

C0. Introduction

C0.1

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

Marriott International is a leading, global lodging company with more than 7,300 properties (as of year-end 2019) that we operate (“manage”), franchise, or license under 30 brands in 134 countries and territories worldwide. We recognize both our global responsibility and the unique opportunity we have to be a force for good and we are committed to creating positive and sustainable impact wherever we do business.

Inspired by our core value to Serve Our World and the meaningful role that we believe we can play to support the UN Sustainable Development Goals, we established our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, in 2017. Serve 360 is guided by four priority-areas, or “coordinates” — each with dedicated focus areas and ambitious targets.

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

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

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

C0.2

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

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2019	December 31 2019	No	<Not Applicable>

C0.3

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

- Algeria
- Argentina
- Armenia
- Aruba
- Australia
- Austria
- Azerbaijan
- Bahamas
- Bahrain
- Bangladesh
- Barbados
- Belarus
- Belgium
- Bhutan
- Bolivia (Plurinational State of)
- Bonaire, Sint Eustatius and Saba
- Bosnia & Herzegovina
- Brazil
- British Virgin Islands
- Bulgaria
- Cambodia
- Canada
- Cayman Islands
- Chile

China  
Colombia  
Costa Rica  
Croatia  
Cuba  
Curaçao  
Cyprus  
Czechia  
Denmark  
Djibouti  
Dominican Republic  
Ecuador  
Egypt  
El Salvador  
Estonia  
Ethiopia  
Fiji  
Finland  
France  
French Polynesia  
Gabon  
Georgia  
Germany  
Ghana  
Greece  
Guam  
Guatemala  
Guinea  
Guyana  
Haiti  
Honduras  
Hungary  
India  
Indonesia  
Ireland  
Israel  
Italy  
Jamaica  
Japan  
Jordan  
Kazakhstan  
Kenya  
Kuwait  
Kyrgyzstan  
Latvia  
Lebanon  
Lithuania  
Malaysia  
Maldives  
Mali  
Malta  
Mauritius  
Mexico  
Monaco  
Montenegro  
Morocco  
Nepal  
Netherlands  
New Caledonia  
New Zealand  
Nigeria  
North Macedonia  
Norway  
Oman  
Pakistan  
Panama  
Paraguay  
Peru  
Philippines  
Poland  
Portugal  
Puerto Rico  
Qatar  
Republic of Korea  
Republic of Moldova  
Romania  
Russian Federation  
Rwanda  
Saint Kitts and Nevis  
Samoa  
Saudi Arabia

Serbia  
 Seychelles  
 Singapore  
 Slovakia  
 Slovenia  
 South Africa  
 Spain  
 Sri Lanka  
 Suriname  
 Sweden  
 Switzerland  
 Taiwan, Greater China  
 Thailand  
 Trinidad and Tobago  
 Tunisia  
 Turkey  
 Uganda  
 Ukraine  
 United Arab Emirates  
 United Kingdom of Great Britain and Northern Ireland  
 United Republic of Tanzania  
 United States of America  
 United States Virgin Islands  
 Uruguay  
 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?**

Buildings management

C1. Governance

C1.1

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

Yes

C1.1a

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

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

C1.1b

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

Frequency with which climate related issues are a scheduled agenda item	Governance mechanisms into which climate related issues are integrated	Scope of board level oversight	Please explain
Scheduled – some meetings	Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	Our Board of Directors oversees management and, through this oversight, enhances the long-term value of the company. A formal infrastructure of a range of councils comprised of executives and associates (assisted by external experts) guides us in making everyday decisions that affect our work environment, our sustainability and social impact practices and our business strategy. The Serve 360 Report is shared with the board annually and includes progress against goals.

**C1.2**

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

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate related issues
Other C-Suite Officer, please specify (CFO, Continent/Regional Presidents and other C-suite executives acting in concert as the Serve 360 Executive Leadership Council)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually
Other C-Suite Officer, please specify (Global Officers)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually

**C1.2a**

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

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

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

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

**Serve 360 Advisory Council**

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

**C1.3**

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

	Provide incentives for the management of climate related issues	Comment
Row 1	Yes	

## C1.3a

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

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Other, please specify ( VPs )	Monetary reward	Please select	MBOs (Management By Objectives)– Compensation is linked to performance. Marriott's Vice President, Sustainability and Supplier Diversity has MBOs related to our sustainability initiatives.
Other, please specify (VPs)	Monetary reward	Please select	MBOs – same as above. Our Global Vice President of Engineering and our Vice Presidents of Engineering at the regional level have energy and water reduction goals, both for annual and long-term targets.
Energy manager	Monetary reward	Please select	MBOs – same as above. Our Senior Director of Global Engineering and our Senior Directors of Engineering at the regional level have energy and water reduction goals, both for annual and long-term targets.
Environment/Sustainability manager	Monetary reward	Please select	MBOs – same as above. Marriott's Vice President, Directors, and Managers of Social Impact, Vice President and Managers of Sustainability & Supplier Diversity, and Director of Sustainability have MBOs related to development and implementation of goals, strategies, conservation projects, stakeholder engagement and sustainability reporting & programming.
Facilities manager	Monetary reward	Please select	MBOs – same as above. Our property Directors of Engineering and many of our General Managers have MBOs related to property performance against goals. Engineering managers are also incentivized through recognition of the winners of the global game competition for operational excellence.
Other, please specify (Business Councils)	Non-monetary reward	Please select	Quarterly and annual awards recognize performance. Marriott has 103 Business Councils comprised of Hotel General Managers and other field leaders in key markets around the world focused on driving sustainability and social impact, government relations and culture.
Other, please specify (Hotels)	Non-monetary reward	Please select	Hotels receive internal and external recognition for performance against sustainability goals and for innovative projects which help meet our sustainability targets.
Other, please specify (Hotel owners)	Non-monetary reward	Please select	Our hotel partners receive internal and external recognition during Marriott owner/franchisee conferences for supporting sustainability and social impact projects, which help meet our Serve 360 goals.

## C2. Risks and opportunities

### C2.1

**(C2.1) 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	1	2	Business practice time horizons vary by discipline. For example, Global Development might use different time horizons than property managers. The horizons defined here for assessing climate-related risks and opportunities primarily reflect hotel operations and the activities of the Serve 360 Executive Leadership Council. Annual energy and water audits help identify opportunities to perform against goals and asset management systems track preventative maintenance and capital expenditure plans in short-term time horizons. The Serve 360 Executive Leadership Council reviews the quarterly Serve 360 Scorecards to assess performance against targets, including emissions.
Medium-term	3	5	Assessing medium-term risks and opportunities, includes activities such as monitoring proposed legislation or emerging technologies. The Serve 360 Executive Leadership and Advisory Councils develop mitigation strategies as needed to correct performance against targets. Global engineering leaders develop strategies, partnerships and business case proposals for hotel owners to help drive resource efficiency and conservation at properties.
Long-term	6	10	At the property level, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impacts and efficiency. The planning process conducted by the hotel management team with building owners includes consideration of property enhancements such as roof insulation/reflectivity, demand control ventilation, and building automation systems integration that could increase the ability of the hotel to address climate impacts. Most of our Serve 360 targets were established for the ten-year timeframe from 2016 to 2025, helping us envision how we want to develop responsible business practices to meet climate change risks.

### C2.1b

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

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

### C2.2

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

**Value chain stage(s) covered**

Direct operations

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

Annually

**Time horizon(s) covered**

Short-term

Medium-term

**Description of process**

Marriott's Internal Audit discipline coordinates an annual Enterprise Risk Assessment process through which senior leadership identifies the top business and emerging risks facing the company, along with key mitigating action plans for addressing those risks. The results of this process are reported to the board of directors. Materiality and priorities for addressing these risks are determined within the context of corporate business strategy. The safety and security of our guests, associates, and visitors are our highest priorities, along with protecting the value of the investments made by our business partners and stakeholders by preventing, mitigating, and responding to interruptions to normal business operations. Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties. This asset-light business model reduces Marriott's exposure to climate-related risks to asset ownership. However, risk management on behalf of owners of our managed properties is integral to our value as hotel operators as is the approach of developing processes that our franchisees can use to identify risks. In defining and prioritizing climate-related risks, we focus on those relevant to hotel and corporate operations, as well as those connected with consumer preferences and our reputation. Acute physical climate-related risks, such as severe weather events, are managed and updated annually through our enterprise-wide approach to business continuity planning, including risk identification, readiness, response, and recovery relative to operational disruptions. Our corporate risk department develops and updates policies for insurance coverage for both owners and franchisors, as well as business interruption coverage for our operations in regions prone to events such as tropical storms, flooding, and wildfires. Identification of transition and chronic physical climate-related risks and assessing the degree to which they could affect Marriott's business is integrated into the governance structure of and the materiality assessments which underpin our sustainability and social impact platform, Serve 360. Additionally, Global Engineering is working in concert with Risk Management and external partners to evaluate and address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience across the global portfolio of properties. Additionally, in 2019 Marriott kicked off the Marriott Infrastructure Resilience Adaptability (MIRA) program. This project is focused on evaluating climate-related risks to the physical assets managed by Marriott and create resiliency strategies, programs, and training to help mitigate losses associated with climate-related events. The project scope also includes developing an assessment of climate-related risks for each individual hotel.

