

2023 SERVE 360 REPORT

Environmental, Social, and Governance Progress



Table of Contents

3

A Message From Our President and CEO

4

Introduction

- 4 About This Report
- 5 Company Overview
- 6 Awards and Recognition

7

Serve 360: Doing Good in Every Direction

- 7 Serve 360 Platform
- 8 Stakeholder Engagement



9

Environmental

- 10 Energy and Emissions
- 13 Water
- 14 Waste
- 16 Sustainable Buildings and Adaptive Reuse
- 18 Biodiversity
- 20 Responsible Sourcing

26

Social

- 27 Diversity, Equity, and Inclusion
- 36 Associate Development and Well-being
- 41 Community Impact
- 45 Human Rights
- 48 Peace and Cultural Understanding

49

Governance

- 50 Board of Directors and ESG Oversight
- 52 Ethics and Compliance
- 54 Data Privacy and Cybersecurity
- 56 Public Policy
- 58 Guest Engagement, Satisfaction, and Well-being

59

Success Is Never Final

60

Appendices

- 60 Performance Tables
- 63 GRI Index
- 71 SASB Disclosures
- 73 TCFD Index
- 76 Assurance Statement



A MESSAGE FROM OUR

President and CEO

Putting People First is not just one of our core values, but it's part of our company's DNA and key to our resilience and success. As travel demand continued to recover in 2022, there were still several major global issues creating challenging conditions worldwide. Marriott associates around the world have been working hard not only to weather the crises and rebound, but also to continue helping others and serving the communities in which they live and work. Our associates' resilience is truly outstanding. As associates, guests, hotel owners, and franchisees are increasingly seeking companies that reflect their values, we remain committed to *Serving Our World*.

Fostering an Inclusive Culture

Marriott's commitment to associates truly sets our company apart. In 2022, I'm proud of the progress we've made in attracting, growing, and retaining talent while working to foster an inclusive culture where everyone feels that they belong. We have been investing in associates globally — through even more-competitive compensation, benefits, and rewards — and we also expanded eligibility in the company's bonus plans for select associates. We welcomed many new associates to Marriott last year, and we remained focused on growing great leaders at all levels and providing the right support. Core to who we are as a company is the sense of belonging. To that end, we expanded the company's Associate Networks and launched executive-sponsored Associate Resource Groups (ARGs) to engage associates, enhance our culture, and support recruitment, retention, and diversity, equity, and inclusion efforts. Among these efforts is our goal to achieve global gender parity at the vice president level and above by the end of 2023.

Growing great leaders, investing in associates, and providing access to opportunity supports a strong

foundation and we are proud of Marriott's associates, who have been the drivers of the company's progress in environmental, social, and governance (ESG) efforts.

Human Trafficking Awareness Training

We have taken a leading role in the fight against one of the industry's most pressing human rights issues — human trafficking — and in December 2022, we reached a milestone of having trained one million Marriott associates in human trafficking awareness. We donated our human trafficking awareness training for use in the broader hospitality workforce, and by the end of December, nearly 850,000 hotel workers outside of Marriott had also completed the training. In addition, Marriott engaged with the Global Fund to End Modern Slavery (GFEMS) to create a hospitality training curriculum for survivors of human trafficking and successfully piloted the training, with plans to scale the curriculum with service providers in the years ahead.

Responding to Global Crises

In the midst of global crises, such as the war in Ukraine, our commitment to our communities remained strong, with hotels in the Marriott portfolio, associates, and guests mobilizing and lending support. Throughout the year, Marriott and The J. Willard and Alice S. Marriott Foundation collectively provided over \$5 million to relief efforts through the Marriott Disaster Relief Fund, Marriott Bonvoy® points donations, and hotel cash and in-kind donations. Marriott hotels throughout Europe also hired more than 650 individuals impacted by the war. In response to the earthquakes in Türkiye and Syria in 2023, we, as of April, contributed over \$2 million toward associates, their families, relief efforts, and humanitarian organizations. As we have in other parts of the world during times of

natural disasters, the company's hotels, associates, and guests once again mobilized to support relief efforts. In the most difficult of circumstances, the broader Marriott family shows its true spirit by helping others.

Climate Resiliency

As we take care of associates and communities in times of great need, we must also do our part for the planet. Climate resiliency remains a key component of Marriott's sustainability strategy, including our commitment to set a near-term science-based emissions-reduction target (SBT) and a long-term target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050. We are currently preparing our SBT and net-zero targets for submission and are developing in-depth climate execution strategies with leadership teams across the globe.

