
Ecuador
Egypt
El Salvador
Estonia
Ethiopia
Fiji
Finland
France
French Polynesia
Gabon
Georgia
Germany
Ghana
Greece
Grenada
Guam
Guatemala
Guinea
Guyana
Haiti
Honduras
Hungary
Iceland
India
Indonesia
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kuwait
Kyrgyzstan
Latvia
Lebanon
Lithuania
Malawi
Malaysia
Maldives
Mali
Malta
Mauritius
Mexico
Monaco
Montenegro
Morocco
Namibia
Nepal
Netherlands
New Caledonia
New Zealand
Nigeria
North Macedonia
Norway
Oman
Pakistan
Panama

Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Republic of Moldova
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
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
Uzbekistan
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 chosen approach for consolidating your GHG inventory.

Operational control

C-CN0.7/C-RE0.7

(C-CN0.7/C-RE0.7) Which real estate and/or construction activities does your organization engage in?

New construction or major renovation of buildings

Buildings management

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 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 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 greenhouse gas (GHG) emissions targets. The CEO is also a member of the Board's Inclusion and Social Impact Committee. Scorecards are typically produced quarterly but not in 2020 (nor 2021) due to COVID. An example of a climate-related decision made by the late CEO is committing to and signing the Business Roundtable's 2019 Purpose of a Corporation statement. The updated Purpose of a Corporation statement shifts the focus of companies existing to serve their shareholders to serving all company stakeholders – including customers, employees, suppliers, communities, and shareholders. In addition, Business Roundtable's principles and policies to address climate change lay out an approach where companies lead by example. These policies and principles include goals for addressing climate change, key principles to guide public policy, as well as complementary and supporting policies that align with Business Roundtable's key principles and preferred policy approach. Examples of these policies include implementing a well-designed market-based mechanism, investing in technology, driving energy efficiency, developing and deploying resiliency and adaptation measures, and investing in energy infrastructure and improving the permitting process, among others. The late CEO was a long-standing Business Roundtable member and worked with the Special Committee on Racial Equality and Justice, chairing its healthcare subcommittee.

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	Scope of board-level oversight	Please explain
Scheduled – some meetings	Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	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 Board-level Inclusion and Social Impact Committee oversees, encourages, and evaluates efforts undertaken by the company to address environmental, social, and governance (ESG) issues. In 2020, the Committee for Excellence was renamed the Inclusion and Social Impact Committee and its charter was revised to make express its oversight of efforts undertaken by the company to reduce Marriott's environmental impact and promote positive social impact in the communities Marriott serves throughout the world. Today, Marriott's Inclusion and Social Impact Committee assists the Board in carrying out its commitment and responsibilities relating to Marriott's people-first culture and the company's efforts to foster associate wellbeing and inclusion, and to promote this focus with customers, hotel owners, vendors, communities, and other key stakeholders, while also overseeing, encouraging, and evaluating Marriott's efforts to address ESG issues. Marriott's sustainability and social impact strategy is guided by our Serve 360 coordinates and 2025 goals. To meet the responsibility of a global business, such as Marriott, we must grow and operate more sustainably, taking an equitable and accountable approach. This includes identifying related environmental and social risks and opportunities, establishing policies, setting targets, driving performance, and reporting transparently, along with engaging a wide variety of stakeholders to ensure we are connecting our ESG strategy to the issues of and the impacts on society and the environment. Our 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)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Half-yearly
Corporate responsibility committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	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 late Chief Executive Officer (CEO) co-founded Marriott's Global Sustainability Council which has now evolved into the Serve 360 Executive Leadership Council. Serve 360 is Marriott's sustainability and social impact platform. The CEO, along with the rest of the Executive Leadership Council, provide strategic direction and make investment decisions to guide the achievement of the Serve 360 sustainability and social impact goals. Sustainability goals include climate-related goals related to reducing the company's environmental impacts, sourcing responsibly, and building and operating sustainable hotels. The CEO also provides half-yearly updates to the Board of Directors and reviews the quarterly Serve 360 Scorecards which measure the company's progress against the Serve 360 sustainability and social impact goals.

In addition to the CEO, the Executive Leadership Council is comprised of group and continent presidents within each regional business division (US, Canada, Asia Pacific, Caribbean & Latin America, and Europe, Middle East & Africa) and C-suite executives representing each global discipline (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)). Committee representation ensures every functional discipline within Marriott is represented and 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 subject matter experts for the relevant business functions. The participation of the presidents and the accountability of the quarterly Serve 360 Scorecards help drive performance across the portfolio of properties. This council meets twice per year to discuss Serve 360 related investment decisions and analyze recommendations from the Serve 360 Advisory Council.

Reporting to the Serve 360 Executive Leadership 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 support of over 10,000 associates who serve as Serve 360/TakeCare champions across the organization.

Marriott's Board of Directors is our highest governance body, and includes the following committees: Audit Committee, Human Resources and Compensation Committee, Nominating and Corporate Governance Committee, Executive Committee, Inclusion and Social Impact Committee, and Technology and Information Security Oversight Committee. The Board 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. In 2020, due to the increasing importance of environmental, social and governance activities, the Committee for Excellence was renamed the Inclusion and Social Impact Committee and expanded its oversight to include efforts undertaken by the company to reduce Marriott's environmental impact and promote positive social impact in the communities Marriott serves throughout the world. Today, Marriott's Inclusion and Social Impact Committee assists the Board in carrying out its commitment and responsibilities relating to Marriott's people-first culture and the company's efforts to foster associate wellbeing and inclusion, and to promote this focus with customers, hotel owners, vendors, communities, and other key stakeholders, while also overseeing, encouraging, and evaluating Marriott's efforts to address ESG issues. The Inclusion and Social Impact Committee met twice in 2020.

C1.3

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

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Marriott incentivizes activities that help us progress on our Serve 360 sustainability and social impact goals. Activities incentivized include achievement of emission reduction targets, energy reduction targets, energy reduction projects, and efficiency projects.

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).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction target	Achievement of sustainability-related goals, including achievement of the corporate greenhouse gas (GHG) reduction target, is typically tied to compensation for Marriott's Vice President of Sustainability and Supplier Diversity (a role that is equivalent to 'Chief Sustainability Officer'); however all performance goals were temporarily suspended in 2020 due to the COVID-19 pandemic.
Executive officer	Monetary reward	Emissions reduction target	Achievement of annual and long-term energy and water reduction targets is typically tied to compensation for Marriott's Global Vice President of Engineering and our Vice Presidents of Engineering at the regional level; however all performance goals were temporarily suspended in 2020 due to the COVID-19 pandemic.
Business unit manager	Monetary reward	Emissions reduction target	Achievement of sustainability-related goals, including achievement of the corporate greenhouse gas (GHG) reduction target, is typically tied to compensation for Marriott's Head of Global Operations; however, all performance goals were temporarily suspended in 2020 due to the COVID-19 pandemic.
Energy manager	Monetary reward	Energy reduction target	Achievement of annual and long-term energy and water reduction targets is tied to compensation for Marriott's Senior Director of Global Engineering and our Senior Directors of Engineering at the regional level; however, all performance goals were temporarily suspended in 2020 due to the COVID-19 pandemic.
Environment/Sustainability manager	Monetary reward	Energy reduction target	Achievement of sustainability & social impact goals is typically tied to compensation for Marriott's Vice President, Directors, and Managers of Social Impact, Vice President and Managers of Sustainability & Supplier Diversity, and Director of Sustainability. Incentives are related to development and implementation of goals, strategies, conservation projects, stakeholder engagement and sustainability reporting and programming; however, all performance goals were temporarily suspended due to the COVID-19 pandemic.
Facilities manager	Monetary reward	Energy reduction target	Our property Directors of Engineering and many of our General Managers have objectives related to property performance against goals. Engineering managers are also incentivized through recognition of the winners of the global game competition for operational excellence; however, all performance goals were suspended in 2020 due to the COVID-19 pandemic.
Management group	Non-monetary reward	Energy reduction target	Achievement of sustainability-related goals are recognized quarterly and annually with awards for performance. Marriott has 104 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; however, all performance goals were temporarily suspended due to the COVID-19 pandemic.
Other, please specify (Hotels)	Non-monetary reward	Energy reduction project Efficiency project	Hotels receive internal and external recognition for performance against sustainability goals and for innovative projects which help meet our sustainability targets; however, all performance goals were suspended in 2020 due to the COVID-19 pandemic.
Facilities manager	Non-monetary reward	Energy reduction project Efficiency project	Hotel owners and franchisees receive internal and external recognition during Marriott owner/franchisee conferences for supporting sustainability and social impact projects, which help meet our Serve 360 goals; however, all performance goals were suspended in 2020 due to the COVID-19 pandemic.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	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	2	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 and business case proposals for hotel owners to help drive resource efficiency and conservation at properties.
Long-term	5	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.