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

**C2.3**

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

Yes

**C2.3a**

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

**Identifier**

Risk 1

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Current regulation	Carbon pricing mechanisms
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**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

1763100

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

Carbon and fuel taxes are responsible for moderate increases in energy expenses in the regions where they have been enacted, such as the U.K. For the most recent tax year (April 2018 to March 2019), the obligation for the owners of properties managed by Marriott under the UK CRC Energy Efficiency Scheme was 1,330,970 GBP, or 1.76 million USD.

**Cost of response to risk**

33000

**Description of response and explanation of cost calculation**

Marriott remains focused on reducing energy consumption. Energy conservation helps mitigate the risks posed by fuel and carbon taxes. Pull-through of our strategy at the property-level drives results, and our support for each hotel is tailored to the characteristics of the property, its location and our partnership with the property owner. We have deployed tools and technology such as MESH (Marriott Environmental Sustainability Hub) and the Transcendent asset management platform, which help facilitate implementation of conservation projects. Our engineering leaders in Europe, where this tax is levied, leverage strategic partnerships across countries, work with utility partners to identify rebates and incentives to develop attractive ROI for owners and explore innovative ways to approach conservation for our many properties already operating at high efficiency. For example, in 2019, twenty-eight hotels in the United Kingdom operate combined heat & power plants. Each year the emissions savings from the energy efficient co-gen plants at each hotel are assessed and reported, resulting in an offset of carbon tax obligations.

**Comment**

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

**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
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**Primary potential financial impact**

Increased insurance claims liability

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Very likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

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

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

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

**Comment**

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

**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Chronic physical	Rising mean temperatures
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**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

5000000

**Potential financial impact figure – maximum (currency)**

10000000

**Explanation of financial impact figure**

Outside temperatures have a significant impact on energy use in our hotels. It is difficult to estimate the aggregate impact of rising global mean temperatures, since weather patterns and energy costs vary by location. However, if 2019 energy costs had increased by 1% as a result of additional HDD (Heating Degree Days) or Cooling Degree Days (CDD), we estimated that energy costs for our managed and franchised hotels would increase 5-10 million USD. This projection is based on a percentage of the overall energy and water spend globally that was estimated based on the rates paid in various regions.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data management and monitoring systems and new ways of purchasing energy in deregulated markets help us continue to meet the energy challenge. The Engineering Global Leadership Team developed a robust validation approach to ensure that the data in MESH (Marriott Environmental Sustainability Hub) was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. Energy and Environment Action Plan audits enable our property teams to identify and quantify energy reduction opportunities. Property managers select "Signature" projects to target for completion early enough in the year to realize energy and cost savings. In 2019, these investments by Marriott's owners included building management systems, guest room occupancy sensors, HVAC upgrades and lighting retrofits. In addition, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impact and efficiency. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process.

**Comment**

Costs of management of response to growing temperature extremes are not measurable. Our ongoing energy efficiency efforts are part of our management services. Energy ROI projects usually have a payback timeframe of less than three years. In 2019, Marriott's owners invested roughly 45 million USD in energy savings ROI projects at properties managed by Marriott.

**Identifier**

Risk 4

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Chronic physical	Changes in precipitation patterns and extreme variability in weather patterns
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**Primary potential financial impact**

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

**Climate risk type mapped to traditional financial services industry risk classification**

&lt;Not Applicable&gt;

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

1817000

**Potential financial impact figure – minimum (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – maximum (currency)**

&lt;Not Applicable&gt;

**Explanation of financial impact figure**

Longer dry or wet periods could make some destinations less desirable which might lead to a decrease in the profitability of hotel operations in the affected location, e.g., reduced snowfall in winter sport destinations or threat of wildfires can reduce hotel occupancy. Occupancy and room rates both impact the hospitality performance metric, Revenue Per Available Room (RevPAR). Increases in RevPAR impact revenue that Marriott earns through management fees. Extreme variability in weather patterns could impact RevPAR, although that impact would likely be limited in geographic scale in any given year and decreased occupancy at impacted properties may lead to increase business in others as guests alter travel plans. The potential financial impact figure represents 0.2% of total gross management fees in 2019 (1.817 billion USD as reported in the 10-K).

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

From design standards for new hotel construction through operations, Marriott focuses on building and running energy and water efficient hotels. Marriott follows local water restrictions in drought affected regions, and takes other actions including installation of desalination plants where local infrastructure is inadequate to withstand variation in precipitation patterns, and the implementation of operational programming. For example, our linen and terry re-use standards were established to conserve water and energy. And in 2019, we continued to integrate our housekeeping choice programs under the umbrella of the Make a Green Choice (MAGC) program, whereby for each

night a guest opts in, they have the opportunity to receive loyalty points or a sustainability offering (i.e. a tree planted on their behalf) at participating hotels.

**Comment**

Resource conservation and compliance with local environmental regulations is part of our normal property management operations, and thus adds no measurable costs. Given the size and geographic distribution of Marriott's hotel portfolio, any anticipated decreases in hotel occupancy or increases in food and beverage costs in specific markets due to the impact of precipitation and droughts would have a low impact on overall profitability. When entire regions are impacted by weather events, such a recent flooding in India, our associates are often impacted even if the properties are not. Marriott's Business Councils and hotels devote resources to assist associates needing support.

---

**Identifier**

Risk 5

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Chronic physical	Other, please specify (Extreme Temperatures)
------------------	--

**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

5000000

**Potential financial impact figure – maximum (currency)**

10000000

**Explanation of financial impact figure**

Outside temperatures have a significant impact on energy use in our hotels. At many of our properties, energy costs are among the highest line of expenses, and temperature extremes increase the energy load. While we know that both Heating Degree Days (HDDs) and Cooling Degree Days (CDDs) decreased from 2018 to 2019 at our managed hotels, globally, a slight year-over-year increase can have a large impact for Marriott. If 2019 energy costs had increased by 1% as a result of the additional HDDs and CDDs, we estimated that energy costs for our managed and franchised hotels would increase 5-10 million USD. This projection is a percentage of the overall energy and water spend globally that was estimated based on the rates paid in various regions.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data management and monitoring systems and new ways of purchasing energy in deregulated markets help us continue to meet the energy challenge. The Engineering Global Leadership Team developed a robust validation approach to ensure that the data in MESH (Marriott Environmental Sustainability Hub) was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. Energy and Environment Action Plan audits enable our property teams to identify and quantify energy reduction opportunities. Property managers select "Signature" projects to target for completion early enough in the year to realize energy and cost savings. In 2019, these projects included building management systems, guest room occupancy sensors, HVAC upgrades and lighting retrofits. In addition, Marriott's annual 10-year capital planning and budgeting exercise helps identify and forecast the needs of a given facility with respect to long term climate impact and efficiency. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process.

**Comment**

Costs of management of response to growing temperature extremes are not measurable. Our ongoing energy efficiency efforts are part of our management services. Energy ROI projects usually have a payback timeframe of less than three years. In 2019, Marriott's owners invested over 45 million USD in energy savings ROI projects at properties managed by Marriott which should yield over 8 million USD in annual savings.

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**Identifier**

Risk 6

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Market	Changing customer behavior
--------	----------------------------

**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**

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

**Time horizon**

Medium-term

**Likelihood**

Likely

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

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

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

Marriott is managing risks relating to changing consumer behavior through continual pursuit and refinement of our environmental strategy, stakeholder engagement and comprehensive reporting on sustainability efforts and results. We recognize the need for our corporate customers to reduce their Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy-efficient hotel operations and meetings. In 2019, +\$3B of corporate business customers required us to provide carbon and water footprint data, and \$6B of business travel RFPs required sustainability information as part of their annual travel program. We have heard directly from many customers that not reporting this information would put hotels at risk of losing business with those customers, which is why reporting this information is a brand standard for all hotels.