While the company continues to grow, the beliefs that are most important to us remain the same. I am proud to share our company's ESG progress, including how Marriott associates are serving guests and taking care of communities in a way that truly exemplifies our culture and core values. As Marriott continues to *Serve Our World*, we will strive to make a positive and sustainable impact wherever we do business.



Anthony Capuano

Anthony G. Capuano
President and Chief Executive Officer
Marriott International

Introduction

About This Report

Information and data within this 2023 Serve 360 Report: Environmental, Social, and Governance Progress (Report) represent Marriott International, Inc.'s (Marriott, company, we, our) global operations from our full portfolio of owned, leased, managed, and franchised hotels, unless otherwise indicated. Data in this Report may be rounded. Human capital information applies to associates whose employment is managed by Marriott, unless otherwise stated. Greenhouse gas (GHG) emissions, energy (including renewable energy), water, and waste data, and progress against those targets, do not include timeshare properties, Design Hotels®, or Homes & Villas by Marriott Bonvoy® unless otherwise stated. Any specific highlights, projects, programs, or initiatives in this Report may apply only to select regions, hotels, or associates. Please refer to the specific descriptions within this Report for further details on the scope for each of these highlights, projects, programs, or initiatives.

This Report reflects information and performance data for year-end 2022, unless otherwise indicated. Financial metrics are reported in U.S. dollars.

Please note that information contained in this Report does not constitute a guarantee, commitment, or promise with regard to business activities, performance, or future results. Although the COVID-19 pandemic and certain other factors have impacted our

progress in some areas, Marriott remains focused on advancing our environmental, social, and governance (ESG) goals and initiatives.

Standards of measurement and performance made in reference to our environmental, social, governance, and other sustainability plans and goals may be based on protocols, processes, and assumptions that continue to evolve and are subject to change in the future, including due to the impact of future rulemaking.

This Report uses the Global Reporting Initiative (GRI) Standards and reflects the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD) frameworks.

The statements in this Report are made as of the date of this Report, unless otherwise indicated, and we undertake no obligation to update these statements to reflect subsequent events or circumstances.

Forward-Looking Statements

This Report contains certain forward-looking statements based on Marriott management's current assumptions and expectations, including statements regarding our ESG targets, goals, commitments, and programs and other business plans, initiatives, and objectives. These statements are typically

accompanied by the words "aim," "hope," "believe," "estimate," "plan," "expect," "aspire," "goal," "commit," "intend," "foresee," "anticipate," "target," "will," or similar words. Numbers and percentages used in this Report may be estimates or approximations and may be based on assumptions. All such statements are intended to enjoy the protection of the safe harbor for forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized or other risks, uncertainties, and factors. Such risks, uncertainties, and factors include the risk factors discussed in Item 1A of our most recent annual report on Form 10-K and in our subsequent quarterly reports on Form 10-Q filed with the Securities and Exchange Commission. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this Report. Marriott cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects.

Report Publication Date: July 10, 2023

Company Overview

Global Reach*

Marriott is a worldwide operator, franchisor, and licensor of hotel, residential, timeshare, and other lodging properties. At year-end 2022, the company had 2,053 company-operated properties, which included properties under long-term management or lease agreements with property owners and properties that Marriott owns; 6,122 franchised and licensed properties; and 113 branded residential communities. Consistent with the company's focus on hotel management, franchising, and licensing, Marriott owns or leases very few lodging properties.

YEAR-END 2022

30 Brands** **8,288** Properties
138 Countries & Territories **1,525,407** Rooms

Marriott Bonvoy®

Marriott Bonvoy is the company's travel loyalty program and marketplace through which members have access to Marriott's diverse brand portfolio, rich benefits, and travel experiences. At year-end 2022, Marriott Bonvoy had more than 177 million members.

* Metrics do not include Homes & Villas by Marriott Bonvoy.

** Marriott launched its 31st brand, City Express by Marriott™, in May 2023.

Human Capital Management

Marriott's human capital strategy is based on three signature elements — Growing Great Leaders, Investing in Associates, and Access to Opportunity.

At year-end 2022, Marriott managed the employment of approximately 377,000 associates. This includes 140,000 associates employed by Marriott at properties, customer care centers, and above-property operations, as well as 237,000 associates who are employed by our property owners but whose employment is managed by Marriott (which is common outside the U.S.).