C2.1b

(C2.1b) 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. 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.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**Value chain stage(s) covered**

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Short-term
Medium-term

Description of process

Marriott's Internal Audit discipline typically coordinates an annual Enterprise Risk Assessment process through which senior leadership and the Board of Directors identify the top business and emerging risks facing the company, along with key mitigating action plans for addressing those risks. However, due to COVID-19, the annual Enterprise Risk Assessment did not take place in 2020. The results of this process are reported to the board of directors as well as reviewed annually by key executives across the company. 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. 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 top priorities, along with protecting the value of the investments made by our hotel owners and franchisees and stakeholders by preventing, mitigating, and responding to interruptions to normal business operations. Consistent with our focus on management, franchising, and licensing, we own or lease 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 hotel 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 hotel owners and franchisees, 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. Physical risk case study: In 2019 Marriott kicked off the Marriott Infrastructure Resilience Adaptability (MIRA) program. This program is focused on evaluating climate-related risks to the physical assets managed by Marriott and creating resiliency strategies, programs, and training to help mitigate losses associated with climate-related events. The program also includes developing an assessment of climate-related risks for each individual hotel globally. Phase 1 of the project, which began in 2020, included a physical risk and resilience assessment for all continental US properties and markets, including over 5,000 currently open hotels and over 1,000 pre-opening hotels. The assessment includes the evaluation of physical climate risk indicators, climate and resilience scorecards, long-term vulnerability risk projections, coordinated risk management with the Marriott insured property program, and revisits CAPEX budgets. MIRA also released three weatherization videos for cold weather prep and a resilience video series. Relevant hazards used in the assessment include chronic coastal flooding, acute coastal flooding, tropical cyclones, wildfires, inland flooding, heat stress, cold stress, drought, and energy demand. The assessment identified the top 10 candidates by hazard for more in-depth desk studies, site visits, and vulnerability assessments. Next steps include the development of a Climate Risk and Resilience Scorecard for the top 20 hotspot locations identified from the assessment. Transition Risk Case study: 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 April 2018 to March 2019 tax year, the obligation for the owners of properties managed by Marriott under the UK CRC Energy Efficiency Scheme was 1,330,970 GBP, or 1.76 million USD. 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. 2019 was the first year that all Marriott-managed properties worldwide received a 2019 energy reduction target. The target-development process factored in average annual energy reduction from 2016 to present-day and compared hotel energy intensity to that of similar hotels within the same climate zone, region, and property type. Additionally, all franchised hotels worldwide received suggested energy reduction targets for the first time in 2019. 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 hotel owners and explore innovative ways to approach conservation for our many properties already operating at high efficiency. For example, in 2019, twenty-eight hotels in the United Kingdom operate combined heat and power plants. Each year the emissions savings from the energy efficient co-gen plants at each hotel are assessed and reported, resulting in an offset of carbon tax obligations. 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.

C2.2a

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

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current regulations are relevant and always included in Marriott's climate-related risk assessments because property managers and 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	Emerging regulations are relevant and always included in Marriott's climate-related risk assessments. 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. An example of the impact of regulations includes carbon taxes, whose effect was most clearly shown in the United Kingdom, where Marriott properties were assessed almost two million USD under the Energy Efficiency Scheme.
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 because new technology instead represents an opportunity to reduce GHG emissions associated with our lodging operations, such as room occupancy sensors which reduce room energy intensity. As technologies continue to improve over time, efficiency is gained from enhanced standards. In 2019, internal analysis showed that our newly built hotels that opened between 2012 and 2019 had an energy intensity value 6.68% lower than that of hotels opened before 2012. These efficiency standards will be applied for new or renovated hotels in order to move more of the portfolio towards less energy-intensive buildings.
Legal	Relevant, always included	Legal risks are relevant and always included in Marriott's climate-related risk assessments in the context of regulatory compliance. For example, relevant departments at Marriott work with property managers and owners to ensure that our properties are aware of current and emerging regulations, especially those that might impact HVAC systems, building codes, 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. An example of the impact of regulations includes carbon taxes, whose effect was most clearly shown in the United Kingdom, where Marriott properties were assessed an obligation of almost two million USD under the Energy Efficiency Scheme. Aside from potential legal risks associated with regulatory compliance, Marriott does not anticipate exposure to climate-related litigation.
Market	Relevant, always included	Market risks are relevant and always included in Marriott's climate-related risk assessments. 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, such as LEED.
Reputation	Relevant, always included	Reputational risks are relevant and always included in Marriott's climate-related risk assessments. 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. Marriott continues to engage a wide variety of stakeholders (guests, customers, associates, investors, business partners, nongovernmental organizations, and communities) to understand their expectations of our company. In 2019, our Investor Relations team continued to engage with investors around ESG and conducted a survey to understand investor priorities and their key tools for tracking our performance, risks and opportunities, including sustainability and social impact. Building on the findings of the survey, the Investor Relations team distributed our 2020 Serve 360 Report to its distribution list for the first time, demonstrating Marriott's commitment to providing transparent updates to this important stakeholder group.
Acute physical	Relevant, always included	Acute physical risks are relevant and always included in Marriott's climate-related risk assessments. 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 top priorities, along with protecting the value of the investments made by our hotel owners and franchisees 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. In 2020, acute physical risks were assessed as part of the Marriott Infrastructure Resilience Adaptability (MIRA) assessment. Acute physical risks assessed include extreme weather events such as tropical cyclones, related coastal and riverine flooding, and wildfires and drought. The top 10 properties were identified for each acute physical risk for more in-depth desk studies, site visits, and vulnerability assessments.
Chronic physical	Relevant, always included	Chronic physical risks are always included in Marriott's climate risk assessment. 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. In 2020, chronic physical risks were assessed as part of the Marriott Infrastructure Resilience Adaptability (MIRA) assessment (MIRA). Chronic physical risks assessed include flooding due to rising sea level and increases in mean annual temperature resulting in changing cooling/heating energy demands. The top 10 properties were identified for each chronic physical risk for more in-depth desk studies, site visits, and vulnerability assessments.

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 & Primary climate-related risk driver

Current regulation	Carbon pricing mechanisms
--------------------	---------------------------

Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<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. Marriott has already seen the impact of the UK CRC Energy Efficiency Scheme, with an obligation for the owners and properties managed by Marriott of almost \$2 million USD for the April 2018 to March 2019 tax year. 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.

Time horizon

Short-term

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)

1763100

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 April 2018 to March 2019 tax year, the obligation for the owners of properties managed by Marriott under the UK CRC Energy Efficiency Scheme was 1,330,970 GBP, or 1.76 million USD.

Cost of response to risk

33000

Description of response and explanation of cost calculation

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 2019, twenty-eight hotels in the United Kingdom operate combined heat & power plants. Each year the emissions savings from the energy efficient co-gen plants at each hotel are assessed and reported, resulting in an offset of carbon tax obligations. 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.

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
----------------	--

Primary potential financial impact

Increased insurance claims liability

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

More frequent and more severe storms could increase the risk of property damage and might increase related insurance costs or make it difficult to secure insurance. Insurance may not cover damage to, or losses involving, properties that we own, manage, or franchise, or other aspects of our business, and the cost of such insurance could increase. We require comprehensive property and liability insurance policies for our managed, leased, and owned properties with coverage features and insured limits that we believe are customary. We also require our franchisees to maintain similar levels of insurance. Market forces beyond our control may nonetheless limit the scope of the insurance coverage we, our hotel owners, or our franchisees can obtain, or our or their ability to obtain coverage at reasonable rates. Certain types of losses, generally of a catastrophic nature, such as hurricanes and floods may result in high deductibles, low limits, or may be uninsurable, or the cost of obtaining insurance may be unacceptably high. As a result, we, our hotel owners, and our franchisees may not be successful in obtaining insurance without increases in cost or decreases in coverage levels or may not be successful in obtaining insurance at all. For example, over the past several years following the severe and widespread damage caused by the 2017 Atlantic hurricane season and other natural disasters coupled with continued large global losses, the property, liability and other insurance markets have seen significant cost increases. Further, in the event of a substantial loss, the insurance coverage we, our hotel owners, or our franchisees carry may not be sufficient to pay the full market value or replacement cost of any lost investment or in some cases could result in certain losses being totally uninsured. As a result, our revenues and profits could be adversely affected, and for properties we own or lease, we could lose some or all of the capital that we have invested in the property and we could remain obligated for guarantees, debt, or other financial obligations. 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.

Time horizon

Short-term

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

Marriott works with our insurance providers to determine appropriate business interruption coverage for our operations, as well as property coverage for hotel owners. Widespread property destruction could 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%.

Cost of response to risk

0

Description of response and explanation of cost calculation

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 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 providers to develop criteria for insurance coverage requirements as part of our management agreements with hotel owners. In 2020, Marriott performed a scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. The scenario analysis showed potential impacts from acute climate changes including some of Marriott's coastal hotels along the East and Gulf coasts that are exposed to acute storm surge and wind hazards from tropical cyclones. Rising sea levels are projected to increase these hotels' exposure to storm surge hazards over time. Marriott is currently evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis in order to determine each site's vulnerability to identified climate hazards. The results of this assessment will be used to drive site-specific adaptation/resilience planning efforts. 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.

Comment**Identifier**

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Chronic physical	Rising mean temperatures
------------------	--------------------------

Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

In 2020, Marriott performed a scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. The scenario analysis showed that many Marriott US hotels are projected to be exposed to increases in average and extreme temperatures. Increasing global temperatures could drive up the energy consumption at our properties, thus reducing profits from operations. 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. 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, 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

It is difficult to estimate the aggregate impact of rising global mean temperatures, since weather patterns and energy costs vary by location. However, if 2020 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.

Cost of response to risk

45000000

Description of response and explanation of cost calculation

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. We developed a robust hotel data validation approach to support improved reporting and evaluation of operational decisions at the property and above-property level. Energy and Environmental Action Plan audits enable our property teams to identify and quantify energy reduction opportunities. Property managers select projects to target for completion early enough in the year to realize energy and cost savings. In 2020, investments by Marriott's owners included building management systems, guest room occupancy sensors, HVAC upgrades and lighting retrofits. 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 ongoing equipment maintenance and planned replacement processes. In 2020, Marriott performed a scenario analysis to identify physical climate change risks to hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. The scenario analysis showed that many Marriott US hotels are projected to be exposed to increases in average and extreme temperatures. For most hotels, cooling costs are projected to rise, and heating costs are projected to decrease. Marriott is evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis to determine each site's vulnerability to identified climate hazards. Results of this assessment will be used to drive site-specific adaptation/resilience planning efforts. Ongoing energy efficiency efforts are part of existing management services. In 2019, Marriott's owners invested roughly 45 million USD in energy savings ROI projects at properties managed by Marriott.