**Comment**

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

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

Yes

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

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Move to more efficient buildings

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

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

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – minimum (currency)**

38000

**Potential financial impact figure – maximum (currency)**

57000

**Explanation of financial impact figure**

New hotels built to LEED® standards have lower operating costs, are more valuable assets to owners, and more appealing to many guests. We estimated that if all global managed properties were to implement the necessary changes needed to achieve LEED certification, based on the data that we have from our properties that have already achieved LEED certification, hotel owners would save between \$38,000-57,000 in energy costs per year at each property. Marriott's partners bear costs to develop and certify properties.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

We support our development partners in pursuing construction of LEED® certified or equivalent buildings and have helped hotels leverage local incentives to obtain certification for existing buildings. New hotels built to LEED® (or equivalent) standards have lower operating costs, are more valuable assets to owners, and more appealing to many guests. By 2025, 650 open or pipeline hotels will pursue LEED® certification or equivalent. The following specific targets will help achieve our goals: » By 2020, LEED® certification or equivalent will be incorporated into building design and renovation standards, including select-service prototype solutions for high growth markets. » By 2020, 100% of all prototypes will be designed for LEED® certification. » By 2025, we will partner with owners to develop 250 adaptive reuse projects. As of year-end 2019, 34% of the MI portfolio globally was certified by a third-party certification, representing an increase from 2,497 properties in 2018 to 2,521 properties in 2019.

**Comment**

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

**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resilience

**Primary climate-related opportunity driver**

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

**Primary potential financial impact**

Other, please specify (Increased reliability of supply chain and ability to operate under various conditions)

**Company-specific description**

As part of our Serve 360 sustainability & social impact goals, Marriott plans to source a minimum of 30% of its overall electricity consumption from renewable energy by 2025. Marriott's ability to run more energy efficient hotels offers the opportunity to outperform competitors through improved energy consumption management at its hotels in a changing climate. Throughout 2019, we worked with our CEO, CFO, heads of treasury, tax, operations, sustainability and engineering, and third-party consultants to evaluate a significant investment in a renewable energy wind project. Significant effort was made to determine if this was a path the company could invest in to support the renewable energy goal. While this particular opportunity didn't come to fruition, the engagement from our most senior leaders was a valuable effort that will help guide the next opportunity. The combination of energy efficiency and renewable energy will provide more resilience for operations in a low-carbon future.

**Time horizon**

Short-term

**Likelihood**

Likely

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – minimum (currency)**

13500000

**Potential financial impact figure – maximum (currency)**

26500000

**Explanation of financial impact figure**

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

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

Marriott has invested in enterprise data platforms to track energy use and carbon emissions and is integrated into the asset management system that tracks capital expenditures, preventative maintenance, project implementation, etc. Leveraging these platforms fully will allow better insight into the factors that drive efficient performance and control emissions. Marriott Environmental Sustainability Hub (MESH) is a global utility consumption tracking and reporting platform that was launched in 2017 to provide carbon, energy, water, and waste footprint data across the portfolio. During 2019, the Engineering Global Leadership Team (GLT) continued to focus on data quality and integrity. As part of this process, the team developed a robust validation approach to ensure that the data in MESH was accurate for each hotel prior to being reported and used to evaluate various operational decisions at the property and above-property level. These efforts make it possible to set more meaningful targets at the continent and individual property levels, driving initiatives to increase efficiency.

**Comment**

Our ongoing energy efficiency efforts are part of our management services to owners, and an integral part of our Serve 360 sustainability goals; as such these costs are not discreet or reported on an annual basis. Transcendent is a web-based enterprise asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans, and rolls data up at the country, continent and enterprise level.

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**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Shift in consumer preferences

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

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

**Time horizon**

Medium-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

1817000

**Potential financial impact figure – minimum (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – maximum (currency)**

&lt;Not Applicable&gt;

**Explanation of financial impact figure**

Occupancy and room rates both impact a common hospitality performance metric, Revenue Per Available Room (RevPAR). Increases in RevPAR impact the revenue that Marriott earns through base management fees. Shifts in customer preferences would impact RevPAR, driving up revenue. As reported in Marriott International's 10-K annual filing for 2019, comparable worldwide system-wide RevPAR increased 1.3% over 2018, resulting in a \$15 million increase in base management fees. The potential financial impact figure represents 0.1% of total gross management fees in 2019 (1.817 billion USD as reported in the 10-K).

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

To respond to changing market forces influenced by climate change, we strive to demonstrate how responsible hotel management can be a positive force for the environment, and to share our progress with stakeholders. All properties will have a Serve 360 section on the Marriott.com website with hotel impact metrics by 2020. We recognize our corporate customers' efforts to reduce Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy efficient hotel operations and meetings. We report our customer's carbon and water footprints across their hotel stays twice per year to over 160 global customers valued at over \$3B. We also provide this data proactively as part of the RFP process for over 5000 RFPs valued at over \$6B in revenue. In 2019, Marriott's "Make a Green Choice" program continued to expand across the portfolio, providing guests at participating properties with the opportunity to receive points or choose from a regionally-relevant sustainability option for each night they forgo housekeeping, helping us on our sustainability journey to reduce the use of water, energy, and chemicals. In the United States and Canada, the sustainability option offered allowed guests to have a tree planted on their behalf for each eligible night of Make a Green Choice participation, through our partnerships with the Arbor Day Foundation and WEARTH, respectively. In 2019, the pilot hotels helped plant over 82,000 trees with the Arbor Day Foundation and our established Canadian hotels planted another 24,000 trees with WEARTH. Sustainable Buildings: We are working to get 100% of the portfolio sustainably certified by 2025 so that our customers have 3rd party verification of our sustainability efforts.

**Comment**

We have leveraged our relationship with vendors to provide us cost-neutral, environmentally sustainable products and services. The anticipated payback timeframe for LEED® prototypes is two to six years depending on federal and local government incentives. We ended 2019 with 34% of the global portfolio sustainably certified.

### C3. Business Strategy

#### C3.1

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

Yes

#### C3.1a

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

No, but we anticipate using qualitative and/or quantitative analysis in the next two years

#### C3.1c

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

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

We are using the 2°C Scenario to model and evaluate a science-based emissions reductions target, using the pathway modelled for the Service Buildings sector of Sectoral Decarbonization Approach (SDA). The SDA approach requires inputs for area growth, and in 2019, Marriott was able to develop defensible growth rates for the company (4% for hotels managed by Marriott and 6.8% for hotels that will be franchised). Additionally, Marriott has begun to analyze which non-franchise Scope 3 emissions to include.

Moving forward, Marriott aims to proceed down the following pathway to create a science-based target. First, Marriott will re-evaluate the potential for a science-based target using SBTi's new framework. Next, Marriott will determine what the Scope 1 & 2 target should be using the new framework. After that, Marriott will need to determine which parameters need to be included, in addition to franchise hotels, within its Scope 3 tracking and reporting. At that point, Marriott will look to align on setting a science-based target.

#### C3.1d

**(C3.1d) 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	Opportunity: Shift in Consumer Preferences We share property-level environmental information with our guests, meeting planners, and customers on our brand channels, via RFPs, and in our centralized database, which feeds over 40 booking systems. We offer environmental metrics to business travel buyers and meeting planners with customized carbon and water footprint data. Many of these buyers and planners have included our hotels in their preferred programs because of the detailed data provided. In 2019, 160 corporate business customers valued at over \$3B required us to provide impact reports with carbon and water footprint across their previous stays with us.
Supply chain and/or value chain	Yes	Risk: Increased severity of extreme weather events such as cyclones and floods Severe weather events can impact our suppliers as well as our properties. Given the size and geographic distribution of our portfolio, it is unlikely that weather events would create a significant impact on our overall business. We have a large, diversified supply chain, and can source replacement supplies as needed. Properties affected by rising supply costs might realize a decrease in management incentive fees.
Investment in R&D	Yes	Risks and Opportunities related to consumer preference and behavior Marriott conducts research & development of products and services, and how best to meet our corporate customers' needs for sustainable meeting services and access to business travel-related emissions data.
Operations	Yes	Physical climate risks With regard to extreme weather events, Marriott properties have developed Business Continuity Plans to prioritize the safety and security of our guests and associates. These plans guide necessary repairs and/or reconstruction to return properties to operating condition. Marriott requires comprehensive property and liability insurance policies for our managed, leased, and owned properties with coverage features and insured limits. In the event of prolonged property closures for repairs, such as those after Hurricanes Irma and Maria, Marriott's revenue will be reduced through the loss of anticipated management fees. When lasting damage to local economies occurs, Marriott's ability to hire and retain talent to staff our hotels is impacted. The impact of regulation in the form of carbon taxes was most clearly shown in the UK, where Marriott properties were assessed almost two million USD under the Energy Efficiency Scheme.

