

C0. Introduction

C0.1

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

Marriott International ("Marriott") is a worldwide operator, franchisor, and licensor of hotel, residential, and timeshare properties under numerous brand names at different price and service points. At year-end 2021, we had 2,007 company-operated properties, 5,880 franchised and licensed properties, and 92 timeshares. Consistent with our focus on management, franchising, and licensing, we own very few Marriott-branded lodging properties.

Guided by our 2025 sustainability and social impact goals, as well as the United Nations Sustainable Development Goals (UN SDGs), we are focused on creating a positive and sustainable impact wherever we do business. Our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, is built around four focus areas: Nurture Our World; Sustain Responsible Operations; Empower Through Opportunity; and Welcome All and Advance Human Rights – each with targets to drive our efforts through 2025. These targets reflect our goals to (1) support the resiliency and sustainable development of the communities and environments where we do business, (2) work to reduce our environmental impacts, design and operate sustainable hotels, and source responsibly, while mitigating climate-related risk, (3) facilitate workplace readiness and access to opportunity in our business, and (4) create a safe, welcoming world, including by working with organizations to educate and advocate on issues related to human rights throughout and beyond our business. In 2021, progress on Marriott's sustainability and social impact goals continued to be impacted by the COVID-19 pandemic. Marriott remains committed to these goals and expects to continue to implement programs to improve and make progress on them.

In September 2021, we submitted a letter to the Science Based Targets initiative (SBTi), committing to (1) set science-based emissions reduction targets in line with 1.5°C emissions scenarios, and (2) set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of SBTi. We are currently preparing our submission to SBTi for our near-term targets and developing longer-term strategies to support those targets.

Our sustainability strategy and initiatives are focused on a wide range of issues, including designing resource-efficient hotels, implementing technologies to track and reduce energy and water consumption, increasing the use of renewable energy, managing climate and water-related risks, reducing waste and food waste, supporting innovative ecosystem restoration initiatives, and focusing on responsible and local sourcing.

Note: Under the operational reporting boundary, this report covers properties managed, owned and leased by Marriott. As of year-end 2021, Marriott owned or leased 64 properties. For managed properties, operational costs, including property investments, are generally 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 usually a percentage of hotel revenues), and, under many agreements, an incentive management fee (usually based on hotel profits). Our management agreements also typically include reimbursement of costs of operations (both direct and indirect).

This CDP Climate Change response contains "forward-looking statements" within the meaning of United States federal securities laws, including statements regarding Marriott's climate-related plans, goals, commitments, expectations and objectives. These statements are not guarantees of future performance and actual results are subject to numerous evolving risks, uncertainties, changes in circumstances, or assumptions not being realized that we may not be able to accurately predict or assess, including those we identify below and other risk factors we identify in our U.S. Securities and Exchange Commission filings, including our most recent Quarterly Report on Form 10-Q or Annual Report on Form 10-K. Any of these factors could cause actual results to differ materially from the expectations we express or imply in this press release. Marriott cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. We make these forward-looking statements as of the date of this response and undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

** Company-operated properties include managed, owned, and leased hotels, and home and condominium communities for which we manage the related owners' associations. Metrics do not include Homes & Villas by Marriott International®.*

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 2021	December 31 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

Algeria
Antigua and Barbuda
Argentina
Armenia
Aruba
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Belize
Bermuda
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
Curaçao
Cyprus
Czechia
Denmark
Djibouti
Dominican Republic
Ecuador
Egypt
El Salvador
Estonia
Ethiopia
Fiji
Finland
France
French Polynesia
Georgia
Germany
Ghana
Greece
Grenada
Guam
Guatemala
Guinea
Guyana
Haiti
Hungary
Iceland
India
Indonesia
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kuwait
Kyrgyzstan
Latvia
Lebanon
Lithuania
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
Saint Lucia
Samoa
Saudi Arabia
Serbia
Seychelles
Singapore
Slovakia
Slovenia
South Africa
Spain
Sri Lanka
Suriname
Sweden
Switzerland
Taiwan, China
Thailand
Trinidad and Tobago
Tunisia
Turkey
Turks and Caicos Islands
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

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	MAR

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 typically meets twice per year to discuss sustainability-related investment decisions and to analyze recommendations and reviews the internal Serve 360 Scorecards which report progress against goals, including greenhouse gas (GHG) emissions and water intensity targets. The CEO is also a member of the Board's Inclusion and Social Impact (ISI) Committee. Additionally, the CEO is a member of the Corporate Growth Committee, which approves the company's climate strategy, approach, and investment decisions. An example of a climate-related decision made by the CEO is committing to set science-based emissions reduction in line with 1.5°C emissions scenarios and set a long-term science-based target to reach net-zero value chain GHG emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative. As he stated in the company's press release announcing its ambition to go net-zero, "We are driven to make a positive and sustainable impact wherever we do business, and this rigorous climate commitment to reach net-zero emissions is a needed step for us to do our part to help the communities and environments where we live, work and visit remain resilient and vibrant....We are proud to join companies and institutions around the world striving to tackle climate change and build a healthier, more sustainable world." As part of this decision, the company also signed-on to the Race to Zero, a global campaign rallying companies, cities, regions, and financial and educational institutions, to reach net-zero value chain greenhouse gas emissions by no later than 2050. Participants are committed to the same overarching goal: reducing emissions swiftly and fairly in line with the Paris Agreement, with transparent action plans and robust near-term targets.
Board-level committee	Marriott's Inclusion & Social Impact (ISI) Board-level Committee oversees, encourages, and evaluates efforts undertaken by the company to address environmental, social, and governance (ESG) issues, including climate-related issues. Marriott's ISI Board Committee assists the full 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 ISI Committee met twice in 2021. The Board of Directors and ISI Committee oversee the overall strategic direction and project progress in relation to the company's climate action efforts. In 2021, in addition to the ISI's regular meetings, the full Board reviewed climate-related information in at least one regular meeting and one separate written update. An example of the ISI Committee's climate-related responsibilities includes overseeing the Company's progress under our commitment to set science-based emissions reduction targets in the near term and to set a long-term target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050.

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	Reviewing and guiding strategy Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	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 entire 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. At the Board level, a dedicated Inclusion & Social Impact (ISI) Committee oversees, encourages, and evaluates efforts undertaken by the company to address environmental, social, and governance (ESG) issues. Marriott's ISI Board Committee assists the full 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 ISI Committee met twice in 2021. The Board of Directors and ISI Committee oversee the overall strategic direction and project progress in relation to the company's climate action efforts. In 2021, in addition to the ISI's regular meetings, the full Board reviewed climate-related information in at least one regular meeting and at least one separate written update. To support Marriott's climate action efforts, a new governance structure has been developed to advance the company's commitments to science-based targets (SBT) and reach net-zero by no later than 2050. The ISI Committee, as well as the Board of Directors, discuss the overall strategic direction and project progress by members of this new governance structure. Additionally, our Serve 360 Environmental, Social and Governance Report is shared with the Board annually and includes progress against climate-related goals.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate related issues	Criteria used to assess competence of board member(s) on climate related issues	Primary reason for no board level competence on climate related issues	Explain why your organization does not have at least one board member with competence on climate related issues and any plans to address board level competence in the future
Row 1	Not assessed	<Not Applicable>	<Not Applicable>	<Not Applicable>

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
Corporate responsibility committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Chief Executive Officer (CEO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Half-yearly

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).

Organizational Structure & Associated Responsibilities: At the Board level, a dedicated Inclusion & Social Impact (ISI) Committee oversees, encourages, and evaluates efforts undertaken by the company to address environmental, social, and governance (ESG) issues, including efforts to reduce our environmental impact. In 2021, the Inclusion & Social Impact Committee included 5 directors (including Marriott's CEO) and 13 company officer/associate members, and had three subcommittees: Inclusive Opportunity, Environmental and Social Impact, and Governance. At the management level, our Serve 360 platform is guided by the various governing bodies, which each maintain their own priorities and objectives to make progress toward our companywide goals. These Councils and Champions are integral in executing on our climate-related strategy globally.

Marriott's CEO, and the rest of the Serve 360 Executive Leadership Council provide strategic direction and make investment decisions to guide the achievement of the Serve 360 sustainability & social impact goals. Sustainability goals, including climate-related goals, focus on reducing the company's environmental impacts, sourcing responsibly, and designing and operating sustainable hotels. Members of this Council provide updates to the ISI Committee as well as update the Board of Directors and review the internal Serve 360 Scorecards which measure the company's progress against the Serve 360 sustainability & social impact goals, including carbon reduction and renewable energy goals.

The Serve 360 Executive Leadership Council is comprised of group and continent presidents within each regional business division 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 is designed to include and involve every functional discipline within Marriott in guiding and implementing the company's sustainability & social impact strategy; and to provide 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 internal Serve 360 Scorecards help drive performance across the portfolio of properties.

The Serve 360 Advisory Council consists of direct reports of C-level executive leaders and one level below, representing each discipline and global division, and is led by the Senior Vice President, Social Impact and Vice President, Sustainability. This Council typically meets four times per year to assess Serve 360 goal performance, provide updates on regional and discipline initiatives, and develop recommendations for the Serve 360 Executive Leadership Council. The Serve 360 Advisory Council's leadership teams develop the internal regional and global Serve 360 goal scorecards.

Leaders of the Serve 360 Executive and Advisory Councils presented to the full Board of Directors once in 2021, with sustainability-related information incorporated into presentations, written updates, and various reports to the Board as well.