Comment**Identifier**

Risk 4

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Chronic physical	Changes in precipitation patterns and extreme variability in weather patterns
------------------	---

Primary potential financial impact

Other, please specify (Decreased revenues from lower sales/output)

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Risks relating to natural or man-made disasters have reduced the demand for lodging, which has adversely affected our revenues. We have seen a decline in travel and reduced demand for lodging due to so called "Acts of God," such as hurricanes, earthquakes, tsunamis, floods, volcanic activity, wildfires, and other natural disasters in locations where we own, manage, or franchise properties and areas of the world from which we draw a large number of guests, and these circumstances could continue or worsen in the future to an extent and for durations that we are not able to predict. As with the effects we have already experienced from the COVID-19 pandemic, any one or more of these events may reduce the overall demand for lodging, limit the room rates that can be charged, and/or increase our operating costs, all of which could adversely affect our profits. In 2020, Marriott performed a scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. The scenario analysis showed potential impacts from acute climate change, including some of Marriott's coastal hotels along the East and Gulf coasts that are exposed to acute storm surge and wind hazards from tropical cyclones. Rising sea levels are projected to increase these hotels' exposure to storm surge hazards over time. Marriott is currently evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis in order to determine each site's vulnerability to identified climate hazards.

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)

530000

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 may be limited in geographic scale in any given year and decreased occupancy at impacted properties may lead to increased business in others as guests alter travel plans. The potential financial impact figure represents 0.1% of total base management fees and incentive management fees in 2020 (530 million USD as reported in the 10-K).

Cost of response to risk

0

Description of response and explanation of cost calculation

From design standards for new hotel construction through operations, Marriott focuses on 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 2019, we continued to integrate our housekeeping choice programs under the umbrella of the Make a Green Choice program, whereby for each night a guest opts in and forgoes housekeeping service, they have the opportunity to receive loyalty points or a sustainability offering (i.e. a tree planted on their behalf) at participating hotels. However, in 2020, the Make a Green Choice Program was retired due to impacts of COVID-19 on our operations. 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 likely 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.

Comment

C2.4

(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

Primary potential financial impact

Reduced indirect (operating) costs

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 and operations. As technologies continue to improve over time, efficiency is gained from enhanced standards. In 2019, internal analysis showed that our newly built hotels that opened between 2012 and 2019 had an energy intensity value 6.68% lower than that of hotels opened before 2012. These efficiency standards will be applied for new or renovated hotels in order to move more of the portfolio towards less energy-intensive buildings. More efficient buildings also reduce operating costs. As part of Marriott's Serve 360 goals, 100% of the portfolio will be third-party sustainably certified by 2025, and 650 hotels will have or be pursuing LEED, BREEAM, or Estidama certifications. As of 2020, 32% of Marriott properties were certified to a recognized sustainability standard and 245 Marriott properties had or were pursuing LEED®, BREEAM®, or Estidama certification.

Time horizon

Short-term

Likelihood

Virtually certain

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)

38000

Potential financial impact figure – maximum (currency)

57000

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. We estimated that if all global managed properties were to implement the necessary changes needed to achieve LEED certification, based on the data that we have from our properties that have already achieved LEED certification, hotel owners would save between \$38,000-57,000 in energy costs per year at each property. Hotel owners and franchisees bear costs to develop and certify properties.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

We support hotel owners and franchisees 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, we expect 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 aim to work with owners to develop 250 adaptive reuse projects. (Note: goals are delayed due to impacts of COVID-19 on operations.) As of year-end 2020, 32% of the Marriott International (MI) portfolio globally were certified to a recognized sustainability standard and 245 Marriott properties had or were pursuing LEED®, BREEAM®, or Estidama certification. Costs to obtain LEED® or equivalent certifications vary by program/region and are the responsibility of hotel owners; therefore Marriott incurs no direct costs associated with this opportunity (\$0). While there may be negligible 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.

Comment

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

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

As part of our Serve 360 sustainability and 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. Throughout 2019, we worked with our CEO, CFO, heads of treasury, tax, operations, sustainability and engineering, and third-party consultants to evaluate a significant investment in a renewable energy wind project. Significant effort was made to determine if this was a path the company could invest in to support the renewable energy goal. While this particular opportunity didn't come to fruition, the engagement from our most senior leaders was a valuable effort that will help guide the next opportunity. The combination of energy efficiency and renewable energy will provide more resilience for operations in a low-carbon future.

Time horizon

Short-term

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 one percent in a region such as North America 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.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

In order to achieve our 2025 goal to source 30% of our overall electricity from renewable sources, Marriott is currently evaluating a reporting protocol to track renewable energy. Once a reporting protocol has been developed, Marriott can then determine strategy for achieving our renewable electricity target. 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 2020, the Engineering Global Leadership Team (GLT) continued to focus 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. These efforts make it possible to set more meaningful targets at the continent and individual property levels, driving initiatives to increase efficiency. Costs to obtain LEED® or equivalent certifications vary by program/region and are the responsibility of hotel owners; therefore Marriott incurs no direct costs associated with this opportunity (\$0). While there may be negligible 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.

Comment

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

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

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. Marriott informs stakeholders about our priorities and actions, seeks to understand evolving expectations and viewpoints, and create opportunities to address substantive issues through partnerships and collaboration. For example, Marriott actively engages with guests, customers, and associates through management process, such as the Guest Satisfaction Survey through our guest satisfaction feedback program, GuestVoice, and our annual Associate Engagement Survey, to drive continuous improvement.

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)

530000

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, franchisees 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. 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, and therefore revenue. As reported in Marriott International's 10-K annual filing for 2020, comparable worldwide system-wide RevPAR fell sharply in 2020 due to COVID-19, resulting in a decrease in base management fees and incentive fees. The potential financial impact figure represents 0.1% of total base management fees and incentive management fees in 2020 (530 million USD as reported in the 10-K).

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

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. 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. 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 250 of our largest customers globally, a 70% increase since 2019. We also provide this data proactively as part of the RFP process for over 5,000 RFPs valued at over \$6B in revenue in 2019. We have heard directly from many customers that not reporting this information would put hotels at risk of losing business with those customers, which is why reporting this information is a brand standard for all hotels. Our energy-efficiency and water reduction efforts typically have payback timeframes of three years or less. We have leveraged our relationship with vendors to provide us cost-neutral, environmentally-sustainable products and services. In 2020, before being retired due to the impact COVID-19 has had on our operations, Make a Green Choice provided guests at participating properties with the opportunity to receive points or choose from a regionally-relevant sustainability option for each night they forgo housekeeping, helping us on our sustainability journey to reduce the use of water, energy and chemicals. 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. Costs to obtain LEED® or equivalent certifications vary by program/region and are the responsibility of hotel owners; therefore Marriott incurs no direct costs associated with this opportunity (\$0). While there may be negligible 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.

Comment**C3. Business Strategy****C3.1****(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?**

Yes

C3.1b

(C3.1b) Does your organization intend to publish a low-carbon transition plan in the next two years?

	Intention to publish a low-carbon transition plan	Intention to include the transition plan as a scheduled resolution item at Annual General Meetings (AGMs)	Comment
Row 1	No, we do not intend to publish a low-carbon transition plan in the next two years	<Not Applicable>	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. Our Serve 360 targets were established to help us envision how we want to develop responsible business practices to meet climate change risks and opportunities. We are currently in the process of setting greenhouse gas reduction targets based on climate science. We currently do not have plans to develop a low-carbon transition plan.