Human Capital Metrics***

Global Workforce****

	2022	2021	2020
Total Global Associates	377,000	325,000	321,000
% Non-management	85%	85%	85%
% Management	15%	15%	15%
% Women	44%	43%	44%
% Men	56%	57%	56%

President and CEO Direct Reports

	2022	2021	2020
% People of Color	0%	0%	13%
% Women	57%	57%	50%
% Men	43%	43%	50%

Global Executives*****

	2022	2021	2020
% Women	47%	45%	44%
% Men	53%	55%	56%

Global Managers****

	2022	2021	2020
% Women	45%	45%	45%
% Men	55%	55%	55%

U.S. Workforce*****

	2022	2021	2020
Total U.S. Employees	111,000	97,000	98,000
% Non-management	81%	81%	83%
% Management	19%	19%	17%
% Full-time	87%	87%	85%
% Part-time	13%	13%	15%
% Women	54%	54%	54%
% Men	46%	46%	46%

*** All metrics represent year-end data.

**** Includes associates employed by property owners but whose employment is managed by Marriott.

***** Global Executives are defined as vice president and above roles.

***** Includes Marriott employees at company-operated properties, customer care centers, and above-property operations.

Awards and Recognition

Throughout 2022, Marriott was recognized by the following organizations for the company's environmental, social, and governance (ESG) initiatives, programs, and performance.

Fortune 100 Best Companies to Work For®
Great Place to Work®, Fortune



DiversityInc Hall of Fame,
DiversityInc



50 Best Companies for Latinas to Work for in the U.S., LATINA Style



Best Places to Work for LGBTQ+ Equality,
Human Rights Campaign Foundation



Best Places to Work for Disability Inclusion,
Disability:IN, American Association of People with Disabilities (AAPD)



Marriott's new headquarters campus in Bethesda, Maryland, U.S., also received the following recognitions:

Best in Building Health Awards for Highest Scoring Design of 2022

Best in Building Health Awards for 2022 Highest Score: Commercial Interior Space v2

Fitwel® 3-star certification

Leading Disability Employer Seal, National Organization on Disability

GEI Member Company, 2022 Bloomberg Gender Equality Index

PEOPLE® Companies that Care, Great Place to Work®, PEOPLE

U.S. Green Building Council's 2022 Leadership Awards

CPA-Zicklin Corporate Political Accountability and Disclosure Index Trendsetter with a score of 92.9 out of 100

Fortune Best Workplaces for Women™, Great Place to Work®, Fortune

WEConnect International as a Silver Global Champion

100 Best Companies, Seramount

For additional recognitions, please see Marriott's Recognition [webpage](#).

Photo Caption: Marriott's headquarters campus in Bethesda, Maryland, U.S.



NURTURE OUR
WORLD



SUSTAIN RESPONSIBLE
OPERATIONS



EMPOWER THROUGH
OPPORTUNITY



WELCOME ALL AND
ADVANCE HUMAN RIGHTS

Serve 360:

Doing Good in Every Direction

Serve 360 Platform

Inspired by Marriott's core values to *Serve Our World* and *Put People First*, our sustainability and social impact platform, [Serve 360: Doing Good in Every Direction](#), guides the company's efforts to make a positive, sustainable impact wherever we do business.

Marriott's Serve 360 platform is guided by four coordinates — [Nurture Our World](#), [Sustain Responsible Operations](#), [Empower Through Opportunity](#), and [Welcome All and Advance Human Rights](#) — each with dedicated focus areas. Following this framework, Marriott activates compelling, impactful initiatives around the world designed to drive positive change and support global frameworks and targets, including the United Nations Sustainable Development Goals.

To execute on Serve 360 and Marriott's broader environmental, social, and governance (ESG) strategy, a series of complementary councils, committees, teams, and Serve 360 Regional Leaders provide structure and oversight. At the Board of Directors level, a dedicated Inclusion & Social Impact Committee (ISIC) assists the Board in providing oversight of the company's strategy, efforts, and commitments related to ESG matters. At the management level, the Serve 360 platform is guided by various governing bodies, each of which maintains its own priorities and objectives to help make progress toward companywide ESG goals.

For additional information on Marriott's ESG governance structure, please see pages 50–51.