Regional Serve 360 Leaders assist in pulling through the company's sustainability strategy at the regional level. Additionally, regions can incorporate Serve 360 Regional Councils in order to better address the company's risks and opportunities locally, and drive progress toward their respective Serve 360 regional goals. Additionally, Serve 360 Champions are passionate individuals or teams volunteering to be the face and energy of Serve 360 on and above property. At managed hotels, Serve 360 Champion responsibilities are included as part of the TakeCare Champion role (culture leaders that help inspire other employees at their workplace to live well), forming a powerful network where best practices and lessons learned can be shared.

To support Marriott's climate action efforts, a new governance structure has been developed to help advance the company's commitments to science-based targets (SBT) and reach net-zero by no later than 2050. Core leadership and working teams are supported by the Climate Strategy Advisory Group, chaired by the Global Operations Officer. The Corporate Growth Committee (CGC) Climate Strategy Subcommittee is the executive-level forum charged with providing Marriott's existing CGC with recommendations on the overall strategic direction including SBT application submission and required investments and commitments.

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 emissions reduction targets, energy reduction targets, energy reduction projects, and emissions reduction 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').
Executive officer	Monetary reward	Emissions reduction target	Achievement of annual and long-term emissions 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.
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.
Energy manager	Monetary reward	Energy reduction target	Achievement of annual and long-term energy and water reduction targets is typically tied to compensation for Marriott's Senior Director of Energy & Sustainability and our Senior Directors of Engineering at the regional level.
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.
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 typically incentivized through recognition of the winners of the global game competition for operational excellence.
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.
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.

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	We typically consider the 0–2-year time horizon when establishing short-term objectives and monitoring short-term climate-related risks and opportunities.
Medium-term	2	5	We typically consider the 2–5-year time horizon when establishing medium-term objectives and monitoring associated climate-related risks and opportunities from a medium-term time horizon.
Long-term	5	10	We typically consider the 5–10-year time horizon when establishing long-term objectives and monitoring associated climate-related risks and opportunities from a long-term time horizon.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Definition of Substantive Strategic Impact with Associated Metrics and Thresholds: Marriott defines "substantive strategic impact" as any change that would significantly affect our business operations. To assess strategic impacts, Marriott may consider internal and external influences, the company's capabilities to manage risks and realize opportunities, and the expectations of stakeholders.

The metrics used to assess climate-related impacts are based on Marriott's global ESG strategy. For example, as part of our 2025 Sustainability and Social Impact Goals, Marriott aims to reduce carbon intensity by 30% 2025. The Marriott Infrastructure Resilience and Adaptation (MIRA) program, launched in 2019, evaluates climate-related risks to hotels. The program lays out how to translate strategy into collective action by recognizing asset level climate vulnerabilities, increasing resilience with programs, training for optimal preparedness, and planning in order to mitigate losses, reduce climate-related impact, and return to normal operations. During 2021, Marriott expanded its climate scenario analysis for its portfolio of managed and franchised hotels internationally, and over 3,000 international hotels including open and pre-open hotels were evaluated. The present and future exposure to acute hazards was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080. This program also helps Marriott define its substantive strategic risk.

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
Long-term

Description of process

Marriott's climate risk identification and assessment process is integrated into our company's multidisciplinary company-wide risk-management process. This includes identifying, assessing, and responding to climate-related risks and opportunities in our direct operations, upstream, and downstream. During this process, short-, medium- and long-term risks are evaluated. The Board is responsible for overseeing the Company's processes for assessing and managing risk. The Board considers our risk profile annually when reviewing our annual business plan and incorporates risk assessment into its decisions impacting the Company. In performing its oversight responsibilities, the Board receives an annual risk assessment report from the Chief Financial Officer and Executive Vice President, Business Operations, and discusses the most significant risks facing the Company. 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. Marriott may consider ESG risks as part of this process. The results of this process are reported to the Board of Directors as well as reviewed by key executives across the company. 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. Marriott's asset-light business model reduces the company'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 strategic assessments which underpin our sustainability and social impact platform, Serve 360. Additionally, Global Engineering also works in concert with Risk Management and external experts 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. CASE STUDY/EXAMPLE OF HOW PROCESS IS APPLIED: Physical Situation: The increase in the frequency and severity of natural disasters can result in operating disruptions or limitations, reduced demand, constraints on our growth, and physical damage to Marriott hotels, all of which could adversely affect Marriott's profits. Task: To manage these risks, it is necessary for Marriott to understand the impacts to the company's hotels, including the properties that are at risk in the short-, medium, and long-term. Action: In 2019, Marriott launched the Marriott Infrastructure Resilience and Adaptation (MIRA) program to identify climate-related risks to Marriott's managed and franchised hotels internationally. In 2021, Marriott expanded this program to include international properties, and the hotels' present and future exposure to acute and chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought, and wildfire. Result: As a result of the MIRA program, the top at-risk managed properties were identified and earmarked for more in-depth desk studies, site visits, and vulnerability assessments. CASE STUDY/EXAMPLE OF HOW PROCESS IS APPLIED: Transition Situation: Marriott identified consumer travel preferences shifting due to sustainability related concerns as a potential risk to the company. Task: To address the growing stakeholder interest around sustainability, Marriott must continue to execute on the company's Serve 360 sustainability and social impact platform, while also implementing additional targets where appropriate to address emerging issues or concerns. Action: In 2021, Marriott submitted its letter to the Science Based Targets initiative, committing to: (1) set science-based emissions reduction targets in line with 1.5°C emissions scenarios; and (2) set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative. Result: As a result, Marriott expects to implement initiatives that may include increased use of renewable energy, building electrification to maximize renewable electricity, continued modifications to design standards so buildings are designed to be more efficient, and the installation of automation systems and energy efficiency upgrades. In addition to the company's goal to provide further visibility of the carbon footprint and environmental impact of their travel with Marriott, the company expects to provide guests and customers enhanced visibility on existing sustainability efforts such as solid waste and food waste reduction and natural capital restoration, with the opportunity to participate in activities such as reforestation.

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	Marriott and the company's managed and franchised hotels are subject to a variety of laws and regulations around the globe, including environmental laws and regulations. These can be related to carbon pricing, energy efficiency and waste disposal. The impact of applicable laws and regulations are relevant and included in Marriott's climate-related risk assessments. Property managers and owners and relevant departments at Marriott work in tandem to assist our properties in meeting regulatory obligations. We continue to monitor global frameworks to assess any potential impacts by proposed or future regulations. 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. This includes a New York City law, which was passed in 2019, that requires most buildings over 25,000 square feet to meet energy efficiency and greenhouse gas emissions limits by 2024, with stricter limits coming into effect in 2030.
Emerging regulation	Relevant, always included	Marriott and the company's managed and franchised hotels are subject to a variety of laws and regulations around the globe, including, among others, regulations related to the environment. This includes emerging regulations related to carbon pricing, energy efficiency and waste disposal. The impact of emerging laws and regulations are relevant and included in Marriott's climate-related risk assessments. Relevant departments at Marriott work with property managers and owners to help our properties be 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. For example, the potential for additional fuel and energy taxes beyond the UK carbon tax may result in financial implications for Marriott.
Technology	Relevant, always included	Marriott's sustainability strategy and initiatives are focused on a wide range of issues, including designing resource-efficient hotels, implementing technologies to track and reduce energy and water consumption, increasing the use of renewable energy, managing climate and water-related risks, reducing waste and food waste, supporting innovative ecosystem restoration initiatives, and focusing on responsible and local sourcing. Although technologies may present opportunities for the company, such as Marriott's MESH environmental data tracking system, they can also present a potential risk, as technologies continue to be updated and refined.
Legal	Relevant, always included	Legal risks are relevant and included in Marriott's climate-related risk assessments in the context of regulatory compliance. As a company with global operations, we are subject to a wide variety of laws, regulations, and government policies in the U.S. and in jurisdictions around the world. For example, relevant departments at Marriott work with property managers and owners to help our properties be aware of current and emerging regulations. Failure to comply with these laws could result in fines or other regulatory action.
Market	Relevant, always included	Market risks are relevant and 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 and business customers, those hosting meetings at our hotels, individual travelers and others may increasingly factor climate change considerations into their travel decisions. Our ability to be seen as a leader in sustainability may be another factor in market competition. Over the past year, we have seen an increase in demand from our corporate clients to provide information on their GHG emissions data from staying at Marriott hotels.
Reputation	Relevant, always included	Reputational risks are relevant and included in Marriott's climate-related risk assessments. For example, consumer travel preferences may shift due to sustainability related concerns. As a result, we may experience significant increased operating costs, reduced demand and constraints on our growth, all of which could adversely affect our profits. To manage our reputational risks, 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. Through our current sustainability and social impact platform, Serve 360: Doing Good in Every Direction, we provide our stakeholders with updates on our 2025 goals, and other long-term commitments.
Acute physical	Relevant, always included	Acute physical risks are relevant and included in Marriott's climate-related risk assessments. We are subject to the risks associated with the physical effects of climate change (including changes in sea levels, water shortages, droughts, and natural disasters). 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 aimed at promoting building and operational resilience across the global portfolio of properties. The Marriott Infrastructure Resilience and Adaptation (MIRA) program, launched in 2019, evaluates climate-related risks to the physical assets. The program lays out how to translate strategy into collective action by recognizing asset level climate vulnerabilities, increasing resilience with programs, training for optimal preparedness, and planning in order to mitigate losses, reduce climate-related impact, and return to normal operations. During 2021, Marriott expanded its climate scenario analysis for its portfolio of managed and franchised hotels internationally, and over 3,000 international hotels including open and pre-open hotels were evaluated. The present and future exposure to acute hazards was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080.
Chronic physical	Relevant, always included	Chronic physical risks are relevant and included in Marriott's climate-related risk assessments. We are subject to the risks associated with the physical effects of climate change (including changes in sea levels, water shortages, droughts, and natural disasters). 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, we plan to integrate the recommendations into Transcendent. In 2021, chronic physical risks were assessed as part of the Marriott Infrastructure Resilience Adaptability (MIRA) program. The present and future exposure to chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought & wildfire was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080. Managed property areas that faced the highest risk were identified for each chronic physical risk and earmarked 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