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, quantitative

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details
Other, please specify (RCP 4.5 and RCP 8.5)	Marriott performed a quantitative scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analog (LOCA) downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanographic and Atmospheric Administration (NOAA). Marriott used the Representative Concentration Pathway (RCP) scenarios RCP 4.5 and RCP 8.5 to evaluate the portfolio's exposure to climate change risks under a range of potential futures. RCP 8.5 represents a business-as-usual future with increasing GHG emissions through 2100 and greater physical impacts from climate change, while RCP 4.5 represents a future with decreasing GHG emissions after mid-century and lesser physical impacts. For over 5,000 open hotels and over 1,000 pre-opening hotels in the continental U.S., and with future plans to assess the rest of the global portfolio, Marriott evaluated present and future exposure to acute and chronic hazards from temperature and precipitation changes, energy demand, coastal flooding, inland flooding, drought, and wildfire. All assets were ranked by hazard exposure at three future time horizons: 2030, 2050 and 2080. The 2030 and 2050 time horizons span the likely lifetimes of most of Marriott's hotels and the 2080 horizon encompasses the potential lifetime of the longest-lived hotels. The asset ranking considered future exposure at each time horizon under each climate change scenario. The scenario analysis showed that many Marriott US hotels are projected to be exposed to increases in average and extreme temperatures. For most hotels, cooling costs are projected to rise, and heating costs are projected to decrease. Exposure to other climate change hazards varied with hotel location. Future wildfire hazard exposure is projected to be greatest in the western states, while storm surge exposure was greatest along the East and Gulf coast states. Exposure to chronic "sunny day" flooding was greatest for hotels in Florida and California. Overall, impacts were larger in the RCP 8.5 scenario than the RCP 4.5 scenario and in both scenarios, impacts increased in severity progressing from the 2030 to the 2050 and 2080 time horizons. The scenario analysis showed potential impacts from both acute and chronic climate changes. For example, some of Marriott's coastal hotels along the East and Gulf coasts are exposed to acute storm surge and wind hazards from tropical cyclones. Rising sea levels are projected to increase these hotels' exposure to storm surge hazards over time. Because sea level rise is projected to be larger under the RCP 8.5 scenario than in the RCP 4.5 scenario, future exposure to coastal flooding hazards is projected to be greater under RCP 8.5 than RCP 4.5. Rising temperatures pose a chronic risk to Marriott's hotels through health hazards to staff working outside and through increases in cooling needs that are likely to drive up cooling costs. Marriott is currently evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis in order to determine each site's vulnerability to identified climate hazards. The results of this assessment will be used to drive site-specific adaptation/resilience planning efforts.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Climate-related opportunities related to shifts in consumer preferences have influenced our short- (0-2 years), medium- (2-5 years) and long-term (5-10 years) business strategy. We partner with our sales teams to better understand and meet the needs of our business travel and group customers. From in-person trainings to educational modules, we work with sales associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. We offer direct customer engagement opportunities, including sharing updates and progress toward our sustainability goals, helping customers understand their carbon and water impact data, and identifying potential areas in which to collaborate from responsible sourcing to volunteerism activities and food waste reduction initiatives. We communicate regularly with corporate customers about our sustainability goals by typically developing progress slides for use by the Global Sales Organization (quarterly), attending quarterly business review calls, presenting at global customer events, distributing sustainability and social impact information to sales teams, and providing hotel sustainability information during the RFP process. Case study: Understanding the needs, key issues, and priorities of our stakeholders, including customers, helps inform the development of our business strategy, products, and services, as well as our sustainability and social impact programming and reporting. We share property-level environmental information with our guests, meeting planners, and customers on our brand channels, via Requests for Proposals (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 2019, we provided 160 corporate business customers (valued at over \$3B) with impact reports detailing the carbon and water footprint across their previous stays with us. In 2020, we saw a nearly 100% increase in requests for customer sustainability reporting.
Supply chain and/or value chain	Yes	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. Time horizon: Marriott evaluates risks related to our supply chain over short-, medium-, and long-term. Case study: As part of Marriott's Serve 360 sustainability and social impact goals, Marriott aims to have 95% responsible sourcing among our top 10 priority categories. We continue to seek to identify products with new and existing suppliers that exhibit responsible and social attributes and offer a high-quality experience for our guests. We continue to refine our searches to incorporate our new responsible sourcing requirements across our top 10 categories as we engage with existing and new suppliers in the future. Our Supplier Conduct Guidelines provide environmental and social guidelines that our vendors should abide by in order to do business with Marriott. Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium (which Marriott helped to develop), and in collaboration with MindClick, the Marriott Sustainability Assessment Program (MSAP) is a required annual assessment of all approved Marriott furniture, fixtures, and equipment suppliers and their products. Suppliers complete surveys assessing the social and environmental practices and sustainability attributes associated with the products sold to Marriott, based on the framework established by the Hospitality Sustainable Purchasing Consortium. Reports by products are provided to both the reporting supplier and to Marriott. Supplier reports are consolidated for overall supply chain analysis for Marriott's use in tracking and selection criteria.
Investment in R&D	Yes	Climate-related risks and opportunities related to shifts in consumer preferences and behavior have influenced our short- (0-2 years), medium- (2-5 years) and long-term (5-10 years) business strategy. Marriott conducts research and 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. Case study: We partner with our sales teams to better understand and meet the needs of our business travel and group customers. From in-person trainings to educational modules, we work with sales associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. In 2019, we provided 160 corporate business customers (valued at over \$3B) with impact reports detailing the carbon and water footprint across their previous stays with us. In 2020, we saw a nearly 100% increase in requests for customers sustainability reporting. We identified pilot opportunities for us to partner with our customers to support the sustainability and social impact goals we have in common. Twenty-one customers have requested Marriott's participation in the CDP supplier program.
Operations	Yes	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 or franchise fees. When lasting damage to local economies occurs, hotels' ability to hire and retain talent 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 two million USD under the Energy Efficiency Scheme. Time horizon: Marriott evaluates risks related to operations over short-, medium- and long-term. Case study: In 2020, Marriott performed a scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. For over 5,000 open hotels and over 1,000 pre-opening hotels in the continental U.S., and with future plans to assess the rest of the global portfolio, Marriott evaluated present and future exposure to acute and chronic hazards from temperature and precipitation changes, energy demand, coastal flooding, inland flooding, drought, and wildfire. All assets were ranked by hazard exposure at three future time horizons: 2030, 2050 and 2080. Marriott is currently evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis in order to determine each site's vulnerability to identified climate hazards. The results of this assessment will be used to drive site-specific adaptation/resilience planning efforts.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Indirect costs Capital expenditures Acquisitions and divestments	Revenues: Under our business model, we primarily manage or franchise hotels, rather than own them (though we do own some hotels). We earn base management fees and 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 are based on the profits of the hotel. 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. 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. Financial planning related to revenues is considered over a short-, medium-, and long-term horizon. Indirect costs: 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 year-end 2020, approximately 1.1% 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, 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. Financial planning related to indirect costs is considered over a short-, medium- and long-term horizon. Case study: Outside temperatures have a significant impact on energy use in our hotels. At many of our properties, energy costs are among the highest expenses, and temperature extremes increase the energy load. It is difficult to estimate the aggregate impact of rising global mean temperatures, since weather patterns and energy costs vary by location. However, if 2020 energy costs had increased by 1% as a result of additional HDD (Heating Degree Days) or Cooling Degree Days (CDD), we estimate that energy costs for all hotels in our system 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. Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. For example, in 2020, Marriott performed a scenario analysis to identify physical climate change risks to its hotels in the continental US. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. Marriott used the Localized Constructed Analogs downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by National Oceanic and Atmospheric Administration. The scenario analysis showed that many Marriott US hotels are projected to be exposed to increases in average and extreme temperatures. For most hotels, cooling costs are projected to rise, and heating costs are projected to decrease. Marriott is currently evaluating the adaptive capacity of each site to the hazards identified in the scenario analysis in order to determine each site's vulnerability to identified climate hazards. The results of this assessment will be used to drive site-specific adaptation/resilience planning efforts. Capital Expenditures: Throughout 2019, we invested in our utility tracking platform, Marriott Environmental Sustainability Hub (MESH) and data analysis to help us more accurately provide individual hotel targets and to give us greater insight into our performance against 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. Additionally, as we seek to reduce our owned/ leased portfolio by transitioning to long-term management contracts, the resource efficiency of our properties will make them more attractive for other potential owners. The impact of the risks reported is considered to be low as they relate to acquisitions and divestments. Financial planning related to acquisitions and divestments is considered over a short-, medium- and long-term horizon.

C3.4a

(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

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

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (location-based)

Intensity metric

Metric tons CO₂e per square meter

Base year

2016

Intensity figure in base year (metric tons CO₂e per unit of activity)

0.13096

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2025

Targeted reduction from base year (%)

30

Intensity figure in target year (metric tons CO₂e per unit of activity) [auto-calculated]

0.091672

% change anticipated in absolute Scope 1+2 emissions

5

% change anticipated in absolute Scope 3 emissions

0

Intensity figure in reporting year (metric tons CO₂e per unit of activity)

0.089745

% of target achieved [auto-calculated]

104.904805538587

Target status in reporting year

Underway

Is this a science-based target?

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

Target ambition

<Not Applicable>

Please explain (including target coverage)

Marriott has reduced emissions per conditioned square meters in its managed portfolio by 31.47% since 2016. Marriott has surpassed its 30% carbon intensity reduction target but are not considering this target to be achieved as most of the emissions reductions occurred because of the low occupancy in its hotels in 2020 due to the COVID-19 pandemic.

Target reference number

Int 2

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 3: Franchises

Intensity metric

Metric tons CO2e per square meter

Base year

2016

Intensity figure in base year (metric tons CO2e per unit of activity)

0.11182

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2025

Targeted reduction from base year (%)

30

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

0.078274

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

20

Intensity figure in reporting year (metric tons CO2e per unit of activity)

0.075015

% of target achieved [auto-calculated]

109.715018183986

Target status in reporting year

Underway

Is this a science-based target?

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

Target ambition

<Not Applicable>

Please explain (including target coverage)

Marriott has reduced emissions per conditioned square meters in its franchised portfolio by 32.92% since 2016. Marriott has surpassed its 30% carbon intensity reduction target but are not considering this target to be achieved as most of the emissions reductions occurred because of the low occupancy in its hotels in 2020 due to the COVID-19 pandemic.

C4.2**(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

No other climate-related targets

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	0	0
To be implemented*	10	1549
Implementation commenced*	331	84083
Implemented*	238	60393
Not to be implemented	0	0

C4.3b

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

Initiative category & Initiative type

Energy efficiency in buildings	Building Energy Management Systems (BEMS)
--------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

1

Scope(s)

Scope 1

Voluntary/Mandatory

Voluntary

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

5468

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

1432

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 hotel owners to increase the efficiency of the buildings we manage.

Initiative category & Initiative type

Energy efficiency in buildings	Building Energy Management Systems (BEMS)
--------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

7276

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

2180508

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

7011460

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 hotel owners to increase the efficiency of the buildings we manage.

Initiative category & Initiative type

Energy efficiency in buildings	Lighting
--------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

9022

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

5127132

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

8732690

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 hotel owners in 2020, helping Marriott make progress toward reducing our Scope 2 emissions. We identify collaborative opportunities 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 hotel owners in the aggregate.