Stakeholder Engagement

As a publicly-held travel and hospitality company with operations around the world, Marriott has a range of stakeholder groups. We collaborate with these stakeholders to understand their priorities through global forums and industry associations and use insights gained to develop strategies, policies, and programs and report on critical ESG topics.



Associates: Marriott's long history of service, innovation, and growth is built on a culture of putting people first. Our human capital strategy is based on three signature elements — Growing Great Leaders, Investing in Associates, and Access to Opportunity. We also engage associates on how to embed Serve 360 in Marriott's operations and drive ESG progress across the company.

Marriott Business Councils: Comprised of hotel leaders representing managed and franchised properties globally, Marriott's Business Councils support business and ESG strategies and promote our core values and culture. As of year-end 2022, there were a total of 106 Business Councils representing over 5,600 hotels and more than 1.2 million hotel rooms.

Customers: Marriott engages with customers to support the company's Serve 360 Goals and ESG strategy while also providing environmental and social data, collaborating on sustainability practices, and providing information on diversity, equity, and inclusion (DEI) programs to support customers in achieving their own goals.

Guests: Through Marriott's guest satisfaction survey and reviews, we aim to provide guests opportunities to be heard and to generate superior guest satisfaction and more memorable stays at Marriott properties. We also engage guests through the company's loyalty program, Marriott Bonvoy, which allows guests to earn benefits as well as earn and redeem points with the option to donate their points to specific Serve 360 charitable partners.

Hotel Owners & Franchisees: Through owner and franchisee forums, Marriott encourages participation from owners, franchisees, and management companies on relevant initiatives, collaboration opportunities, and overall progress and learnings around ESG.

Investors: Marriott communicates with investors through various channels to share updates on a variety of ESG-related topics and provide information and data on our Serve 360 platform and progress toward our 2025 Serve 360 Goals. Marriott also participates in select ESG rating agency surveys and disclosures.

Suppliers: Marriott engages with suppliers through the company's sustainable procurement and supplier diversity programs. This includes working with suppliers to drive progress toward our responsible and local sourcing goals and collaborating with minority-, women-, LGBT-, people with disabilities-, and veteran-owned businesses.

Communities: Along with associates, hotels, and Business Councils, Marriott engages with local communities and community organizations through investment and volunteer activities. We also support communities through disaster relief programs and biodiversity investments.

Industry Associations & Nongovernmental Organizations: Marriott and the company's leadership team participate with allied trade associations and nongovernmental organizations, including the Business Roundtable, the World Travel & Tourism Council (WTTC), the Sustainable Hospitality Alliance (the Alliance), U.S. Council for International Business (USCIB), U.S. Travel Association, U.S. Travel and Tourism Advisory Board, Brand USA, and the American Hotel & Lodging Association (AHLA), including its state-level affiliates. Marriott also engages with DEI organizations, and participates at the board level for Disability:IN, Out & Equal, WEConnect International, and many other organizations.



Environmental

From working to integrate sustainability across hotel operations and design to supply chain responsibility, Marriott is focused on reducing environmental impacts and mitigating climate risks.

To execute on our goals, the company and Marriott hotels collaborate with key stakeholders across the globe. These engagement activities aim to support the resiliency of Marriott hotels and communities where the company operates by implementing biodiversity and natural capital programs and projects, driving improvements in energy and water use, and reducing waste and carbon emissions.



Energy and Emissions

Management Through Measurement

Marriott's approach to reducing hotel greenhouse gas (GHG) emissions is inclusive of data management technologies, investments in efficiency projects, and the increased use of renewable energy, among other initiatives. To assist with the effective management of GHG emissions and energy consumption, the Marriott Environmental Sustainability Hub (MESH), the company's internal environmental reporting platform, supports the tracking of environmental data across Marriott's global portfolio of hotels.

The company's Engineering Business Leadership Councils and teams, composed of hotel-based engineering discipline leaders and facility services directors from different geographic markets at managed properties, also meet quarterly to drive environmental progress and review performance against the Serve 360 carbon reduction and renewable energy goals.

Global Climate Action

Marriott's climate action efforts include committing to set a near-term science-based emissions reduction target (SBT) and set a long-term science-based target to reach net-zero value chain GHG emissions by no later than 2050.

In 2022, the company initiated efforts to identify decarbonization levers to help meet Marriott's climate goals.

Marriott also worked with an external consulting firm to support broader-scale organizational evolution to plan for a climate-smart future. The company aims to leverage the results from this engagement, including best practices and insights, to support Marriott's carbon-reduction journey.