Reputation	Increased stakeholder concern or negative stakeholder feedback
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Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

One of the core values of our company is to Serve Our World, which means striving to be a force for good and making a positive and sustainable impact wherever we do

business. We have a responsibility and a vested interest in helping to address some of the world's most pressing social, environmental and economic issues. Consumer travel preferences may also shift due to sustainability related concerns or costs. Marriott can face increased reputational risks. For example, Marriott receives sustainability related requests from some of our largest corporate customers (including requests to complete the CDP Climate Change questionnaire). The information that we provide to these stakeholders is used to inform their purchasing decisions (including their decision to stay at a Marriott property). If Marriott were to have increased stakeholder concerns related to sustainability, this could lead to financial implications, including decreased revenues. For example, in 2021, approximately 270 corporate customers have requested sustainability reporting information from Marriott, accounting for over \$5.5 billion of 2019 revenue, our last typical year of operations. Additionally, as of June 2022, more than 150 corporate customers have requested information from Marriott on sustainability reporting and including a commitment from Marriott to set a science-based target. If Marriott cannot provide this information, this can lead to a decrease in revenue from these customers, as they seek to stay at other hotels. Additionally based off of a survey conducted in 2021 of 200 large customer accounts stated that 75% of their companies consider sustainability efforts in their hotel decision-making. There are also sustainability requirements in customer contracts that require Marriott to deliver carbon neutral products. If the company is unable to adhere to these requirements, these customers may seek other hotel options. Similarly, investors rank and rate Marriott based on the company's environmental program and performance. If Marriott does not continue to implement sustainability programs and commitments, this can lead to lower rankings, negatively impacting the company's reputation among stakeholders.

Time horizon

Medium-term

Likelihood

Very unlikely

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)

14000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Marriott's may experience a potential financial impact of approximately \$14,000,000. This metric was estimated based on the 2021 revenue from the number of customers requesting sustainability reporting in 2021. If Marriott is unable to respond to increased stakeholder concern around climate and sustainability, this may negatively impact revenue associated with the customers requesting sustainability reporting. Even with a 1% impact on revenue from approximately 270 corporate customers that requested sustainability reporting in 2021, would result in an approximate \$14,000,000 impact.

Cost of response to risk

0

Description of response and explanation of cost calculation

To respond to this risk, Marriott regularly evaluates our environmental performance and communicates our goals, initiatives, commitments and progress in our annual Serve 360 Environmental, Social and Governance (ESG) Report to stakeholders; we also evaluate future opportunities to meet the needs of our stakeholders. For example, in September 2021, Marriott committed to setting a science-based target via the Science Based Targets initiative (SBTi), and to reach net-zero global emissions by 2050 at the latest in order to limit global warming to 1.5°C, using the pathway modeled for the Hotels, Restaurants and Leisure, and Tourism Services sector of the Sectoral Decarbonization Approach (SDA). Marriott is currently performing a deep evaluation; we are analyzing baseline data and progress through 2022. We are also reviewing the data to determine the Scope 1 and 2 targets and time horizon, as well as evaluating the control levers for target accomplishment. Additionally, Marriott is further evaluating Scope 3 emissions for baseline, tracking and reporting. For example, Marriott is engaging with the company's suppliers to gain additional information regarding their GHG emissions footprint and reduction strategies, identify improvement opportunities, and identify collaboration opportunities to lead towards decarbonization. The company will also continue to evaluate initiatives, which may include the increased use of renewable energy, building electrification to maximize renewable electricity, continued modifications to design standards so buildings are more efficient, and the installation of automation systems and energy efficiency upgrades (for example, smart thermostats). In addition to the company's goal to provide further visibility to the carbon footprint and environmental impact of their travel with Marriott, the company expects to provide guests and customers enhanced visibility on existing sustainability efforts such as solid waste and food waste reduction and natural capital restoration, with the opportunity to participate in activities such as reforestation. Cost to Respond to Risk: The added cost to respond to this risk is approximately \$0, as stakeholder engagement and transparency are a typical part of our business operations. We do not expect any additional costs to be incurred through these engagement activities, including our communication of the company's ESG performance.

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	Cyclone, hurricane, typhoon
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Marriott hotel locations are subject to physical climate risks due to the changing climate. Risks include rising sea levels, flooding, water shortages, droughts and extreme weather events. We have seen a decline in travel and reduced demand for lodging due to severe storms, hurricanes, earthquakes, tsunamis, floods, 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. If guests are unable to travel, our business can be adversely impacted. Additionally, frequent and more severe extreme weather could increase the risk of property damage. These events could result in increases in related insurance costs, or insurance may not cover damage to, or losses involving, properties that we own, manage, or franchise. 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 can also limit the scope of the insurance coverage we, Marriott hotel owners, or franchisees can obtain, or our or their ability to obtain coverage at reasonable rates. Certain types of losses, such as earthquakes, 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, Marriott 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 natural disasters, coupled with continued large global losses, the property, liability, and other insurance markets have seen significant cost increases.

Time horizon

Medium-term

Likelihood

Unlikely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Cost of response to risk

0

Description of response and explanation of cost calculation

Physical climate-related risks, such as severe weather events, are typically 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 management department develops and updates policies for insurance coverage for both owners and franchisees, as well as business interruption coverage for our operations in regions prone to events such as tropical storms, flooding, and wildfires. Marriott's Global Engineering & Facilities Team engages with Marriott's Risk Management Team, external stakeholders to evaluate and address climate-related risks and impact to Marriott properties. In 2019, the company launched the Marriott Infrastructure Resilience and Adaptation (MIRA) program, which evaluates the growing climate-related risks at the physical assets globally managed by Marriott and promotes resilient strategies, programs, and training to help mitigate losses associated with these events and quickly bounce back to normal operations. In 2020, we launched a training series for associates and engineers of managed properties called 'Three Things for Resilience' and published three training modules focused on Freeze prevention and protection of our systems. During 2022, two additional modules are being planned, related to asset preparation for high winds, driven rains, and power outages. Future training needs are being planned based on existing and anticipated climate threats, in alignment with company goals and feedback received from property leadership. Marriott also works with a meteorological service company called StormGeo, which provides a service called TropicsWatch, a tropical weather awareness and alerting solution for select Marriott locations including the Marriott International office for the Caribbean and Latin America region. The site-specific forecasts are intended to allow Marriott to plan in advance of the approaching climate threats. Using their tools and weather portal, the properties can have the information that helps to make the most objective decisions and prepare for emergencies and backup power. Cost to Respond to Risk: The cost to respond to this risk is approximately \$0 as risk management procedures are already integrated into our business.

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	Changing precipitation patterns and types (rain, hail, snow/ice)
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Marriott is subject to the risks associated with chronic physical climate change, including temperature variability, water shortages, and droughts. In 2020, Marriott performed a scenario analysis to identify physical climate risks to its hotels in the Continental U.S. The identified risks included chronic risks such as coastal flooding due to rising sea levels, drought, energy demand due to cooling degree days (CDD), and heating degree days (HDD). During 2021, Marriott expanded this analysis for its portfolio of hotels internationally, which included the evaluation of over 3,000 open and pre-open hotels. Chronic physical risks can lead to long term financial implications, including reduced profits, due to insurance coverage, increase in operating costs, including energy costs.

Time horizon

Long-term

Likelihood

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**Cost of response to risk**

19000000

Description of response and explanation of cost calculation

Marriott's Global Engineering team collaborates with Marriott's Risk Management Team and external stakeholders through a program called Marriott Infrastructure Resilience and Adaptation (MIRA) to evaluate and address growing climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience, mitigate climate-related losses, across the global portfolio of properties. In 2021, the MIRA climate scorecard concept was developed. The scorecard is proposed to include 2 components - climate exposure and adaptive capacity. This scorecard will provide opportunities to educate associates on climate risks, existing vulnerabilities validating necessary CAPEX improvements, and ways to engage with surrounding communities to improve resiliency. To further support improved data reporting, and identify and quantify energy reduction opportunities, Marriott also has a robust hotel data verification approach. This supports Marriott hotels to identify and implement efficiency projects that result in great energy reductions and cost savings. Cost to Respond to Risk: The cost to respond to this risk is approximately \$19,000,000, which is based on hotel investments into energy efficiency projects during 2021.

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

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. Through our Serve 360 platform, we aim to communicate progress against our goals, and other impacts of our business to our guests and corporate customers. Each year, the company also publishes our annual Serve 360 Environmental, Social and Governance Report which outlines our key sustainability goals, commitments, actions, objectives and progress. We also continue to respond to customer environmental data requests. The information that we provide to these stakeholders is used to inform their purchasing decisions (including their decision to stay at a Marriott property). If Marriott were to align with changing consumer preferences related to sustainability, this can lead to financial benefits including increased revenues. For example, in 2021 approximately 270 customers requested sustainability reporting from Marriott. Since the end of 2021, Marriott's 48 additional customers have requested sustainability information. Marriott also receives requests from customers to report to CDP, and for this year's response, 28 customers have requested carbon and/or water data.