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

0

Scope(s)

Scope 1

Voluntary/Mandatory

Voluntary

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

62288

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

313647

Payback period

11-15 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 category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

8363

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

6050854

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

17194812

Payback period

11-15 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 category & Initiative type

Energy efficiency in production processes	Compressed air
---	----------------

Estimated annual CO2e savings (metric tonnes CO2e)

25

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

7436

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

17310

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Machine/equipment replacement
---	-------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

0

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

2500

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

6250

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Demand ventilation)
---	--

Estimated annual CO2e savings (metric tonnes CO2e)

9

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

9532

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

27317

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Hot Water Systems)
---	---

Estimated annual CO2e savings (metric tonnes CO2e)

28813

Scope(s)

Scope 1

Voluntary/Mandatory

Voluntary

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

1740548

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

8305517

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 category & Initiative type

Energy efficiency in production processes	Other, please specify (Refrigeration)
---	---------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

387

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

115965

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

361717

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 category & Initiative type

Energy efficiency in production processes	Other, please specify (Water Efficiency)
---	--

Estimated annual CO2e savings (metric tonnes CO2e)

1663

Scope(s)

Scope 1

Voluntary/Mandatory

Voluntary

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

506926

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

1135119

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

This row includes a variety of efficiency projects including heat/steam recovery and water efficiency, which also save Scope 1 emissions. Calculations for payback periods for Marriott's hotel 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.

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Water Efficiency)
---	--

Estimated annual CO2e savings (metric tonnes CO2e)

54

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

12233

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

119834

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

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 hotel 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

Initiative category & Initiative type

Energy efficiency in production processes	Process optimization
---	----------------------

Estimated annual CO2e savings (metric tonnes CO2e)

1164

Scope(s)

Scope 1

Voluntary/Mandatory

Voluntary

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

68962

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

227357

Payback period

4-10 years

Estimated lifetime of the initiative

16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Process optimization
---	----------------------

Estimated annual CO2e savings (metric tonnes CO2e)

2757

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

14734437

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

16028302

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Solar PV
------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

856

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

313607

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

1738316

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.

C4.3c

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

Method	Comment
Financial optimization calculations	Our Energy and Environmental Action Plans evaluate return on investment projects and help prioritize owner investments. Marriott Retro-commissioning (MRCx) drives third-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 typically 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 identify 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 Serve 360 Regional Leads across the globe, as well as internal disciplines to develop strategies to further integrate Serve 360 into their functions. We typically engage our employees through annual orientations and meetings, webinars and other training opportunities. We share updated Serve 360 content and actions with the Serve 360 Champions and the Business Council Chairpersons each quarter. 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, Senior Leaders' 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, Brand, Investor Relations, Human Resources, and Sales, and highlight our sustainability and social impact efforts at headquarters' events. There are also typically 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)

1355486

Comment

In 2020, Marriott underwent the process of re-evaluating its 2016 baseline year carbon, energy, and water data. Since the original 2016 results were published, Marriott has updated its data validation approach, and more 2016 data has been reported. As such, there was a significant change in the number of properties whose 2016 data passed Marriott's updated validation process, and Marriott is restating its 2016 baseline values for carbon, energy, and water (both absolute and intensity values).

Scope 2 (location-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5612311

Comment

In 2020, Marriott underwent the process of re-evaluating its 2016 baseline year carbon, energy, and water data. Since the original 2016 results were published, Marriott has updated its data validation approach, and more 2016 data has been reported. As such, there was a significant change in the number of properties whose 2016 data passed Marriott's updated validation process, and Marriott is restating its 2016 baseline values for carbon, energy, and water (both absolute and intensity values).

Scope 2 (market-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5611099

Comment

In 2020, Marriott underwent the process of re-evaluating its 2016 baseline year carbon, energy, and water data. Since the original 2016 results were published, Marriott has updated its data validation approach, and more 2016 data has been reported. As such, there was a significant change in the number of properties whose 2016 data passed Marriott's updated validation process, and Marriott is restating its 2016 baseline values for carbon, energy, and water (both absolute and intensity values). Additionally, Marriott has calculated a Scope 2 market-based emissions total for the 2016 baseline for the first time.

C5.2

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

972725

Start date

<Not Applicable>

End date

<Not Applicable>

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 are reporting 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

4152757

Scope 2, market-based (if applicable)

4193307

Start date

<Not Applicable>

End date

<Not Applicable>

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?

No

C6.5

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

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO2e

1746924

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 hotel owners through our procurement provider 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

Please explain

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 2020. This screening methodology provides a gross assessment of emissions in this category. Improving the sustainability of our supply chain is important 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. (Note: procurement goals are delayed to due COVID-19.)

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>

Please explain

Marriott 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. Three percent of properties managed and franchised 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.

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

Evaluation status

Relevant, calculated

Metric tonnes CO2e

884581

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 2020. 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

Please explain

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>

Please explain

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

56965

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 2020.

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

100

Please explain

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 total waste and food waste reduction goals. Marriott has worked with World Wildlife Fund (WWF) to conduct a process for developing baseline data for our food waste and is participating in an industry-led workstream to develop a methodology for calculating 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

6487

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, short-haul and long-haul flight mileage was specified. The Greenhouse Gas Protocol's Mobile Combustion GHG Emissions Calculation Tool (Version 2.6) was used to complete the emissions calculations.

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

100

Please explain

We continue to work to standardize the collection of data and methodology for emissions calculations for business travel. In 2020, Marriott was able to report business travel data from the following locations: US, UK, Canada, India, Hong Kong, and China.

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>

Please explain

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 typically 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>

Please explain

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>

Please explain

As a hospitality company, Marriott provides services at or to its managed and franchised properties and does not manufacture products requiring transportation and distribution outside such 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>

Please explain

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

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>

Please explain

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

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>

Please explain

As a hospitality company, Marriott provides services at or to its managed and franchised properties and does not sell goods requiring end of life treatment.

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>

Please explain

Consistent with our focus on management, franchising, and licensing, we own or lease 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

3450848

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 boundaries.

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

100

Please explain

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>

Please explain

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

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>

Please explain

Marriott has no other upstream sources.

Other (downstream)

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>

Please explain

Marriott has no other downstream sources.

C-CN6.6/C-RE6.6

(C-CN6.6/C-RE6.6) Does your organization assess the life cycle emissions of new construction or major renovation projects?

	Assessment of life cycle emissions	Comment
Row 1	No, and we do not plan to for upcoming projects	Marriott International is a leading, global lodging company with more than 7,600 properties (as of year-end 2020) that we operate ("manage"), franchise, or license under 30 brands in 133 countries and territories worldwide. As of year-end 2020, Marriott owned or leased 66 properties. For all managed properties, operational costs, including property investments, are the responsibility of property 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 an incentive management fee (based on hotel profits). Our management agreements also typically include reimbursement of costs of operations (both direct and indirect). We currently have no plans to assess the life cycle emissions of new construction or major renovation projects as the majority of projects are undertaken by property owners directly.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic 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

0.000484863

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

5125482

Metric denominator

unit total revenue

Metric denominator: Unit total

10571000000

Scope 2 figure used

Location-based

% change from previous year

49

Direction of change

Increased

Reason for change

Emissions per unit of total revenue increased in 2020 primarily due to the decrease in total revenue in 2020, which was a result of the COVID-19 pandemic.

Intensity figure

0.0915

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

5125482

Metric denominator

square meter

Metric denominator: Unit total

56038982

Scope 2 figure used

Location-based

% change from previous year

23

Direction of change

Decreased

Reason for change

Emissions per square meter decreased in 2020 primarily due to the decrease in combined Scope 1 and 2 emissions, as the year-over-year total square meters only increased slightly.

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	961758	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	562	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	869	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	9537	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)
Other, please specify (United States and Canada)	430145
Asia Pacific (or JAPA)	342362
Europe, Middle East and Africa (EMEA)	153742
Latin America and Caribbean (LAC)	46476

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)
United States and Canada	430145
Asia Pacific (APAC)	342362
Europe, Middle East, and Africa	153742
Caribbean and Latin America	46476

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 for in Scope 2 market-based approach (MWh)
Other, please specify (United States and Canada)	998089	1026060	2865701	716
Asia Pacific (or JAPA)	2036869	2042490	3448941	43605
Europe, Middle East and Africa (EMEA)	953531	973265	2315523	15940
Latin America and Caribbean (LAC)	164269	151492	336187	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 (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
United States and Canada	998089	1026060
Asia Pacific (APAC)	2036869	2042490
Europe, Middle East, and Africa	953531	973265
Caribbean and Latin America	164269	151492

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?

Decreased

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	18713	Decreased	0.275	In FY20 (the reporting period), we made a substantial incremental investment in energy attribute certificates (EACs), resulting in the increased avoidance of 18,713 metric tons CO2e in scope 2 emissions over the previous year. The numerator is -18,713 metric tons CO2e and the denominator is the combined Scope 1 and 2 emissions from 2019: 6,806,299 metric tons CO2e.
Other emissions reduction activities	60392	Decreased	0.89	This figure was calculated based upon a representative sample of emissions reductions activities implemented in 2020 across Marriott's managed, owned, and leased hotel portfolio. The numerator is -60,392 metric tons CO2e and the denominator is the combined Scope 1 and 2 emissions from 2019: 6,806,299 metric tons CO2e.
Divestment	84729	Decreased	1.24	This figure is based on the avoided emissions from the managed hotels that left the Marriott portfolio in 2020. It was calculated by subtracting these hotels' 2020 emissions from what their estimated full year 2020 emissions would have been had they been in the Marriott portfolio through the end of the year. The numerator is 84,729 and the denominator is the combined Scope 1 and 2 emissions from 2019: 6,806,299 metric tons CO2e.
Acquisitions	77621	Increased	1.14	This figure is based on the emissions derived by the managed hotels that entered the Marriott portfolio in 2020. The numerator is 77,621 (2020 emissions from the acquired managed hotels) and the denominator is the combined Scope 1 and 2 emissions from 2019: 6,806,299 metric tons CO2e.
Mergers		<Not Applicable >		
Change in output		<Not Applicable >		
Change in methodology		<Not Applicable >		
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified		<Not Applicable >		
Other	1594603	Decreased	23.43	Due to the COVID-19 pandemic, Marriott experienced an unprecedented impact on hotel operations globally. Occupancy levels fell to rates never seen before and many hotels had to cease operations for an extended period of time. This had a considerable impact on Marriott's overall global emissions, which we estimated to be a decrease of 1,594,603 metric tons CO2e. The denominator is the combined Scope 1 and 2 emissions from 2019, which is 6,806,299 metric tons CO2e.