#### C3.1e

**(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Indirect costs Capital expenditures Acquisitions and divestments	Revenues: Under our business model, we typically manage or franchise hotels, rather than own them. We earn base management fees and in many cases incentive management fees from the properties that we manage, and we earn franchise fees on the properties that others operate under franchise agreements with us. In most markets, base management and franchise fees typically consist of a percentage of property-level revenue, or certain property-level revenue in the case of franchise fees, while incentive management fees typically consist of a percentage of net house profit after a specified owner return. Our expertise in implementing projects that create operational efficiencies, including energy and water savings, help lower operating costs and offset risks related to higher costs from carbon taxes. Through the incentive fee agreements, Marriott can increase its own revenue as a result of increasing net house profit in the managed portfolio. Additionally, successfully addressing reputational risks and opportunities can increase market share through attracting additional guests and group business customers and our ability to secure additional management and franchise contracts. The impact of the risks reported is considered to be low to medium as they relate to revenue. Indirect costs ("operating costs"): Our commitment to sustain responsible operations includes energy and water conservation and related operational targets for all the hotels in our portfolio, helping to address both the physical climate and transition risks identified, including those relating to increasing energy and water costs. As of year-end 2019, approximately 1.1% of the total rooms in the global portfolio were in properties that are owned/leased by Marriott. In the case of these lodging properties, as well as corporate offices ("above property" facilities), our expertise in implementing operational efficiencies helps reduce our own operating costs. Our focus on sustainability and social impact helps us recruit and retain associates, which helps lower labor costs. The impact of the risks reported is considered to be low as they relate to operating costs. Capital Expenditures: Throughout 2019 (we invested in our utility tracking platform, Marriott Environmental Sustainability Hub (MESH) and data analysis to help us more accurately provide individual hotel targets and to give us greater insight into our performance against targets and the impact of climate-related risks such as rising mean temperatures and temperature extremes. The impact of the risks reported is considered to be low as they relate to capital expenditures. Additionally, as we seek to reduce the owned/leased portfolio by transitioning to long-term management contracts, the resource efficiency of our properties will make them more attractive for potential owners. The impact of the risks reported is considered to be low as they relate to acquisitions and divestments.

**C3.1f**

**(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

**C4. Targets and performance**

**C4.1**

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

Intensity target

**C4.1b**

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

**Target reference number**

Int 1

**Year target was set**

2016

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Intensity metric**

Metric tons CO2e per square meter

**Base year**

2016

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

0.1279

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

100

**Target year**

2025

**Targeted reduction from base year (%)**

30

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

0.08953

**% change anticipated in absolute Scope 1+2 emissions**

-4

**% change anticipated in absolute Scope 3 emissions**

0

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

0.1228

**% of target achieved [auto-calculated]**

13.2916340891322

**Target status in reporting year**

Underway

**Is this a science-based target?**

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

**Please explain (including target coverage)**

Marriott has reduced emissions per conditioned square meters in its managed portfolio by 3.99% since 2016.

---

**Target reference number**

Int 2

**Year target was set**

2016

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 3: Franchises

**Intensity metric**

Metric tons CO2e per square meter

**Base year**

2016

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

0.1118

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

100

**Target year**

2025

**Targeted reduction from base year (%)**

30

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

0.07826

**% change anticipated in absolute Scope 1+2 emissions**

0

**% change anticipated in absolute Scope 3 emissions**

15

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

0.1054

**% of target achieved [auto-calculated]**

19.0816935002982

**Target status in reporting year**

Underway

**Is this a science-based target?**

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

**Please explain (including target coverage)**

Marriott has reduced emissions per conditioned square meters in its franchised portfolio by 5.72% since 2016.

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**C4.2**

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

No other climate-related targets

**C4.3**

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**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

C4.3a

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

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*	13	3415
Implementation commenced*	116	14615
Implemented*	913	74267
Not to be implemented		

C4.3b

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

**Initiative category & Initiative type**

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

**Estimated annual CO2e savings (metric tonnes CO2e)**

18104

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

6327555

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

10861594

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

LED lighting retrofit projects continued to be an effective emissions-reduction project with an attractive ROI for Marriott's owners in 2019, helping Marriott make progress toward reducing our Scope 2 emissions. We identify strategic partnerships where possible and install LED bulbs where the lighting needs are best suited to the technology and provide the most compelling internal rate of return. Highly efficient LED replacements reduce lighting energy requirements as well as cooling load in our lodging properties. As newer technology lowers replacement costs, systems are upgraded at our properties around the world. Large-scale lighting retrofits are often tied to other renovation projects, as well as to advances in lighting technology. The timing of these factors and their impact on the ROI of subsequent projects will vary from property to property. In this row, as in all others, the investment and savings figures represent the impact to Marriott's owners in the aggregate.

**Initiative category & Initiative type**

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

**Estimated annual CO2e savings (metric tonnes CO2e)**

8328

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

1487779

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

3952896

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

16-20 years

**Comment**

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

**Initiative category & Initiative type**

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

**Estimated annual CO2e savings (metric tonnes CO2e)**

24200

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

2672354

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

29051916

**Payback period**

11-15 years

**Estimated lifetime of the initiative**

16-20 years

**Comment**

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

**Initiative category & Initiative type**

Energy efficiency in production processes	Other, please specify (Refrigeration)
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**Estimated annual CO2e savings (metric tonnes CO2e)**

396

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

79514

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

137530

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

11-15 years

**Comment**

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

**Initiative category & Initiative type**

Energy efficiency in buildings	Motors and drives
--------------------------------	-------------------

**Estimated annual CO2e savings (metric tonnes CO2e)**

3542

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

523754

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

1916841

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

11-15 years

**Comment**

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

reduce energy consumption significantly

**Initiative category & Initiative type**

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

**Estimated annual CO2e savings (metric tonnes CO2e)**

1942

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

297770

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

882612

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

16-20 years

**Comment**

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

**Initiative category & Initiative type**

Energy efficiency in production processes	Other, please specify (Hot Water Systems)
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**Estimated annual CO2e savings (metric tonnes CO2e)**

14049

**Scope(s)**

Scope 1

**Voluntary/Mandatory**

Voluntary

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

2274258

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

8792475

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

16-20 years

**Comment**

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

**Initiative category & Initiative type**

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

**Estimated annual CO2e savings (metric tonnes CO2e)**

110

**Scope(s)**

Scope 1

**Voluntary/Mandatory**

Voluntary

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

1489502

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

3276323

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

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

**Initiative category & Initiative type**

Energy efficiency in production processes	Other, please specify (Demand Ventilation)
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**Estimated annual CO2e savings (metric tonnes CO2e)**

3597

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

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

187470

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

525632

**Payback period**

1-3 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

C4.3c

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

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

C4.5

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

No

C5. Emissions methodology

C5.1

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

**Scope 1**

**Base year start**

January 1 2016

**Base year end**

December 31 2016

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

1267366

**Comment**

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

**Scope 2 (location-based)**

**Base year start**

January 1 2016

**Base year end**

December 31 2016

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

5401307

**Comment**

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

**Scope 2 (market-based)**

**Base year start**

January 1 2016

**Base year end**

December 31 2016

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

5401307

**Comment**

Marriott's historical greenhouse gas accounting began in 2007. After the integration of legacy-Starwood properties into the portfolio, we have restated our base-year. Current targets are based upon this restated 2016 baseline. The location-based result has been used as a proxy since a market-based Scope 2 figure hasn't yet been calculated for the 2016 baseline year data.

**C5.2**

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

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

**C6. Emissions data**

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**C6.1**

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**(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)**

1326481

**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**

This is Marriott's first year of reporting both a location-based and market-based Scope 2 figure.