Time horizon

Short-term

Likelihood

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)

14000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Marriott's may experience a potential financial impact of approximately \$14,000,000. This metric was estimated based on the 2021 revenue from the number of customers requesting sustainability reporting in 2021. If shifts in consumer preferences around climate and sustainability occur, this may positively impact revenue associated with the customers requesting sustainability reporting. Even with a 1% impact on revenue from approximately 270 corporate customers that requested sustainability reporting in 2021, would result in a \$14,000,000 positive impact to Marriott.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Marriott's strategy to realize this opportunity includes engaging with our key stakeholders to provide them with valuable information and data on sustainability. This includes collaborating with our associates, hotel owners, franchisees, brands, suppliers, business partners and guests to actively reduce the environmental impact of our business by designing and operating sustainable hotels. To realize this opportunity, in September 2021, we submitted a letter to the Science Based Targets initiative (SBTi), committing to (1) set science-based emissions reduction targets, in line with 1.5°C emissions scenarios, and (2) set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of SBTi. We are currently preparing our submission to SBTi for our near-term targets and developing longer-term strategies to support those targets. Marriott's portfolio of hotels has also been working to reduce its carbon footprint as part of its existing 2025 sustainability goals and this latest commitment to climate action is the next step in the company's sustainability journey. Cost to Realize Opportunity: The cost to realize this opportunity is approximately \$0 as stakeholder engagement and transparency are a typical part of our business operations. We don't expect any additional costs to be incurred through these engagement activities, including our communication of the company's ESG performance.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Marriott's strategy to realize this opportunity includes our 2025 Serve 360 goals, in addition to engaging with our stakeholders. Through Marriott's Serve 360 platform, the company aims to integrate sustainability across our value chain by working to reduce our environmental impact and design and operate sustainable hotels. As part of our strategy, we aim to minimize our environmental footprint by increasing the use of renewable energy. As part of our Serve 360 sustainability and social impact goals, Marriott aims to source a minimum of 30% of its overall electricity consumption from renewable energy by 2025. Globally, Marriott properties and their ownership groups also continue to evaluate investment opportunities to install on-site renewable energy solutions. For example, The Wailea Beach Resort on Maui completed the install of their solar PV system in January of 2021 and produced an annual total of 659 MWh of renewable energy which exceeded the proforma 41,776 kWh. Such on-site renewable energy solution initiatives also support the company's Science Based Targets initiative (SBTi) commitment, which includes (1) setting science-based emissions reduction targets, in line with 1.5°C emissions scenarios, and (2) setting a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of SBTi.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Marriott's strategy to realize this opportunity includes our 2025 Serve 360 goals, in addition to engaging with our stakeholders. We have set a 2025 goal to source a minimum of 30% of our overall electricity consumption from renewable energy by 2025. In 2021, we continued evaluating a reporting protocol to audit both MESH source data and renewable generation responses in our sustainability survey in order to report on our progress annually. In 2021, Marriott sourced 0.30% of our electricity consumption from renewable energy. Significant analysis is underway by Resort Energy Ventures to evaluate on-site solar at more than 1000 Marriott properties in the United States. The results of this analysis will allow Marriott to identify properties and regions with the best financial returns for targeted engagement of owners and franchisees. Cost to Realize Opportunity: The cost to realize this opportunity is approximately \$0, as we do not expect to incur any additional costs to ensure data is tracked in Marriott's MESH platform. Please also note, Marriott may face costs related to renewable energy at the company's owned properties; however, this expense is unknown.

Comment

Identifier

Opp3

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

Through Marriott's Serve 360 platform, the company aims to integrate sustainability across our value chain by working to reduce our environmental impact, and design and operate sustainable hotels. We minimize our environmental footprint by sustainably managing our energy and water use, reducing our waste and carbon emissions and increasing the use of renewable energy. As such, we employ innovative technologies, including MESH, the company's environmental reporting platform to plan, implement, track and communicate how we operate responsibly to mitigate climate-related risk, benefiting our business and the communities in which we operate. This includes tracking energy consumption and progress against reduction strategies, renewable installations and property retrofits by utilizing a sustainability survey (which is also integrated into MESH). These initiatives support the company's 2025 sustainability and social impact goals (including our goal to reduce carbon emissions by 30% by 2025), and our commitment to science-based targets, which includes (1) setting science-based emissions reduction targets, in line with 1.5°C emissions scenarios, and (2) setting a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of SBTi. Globally, Marriott properties and their ownership groups continue to evaluate investment opportunities to increase energy efficiencies. For example, in 2021, 257 signature projects were completed that resulted in reducing energy consumption by approximately 130,000 MWh. Additionally, 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, we expect further efficiency will be gained from enhanced design standards. As part of Marriott's Serve 360 goals, we aim that 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 year-end 2021, 30% of Marriott properties were certified to a recognized sustainability standard and 227 Marriott properties had or were pursuing LEED®, BREEAM®, or Estidama certification.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Medium

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

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Marriott's strategy to realize this opportunity, includes achieving our 2025 Serve 360 goals, in addition to engaging with our stakeholders. From design to the guest experience, sustainability is embedded into our business strategy. We collaborate with our associates, hotel owners, franchisees, brands, suppliers, business partners and guests to actively reduce the environmental impact of and risk to our business by designing and operating sustainable hotels. In addition to supporting hotel owners and franchisees in pursuing construction of LEED® certified or equivalent buildings, we also aim to collaborate with owners to develop adaptive reuse projects. Through these projects, we can reuse and breathe new life into existing land or buildings – rather than destroying old sites and rebuilding using new materials. The embodied energy of the existing building reduces the overall carbon footprint compared to constructing that same building from the ground up. Marriott has Global Design Standards for each brand that are prescriptive in nature but describe the requirements for all project types including new build and adaptive reuse. The Design Standards are focused on energy efficiency and adhere to National Energy Codes. Marriott has set a goal to collaborate with owners to develop 250 adaptive reuse projects by 2025. As of year-end 2021, Marriott has opened a total of 211 adaptive reuse projects globally since 2016 and has an additional 111 adaptive reuse projects globally in design and/or in the pipeline. Cost to Realize Opportunity: The cost to realize this opportunity is approximately \$0.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

No

Mechanism by which feedback is collected from shareholders on your transition plan

We do not have a feedback mechanism in place, but we plan to introduce one within the next two years

Description of feedback mechanism

<Not Applicable>

Frequency of feedback collection

<Not Applicable>

Attach any relevant documents which detail your transition plan (optional)

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

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

			Explain why your organization does not use climate related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, quantitative	<Not Applicable>	<Not Applicable>

C3.2a

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

Climate related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
<div>Transition scenarios</div> <div>IEA 2DS</div>	Company-wide	<Not Applicable>	Inputs, assumptions, and analytical methods used: In 2021, Marriott submitted its letter to the Science Based Targets initiative, committing to: (1) Set science-based emissions reduction targets, in line with 1.5°C emissions scenarios; and (2) Set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative. As part of its commitment to net-zero emissions, with support from a number of organizations including Global Citizen, Marriott officially signed onto the Race to Zero via the most ambitious standard, Business Ambition for 1.5, and looks forward to celebrating this milestone on September 25 at Global Citizen Live. As part of Marriott's Science Based Targets initiative commitment, the company examined the International Energy Agency (IEA) 2°C scenario (2DS) which characterizes decarbonization pathways for different sectors to aid in setting targets.
<div>Physical climate scenarios</div> <div>RCP 4.5</div>	Company-wide	<Not Applicable>	Inputs, assumptions, and analytical methods used: During 2020, Marriott performed a quantitative scenario analysis to identify physical climate change risks to hotels in the continental U.S. 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 the 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. Evaluated hotels were ranked by hazard exposure at three future time horizons: 2030, 2050 and 2080. During 2021, Marriott expanded its climate scenario analysis for its portfolio of managed and franchised hotels internationally. 3226 international hotels including open and pre-open hotels were evaluated: 863 hotels located in Asia Pacific (excluding Greater China), 945 in Greater China, 358 in Canada, and 1060 in the UK and Europe. The Desktop Analysis for scenarios RCP 8.5 and RCP 4.5 was performed using publicly available climate data sets from IPCC (Intergovernmental Panel on Climate Change) and present-day hazards from World Bank's GFDRR (Global Facility for Disaster Reduction and Recovery). The present and future exposure to acute and chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought & wildfire was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080. The top at-risk managed property areas were identified for each chronic physical risk and earmarked for more in-depth desk studies, site visits, and vulnerability assessments.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions
 How can climate-related physical risks affect the company? What are the timeframes that Marriott will face the largest, most significant risks? How can Marriott respond to these risks, and when?

Results of the climate-related scenario analysis with respect to the focal questions
 As a result of Marriott's climate-related scenario analysis, it was found that both acute and chronic risks can negatively impact the company. Physical climate risks identified and studied were acute risks – wildfires, coastal flooding due to storm surges, tropical cyclones, inland flooding, heat stress, and cold stress; and chronic risks – coastal flooding due to rising sea levels, drought, energy demand, CDD cooling degree days and HDD heating degree days. The timeframe that Marriott will face the largest, most significant climate-related physical risks is expected to be when impacts increase in severity from 2030 to 2050 to 2080. To respond to these risks, the top at-risk managed properties were identified for each physical climate risk, and earmarked for more in-depth future desk studies, site visits, and vulnerability assessments. The results revealed that the impact was greater with the RCP 8.5 scenario, compared to the RCP 4.5 scenario. The impacts also increased in severity progressing from 2030 to 2050 to 2080.