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 undertook this energy-related activity in the reporting year
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	Yes

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 (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	4862538	4862538
Consumption of purchased or acquired electricity	<Not Applicable>	59544	7714824	7774368
Consumption of purchased or acquired heat	<Not Applicable>	0	193726	193726
Consumption of purchased or acquired steam	<Not Applicable>	0	315479	315479
Consumption of purchased or acquired cooling	<Not Applicable>	0	698718	698718
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	716	<Not Applicable>	716
Total energy consumption	<Not Applicable>	60261	13785285	13845546

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	Yes
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)

Biodiesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

2138

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

2138

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

10.53

Unit

kg CO2e per million Btu

Emissions factor source

Biogenic EF, US EPA MRR - Final Rule 2013 Commercial

Comment

Biodiesel is primarily used in Marriott's Asia Pacific region.

Fuels (excluding feedstocks)

Coal

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1406

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

1406

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

94.03

Unit

kg CO2e per million Btu

Emissions factor source

US EPA MRR - Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Coal data is primarily reported in Marriott's Asia Pacific region.

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

287237

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

287237

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

74.21

Unit

kg CO2e per million Btu

Emissions factor source

US EPA MRR - Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Diesel usage is widespread throughout Marriott's global portfolio, and it is primarily used to power generators.

Fuels (excluding feedstocks)

Motor Gasoline

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

8212

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

8212

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

70.47

Unit

kg CO2e per million Btu

Emissions factor source

US EPA MRR - Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Gasoline usage is widespread throughout Marriott's global portfolio and has several use cases.

Fuels (excluding feedstocks)

Natural Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

4186885

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

4186885

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

53.11

Unit

kg CO2e per million Btu

Emissions factor source

US EPA MRR - Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Natural gas is the most common fuel used in the Marriott portfolio and is used globally.

Fuels (excluding feedstocks)

Propane Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

339848

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

339848

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

63.12

Unit

kg CO2e per million Btu

Emissions factor source

US EPA MRR - Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Propane is used primarily outside of the United States and has several use cases.

Fuels (excluding feedstocks)

Town Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

36812

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

36812

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

0.18

Unit

kg CO2e per kWh

Emissions factor source

Hong Kong Environmental Protection Department GHG Guidelines - 2010 Edition

Comment

Towngas is used primarily in Marriott's Asia Pacific region.

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	716	716	716	716
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2e

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

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Solar

Country/area of consumption of low-carbon electricity, heat, steam or cooling

India

MWh consumed accounted for at a zero emission factor

18087

Comment

Eighteen hotels across the region have reported solar renewable energy usage in 2020.

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Wind

Country/area of consumption of low-carbon electricity, heat, steam or cooling

India

MWh consumed accounted for at a zero emission factor

25518

Comment

Five hotels across the region have reported wind renewable energy usage in 2020.

Sourcing method

Unbundled energy attribute certificates, Guarantees of Origin

Low-carbon technology type

Low-carbon energy mix

Country/area of consumption of low-carbon electricity, heat, steam or cooling

Austria

MWh consumed accounted for at a zero emission factor

8417

Comment

Four properties in Austria purchased GOs in 2020.

Sourcing method

Unbundled energy attribute certificates, Guarantees of Origin

Low-carbon technology type

Low-carbon energy mix

Country/area of consumption of low-carbon electricity, heat, steam or cooling

Switzerland

MWh consumed accounted for at a zero emission factor

4627

Comment

Four properties in Switzerland purchased GOs in 2020.

Sourcing method

Unbundled energy attribute certificates, Guarantees of Origin

Low-carbon technology type

Low-carbon energy mix

Country/area of consumption of low-carbon electricity, heat, steam or cooling

Germany

MWh consumed accounted for at a zero emission factor

2895

Comment

One property in Germany purchased GOs in 2020.

C9. Additional metrics

C9.1

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

C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6

(C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6) Does your organization invest in research and development (R&D) of low-carbon products or services related to your sector activities?

	Investment in low-carbon R&D	Comment
Row 1	No	Marriott International is a leading, global lodging company with more than 7,600 properties (as of year-end 2020) that we operate ("manage"), franchise, or license under 30 brands in 133 countries and territories worldwide. At year-end 2020, Marriott owned or leased 66 properties. For all managed properties, operational costs, including property investments, are the responsibility of property 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 an incentive management fee (based on hotel profits). Our management agreements also typically include reimbursement of costs of operations (both direct and indirect). We currently do not invest in low-carbon research and development for real estate and construction activities because the majority of construction activities are undertaken by property owners directly.

C-RE9.9

(C-RE9.9) Does your organization manage net zero carbon buildings?

No, and we do not plan to in the future

C-CN9.10/C-RE9.10

(C-CN9.10/C-RE9.10) Did your organization complete new construction or major renovations projects designed as net zero carbon in the last three years?

No, and we do not plan to in the future

C-CN9.11/C-RE9.11

(C-CN9.11/C-RE9.11) Explain your organization's plan to manage, develop or construct net zero carbon buildings, or explain why you do not plan to do so.

Marriott International is a leading, global lodging company with more than 7,600 properties (as of year-end 2020) that we operate ("manage"), franchise, or license under 30 brands in 133 countries and territories worldwide. As of year-end 2020, Marriott owned just 20 properties. For all managed properties, operational costs, including property investments are the responsibility of property 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). We currently do not have plans to manage, develop or construct net zero carbon buildings because the majority of these activities would be undertaken by property owners directly.

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 emissions, and attach the relevant statements.

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

UQA00000478_AR_Marriott_Report Verification_CY2020_Final.pdf

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 2 emissions and attach the relevant statements.

Scope 2 approach

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

UQA00000478_AR_Marriott_Report Verification_CY2020_Final.pdf

Page/ section reference

Page 3

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 2 approach

Scope 2 market-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

UQA00000478_AR_Marriott_Report Verification_CY2020_Final.pdf

Page/ section reference

Page 3

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1c

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

Scope 3 category

Scope 3: Franchises

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

UQA00000478_AR_Marriott_Report Verification_CY2020_Final.pdf

Page/section reference

Page 3

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

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	Energy consumption	ISO-14064-3	On page 3 of LRQA's assurance statement, 2020 Total Energy Use is included.
C9. Additional metrics	Other, please specify (Total Water Consumption - Managed Properties (only))	ISO-14064-3	On page 3 of LRQA's assurance statement, 2020 Total Water Consumption - Managed Properties only is included.
C6. Emissions data	Year on year emissions intensity figure	ISO-14064-3	On page 3 of LRQA's assurance statement, 2020 GHG Emissions Intensity is included.
C9. Additional metrics	Other, please specify (Water Intensity)	ISO-14064-3	On page 3 of LRQA's assurance statement, 2020 Water Intensity is included.
C9. Additional metrics	Other, please specify (Energy Intensity)	ISO-14064-3	On page 3 of LRQA's assurance statement, 2020 Energy Intensity is included.

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

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

78

% total procurement spend (direct and indirect)

0

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

Marriott is committed to integrating leading environmental and social practices into our supply chain with like-minded suppliers. We aim to collaborate with our suppliers to reduce the negative environmental and social impacts of business activities by focusing on sustainable, responsible, and local sourcing. One way we engage our furniture, fixtures and equipment (FF&E) suppliers on climate-related issues is through the Marriott Sustainability Assessment Program (MSAP) in collaboration with MindClick. Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium (which Marriott helped to develop), MSAP is a required annual assessment of all approved Marriott FF&E suppliers and their products. 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. 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. Marriott continues to work with our FF&E suppliers to pursue continued increases in product sustainability and achieve our related 2025 goal. Marriott's Global Design teams will continue to use MSAP ratings to inform vendor and product selections in the development of future prototypical design programs. In addition, Marriott is looking to expand the MSAP to evaluate construction/building products that may be specified in our hotels in addition to its use with FF&E.

Impact of engagement, including measures of success

Since launching MSAP, Marriott's contracted FF&E suppliers have made improvements in materials, packaging, manufacturing practices, and product disposal to support healthy interiors, and the reduction of energy, water, waste, and greenhouse gas emissions in Marriott hotels. Concurrently, advances have been made to reduce greenhouse gas emissions in manufacturing and to provide greater assurance in support of fair labor practices and human rights. Based on the success of MSAP, we added our legacy Starwood brand prototypes to the MSAP in 2018, which resulted in the evaluation and rating of over 1,000 incremental FF&E products (just under 3,000 total products in 2019). Marriott measures success of FF&E suppliers based on the supplier level they perform at, with Leader being the highest level. In 2020, 93 suppliers completed the MSAP. 30% of vendors performed at the MSAP Leader level (36 vendors), 42% at the Achiever level (50 vendors), and 6% at the Starter level (7 vendors). Most encouragingly, MSAP performance has improved dramatically over the past three years, with the number of Leader suppliers nearly tripling (13 suppliers in 2018 compared to 36 in 2020) and Starters dwindling (23 suppliers in 2018 compared to 7 in 2020). Improvement has also been seen at the brand level, with the Marriott Hotels & Resorts brand performing as a Leader overall in both 2019 and 2020.