**C6.3**

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

**Reporting year**

**Scope 2, location-based**

5479818

**Scope 2, market-based (if applicable)**

5482582

**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?**

Yes

**C6.4a**

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

**Source**

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

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions from this source

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

No emissions from this source

**Explain why this source is excluded**

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

---

**Source**

Perfluorocarbons

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions from this source

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

No emissions from this source

**Explain why this source is excluded**

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

**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.****Purchased goods and services****Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

2486984

**Emissions calculation methodology**

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

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

100

**Please explain**

Emissions were calculated per room for each service tier: select, premium, and luxury. The emissions per room factor was then applied to the total number of rooms in each tier in 2019. This screening methodology provides a gross assessment of emissions in this category. Improving the sustainability of our supply chain is material to our business and key stakeholders, and as such, has been an important element of our business policies and environmental strategy. We continue to face challenges with tracing each step in the journey of a given product that we source. Multiple organizations with different systems and requirements working across international borders can be involved in the production of any given product. For this reason, we continue to work with our biggest suppliers to collaborate on solutions that reduce energy, water and waste, and in some cases, provide innovative products that replace less sustainable solutions. Marriott's sustainability and social impact platform, Serve 360, includes the following procurement goal: Responsibly source 95% in our Top 10 priority categories by 2025. In addition: • By 2020, require all contracted suppliers in the Top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts; and • By 2025, require all centrally-contracted suppliers to provide this information.

**Capital goods****Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

&lt;Not Applicable&gt;

**Emissions calculation methodology**

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

**Please explain**

Marriott's is an operator, franchisor and licensor of lodging properties. This asset-light business model reduces the relevance of capital goods to our Scope 3 GHG inventory. Capital expenses for construction and renovation are controlled by property owners. Less than one percent of properties managed by Marriott are owned or leased. Viewing capital goods through a sustainability lens is a priority for Marriott. To help move the needle in this area, Marriott has partnered to help refine and evaluate useful measurements. Marriott is a founding member, and the first lodging brand member, of the Hospitality Sustainable Purchasing Consortium (HSPC). Along with MindClick and the U.S. Green Building Council, HSPC has created a Sustainability Index to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for the industry. We use the index in the Marriott Sustainability Assessment Program (MSAP), an annual review of vendors' Fair Labor and Human Rights practices, Environmentally Responsible Manufacturing efforts, and Product Sustainability.

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

Relevant, calculated

**Metric tonnes CO2e**

587567

**Emissions calculation methodology**

Emissions in this category were estimated using the Quantis/WRI Scope 3 Screening Tool for sample properties in each of Marriott's service tiers. Scope 1 and 2 emissions for each sample property were used to create an emissions/room factor for this category. Emissions were then grossed up for the entire managed portfolio based upon the number of rooms in each tier in 2019. As an end user of energy, these Scope 3 sources are not within our direct sphere of influence, nor are they feasible to measure with accuracy for our diverse locations. This is a gross estimate based upon the Quantis/WRI screening tool.

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

100

**Please explain**

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

## Upstream transportation and distribution

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

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

## Waste generated in operations

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

79497

### Emissions calculation methodology

Emissions in this category were estimated using the Quantis/WRI Scope 3 Screening Tool for sample properties in each of Marriott's service tier. Waste hauling fees for each sample property were used to create a waste emissions/room factor for this category. Emissions were then grossed up for the entire managed portfolio based upon the number of rooms in each tier in 2019.

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

100

### Please explain

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

## Business travel

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

32419

### Emissions calculation methodology

Marriott's calculated emissions from business travel includes emissions from air mileage only. Mileage was calculated using different methodologies according to available data. In some regions, emissions from short-haul and long-haul flights were averaged. In other regions, short-haul and long-haul flight mileage was specified. The Greenhouse Gas Protocol's Mobile Combustion GHG Emissions Calculation Tool (Version 2.6) was used to complete the emissions calculations.

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

100

### Please explain

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

## Employee commuting

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

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

#### Upstream leased assets

##### Evaluation status

Not relevant, explanation provided

##### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

##### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

##### Please explain

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

#### Downstream transportation and distribution

##### Evaluation status

Not relevant, explanation provided

##### Metric tonnes CO<sub>2</sub>e

<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 its managed and franchised properties, and does not manufacture products for transportation and distribution outside its facilities.

#### Processing of sold products

##### Evaluation status

Not relevant, explanation provided

##### Metric tonnes CO<sub>2</sub>e

<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 its managed and franchised properties, and does not manufacture products for sale.

#### Use of sold products

##### Evaluation status

Not relevant, explanation provided

##### Metric tonnes CO<sub>2</sub>e

<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 its managed and franchised properties, and does not manufacture products that are processed by third parties.

#### End of life treatment of sold products

##### Evaluation status

Not relevant, explanation provided

##### Metric tonnes CO<sub>2</sub>e

<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 its managed and franchised properties, and does not sell goods such as engines or fuel which produce direct-use phase emissions.

## Downstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

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

## Franchises

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

4843479

### Emissions calculation methodology

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

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

100

### Please explain

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

## Investments

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

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

## Other (upstream)

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

Marriott has no other upstream sources.

## Other (downstream)

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

### Please explain

Marriott has no other downstream sources.

(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 CO<sub>2</sub>e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

**Intensity figure**

0.000324542

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO<sub>2</sub>e)**

6806298

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

2097200000

**Scope 2 figure used**

Location-based

**% change from previous year**

1.45

**Direction of change**

Decreased

**Reason for change**

Emissions per unit revenue decreased because revenue (denominator) increased and combined Scope 1 and 2 emissions decreased.

**Intensity figure**

0.122822075

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO<sub>2</sub>e)**

6806298

**Metric denominator**

square meter

**Metric denominator: Unit total**

55415919

**Scope 2 figure used**

Location-based

**% change from previous year**

0.18

**Direction of change**

Increased

**Reason for change**

Emissions intensity increased due to a decrease in total square meters.

## 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).

CO <sub>2</sub>	1311525	IPCC Fourth Assessment Report (AR4 - 100 year)
CH <sub>4</sub>	766	IPCC Fourth Assessment Report (AR4 - 100 year)
N <sub>2</sub> O	1185	IPCC Fourth Assessment Report (AR4 - 100 year)

## C7.2

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

Americas	623944
Asia Pacific (or JAPA)	459394
Europe	123147
Africa and Middle East	119995

## C7.3

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

By business division

### C7.3a

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

Americas - includes Marriott regions: Caribbean and Latin America (CALA), U.S., and Canada.	623944
Asia Pacific (APAC)	459394
Europe	123147
Middle East/Africa (MEA)	119995

## C7.5

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

Americas	1489604	1509395	4142818	0
Asia Pacific (or JAPA)	2573615	2547698	4401685	0
Europe	280439	286942	893957	24552
Africa and Middle East	1136160	1138547	2202136	0

## C7.6

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### (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.

Americas - includes Marriott regions: Caribbean and Latin America (CALA), U.S., and Canada.	1489604	1509395
Asia Pacific (APAC)	2573615	2547698
Europe	280439	286942
Middle East/Africa (MEA)	1136160	1138547

## C7.9

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

Decreased

## C7.9a

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

Change in renewable energy consumption		<Not Applicable >	
Other emissions reduction activities	74267	Decreased 1.08	This figure was calculated based upon a representative sample of emissions reductions activities implemented in 2019 across the portfolio. The numerator is 74,267 and the denominator is the combined Scope 1 and 2 emissions from 2018: 6,836,301 metric tons CO2e.
Divestment	19240	Decreased 0.28	This figure is based on the avoided emissions from the 15 managed hotels that left the Marriott portfolio in 2019. It was calculated by subtracting these hotels' 2019 emissions from what their 2019 emissions would have been had they been in the Marriott portfolio for the full year. The numerator is 19,240 and the denominator is the combined Scope 1 and 2 emissions from 2018: 6,836,301 metric tons CO2e.
Acquisitions	138712	Increased 2.03	This figure is based on the emissions derived by the 91 managed hotels that entered the Marriott portfolio in 2019. The numerator is 138,712 (2019 emissions from the 91 acquired managed hotels) and the denominator is the combined Scope 1 and 2 emissions from 2018: 6,836,301 metric tons CO2e.
Mergers		<Not Applicable >	
Change in output	165783	Increased 2.42	From 2018 to 2019, Marriott saw a 2.40% increase in total occupancy in its managed portfolio. This increase has varying impacts on emissions depending upon the size/type of property. This estimated numerator 165,783 is based upon observations of energy data. The denominator is the combined Scope 1 and 2 emissions from 2018, which is 6,836,301 metric tons CO2e.
Change in methodology	67161	Decreased 0.98	From 2018 to 2019, Marriott updated the Scope 2 emissions factors it used (list EFs that were updated). This resulted in a (increase/decrease) in total emissions had the 2018 emissions factors been used instead. The numerator used is 67,161 metric tons of CO2e, which is the difference in emissions in the 2019 data set using the 2018 emissions factors versus the 2019 emissions factor. The denominator used is the combined Scope 1 and 2 emission from 2018, which is 6,836,301 metric tons of CO2e.
Change in boundary		<Not Applicable >	
Change in physical operating conditions	173830	Decreased 2.54	Available facility-level weather data (heating degree days (HDD) and cooling degree days (CDD)) indicated a 1.58% decrease of HDDs over the prior year, impacting our Scope 1 total, and a 2.78% YOY decrease of CDDs, impacting our Scope 2 total. The numerator (173,830 metric tons of CO2e) is an estimate based upon internal calculations of the impact of HDDs and CDDs on property energy load, and subsequent associated emissions. The denominator is the combined Scope 1 and 2 emissions from 2018 (6,836,301 metric tons of CO2e).
Unidentified		<Not Applicable >	
Other		<Not Applicable >	