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	Influence on Strategy: Climate-related risks and opportunities related to shifts in consumer preferences and physical risks have influenced our short-, medium-, and long-term business strategy. For example, Marriott works with our hotel sales teams to better understand and meet the needs of our business travel and group customers. Marriott also engages directly with customers, by sharing updates and progress toward our sustainability goals, helping to understand their carbon and water impact data, and identifying potential areas in which to collaborate from responsible sourcing to volunteerism activities in support of ecosystem restoration and conservation and other nature solutions, in addition to food waste reduction initiatives. 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. We provide environmental metrics to business travel buyers and meeting planners with customized carbon and water footprint data. In 2021, we provided 28 corporate customers with carbon and water footprint reports for their previous stays at Marriott hotels through CDP.
Supply chain and/or value chain	Yes	Influence on Strategy: Climate-related risks and opportunities related to physical risks have influenced our short-, medium-, and long-term business strategy. For example, upstream risks associated with energy costs can directly impact hotel profits. Extreme weather events, including hurricanes and flooding can also impact our suppliers. Although Marriott has a large, diversified supply chain, hotels can still be affected by rising supply costs that may result in a decrease in management incentive fees. Case study: As part of Marriott's Serve 360 sustainability and social impact goals, Marriott aims to have 95% responsible sourcing, by spend, among our top 10 priority categories. We seek to identify products with new and existing suppliers that exhibit responsible environmental and social attributes and offer a high-quality experience for our guests. Our Supplier Conduct Guidelines provide environmental and social guidelines that our vendors should abide by in order to do business with Marriott. In 2013, Marriott International joined the Hospitality Sustainable Purchasing Consortium, led by MindClick, to create an annual assessment of furniture, fixtures, and equipment (FF&E) suppliers and their products, now known as MSAP. On an annual basis, Marriott's FF&E suppliers complete survey-based product evaluations with MindClick-a global leader in environmental and social impact ratings of manufacturers and their products. Every aspect of a product's life cycle is evaluated based on leading globally accepted standards for environmental and social responsibility. Ratings address healthy materials, manufacturing footprint, carbon emissions, waste reduction, and fair labor and human rights
Investment in R&D	Yes	Influence on Strategy: Climate-related risks and opportunities related to shifts in consumer preferences have influenced our short-, medium-, and long-term business strategy. Marriott conducts research and development on how to best meet our corporate customers' needs for sustainable meeting services and access to business travel-related emissions data. Case study: We work with our hotel 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. 28 customers have also requested Marriott's participation in the CDP supplier program. Marriott also helps to educate customers through direct conversations, webinars, and other programs.
Operations	Yes	Influence on Strategy: Climate-related risks and opportunities related to physical risks have influenced our short-, medium-, and long-term business strategy. For example, Marriott develops Business Continuity Plans that 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, Marriott's revenue can be impacted 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. Case study: During 2021, Marriott expanded the company's climate scenario analysis for its portfolio of managed and franchised hotels internationally. The desktop analysis for scenarios RCP 8.5 and RCP 4.5 was performed using publicly available climate data sets from IPCC (Intergovernmental Panel on Climate Change) and Present-day hazards from World Bank's GFDRR (Global facility for Disaster Reduction and Recovery). The present and future exposure to acute and chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought & wildfire was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080. The top at-risk managed property areas were identified for each chronic physical risk and earmarked for more in-depth desk studies, site visits, and vulnerability assessments. We also plan to use the results of this assessment 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 Direct costs Indirect costs Capital expenditures	Revenues: Increased stakeholder concerns regarding sustainability can result in financial implications for Marriott, including decreased revenues. For example, under our business model, Marriott primarily manages or franchises hotels. Under Marriott's business model, we typically manage or franchise hotels. A management fee is typically composed of a base management fee, which is usually a percentage of the revenues of the hotel, and, under many agreements, an incentive management fee, which is usually based on the profits of the hotel. Under our hotel franchising arrangements, we generally receive an initial application fee plus continuing royalty fees. Direct/Indirect Costs: Our effort 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. Case study: Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. For example, during 2021, Marriott expanded its climate scenario analysis for its portfolio of managed and franchised hotels internationally. The desktop analysis for scenarios RCP 8.5 and RCP 4.5 was performed using publicly available climate data sets from IPCC (Intergovernmental Panel on Climate Change) and present-day hazards from World Bank's GFDRR (Global Facility for Disaster Reduction and Recovery). The present and future exposure to acute and chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought & wildfire was ranked by present-day hazard exposure and increase in future hazard exposure at three time horizons – 2030, 2050 and 2080. The top at-risk managed property areas were identified for each chronic physical risk and earmarked for more in-depth desk studies, site visits, and vulnerability assessments. We also plan to use the results of this assessment to drive site-specific adaptation/resilience planning efforts. Capital Expenditures: Marriott continues to invest 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 transition our owned/leased portfolio to long-term management contracts, we expect that 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.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

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)

Scope 1

Scope 2

Scope 3

Scope 2 accounting method

Location-based

Scope 3 category(ies)

Category 14: Franchises

Intensity metric

Metric tons CO2e per square meter

Base year

2016

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)

0.0262

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)

0.1048

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)

0.1105

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

0.1259

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

100

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure

100

% of total base year emissions in all selected Scopes covered by this intensity figure

100

Target year

2025

Targeted reduction from base year (%)

30

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

0.08813

% change anticipated in absolute Scope 1+2 emissions

-14

% change anticipated in absolute Scope 3 emissions

-10

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)

0.0194

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)

0.0834

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)

0.0769

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

0.0937

% of target achieved relative to base year [auto-calculated]

85.2528461742124

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 target coverage and identify any exclusions

As part of our 2025 sustainability and social impact goals, Marriott aims to reduce carbon intensity per square meter of conditioned space by 30% from a 2016 baseline. This target is company-wide and includes both Scope 1 and 2 emissions and Scope 3 franchise emissions.

Plan for achieving target, and progress made to the end of the reporting year

Marriott aims to reduce the company's carbon footprint and achieve its carbon reduction goal by implementing technologies, including Marriott's MESH platform, continuing to use its data and training platform to track energy consumption and progress against reduction strategies, and investing in renewable installations. Marriott and Marriott hotels will also continue to implement energy efficiency solutions to also reduce emissions. In 2021, Marriott reduced its carbon emissions (Scope 1 & 2 and Scope 3 (franchise) intensity by 25.6% due to the dramatically reduced occupancy impacts of COVID-19, in addition to the implementation of energy reduction programs. We will continue to re-evaluate our progress, as normal operating conditions return, and continue to implement programs that reduce energy usage at our properties.

List the emissions reduction initiatives which contributed most to achieving this target

<Not Applicable>

C4.2

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

Target(s) to increase low-carbon energy consumption or production

Net-zero target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2016

Target coverage

Company-wide

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Base year

2016

Consumption or production of selected energy carrier in base year (MWh)

0

% share of low-carbon or renewable energy in base year

0

Target year

2025

% share of low-carbon or renewable energy in target year

30

% share of low-carbon or renewable energy in reporting year

0.17

% of target achieved relative to base year [auto-calculated]

0.566666666666667

Target status in reporting year

Underway

Is this target part of an emissions target?

Marriott's renewable electricity target supports the company's carbon reduction target to reduce carbon intensity per square meter of conditioned space by 30% from a 2016 baseline. [Emissions reduction target ID] INT 1

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

As part of our 2025 sustainability and social impact goals, Marriott aims to achieve a minimum of 30% renewable electricity use throughout all operations.

Plan for achieving target, and progress made to the end of the reporting year

To support the achievement of this target, Marriott added the tracking of renewable energy as a KPI and have continued evaluating a reporting protocol to audit both MESH source data and SRO tracker renewable generation responses to be able to report on our progress annually, and sourced 0.17% of electricity consumption from renewable energy as of year-end 2021.

List the actions which contributed most to achieving this target

<Not Applicable>

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number

NZ1

Target coverage

Company-wide

Absolute/intensity emission target(s) linked to this net-zero target

Not applicable

Target year for achieving net zero

2050

Is this a science-based target?

Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next 2 years

Please explain target coverage and identify any exclusions

Marriott's long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?

Unsure

Planned milestones and/or near-term investments for neutralization at target year

<Not Applicable>

Planned actions to mitigate emissions beyond your value chain (optional)

Marriott's sustainability strategy is driven by a wide range of initiatives to reduce environmental impacts through the construction and operation of sustainable hotels and responsible sourcing while protecting and restoring the ecosystems on which life depends. Planned milestones include (1) the reduction of single-use plastics including replacing tiny, single-use toiletry bottles of shampoo, conditioner and bath gel in guestroom showers with larger pump-topped bottles. When fully implemented across the globe in 2022, the company's expanded toiletry program is expected to prevent about 500 million tiny bottles annually from going to landfills; (2) the roll-out of an internal food waste prevention and reduction educational campaign, designed to support Marriott's goal to reduce food waste by 50%; (3) the launch of a publicly available responsible sourcing guide, to help Marriott's supplier community join its sustainability journey on the path to responsibly sourcing 95% of the company's top ten priority categories; (4) The development of a certifications database to help properties operate more responsibly and work towards the goal of 100% of the portfolio receiving a third-party sustainability certification.

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*	90	13442
Implementation commenced*	77	5188
Implemented*	90	24172
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 production processes	Other, please specify (Hot Water Systems)
---	---

Estimated annual CO2e savings (metric tonnes CO2e)

1747

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1
Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

103720

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

749782

Payback period

1-3 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 buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

18098

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

207668

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

1035115

Payback period

1-3 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	Building Energy Management Systems (BEMS)
--------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

1519

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

325481

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

1584500

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

New BEMSs or replacement and upgrade of existing BEMSs to optimize scheduling and controls of HVAC and Electrical equipment.

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Demand Controlled Ventilation)
--------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

499

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

288500

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

737600

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Demand controlled ventilation system through the use of variable speed drives on supply and exhaust fans or actuating airflow dampers. Indoor Air Quality is maintained by referencing humidity, CO2 and occasionally occupancy sensors.

Initiative category & Initiative type

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

Estimated annual CO2e savings (metric tonnes CO2e)

1675

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

423330

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

363091

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Installation of high efficiency LED bulbs to replace less efficient fluorescent or incandescent bulbs.