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

Engagement & incentivization (changing supplier behavior)

Details of engagement

Climate change performance is featured in supplier awards scheme

% of suppliers by number

78

% total procurement spend (direct and indirect)

0

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

Marriott is committed to integrating leading environmental and social practices into our supply chain with like-minded suppliers. We aim to collaborate with our suppliers to reduce the negative environmental and social impacts of business activities by focusing on sustainable, responsible, and local sourcing. Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium (which Marriott helped to develop), in collaboration with MindClick, the Marriott Sustainability Assessment Program (MSAP) is a required annual assessment of all approved Marriott furniture, fixtures and equipment (FF&E) suppliers and their products. 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. Marriott continues to work with our FF&E suppliers to pursue continued increases in product sustainability and achieve our 2025 goal of responsibly sourcing 95% of our top 10 product categories. Following the completion of the annual MSAP, a year-end celebration with Marriott team members, Design Firms and suppliers is typically held to highlight the top-performing suppliers of the year. Suppliers that rate as a Leader are specifically mentioned, along with an attribute of their product line that contributes to human and environmental health. High performing

vendors are also highlighted in Design for Health through featured projects, knowledge center pages, email marketing campaigns and category comparisons.

Impact of engagement, including measures of success

Marriott measures success of FF&E suppliers based on the supplier level they perform at, with Leader being the highest level. In 2020, 93 suppliers (78%) completed the MSAP. 30% of vendors performed at the MSAP Leader level (36 vendors), 42% at the Achiever level (50 vendors), 6% at the Starter level (7 vendors). MSAP performance has improved dramatically over the past three years, with the number of Leader suppliers nearly tripling (13 suppliers in 2018 compared to 36 in 2020) and Starters dwindling (23 suppliers in 2018 compared to 7 in 2020). Improvement has also been seen at the brand level, with the Marriott Hotels & Resorts brand performing as a Leader overall in both 2019 and 2020.

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

Climate change is integrated into supplier evaluation processes

% of suppliers by number

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

In 2020, we continued our focus on procuring more environmentally and socially responsible products within our top 10 categories. Working with our Americas procurement provider, Avendra, we started a formal process to assess the environmental and social business aspects of our existing Americas suppliers, representing over 80% of our Americas-based food and beverage, engineering, rooms, office and spa supplies, within the top 10 categories, via the EcoVadis platform. EcoVadis is a ratings platform that assesses corporate social responsibility and sustainable procurement. ~100 existing suppliers completed the assessment in 2020 and the remaining 200+ suppliers will be asked to complete the assessment by the end of 2021. The information submitted in the EcoVadis platform will be used to develop improvement plans for suppliers to ensure they are on track to successfully meet the responsible sourcing requirements that have been determined for each of the top 10 categories. 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. Marriott's sustainability and social impact platform, Serve 360, includes the procurement goal to responsibly source 95% in our Top 10 priority categories by 2025. In addition, by 2025, require all centrally-contracted suppliers to provide information on product sustainability, inclusive of social and human rights impacts. Avendra is committed to achieving our responsible sourcing goals in the Americas. We incorporate our responsible sourcing requirements into request for proposals (RFPs) that are administered by Avendra. We worked closely with Avendra to ensure the responsible sourcing requirements and our preferred third-party certifications were communicated to potential suppliers and supplier responses were aligned with our responsible sourcing goals. We will continue to incorporate these requirements into all future RFPs within our top 10 categories to identify the most responsible suppliers with the highest quality products.

Impact of engagement, including measures of success

In 2019, we achieved internal global alignment on the responsible sourcing requirements across the top 10 categories. As we share these requirements and receive more information about the business operations of our suppliers, we continue to engage with them on our heightened commitment to a more environmentally and socially responsible global supply chain. In addition to communicating our product requirements, we highlight our animal welfare and responsible seafood position statements and preferred third-party certifications. We also work with our suppliers to identify capacity planning opportunities to help them improve their own supplier relationships and subsequently drive improvements in their supply chains. In January 2019, we participated in a responsible sourcing summit hosted by our Americas procurement provider, Avendra, and attended by other hospitality industry members. At the summit, we presented our environmental and social requirements for the top 10 categories, gathered feedback, and gained support from the other hospitality companies on the requirements. We committed to working together as an industry to engage new and existing suppliers to collect information about their business operations and incorporate the responsible sourcing requirements into new contract opportunities. Additionally, we aligned on a third-party platform to gather, rate, and provide action plans to our suppliers on their progress towards meeting our requirements. As we work with our procurement providers, suppliers, and NGOs to communicate the responsible sourcing requirements for each category, we continue to take actions to reduce environmental impacts from operations. In 2019, Marriott made significant advances in the work to reduce plastic waste from hotel operations. We expanded the initiative to replace tiny, single-use plastic toiletry bottles with larger, pump-topped bottles. When fully implemented across the globe, Marriott International's expanded toiletry program is expected to prevent about 500 million tiny bottles annually from going to landfills, which represents about 1.7 million pounds of plastic. In 2018, Marriott adopted a plan to remove plastic straws and stirrers, which could reduce plastic straw waste by one 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

% of customer - related Scope 3 emissions as reported in C6.5

0

Portfolio coverage (total or outstanding)

<Not Applicable>

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

We continue to partner with our sales teams to better understand and meet the needs of our business travel and group customers. From in-person trainings to educational modules, we work with sales associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. Additionally, we offer direct customer engagement opportunities, including sharing updates and progress toward our sustainability goals, helping customers understand their carbon and water impact data, and identifying potential areas in which to collaborate from responsible sourcing to volunteerism activities and food waste reduction initiatives. We communicate regularly with our corporate customers about our sustainability goals by developing progress slides for use by the Global Sales Organization (typically 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 methodology, the Hotel Carbon Measurement Initiative. We report our customers' carbon and water footprints across their hotel stays twice per year to over 250 of our largest customers globally, a 70% increase since 2019. Twenty-one customers have requested Marriott's participation in the CDP supplier program.

Impact of engagement, including measures of success

In 2019, +\$3B of corporate business customers required us to provide impact reports with sustainability information bi-annually, as well as \$6B of corporate customers requesting information through their annual Business Travel RFPs. In 2020, we saw over 100% increase in requests for customer sustainability reporting. We identified pilot opportunities for us to partner with our customers on to support the sustainability and social impact goals we have in common.

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

% of customer - related Scope 3 emissions as reported in C6.5

0

Portfolio coverage (total or outstanding)

<Not Applicable>

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 offered the housekeeping choice program, Make a Green Choice, in which guests had the opportunity to forego housekeeping and receive loyalty points or a sustainability offering (i.e., have a tree planted on their behalf for each night they opted into the program). Due to the impacts COVID-19 had on our operations, this program was retired in Q2 of 2020.

Impact of engagement, including measures of success

In 2020, before being retired due to COVID-19, Make a Green Choice provided guests at participating properties with the opportunity to receive points or choose from a regionally-relevant sustainability option for each night they forgo housekeeping, helping us on our sustainability journey to reduce the use of water, energy and chemicals. In the United States and Europe, as well as Canada, the sustainability option offered allowed guests to have a tree planted on their behalf for each eligible night of Make A Green Choice participation, through our partnerships with the Arbor Day Foundation and WEARTH, respectively. In 2020, guests helped us plant more than 36,000 trees across the United States, and Africa and an additional 9,000+ trees across Canada. In our other regions, we worked to identify sustainability partners and projects that would offer the most impactful sustainability benefits for those regions until retirement of the program.

C12.1d

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

Marriott continues to engage a wide variety of stakeholders to understand their expectations of our company. As primarily an operator and franchisor of hotel properties, Marriott has important relationships with other businesses in our value chain, including guests, associates, investors, business partners, hotel owners, nongovernmental organizations, and communities in which our hotels are located.

We collaborate closely with our hotel owners in advancing the sustainability of 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 hotel owners provides opportunities to bring solutions to scale. We provide hotel design and construction review quality assurance ("Global Design") services to our managed and franchised hotel owners. Recently, the Global Design Standards have included "best practices" in resource efficiency as requirements. These new standards include efficient chiller operation, variable speed drives on larger motors, building automation systems and guest-room controls, and water efficiency. Marriott provides Capital Planning and Project Management (CPPM) services to hotel owners of Marriott Select Brands hotels in the Americas as they implement infrastructure improvements. The CPPM team helps identify short/long-term property needs and leverages Marriott's procurement power to provide cost savings to hotel owners and engineered solutions that conserve energy and water.

Marriott has launched a collaborative effort with outside consultants and internal stakeholders to assess physical climate risks to hotel properties and to develop a strategy for initiatives and training 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.

Marriott continued to engage with the Sustainable Hospitality Alliance to work with our peers to advance industry-wide goals to address water stewardship within the hotel industry, embrace science-based targets and encourage the wider industry to reduce emissions, among other activities.

Case study: 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. In 2019, the Americas Engineering Team worked with franchised owners to increase franchise participation in the Marriott Environmental Sustainability Hub (MESH) to aid in tracking greenhouse gas emissions. The same target process was conducted in 2020, however due to the COVID-19 pandemic, it was paused. In 2021, we expect to focus targets on data quality and compliance with our environmental reporting system, MESH, while business conditions are variable. With the data in MESH, Marriott expects to be able to advise franchise properties on individual hotel targets for resource efficiency. 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 and social impact efforts.