## C7.9b

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

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**  
More than 5% but less than or equal to 10%

### C8.2

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

Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	No

C8.2a

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

Consumption of fuel (excluding feedstock)	HHV (higher heating value)	218	6853859	6854077
Consumption of purchased or acquired electricity	<Not Applicable>	25827	10123549	10149376
Consumption of purchased or acquired heat	<Not Applicable>	0	90131	90131
Consumption of purchased or acquired steam	<Not Applicable>	0	395644	395644
Consumption of purchased or acquired cooling	<Not Applicable>	0	725415	725415
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	26045	18188598	18214643

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.**

**Fuels (excluding feedstocks)**

Natural Gas

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

5838712

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

58238712

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

53.06

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

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

**Fuels (excluding feedstocks)**

Diesel

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

324980

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

324980

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

73.96

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Propane Gas

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

435441

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

435441

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

62.87

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Town Gas

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

45902

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

45902

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

53.1

**Unit**

kg CO2 per million Btu

**Emissions factor source**

Hong Kong Environmental Protection Department GHG Guidelines 2010 Edition

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**Comment**

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**Fuels (excluding feedstocks)**

Fuel Oil Number 2

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

30102

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

30102

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

73.96

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Motor Gasoline

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

9853

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

9853

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

70.22

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Coal

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

3372

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

3372

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

93.28

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Wood

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

218

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

218

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

0

**Unit**

kg CO2 per million Btu

**Emissions factor source**

Biogenic Emission Factor, Mandatory Reporting of GHG; Final Rule (40 CFR 98) – Commercial Sector Applicable as of November 29, 2013

**Comment**

---

**Fuels (excluding feedstocks)**

Liquefied Natural Gas (LNG)

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

18084

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

18084

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

64.2

**Unit**

kg CO2 per million Btu

**Emissions factor source**

2006 IPCC Guidelines, Default Emission Factors for Stationary Combustion

**Comment**

---

**Fuels (excluding feedstocks)**

Liquefied Petroleum Gas (LPG)

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

85938

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

85938

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor**

61.71

**Unit**

kg CO2 per million Btu

**Emissions factor source**

US EPA MMR

**Comment**

---

**Fuels (excluding feedstocks)**

Other, please specify (Various Petroleum Fuels)

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

61253

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

61253

**MWh fuel consumed for self-generation of steam**

0

**MWh fuel consumed for self-generation of cooling**

0

**MWh fuel consumed for self-cogeneration or self-trigeneration**

0

**Emission factor****Unit**

Please select

**Emissions factor source****Comment**

This category does not represent a single fuel-source, but rather the total energy associated with fuels used by properties that moved into or out of the portfolio at some point in 2019.

---

C8.2e

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

**Sourcing method**

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

**Low-carbon technology type**

Low-carbon energy mix

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

Austria

**MWh consumed accounted for at a zero emission factor**

14664

**Comment**

VERBUND

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**Sourcing method**

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

**Low-carbon technology type**

Low-carbon energy mix

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

Germany

**MWh consumed accounted for at a zero emission factor**

4658

**Comment**

Green purchase

---

**Sourcing method**

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

**Low-carbon technology type**

Low-carbon energy mix

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

Switzerland

**MWh consumed accounted for at a zero emission factor**

6505

**Comment**

Manzoni AG 100% renewables, Hotel Zurich AG 100% renewables, and ABC Betriebs AG 100% renewables

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**C9. Additional metrics**

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**C9.1**

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

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

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**(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 1

No

**C-RE9.9**

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

No, and we do not plan to in the future

**C-CN9.11/C-RE9.11**

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(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 does not have plans to manage net zero carbon buildings currently.

## C10. Verification

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### C10.1

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**(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**

Limited assurance

**Attach the statement**

Marriott CY19 Assurance Statement-Final.docx

**Page/ section reference**

Page 2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

### C10.1b

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

**Scope 2 approach**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Marriott CY19 Assurance Statement-Final.docx

**Page/ section reference**

Page 2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**Scope 2 approach**

Scope 2 market-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Marriott CY19 Assurance Statement-Final.docx

**Page/ section reference**

Page 2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

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## C10.1c

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

**Scope 3 category**

Scope 3: Franchises

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Marriott CY19 Assurance Statement-Final.docx

**Page/section reference**

Page 2

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

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## C10.2

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(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

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## C10.2a

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

C8. Energy consumption	Energy	LR's Verification Approach for the Environmental Performance Indicators Assertion to provide limited assurance that the data as presented in the Report have been prepared in conformance with the World Resource Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and Marriott's internal procedures.	On page 3 of LRQA's assurance statement, 2019 Total Energy Use is included.
C6. Emissions data	Year on year emissions intensity figure	LR's Verification Approach for the Environmental Performance Indicators Assertion to provide limited assurance that the data as presented in the Report have been prepared in conformance with the World Resource Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and Marriott's internal procedures.	On page 3 of LRQA's assurance statement, 2019 Scope 1 and 2 emissions (in kg) per square meter of conditioned space is included. This same figure is reported in C6.10 in metric tons

## C11. Carbon pricing

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### C11.1

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#### (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

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

No

### C11.3

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#### (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

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### C12.1

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

Yes, our suppliers  
Yes, our customers  
Yes, other partners in the value chain

### C12.1a

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

**Type of engagement**  
Compliance & onboarding

**Details of engagement**  
Climate change is integrated into supplier evaluation processes

**% of suppliers by number**  
100

**% total procurement spend (direct and indirect)**  
0

**% of supplier-related Scope 3 emissions as reported in C6.5**  
0

### Rationale for the coverage of your engagement

All Marriott approved furniture, fixtures and equipment (FF&E) vendors in the Americas are required to enroll in the Marriott Sustainability Assessment Program (MSAP) administered by MindClick. MSAP assesses the impact of products from design to disposal. Marriott's teams use MSAP to select and specify products which support healthier environments for Marriott's guests and associates, and the environmental and social well-being of the global community. FF&E suppliers contracted by Marriott and specified in Marriott's brand standards are required to submit information to MindClick covering the social, environmental, and health impacts of their products throughout their life cycles. MindClick rates each product's material and chemical choices, and manufacturing, packaging, distribution, disposal and fair labor practices. Products are awarded Starter, Achiever or Leader status, with Leaders being those whose products most positively impact guest, associate and community health and well-being at each stage of the product lifecycle. This information gives Marriott valuable insight into the FF&E suppliers and products chosen in the procurement process. While the procurement process is decentralized, Marriott uses brand standards to guide purchasing decisions made at the property level on behalf of hotel owners. Marriott continues to work with our FF&E suppliers to pursue continued increases in product sustainability and achieve our related 2025 goal. Marriott's Global Design teams will continue to use MSAP ratings to inform vendor and product selections in the development of future prototypical design programs. In addition, Marriott is looking to expand the MSAP to evaluate construction/building products that may be specified in our hotels in addition to its use with FF&E.

### Impact of engagement, including measures of success

Since launching MSAP, Marriott's contracted FF&E suppliers have made improvements in materials, packaging, manufacturing practices, and product disposal to support healthy interiors, and the reduction of energy, water, waste, and greenhouse gas emissions in Marriott hotels. Concurrently, advances have been made to reduce greenhouse gas emissions in manufacturing and to provide greater assurance in support of fair labor practices and human rights. Based on the success of MSAP, we added our legacy Starwood brand prototypes to the MSAP in 2018, which resulted in the evaluation and rating of over 1,000 incremental FF&E products (just under 3,000 total products in 2019). The number of top rated "Leader" rated items increased from 27% in 2018 up to 35% in 2019.