Initiative category & Initiative type

Low-carbon energy consumption	Solar PV
-------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

592

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

119686

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

840312

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Installation of rooftop or parking lot canopy solar photovoltaic systems for on-site generation of electricity.

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Variable Frequency Drives)
---	---

Estimated annual CO2e savings (metric tonnes CO2e)

24

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

630760

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

4501500

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Retrofitting pumps and fans with variable speed drives to achieve significant energy savings during periods of low load operation.

Initiative category & Initiative type

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

Estimated annual CO2e savings (metric tonnes CO2e)

18

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

1578

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

65261

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 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

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

Method	Comment
Financial optimization calculations	Marriott aims to reduce the company's carbon footprint through the implementation of technologies to prioritize high-return energy efficiency and renewable energy investments. This includes utilizing Marriott's environmental reporting platform (MESH) to execute on targeted strategies across hotels.
Employee engagement	As part of Marriott's Serve 360 platform, we identify both on-property and above-property champions for our sustainability and social impact goals. These champions support environmental initiatives and success in achieving targets, while sharing best practices. For example, property managers share information on Serve 360 policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings. The Sustainability and Social Impact teams also engage 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. The company promotes and integrates sustainability and social impact across disciplines, such as Global Operations, Brand, Investor Relations, Human Resources, and Sales, and typically highlights our sustainability and social impact efforts at headquarters' events.
Compliance with regulatory requirements/standards	Marriott follows 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?**

No

C5. Emissions methodology**C5.1****(C5.1) Is this your first year of reporting emissions data to CDP?**

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

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

Scope 1

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

1245733

Comment

Scope 2 (location-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5303856

Comment

Scope 2 (market-based)

Base year start

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

5303856

Comment

Scope 3 category 1: Purchased goods and services

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

3969000

Comment

Scope 3 category 2: Capital goods**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

1097000

Comment**Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

1649000

Comment**Scope 3 category 4: Upstream transportation and distribution****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)**Comment**

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.

Scope 3 category 5: Waste generated in operations**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

701000

Comment**Scope 3 category 6: Business travel****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

172000

Comment**Scope 3 category 7: Employee commuting****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

540000

Comment**Scope 3 category 8: Upstream leased assets****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)**Comment**

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

Scope 3 category 9: Downstream transportation and distribution**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

1800

Comment**Scope 3 category 10: Processing of sold products****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)**Comment**

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.

Scope 3 category 11: Use of sold products**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

600

Comment**Scope 3 category 12: End of life treatment of sold products****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

1000

Comment**Scope 3 category 13: Downstream leased assets****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)**Comment**

Not Applicable

Scope 3 category 14: Franchises**Base year start**

January 1 2016

Base year end

December 31 2016

Base year emissions (metric tons CO2e)

4892048

Comment**Scope 3 category 15: Investments****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

1800

Comment

Scope 3: Other (upstream)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)

Comment
Not Applicable

Scope 3: Other (downstream)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)

Comment
Not Applicable

C5.3

(C5.3) 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)
1104234

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

4708713

Scope 2, market-based (if applicable)

4726284

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

Emissions in reporting year (metric tons CO2e)

3390000

Emissions calculation methodology

Spend-based method

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

100

Please explain

Procurement and spending datasets for purchased goods and services were mapped to known spend based emissions factors, or proxy factors where applicable.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

937000

Emissions calculation methodology

Spend-based method

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

100

Please explain

Procurement and spending datasets for capital goods were mapped to known spend based emissions factors, or proxy factors where applicable.

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

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1408000

Emissions calculation methodology

Fuel-based method

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

100

Please explain

Global Scope 1 and Scope 2 energy usages were mapped to geographic-specific upstream emissions factors and transportation & distribution loss factors from EPA, IEA, and other sources.

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions from upstream transportation and distribution are 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

Emissions in reporting year (metric tons CO2e)

599000

Emissions calculation methodology

Spend-based method

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

100

Please explain

Volumetric and spend based waste data was compiled for managed properties and mapped to EPA emission factors based on waste type and disposal method.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

147000

Emissions calculation methodology

Spend-based method

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

100

Please explain

Total emissions from business travel were calculated by multiplying total travel spend by an aggregate air travel emission factor. Where applicable, actual air travel emissions based on mileage and flight class are calculated with DEFRA factors

Employee commuting

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

461000

Emissions calculation methodology

Distance-based method

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

100

Please explain

Utilized desktop research on employee commuting to estimate average transportation method and mileage for four regions (N. America, APAC, EMEA, and LATAM) to determine average travel by type per employee by region. Used EPA and DEFRA factors to calculate emissions.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1500

Emissions calculation methodology

Spend-based method

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

100

Please explain

Calculated downstream transportation and distribution based on global Marriott data on retail sales by product type and EPA transportation and distribution emission factors.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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 our managed and franchised properties and does not manufacture products that are processed by third parties.

Use of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

500

Emissions calculation methodology

Spend-based method

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

100

Please explain

Calculated the use of sold product emissions based on the use of Marriott's reservation website and apps and actual data (including the total quantity of users and average length of website/app visit). Device energy use and associated emissions were calculated based on research from the U.S. Energy Saver program.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

900

Emissions calculation methodology

Spend-based method

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

100

Please explain

Calculated end of life treatment of sold products based on global Marriott data from retail sales by product type and EPA end of life emission factors.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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 Marriott's 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

Emissions in reporting year (metric tons CO2e)

4089425

Emissions calculation methodology

Franchise-specific method

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

Emissions in reporting year (metric tons 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 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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?

Row 1 No, and we do not plan to for upcoming projects

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
0.000419

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
5812947

Metric denominator
unit total revenue

Metric denominator: Unit total
13857000000

Scope 2 figure used
Location-based

% change from previous year
13.6

Direction of change
Decreased

Reason for change
In 2021, revenue recovery outpaced the company's increased emissions as the company began to recover from the impacts of the COVID-19 pandemic. This led to an approximate 13.6% decrease in emissions intensity per unit of revenue.

Intensity figure
0.10275

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
5812947

Metric denominator
square meter

Metric denominator: Unit total
56573693

Scope 2 figure used
Location-based

% change from previous year
12.3

Direction of change
Increased

Reason for change
In 2021, Marriott's carbon intensity per square foot increased by approximately 12.3% as the company had increased occupancy rates. In 2021, the company began to recover from the COVID-19 pandemic leading to increased energy usage due to increased occupancy.

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).

CO2	1092439	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	602	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	367	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	10826	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

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

Other, please specify (United States and Canada)	497134
Asia Pacific (or JAPA)	382977
Europe, Middle East and Africa (EMEA)	178735
Latin America and Caribbean (LAC)	45388

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.

United States and Canada	497134
Asia Pacific (APAC)	382977
Europe, Middle East, and Africa	178735
Caribbean and Latin America	45388

C7.5

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

Other, please specify (United States and Canada)	1064473	1068247
Asia Pacific (or JAPA)	2373396	2377162
Europe, Middle East and Africa (EMEA)	1113482	1123514
Latin America and Caribbean (LAC)	157362	157361

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.

United States and Canada	1064473	1068247
Asia Pacific (APAC)	2373396	2377162
Europe, Middle East, and Africa	1113482	1123514
Caribbean and Latin America	157362	157361

C7.9

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

Increased

C7.9a

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

Change in renewable energy consumption	0	No change	0	In 2021, Marriott did not have any change in emissions due to renewable energy consumption.
Other emissions reduction activities	26712	Decreased	0.46	In 2021, Marriott estimates a 0.46% reduction due to emissions reduction projects. The numerator used in this calculation is -26,712 MT CO2e and the denominator is Marriott's 2020 Scope 1 and 2 emissions, which were 5,125,482
Divestment	140092	Decreased	2.41	In 2021, Marriott estimates a 2.41% reduction in emissions due to managed hotels that are no longer in the portfolio. The numerator used in this calculation is -140,092 MT CO2e and the denominator is Marriott's 2020 Scope 1 and 2 emissions, which were 5,125,482
Acquisitions	26164	Increased	4.51	In 2021, Marriott estimates a 4.51% increase in emissions due to managed hotels that entered the portfolio. The numerator used in this calculation is 26,164 MT CO2e and the denominator is Marriott's 2020 Scope 1 and 2 emissions, which were 5,125,482
Mergers	0	No change		
Change in output	735338	Increased	12.65	In 2021, Marriott estimates a 12.65% increase in emissions due to recovery from the COVID-19 pandemic. The numerator used in this calculation is 735,338 MT CO2e and the denominator is Marriott's 2020 Scope 1 and 2 emissions, which were 5,125,482
Change in methodology	57548	Decreased	0.99	In 2021, Marriott estimates a 0.99% decrease in emissions due to updated power emissions factors. The numerator used in this calculation is -57,548 MT CO2e and the denominator is Marriott's 2020 Scope 1 and 2 emissions, which were 5,125,482
Change in boundary	0	No change	0	Changes in boundary did not result in any known impacts on Marriott's emissions during the reporting period.
Change in physical operating conditions	0	No change	0	Changes in physical operating conditions did not result in any known impacts on Marriott's emissions during the reporting period.
Unidentified	0	No change	0	There were no known unidentified factors that impacted Marriott's emissions during the reporting period.
Other	0	No change	0	There were no other known factors that impacted Marriott's emissions during the reporting period.

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.

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.

Consumption of fuel (excluding feedstock)	HHV (higher heating value)	953	5709994	5710947
Consumption of purchased or acquired electricity	<Not Applicable>	27001	8943154	8970155
Consumption of purchased or acquired heat	<Not Applicable>	0	277662	277662
Consumption of purchased or acquired steam	<Not Applicable>	0	324838	324838
Consumption of purchased or acquired cooling	<Not Applicable>	0	933836	933836
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	0	<Not Applicable>	0
Total energy consumption	<Not Applicable>	27954	16189484	16217438

C8.2b

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

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.