To develop our 2025 Sustainability and Social Impact Goals, Marriott executives were interviewed and participated in workshops that included more than 80 internal subject matter experts to brainstorm specific goals. We then presented our goals to key stakeholders for review. In 2020, Marriott also conducted a materiality assessment with our key stakeholders including guests, associates, investors, business partners, nongovernmental organizations, and communities to inform our sustainability reporting disclosures as well as how we plan to execute on our 2025 Sustainability and Social Impact Goals. An example of Marriott's engagement includes building on the findings from our Investor Relations team's 2019 study to understand investor priorities and their key tools for tracking our performance, risks and opportunities, including sustainability and social impact. Based on the findings of the survey, the Investor Relations team distributed our 2020 Serve 360 Report to its distribution list for the first time, demonstrating Marriott's commitment to providing transparent updates to this important stakeholder group.

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?

- Direct engagement with policy makers
- Trade associations
- Other

C12.3a

(C12.3a) On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Other, please specify (Ban of single-use plastic personal care products)	Support	In 2020, Marriott supported the California Assembly Bill 1162, banning small plastic bottles containing personal care products for guests staying in a sleeping room accommodation. Marriott also supports Massachusetts Senate Docket 2209, New York Law Senate 543 and Maryland Bill HB69 which involve the ban of single-use plastic products at lodging establishments and/or food service business. Eliminating the use of small, single-use plastic personal care products in favor of large dispensers, will lead to a reduction in lodging operational waste and a related reduction in scope 3 GHG emissions from waste.	Marriott supports statewide bans on single-use plastic personal care products and is in favor of a nationally consistent standard for personal care products.

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 (HCM) with the International Tourism Partnership (now known as the Sustainable Hospitality Alliance) 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

Business Roundtable

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

Business Roundtable is an association comprised of the chief executive officers from America's leading companies. In 2019, Business Roundtable revised their Purpose of a Corporation statement to shift the focus of companies existing to serve their shareholders to serving all company stakeholders – including customers, employees, suppliers, communities, and shareholders. Business Roundtable's principles and policies to address climate change lay out an approach where companies lead by example. These policies and principles include goals for addressing climate change, key principles to guide public policy, as well as complementary and supporting policies that align with Business Roundtable's key principles and preferred policy approach.

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

Business Roundtable's principles and policies to address climate change lay out an approach where companies lead by example. These policies and principles include goals for addressing climate change, key principles to guide public policy, as well as complementary and supporting policies that align with Business Roundtable's key principles and preferred policy approach. Examples of these policies include implementing a well-designed market-based mechanism, investing in technology, driving energy efficiency, developing and deploying resiliency and adaptation measures, and investing in energy infrastructure and improving the permitting process, among others. Marriott's late CEO was a long-standing Business Roundtable member and worked with the Special Committee on Racial Equality and Justice, chairing its healthcare subcommittee.

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 & Responsibility 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 previously sat on the GBTA Sustainability & Responsibility Committee, a role currently filled by the Global Sales Organization's sustainability & social impact liaison. The Sustainability & Responsibility Committee provides resources and educational tools to GBTA members and serves as consultants to promote sustainable business travel management strategies and best practices.

Trade association

Sustainable Hospitality Alliance

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The Sustainable Hospitality Alliance (SHA) "drives collaborative action to enable the hospitality industry to have a lasting positive impact on our planet and its people." In 2017, the Alliance (formerly known as the International Tourism Partnership (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 the Alliance's work to develop unified sustainability goals for the hospitality industry. Marriott's Serve 360 platform and goals are aligned with the Alliance's Vision for 2030. Marriott continues to provide data to Cornell and Greenview to use HCM (the joint Alliance/WTTC project described above) for the development of carbon footprint benchmarking within markets. The data is part of the publicly available Alliance/Greenview Hotel Footprinting Tool. Representatives from Marriott participate in the Alliance's working groups on People and the Planet.

C12.3e

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

In support of our Serve 360 goal to purchase 50% of all produce from local sources by 2025 (in aggregate), our hotels continued to make strategic sourcing choices to support local suppliers and economies as well as starting their own farming projects on property or through third-party partnerships. In 2019, the Sheraton Manila Hotel partnered with Nurture Farmacy to farm a 300-square meter plot of land that will fulfill the majority of the hotel's herbs and vegetable needs. The Athenee Hotel in Bangkok purchases organic rice directly from farms in the Amnet Charoen Province in Northeastern Thailand and tea from a local producer committed to responsible farming and cultivation methods. At the Westin and W Reserva Conchal, the Reserva Conchal Apiary is an active project operated by Blue Zones Nicoya, a local organization that works to support development of crops and steady income to small farmers in the area. The honey produced at the apiary is available for general sale to customers in the shops located in the resort and is also used by both resorts' food and beverage departments. The JW Marriott Cancun and Marriott Resort Cancun purchase honey from KB, an artisan company committed to socially and environmentally responsible operations, including employing local people from the Yucatan, and the JW also sources local corn from suppliers from the Peninsula de Yucatan region. These local purchases allow for a guaranteed and higher income for farmers and producers.

Acceso, formerly the Clinton Giustra Enterprise Partnership (CGEP), finalized a value chain assessment report to identify opportunities to extend local agribusiness in Puerto Rico and the potential for smallholder farms, including those from the World Central Kitchen "Plow to Plate" program, to sell produce to large businesses with operations in the country including Walmart, Avendra and Marriott International. While some challenges were identified by the assessment, in 2020, our procurement teams in Puerto Rico were working pre-pandemic with others like Avendra and World Central Kitchen to pursue implementation of the local sourcing recommendations necessary to fulfil the needs of hotels and other local businesses.

In the second half of 2019, Marriott, World Central Kitchen, and several other groups pledged to support efforts to launch an innovative digital food rescue pilot program in Puerto Rico. Together with Nilus (a food distribution channel that connects food producers or distributors, community kitchens, and social organizations), a pilot was launched to minimize food waste and create affordable and healthy food markets for low-income people. In late 2019 and in advance of the pilot's launch, Marriott supported efforts to help Nilus set up critical supplier and partner networks and hosted a kick-off presentation with participating local Marriott hotels. Marriott International has continued its relationship with Nilus in Puerto Rico. In the first half of 2020, the Marriott Stellaris Casino donated more than 1,100 meals to two beneficiary organizations that serve those in need on the island. Marriott will continue to work with Nilus in Puerto Rico as well as investigate other opportunities to collaborate in other locations.

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 Council and Serve 360 Advisory Council. With representation from all major functional disciplines and business leaders, the Councils support and inform our major engagements with policy makers and stakeholders on ESG matters. The Executive Leadership Council meets with Government Affairs on an annual basis to align on policy influence. In addition, both governance forums are co-chaired by discipline leaders with government affairs and public policy oversight. To the extent the trade associations and business groups to which Marriott belongs are involved in ESG-related policy, we encourage their acknowledgment of climate risk and support advocacy efforts to advance meaningful solutions.

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

MAR-Q4 2020-10K.pdf

Page/Section reference

pages 11, 17-18

Content elements

Strategy

Risks & opportunities

Other metrics

Comment

Publication

In voluntary sustainability report

Status

Underway – previous year attached

Attach the document

2020-Serve360-Report.pdf

Page/Section reference

Pages 8-11, 20-25

Content elements

Governance

Strategy

Emissions figures

Emission targets

Other metrics

Comment

C15. 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.

C15.1

(C15.1) 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 Global Engineering & Facilities	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 were introduced in 2019 that detail the requirements for the top categories of procurement.

We have committed significant resources to support our 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 markets and, along with its competitors, shares this information publicly on hotelfootprints.org.

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
- Provide calculator and path for customers to offset their meeting through the purchase of reputable, third-party-verified carbon offsets

SC0.1

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

	Annual Revenue
Row 1	10571000000

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 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

19016.14

Uncertainty (±%)

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [59.45% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

The Allstate Corporation

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

1175.3

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [50.45% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

AstraZeneca

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

884.5

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [77.78% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

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

2529.14

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [49.11% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Autodesk, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

154.91

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [59.91% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

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

2896.09

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [66.19% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Caesars Entertainment

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

83.03

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [63.21% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

CBRE Group, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

416.43

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [60.31% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Cisco Systems, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

3307.02

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [65.46% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Deloitte Touche Tohmatsu Limited

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

33671.71

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [60.78% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

KPMG UK

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

80758

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [60.59% of room

nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

L'Oréal

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1262.28

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiply the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [71.48% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

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

582.63

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiply the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [66.82% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Verizon Communications Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5903.12

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [57.65% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

VMware, Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

555.76

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [68.17% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

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

5658.36

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [61.32% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Xylem Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

126.35

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [57.21% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

Zimmer Biomet Holdings, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4248.51

Uncertainty (±%)

10

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Using the Hotel Carbon Measurement Initiative (HCMI) methodology, we gather individual hotel-level utility data, verify that data using our own internal approaches, and calculate the per room night carbon footprint. We then leverage sales data and multiple the number of room nights by the emissions per room night, yielding the carbon footprint across each hotel used and across the portfolio. Limitations include lack of verified data for 100% of our sites. For example, data provided is for [71.72% of room nights] as we will not complete a footprint calculation for a hotel that has not passed our verification tests (errors or missing utility data, conditioned space data, or occupancy data).

Requesting member

GSMA

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

0

Uncertainty (±%)

0

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
 GSMA had no room nights in 2020.

Requesting member

Pinsent Masons LLP

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

0

Uncertainty (±%)

0

Major sources of emissions

electricity, natural gas, and other emissions related to operating a hotel.

Verified

No

Allocation method

Other, please specify (Based on industry methodology of allocation of hotel's emissions to customer based on a per room night intensity.)

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

Pinsent Masons LLP had no room nights in 2020.

SC1.2

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

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 HCM1 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 by each customer. 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 details.

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 semi-annual 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. The number of customers requiring this data has grown from 60 to 160 in one year.

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.

SC2.2

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

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

Please confirm below

I have read and accept the applicable Terms