### 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.

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### Type of engagement

Compliance & onboarding

### Details of engagement

Other, please specify (Information collection)

### % of suppliers by number

100

### % total procurement spend (direct and indirect)

47

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

### Rationale for the coverage of your engagement

Marriott works closely with Avendra, the largest professional procurement company serving the hospitality industry in North and Central America, to source over 80% of our Americas-based food and beverage, engineering, rooms, office and spa supplies. Avendra requires all suppliers to submit a sustainability policy and provide relevant information on product attributes such as Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) certifications for sustainable seafood and Forest Stewardship Council (FSC) certification for responsible personal paper products. Marriott's sustainability and social impact platform, Serve 360, includes the following procurement goal: Responsibly source 95% in our Top 10 priority categories by 2025. In addition: • By 2020, require all contracted suppliers in the Top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts; and • By 2025, require all centrally-contracted suppliers to provide this information. Avendra is committed to achieving our responsible sourcing goals in the Americas. We incorporate our responsible sourcing requirements into request for proposals (RFPs) that are administered by our Americas procurement partner, Avendra. We worked closely with Avendra to ensure the responsible sourcing requirements and our preferred third-party certifications were communicated to potential suppliers and supplier responses were aligned with our responsible sourcing goals. We will continue to incorporate these requirements into all future RFPs within our top 10 categories to identify the most responsible suppliers with the highest quality products.

### Impact of engagement, including measures of success

In 2019, we achieved internal global alignment on the responsible sourcing requirements across the top 10 categories. As we share these requirements and receive more information about the business operations of our suppliers, we continue to engage with them on our heightened commitment to a more environmentally and socially responsible global supply chain. In addition to communicating our product requirements, we highlight our animal welfare and responsible seafood position statements and preferred third-party certifications. We also work with our suppliers to identify capacity planning opportunities to help them improve their own supplier relationships and subsequently drive improvements in their supply chains. In January 2019, we participated in a responsible sourcing summit hosted by our Americas procurement partner, Avendra, and attended by other hospitality industry partners. At the summit, we presented our environmental and social requirements for the top 10 categories, gathered feedback, and gained support from the other hospitality companies on the requirements. We committed to working together as an industry to engage new and existing suppliers to collect information about their business operations and incorporate the responsible sourcing requirements into new contract opportunities. Additionally, we aligned on a third-party platform to gather, rate, and provide action plans to our suppliers on their progress towards meeting our requirements. As we work with our procurement partners, suppliers, and NGOs to communicate the responsible sourcing requirements for each category, we continue to take actions to reduce environmental impacts from operations. In 2019, Marriott made significant advances in the work to reduce plastic waste from hotel operations. We expanded the initiative to replace tiny, single-use plastic toiletry bottles with larger, pump-topped bottles. When fully implemented across the globe, Marriott International's expanded toiletry program is expected to prevent about 500 million tiny bottles annually from going to landfills, which represents about 1.7 million pounds of plastic, a 30 percent annual reduction from current amenity plastic usage. Marriott eliminated plastic straws and stirrers in 2019, reducing plastic straw waste by one billion straws a year and plastic stirrers by at least another 250 million stirrers.

### Comment

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

---

C12.1b

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

**Type of engagement**

Education/information sharing

**Details of engagement**

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

**% of customers by number**

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

**Portfolio coverage (total or outstanding)**

<Not Applicable>

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

We continue to partner with our sales teams to better understand and meet the needs of our business travel and group customers. From in-person trainings to educational modules, we work with sales associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. Additionally, we offer direct customer engagement opportunities, including sharing updates and progress toward our sustainability goals, helping customers understand their carbon and water impact data, and identifying potential areas in which to collaborate from responsible sourcing to volunteerism activities and food waste reduction initiatives. We communicate regularly with our corporate customers about our sustainability goals by developing progress slides for use by the Global Sales Organization (quarterly), attending quarterly business review calls, presenting at global customer events, distributing sustainability & social impact information to sales teams, and providing hotel sustainability information during the RFP process. Additionally, we provide corporate customers with their business travel footprint at our properties, highlighting the common industry calculation method, the Hotel Carbon Measurement Initiative. In 2019, we reported our hotel carbon and water footprints to over 160 global customers. Fourteen customers have requested Marriott's participation in the CDP supplier program.

**Impact of engagement, including measures of success**

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

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**Type of engagement**

Education/information sharing

**Details of engagement**

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

**% of customers by number**

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

**Portfolio coverage (total or outstanding)**

<Not Applicable>

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

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

**Impact of engagement, including measures of success**

In 2019, Make a Green Choice continued to expand across the portfolio, with the refreshed program providing guests at participating properties with the opportunity to receive points or choose from a regionally-relevant sustainability option for each night they forgo housekeeping, helping us on our sustainability journey to reduce the use of water, energy and chemicals. In the United States and Canada, the sustainability option offered allowed guests to have a tree planted on their behalf for each eligible night of Make A Green Choice participation, through our partnerships with the Arbor Day Foundation and WEARTH, respectively. In 2019, guests helped us plant more than 82,000 trees across the United States, and an additional 24,000 trees at participating hotels in Canada. Due to the successful pilot in the United States, our European region announced their own partnership with the Arbor Day Foundation in 2019. In our other regions, we continued working to identify sustainability partners and projects that would offer the most impactful sustainability benefits for those regions.

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**C12.1d**

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

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

In 2019, Marriott commissioned a study of its ESG-focused investors to determine the best strategies for sharing sustainability information. The results of the engagement will help shape Marriott's robust reporting strategy in the future, with the goal of meeting the needs of shareholders actively seeking ESG information.

Marriott has launched a collaborative effort with outside consultants and internal stakeholders to assess physical climate risks to hotel properties and to develop a strategy for initiatives and training to promote building and operational resilience across the global portfolio of properties. Depending upon the nature of the risk exposure, this resiliency program might influence changes in the building envelope or other structural aspects or may involve the implementation of automated weather alerts or specialized property manager training.

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

Marriott's Serve 360 sustainability and social impact goals include franchised operations. With increased emphasis on the greenhouse gas emissions, water and waste metrics from franchised properties in the Marriott portfolio, our engineering leadership will be focusing more on sharing best practices with franchised property managers. In 2019, the Americas Engineering Team worked with franchised owners to increase franchise participation in the Marriott Environmental Sustainability Hub (MESH) to aid in tracking greenhouse gas emissions. With the data in MESH, Marriott can advise franchise properties on individual hotel targets for resource efficiency. Additionally, we are developing advisory engagements appropriate to each region to represent the voice of the ownership/franchise/management company community and provide input, feedback and advice. Meeting frequency will be determined throughout the year based on conferences/committees to discuss owner-relevant initiatives, collaboration opportunities and overall progress and learnings around sustainability and social impact efforts.

**C12.3**

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

- Trade associations
- Other

**C12.3b**

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

- Yes

**C12.3c**

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

**Trade association**

World Travel and Tourism Council

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

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

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

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

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**Trade association**

International Tourism Partnership

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

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

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

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

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**Trade association**

Global Business Travel Association

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

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

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

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

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**C12.3e**

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

In support of our Serve 360 goal to purchase 50% of all produce from local sources by 2025 (in aggregate), our hotels continued to make strategic sourcing choices to support local suppliers and economies as well as starting their own farming projects on property or through third-party partnerships. In 2019, the Sheraton Manila Hotel partnered with Nurture Farmacy to farm a 300-square meter plot of land that will fulfil the majority of the hotel's herbs and vegetable needs. The Athenee Hotel in Bangkok purchases organic rice directly from farms in the Amnet Charoen Province in Northeastern Thailand and tea from a local producer committed to responsible farming and cultivation methods. The JW Marriott Cancun and Marriott Resort Cancun purchase honey from KB, an artisan company committed to socially and environmentally responsible operations, including employing local people from the Yucatan. These local purchases allow for a guaranteed and higher income for farmers and producers.