Sustainable biomass

Heating value
HHV

Total fuel MWh consumed by the organization
953

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
953

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

Comment

Other biomass

Heating value
HHV

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

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

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value
HHV

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

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

Comment

Coal

Heating value
HHV

Total fuel MWh consumed by the organization
2090

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
2090

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

Comment

Oil

Heating value
HHV

Total fuel MWh consumed by the organization
253492

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
253492

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

Comment
Diesel and Gasoline

Gas

Heating value
HHV

Total fuel MWh consumed by the organization
5453295

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
5453295

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

Comment
Natural Gas, Liquid Natural Gas, Promane, and Towngas

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
HHV

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

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

Comment

Total fuel

Heating value
HHV

Total fuel MWh consumed by the organization
5709830

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
5709830

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

Comment

C8.2d

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

Electricity	0	0	0	0
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 or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Solar

Country/area of low-carbon energy consumption

India

Tracking instrument used

Other, please specify (Renewable)

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

25855

Country/area of origin (generation) of the low-carbon energy or energy attribute

India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2021

Comment

In 2021, 20 hotels across India reported solar renewable energy usage.

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Wind

Country/area of low-carbon energy consumption

India

Tracking instrument used

Other, please specify (Renewable)

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

30288

Country/area of origin (generation) of the low-carbon energy or energy attribute

India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2021

Comment

In 2021, 14 hotels across India reported wind renewable energy usage.

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

United States of America

Consumption of electricity (MWh)

8322901

Consumption of heat, steam, and cooling (MWh)

453528

Total non-fuel energy consumption (MWh) [Auto-calculated]

8776429

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

C9. Additional metrics

C9.1

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

Description

Energy usage

Metric value

0.29

Metric numerator

16217438 MWh

Metric denominator (intensity metric only)

56408480 square meters

% change from previous year

16.5

Direction of change

Increased

Please explain

Energy intensity increased due to continued recovery from pandemic operations resulting in increased occupancies.

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?

Row	No	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.
1		

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 7,900 properties (as of year-end 2021) that we operate ("manage"), franchise, or license. As of year-end 2021, Marriott owned or leased 64 properties. Under Marriott's business model, we typically manage or franchise hotels. A management fee is typically composed of a base management fee, which is usually a percentage of the revenues of the hotel, and, under many agreements, an incentive management fee, which is usually based on the profits of the hotel. Under our hotel franchising arrangements, we generally receive an initial application fee plus continuing royalty fees.

Marriott does not currently 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.

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
Reasonable assurance

Attach the statement
Marriott CY2021 Assurance Statement-Final.pdf

Page/ section reference
Page 2

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
Reasonable assurance

Attach the statement
Marriott CY2021 Assurance Statement-Final.pdf

Page/ section reference
Page 2

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

Reasonable assurance

Attach the statement

Marriott CY2021 Assurance Statement-Final.pdf

Page/section reference

Page 2

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?

C8. Energy	Energy consumption	ISO14064-3	Please see page 2 of LRQA's assurance statement, which includes the verification of total energy consumption.
C6. Emissions data	Other, please specify (Emissions Intensity Figure)	ISO14064-3	Please see page 2 of LRQA's assurance statement, which includes the verification of emissions intensity data.
C9. Additional metrics	Other, please specify (Energy Intensity)	ISO14064-3	Please see page 2 of LRQA's assurance statement, which includes the verification of energy intensity data.

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/clients
- 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

88

% 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; and aims to collaborate with our suppliers to reduce the negative environmental and social impacts of business activities by focusing on sustainable, responsible, and local sourcing. In 2013, Marriott International joined the Hospitality Sustainable Purchasing Consortium, led by MindClick, to create an annual assessment of furniture, fixtures, and equipment (FF&E) suppliers and their products, now known as MSAP. On an annual basis, Marriott's FF&E suppliers complete a rigorous product lifecycle evaluation with MindClick, a global leader in environmental and social impact data and analytics. Every supplier's product specified for Marriott's prototypical brands is rated based on leading globally accepted standards for environmental and social responsibility. Ratings address healthy materials, manufacturing footprint, carbon emissions, waste reduction, fair labor, and human rights. In 2021, MSAP began to align with Marriott's SBT commitment by helping to reduce the embodied carbon of products specified and purchased for Marriott hotels. Based on annual reporting of energy footprint and production data collected from the manufacturing facilities, MindClick calculates the embodied carbon following GHG reporting protocols. Manufacturers are also rated on efforts to set and achieve carbon reduction targets. In 2021, participating carpet and flooring manufacturers across 14 Marriott prototypical brands reduced the manufacturing related carbon emissions of products produced for Marriott by a combined 31% as compared to their baseline carbon footprint. Marriott continues to work with our FF&E suppliers to pursue continued increases in product sustainability and to make progress towards having the top 10 FF&E product categories sourced are in the top tier of the MSAP. 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.

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 2021, 85 suppliers (88%) participated in MSAP. Of those that participated, 47% of vendors performed at the MSAP Leader level (40 vendors), 51% at the Achiever level (43 vendors), 2% at the Starter level (2 vendors). MSAP performance has improved dramatically over the past three years, with the number of Leader suppliers tripling (13 suppliers in 2018 compared to 40 in 2021) and Starter suppliers dwindling (23 suppliers in 2018 compared to 2 in 2021).

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

88

% 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; and aims to collaborate with our suppliers to reduce the negative environmental and social impacts of business activities by focusing on sustainable, responsible, and local sourcing. In 2013, Marriott International joined the Hospitality Sustainable Purchasing Consortium, led by MindClick, to create an annual assessment of furniture, fixtures, and equipment (FF&E) suppliers and their products, now known as MSAP. On an annual basis, Marriott's FF&E suppliers complete a rigorous product lifecycle evaluation with MindClick, a global leader in environmental and social impact data and analytics. Every supplier's product specified for Marriott's prototypical brands is rated based on leading globally accepted standards for environmental and social responsibility. Ratings address healthy materials, manufacturing footprint, carbon emissions, waste reduction, fair labor, and human rights. In 2021, MSAP began to align with Marriott's SBT commitment by helping to reduce the embodied carbon of products specified and purchased for Marriott hotels. Based on annual reporting of energy footprint and production data collected from the manufacturing facilities, MindClick calculates the embodied carbon following GHG reporting protocols. Manufacturers are also rated on efforts to set and achieve carbon reduction targets. In 2021, participating carpet and flooring manufacturers across 14 Marriott prototypical brands reduced the manufacturing related carbon emissions of products produced for Marriott by a combined 31% as compared to their baseline carbon footprint. Marriott continues to work with our FF&E suppliers to pursue continued increases in product sustainability and to make progress towards having the top 10 FF&E product categories sourced are in the top tier of the MSAP. 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.

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 2021, 85 suppliers (88%) participated in MSAP. Of those that participated, 47% of vendors performed at the MSAP Leader level (40 vendors), 51% at the Achiever level (43 vendors), 2% at the Starter level (2 vendors). MSAP performance has improved dramatically over the past three years, with the number of Leader suppliers tripling (13 suppliers in 2018 compared to 40 in 2021) and Starter suppliers dwindling (23 suppliers in 2018 compared to 2 in 2021).

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

Other, please specify (Compliance and onboarding)

Details of engagement

Please select

% of suppliers by number

52

% total procurement spend (direct and indirect)

89

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

0

Rationale for the coverage of your engagement

Through Avendra, Marriott's procurement services provider, our suppliers and their products are screened on environmental and social attributes. Avendra contracts set the expectation for suppliers to follow our Supplier Conduct Guidelines, which set baseline expectations around social and environmental responsibility. Avendra also requires suppliers to submit a sustainability policy that is relevant to that supplier's industry impacts, inclusive of environmental and social business practices. In 2021, we continued our focus on procuring more environmentally and socially responsible products within our top 10 categories. Together with Avendra, we continued to assess the environmental and social business aspects of our existing North America, Central America and the Caribbean suppliers, within the top 10 categories, via the EcoVadis sustainability assessment platform. Avendra engaged 89% of contracted spend with manufacturers and 80% of contracted spend with distributors within the top 10 categories in the U.S., Canada, the Caribbean and Central America via the EcoVadis sustainability assessment platform. As of year-end 2021, 52% of manufacturers and 32% of distributors have completed the EcoVadis assessment. In 2022 and 2023, we will begin to evaluate our remaining global suppliers with EcoVadis. The information submitted to the EcoVadis platform will be used to develop improvement plans for suppliers that are deemed as underperforming so they are on track to successfully meet the responsible sourcing requirements that have been determined for each of the top 10 categories by the end of 2025.

Impact of engagement, including measures of success

Marriott measures the success of this engagement by the percent of suppliers assessed on the EcoVadis platform. Success is also measured through the company's other responsible sourcing milestones. For example, through this engagement with Avendra, 50.07% of paper products are Forest Stewardship Council-certified (FSC) and 24.90% of seafood is Marine Stewardship Council- or Aquaculture Stewardship Council-certified. Please note, these metrics are based on available owned, leased, managed, and franchised data from Avendra. FSC products are inclusive of personal paper products, office paper, and napkins. 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%, by spend, in Marriott's Top 10 priority categories by 2025. In addition, by 2025, our goal is to require all centrally-contracted suppliers to provide information on product sustainability, inclusive of social and human rights impacts. Avendra is aligned 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. Marriott plans to 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.

Comment

The percentages provided refer to the manufacturer suppliers engaged through Avendra and for spend, the percentage of Avendra procurement as a subset of all Marriott procurement for the U.S., Canada, and Caribbean and Latin America.

C12.1b

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

Type of engagement & Details of engagement

Education/information sharing

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

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

Marriott works with our hotel 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 270 of our largest customers globally. 28 customers have requested Marriott's participation in the CDP supplier program.

Impact of engagement, including measures of success

In 2021, over 270 corporate business customers who spent over \$5.8 billion at our hotels in 2019 requested sustainability reporting information. We identified pilot opportunities for us to work with our customers to support the sustainability and social impact goals we have in common.

Type of engagement & Details of engagement

Education/information sharing

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

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

As part of Marriott's climate action efforts, the company's internal climate working group is exploring nature-based solutions to advance our commitment to reach net-zero by 2050 (at the latest), while increasing the resiliency of our hotel portfolio and surrounding communities. In 2021, Marriott continued to implement programs, allowing guests opportunities to protect and restore nature. For example, Marriott Bonvoy expanded its Annual Choice Benefit for members who earn at least 50 Elite Night Credits in one calendar year, to include the option of a \$100 donation to support World Wildlife Fund (WWF).

Impact of engagement, including measures of success

The impact of this engagement includes total donations to WWF, to support their global conservation efforts including WWF's on the ground work to improve the sustainability and responsibility of seafood sources, a priority for Marriott. In 2021, the donation amount was over \$230,000.

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 where Marriott hotels are located. Marriott collaborates with 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 also 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.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

No, but we plan to introduce climate-related requirements within the next two years

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage directly with policy makers

Yes, we engage indirectly through trade associations

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

No, and we do not plan to have one in the next two years

Attach commitment or position statement(s)

<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

To align Marriott's engagement activities are consistent with the company's overall climate strategy, we aim to consider the positions of associations to align with our company objective and targets, including our commitment to set science-based emissions reduction targets, in line with 1.5°C emissions scenarios; and set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate

Other, please specify (Alternative Fuel Infrastructure Tax Credit)

Specify the policy, law, or regulation on which your organization is engaging with policy makers

30C is a tax credit for the installation of alternative fuel vehicle refueling stations (including electric vehicle (EV) charging stations) on business properties. The tax credit is currently \$30,000, but the proposal – intended to be included in a larger climate change federal legislative package – aims to increase that credit to \$100,000. This increased credit provides a greater incentive for Marriott owners and operators to install charging stations on-property, which would help to further build out the nation's EV charging infrastructure.

Policy, law, or regulation geographic coverage

National

Country/region the policy, law, or regulation applies to

United States of America

Your organization's position on the policy, law, or regulation

Support with no exceptions

Description of engagement with policy makers

Marriott has met with offices on Capitol Hill and the Administration to encourage the inclusion of the 30C tax credit increase in a climate change reconciliation package (previously known as Build Back Better). Engagement has also included travel industry coalition efforts coordinated by the U.S. Travel Association and the American Hotel & Lodging Association (AHLA).

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate

Other, please specify (Energy Efficiency Commercial Buildings Deduction)

Specify the policy, law, or regulation on which your organization is engaging with policy makers

The 179D energy efficiency tax deduction encourages businesses to improve energy efficiency in the buildings in which they operate by providing a tax deduction per square foot of updated commercial building space. The current policy proposal – intended to be included in a larger climate change federal legislative package – aims to increase the deduction per square foot. This increased deduction provides a greater incentive for Marriott owners and operators to improve energy efficiency on-property, a step in the right direction for reducing the energy usage that contributes to climate change.

Policy, law, or regulation geographic coverage

National

Country/region the policy, law, or regulation applies to

United States of America

Your organization's position on the policy, law, or regulation

Support with no exceptions

Description of engagement with policy makers

Marriott has met with offices on Capitol Hill and the Administration to encourage the inclusion of the 179D tax deduction increase in a climate change reconciliation package (previously known as Build Back Better). Engagement has also included travel industry coalition efforts coordinated by the U.S. Travel Association and the American Hotel & Lodging Association (AHLA).

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.3b

(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

Other, please specify (World Travel and Tourism Council)

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

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 are aimed at advancing 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. Marriott supports the World Travel & Tourism Council's (WTTC) Action Agenda. In addition, Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative (HCMI) with the International Tourism Partnership (now known as the Sustainable Hospitality Alliance) and WTTC. This joint effort, grew to include over 20 hospitality companies as part of the working group.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

Trade association

Business Roundtable

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

Business Roundtable is an association comprised of the chief executive officers from America's leading companies. 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.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**Describe the aim of your organization's funding**

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

Trade association

Other, please specify (Global Business Travel Association)

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

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. Marriott's Global Sales Organization's sustainability & social impact liaison sits on the GBTA Sustainability & Responsibility Committee. 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.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**Describe the aim of your organization's funding**

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

Trade association

Other, please specify (Sustainable Hospitality Alliance)

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

The Sustainable Hospitality Alliance "drives collaborative action to enable the hospitality industry to have a lasting positive impact on our planet and its people." In 2017, the Alliance 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. 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 HCMI (the joint Alliance/WTTC project described above) for the development of carbon footprint benchmarking within markets. The data is part of the publicly available Hotel Footprinting Tool. Representatives from Marriott serve as leaders and participants in the Alliance's working groups on People and the Planet, as well as the Advisory Council and Board of Trustees.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**Describe the aim of your organization's funding**

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

Trade association

Other, please specify (American Hotel & Lodging Association)

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

No, we have not evaluated

C12.4

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

Publication

In mainstream reports

Status

Complete

Attach the document

Marriott-2021-Annual-Report.pdf

Page/Section reference

Pages 10 and 15

Content elements

Strategy

Risks & opportunities

Emission targets

Comment

Publication

In voluntary sustainability report

Status

Underway – previous year attached

Attach the document

2021_Serve_360_Report.pdf

Page/Section reference

Pages 10; 25-27; and 79-84

Content elements

Governance

Strategy

Risks & opportunities

Emissions figures

Emission targets

Other metrics

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

Row	Yes, both board-level oversight and executive management-level responsibility	At the Board level, a dedicated Inclusion & Social Impact Committee oversees, encourages, and evaluates efforts undertaken by the company to address environmental, social, and governance (ESG) issues. Marriott's ISI Board Committee assists the full 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 Board of Directors and its ISI Committee are informed of the overall strategic direction and project progress in relation to the company's ESG efforts.	<Not Applicable>
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C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

Row 1	Yes, we have endorsed initiatives only	<Not Applicable>	SDG
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C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

Row 1	No, and we do not plan to assess biodiversity-related impacts within the next two years	<Not Applicable>
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C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water protection Land/water management Education & awareness
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C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

Row 1	No	Please select
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C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

In voluntary sustainability report or other voluntary communications	Biodiversity strategy	Pages 21-22 2021_Serve_360_Report.pdf
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C16. 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.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

Row 1	Vice President of Global Engineering & Facilities	Business unit manager
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SC0.0

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

Marriott consistently collaborates with our suppliers and engages our customers as part of our overall ESG strategy. Looking forward, we are focused on dynamic collaborations 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.

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 peers and non-profit tourism and environmental organizations. For example, Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative (HCMI) with the International Tourism Partnership (now known as the Sustainable Hospitality Alliance) and the World Travel and Tourism Council (WTTC). Marriott continues to participate in additional research using HCMI to establish carbon footprint benchmarking within global markets and, along with its competitors, shares this information publicly on hotelfootprints.org.

SC0.1

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

Row 1	13857000000
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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

11991.76

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

Requesting member

AstraZeneca

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

1469.09

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

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

3733.8

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

Requesting member

Autodesk, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

83.63

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

Bank of Montreal

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

200.4

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

C&C GROUP PLC

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

0.45

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

Caesars Entertainment

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

25.38

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

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

1837.2

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

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

16553.06

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

Requesting member

Ecolab Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

836.24

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

Requesting member

Givaudan SA

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

73.33

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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

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Requesting member

GSMA

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

23.66

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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

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Requesting member

HP Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

414.45

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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 all of our sites.

Requesting member

KPMG UK

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

3080.82

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

L'Oréal

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

813.43

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

McKinsey & Company, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

14963.67

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

PayPal Holdings Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

64.12

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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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

4.68

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

ServiceNow Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

71.67

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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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

104.86

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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Requesting member

UBS

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1226.04

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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

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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

535.12

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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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

767.87

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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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

1196.62

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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

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Requesting member

Xylem Inc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

69.81

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.)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

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

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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

473.71

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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

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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

1464.37

Uncertainty (±%)

10

Major sources of emissions**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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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 all of our sites.

Requesting member

LinkedIn Corp.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

6305.22

Uncertainty (±%)

10

Major sources of emissions**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.)

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

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

ALL MICROSOFT MARRIOTT TRAVEL RELATED EMISSIONS INCLUDED: 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 all of our sites.

(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?

Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Marriott's sales systems record the overnight rooms for our customers. Therefore, the company can easily pull through the customer data as it relates to the overnight room stays and the associated emissions per hotel. For meetings, we have the emissions factors per hotel as defined by HCMI as CO2e per square foot or square meter per hour. However, our sales systems do not track the meeting room size or the length of time that room was utilized 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.
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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 Marriott's global reporting tool is provided to the sustainability team. In combination with customer hotel utilization data, the company calculates carbon emissions and water footprint for overnight room stays. Marriott has also developed a template for customers to use to calculate their carbon and water footprint for an individual meeting.

Additionally, we pull the footprint data associated with room stays 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 has sustainability 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 Marriott's customers at all points of communication to provide them the opportunity to use the data for decision making. This process 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

Please select your submission options

Yes

Public

Please confirm below

I have read and accept the applicable Terms