Acceso, formerly the Clinton Giustra Enterprise Partnership (CGEP), finalized a value chain assessment report to identify opportunities to extend local agribusiness in Puerto Rico and the potential for smallholder farms, including those from the World Central Kitchen "Plow to Plate" program, to sell produce to large businesses with operations in the country including Walmart, Avendra and Marriott International. While some challenges were identified by the assessment, in 2020, our procurement teams in Puerto Rico will continue to work with others like Avendra and World Central Kitchen to pursue implementation of the local sourcing recommendations necessary to fulfil the needs of our hotels. If successful, the effort could result in contracts for Puerto Rico's smallholder farmers with the potential to greatly impact their livelihoods. The choice to purchase from local producers and suppliers has a significant impact on the local communities where our hotels operate, and we will continue to expand this integral part of our supply chain in the future.

In Canada, Marriott has worked with the Canadian Hotel Association and Green Key Global to certify the majority of managed Marriott hotels (98%) in that country under the Green Key Eco-Rating Program. Additionally, Marriott is working to support franchised properties in obtaining the Green Key Global certification.

**C12.3f**

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

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

**C12.4**

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**(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-2019-Annual-Report.pdf

**Page/Section reference**

Pages iii-iv and 8

**Content elements**

Strategy

Emission targets

Other metrics

**Comment**

---

**Publication**

In voluntary sustainability report

**Status**

Underway – previous year attached

**Attach the document**

2019\_Serve\_360\_Report.pdf

**Page/Section reference**

Section: Sustain Responsible Operations

**Content elements**

Strategy

Emissions figures

Emission targets

Other metrics

**Comment**

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**C15. Signoff**

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**C-FI**

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

**C15.1**

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**(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

Row 1

Chief Global Officer, Global Operations

Other C-Suite Officer

**SC. Supply chain module**

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**SC0.0**

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

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

We have committed significant resources to support our customers' requests for more information about the carbon footprint of their meetings and room stays. We actively encouraged and participated in efforts to establish common carbon metrics for hospitality services, working with researchers, vendors, industry partners and non-profit tourism and environmental organizations. Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative with the International Tourism Partnership (ITP) and the World Travel and Tourism Council (WTTTC). In 2012, the HCMI released a methodology for carbon measurement that provides customers with the carbon impact of their overnight stays and meetings at each individual hotel. Marriott continues to participate in additional research by Cornell and Greenview using HCMI to establish carbon footprint benchmarking within global markets and, along with its competitors, shares this information publicly on [hotelfootprints.org](http://hotelfootprints.org).

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

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

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

**SC0.1**

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

Row 1	20972000000
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**SC0.2**

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

No

**SC1.1**

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

**Requesting member**

Accenture

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

42142.13

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 77% of reported room nights for Accenture in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Accenture

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

42142.13

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

AT&amp;T Inc.

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

7497.58

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for AT&T Inc. in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

AT&amp;T Inc.

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

7497.58

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Bank of America

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

6979.4

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 79% of reported room nights for Bank of America in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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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 CO<sub>2</sub>e**

6979.4

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Caesars Entertainment

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

31.7

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 38% of reported room nights for Caesars Entertainment in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Caesars Entertainment

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

31.7

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Hewlett Packard Enterprise Company

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4800.81

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 75% of reported room nights for Hewlett Packard Enterprise Company in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Hewlett Packard Enterprise Company

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4800.81

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

HP Inc

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

3212.14

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 78% of reported room nights for HP Inc in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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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**

3212.14

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

KPMG UK

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

12557.33

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 77% of reported room nights for KPMG UK in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

KPMG UK

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

12557.33

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

L'Oréal

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

1959.1

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 85% of reported room nights for L'Oreal in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

L'Oréal

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

1959.1

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

MetLife, Inc.

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

795.17

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 68% of reported room nights for MetLife, Inc. in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

MetLife, Inc.

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

795.17

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

TD Bank Group

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

753.46

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 69% of reported room nights for TD Bank Group in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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= Sum of All Hotel Footprints

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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**

753.46

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

VMware, Inc

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1726.59

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 83% of reported room nights for VMware, Inc in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

VMware, Inc

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1726.59

**Uncertainty (±%)**

10

**Major sources of emissions**

The emissions reported are in fact, combined Scope 1 & 2 emissions. The methodology and tools used to calculate the room night carbon footprint of our hotels includes

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both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

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**Requesting member**

Wells Fargo & Company

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

5174.2

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

---

**Requesting member**

Wells Fargo & Company

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

5174.2

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

---

**Requesting member**

The Allstate Corporation

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2780.2

**Uncertainty (±%)**

10

**Major sources of emissions**

Purchased electricity, steam, chilled water and other sources of Scope 2 energy used. Natural gas, propane, and other fuels combusted onsite at our hotels. Emissions from any outsourced laundry operations. The emissions figure reported here is based upon 86% of reported room nights for The Allstate Corporation in 2019. The methodology and tools used to calculate the room night carbon footprint of our hotels includes both Scope 1 and Scope 2 -- so we cannot allocate emissions in separate scopes.

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

**Requesting member**

The Allstate Corporation

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2780.2

**Uncertainty (±%)**

10

**Major sources of emissions**

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

**Verified**

No

**Allocation method**

Other, please specify (Carbon Footprint per Occupied Room)

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

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

**SC1.2**

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

**SC1.3**

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

<p>Diversity of product lines makes accurately accounting for each product/product line cost ineffective</p>	<p>Our sales systems are very accurately recording the overnight rooms for our customers. Therefore, we can easily pull through the customer data as it relates to the overnight room stays and the associated emissions per hotel. As for meetings, we have the emissions factors per hotel as defined by HCMI as CO2e per square foot or square meter per hour. However, our sales systems do not track the meeting room size or the length of time that room was utilized 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.</p>
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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**

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

On a semi-annual basis, data from our global reporting tool is provided to the sustainability team. In combination with customer hotel utilization data, we can calculate carbon emissions and water footprint for overnight room stays. We have also developed a template for customers to use to calculate their carbon and water footprint for an individual meeting. The number of customers requiring this data has grown from 60 to 160 in one year.

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

**SC2.1**

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

**Requesting member**

Accenture

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

AT&T Inc.

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

Bank of America

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

Caesars Entertainment

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

Hewlett Packard Enterprise Company

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings****Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

HP Inc

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings****Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

KPMG UK

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings****Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

L'Oréal

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

MetLife, Inc.

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

TD Bank Group

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings****Estimated payback**

Please select

**Details of proposal**

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**Requesting member**

VMware, Inc

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings****Estimated payback**

Please select

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**Requesting member**

Wells Fargo &amp; Company

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

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Please select

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**Requesting member**

The Allstate Corporation

**Group type of project**

Other, please specify (Various)

**Type of project**

Please select

**Emissions targeted**

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

**Estimated timeframe for carbon reductions to be realized**

0-1 year

**Estimated lifetime CO2e savings**

**Estimated payback**

Please select

**Details of proposal**

The Sustainability and Supplier Diversity team as well as the Social Impact team conduct presentations for key customers on Marriott's sustainability and social impact platform, goals and programs. Additionally, we provide our customers with reports on carbon and water footprints twice per year. If you are interested in learning more about this, please contact your Marriott Account Executive. Our Customers, Your Employees • While we strive to do all that we can to provide a wonderful guest experience in an energy efficient hotel, our guests play a significant role in our carbon footprint through their in-room use of linens and towels. Our Linen/Terry Re-use standard includes training of housekeeping teams and providing guest communication regarding the significant savings from re-use of towels and linens. We welcome their cooperation in this ongoing effort to conserve water and energy. Additionally, at participating hotels, we offer the housekeeping choice program, Make a Green Choice (MAGC), in which guests have the opportunity to receive loyalty points or have a tree planted on their behalf for each night they opt into MAGC. • Nearly all Marriott locations offer universally available 120V electric vehicle (EV) charging and hundreds of Marriott properties have 240V EV charging stations, including several TESLA SuperCharger stations. A few locations also have rental EVs, so your employees can choose the option of renting an electric car for business travel. The updated list is always available at <http://www.marriott.com/corporate-social-responsibility/electric-vehicle-hotels.mi> Standard RFP: Consider using standard industry RFP questions in order for hotel properties to be able to provide consistent property-level information for your purchasing decisions. This includes the sustainability "CSR RFP" module questions in the Global Business Travel Association's RFP which are available for customers to utilize.

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SC2.2

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

No

SC3.1

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**(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?**

No

SC3.2

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**(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?**

No

SC4.1

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

No, I am not providing data

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Submit your response

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**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

I am submitting my response

Investors  
Customers

Public

Yes, submit Supply Chain Questions now

**Please confirm below**

I have read and accept the applicable Terms