2025 Carbon Reduction Goal

As part of Marriott's Serve 360 Goals, the company aims to reduce carbon emissions per square meter of conditioned space by 30% from a 2016 baseline by year-end 2025.

24.6% Global Reduction in Carbon Emissions per Square Meter of Conditioned Space from 2016 Baseline

Marriott is on track to achieve this goal.

For a global and regional breakdown of GHG emissions performance since 2016, please see pages 60–61.



SUSTAIN RESPONSIBLE OPERATIONS



Climate Resiliency and Adaptation

The company continues to use the Marriott Infrastructure Resilience and Adaptation (MIRA) framework to evaluate climate-related risks to physical assets globally.

MIRA's primary focus in 2022 was centered around the development of a strategy that can be deployed across Marriott's portfolio of global hotels and further development of a MIRA Climate Scorecard. MIRA's enhancements encompass associate training and the utilization of local resources to improve Marriott's ability to adapt to climate events.

Additionally, to increase company awareness around climate risks, including extreme weather events and resiliency efforts, MIRA has been included as a topic in Marriott's leadership meetings.

In addition to global property assessments, the MIRA team engaged with consultants who conducted a study of the impact of sea-level rise and eroding coastlines over the near- (2020–2040), mid- (2040–2070), and long-term (2070–2100) time periods at a Marriott hotel location in Northern California. This study helped the MIRA team better understand the real-life impacts of climate change and indicated that long-term climate effects of sea-level rise may affect parts of that location, indicating the need for additional resiliency planning.

Energy Reduction Initiatives

Globally, Marriott properties and their owners may evaluate energy efficiency investment opportunities to best meet their needs, including the implementation of energy action plans, retro-commissioning, lighting retrofits, building automation systems, and other projects. For example, in 2022, numerous Marriott managed hotels across the globe implemented energy efficiency projects, saving approximately 45,000 MWhs of energy.

Energy Efficiency Global Highlights

The Sheraton Centre Toronto Hotel (**Toronto, Ontario, Canada**), one of the largest hotels in Canada, expects to save over 145,000 kWh of energy per year by installing guest room mirror LED lighting throughout the property.



In 2022, the Aloft® San Juan (**San Juan, Puerto Rico**) replaced traditional thermostats with smart thermostats throughout the property, which are expected to reduce energy usage costs by 25–35% per year.



Between 2021 and 2022, 15 Marriott hotels across the **Greater China** region installed heat pumps, which are expected to reduce emissions by over 1.8 million kilograms per year.



Global Energy Reduction

12.9%

Global Reduction in Energy Consumption per Square Meter of Conditioned Space from 2016 Baseline

For a global and regional breakdown of energy performance since 2016, please see page 61.



SUSTAIN RESPONSIBLE OPERATIONS



Photo Caption: The Westin® Wenzhou (Zhejiang, China) was one of the 15 hotels across Greater China that installed heat pumps between 2021 and 2022.

2025 Renewable Energy Goal

As part of Marriott's Serve 360 Goals, the company aims to source a minimum of 30% of its overall electricity from renewable energy by year-end 2025.

2.1% of electricity consumption sourced from renewable energy in 2022

While Marriott remains behind schedule on this goal, the company is continuing to analyze onsite renewable energy viability.



SUSTAIN RESPONSIBLE OPERATIONS



Photo Caption: Rooftop solar panels at the Costa Rica Marriott® Hotel Hacienda Belen (Heredia, Costa Rica).

Analyzing Onsite Renewable Energy Viability

To increase renewable energy consumption across the company's portfolio of properties, Marriott conducted an analysis of a group of properties in the U.S. to determine viability for on-site solar installations. The first round of this analysis revealed that a large percentage of these properties are expected to generate a positive internal rate of return potential photovoltaics (PV) installations. Marriott also expects to analyze PV viability for select Caribbean and Latin America (CALA) properties, with plans to expand this analysis to other regions over the next three years.

Additionally, throughout 2022, nearly 60 Marriott hotels procured renewable electric power across Italy, Spain, Portugal, Belgium, and Poland.

Expanding Electric Vehicle Charging

In 2022, Marriott developed a program to accelerate the installation and adoption of electric vehicle (EV) charging at hotels across the globe. The program includes creating an engaging experience for guests through the Marriott Bonvoy® app and collaborations with EV charging station providers. As of year-end 2022, over 5,500 EV chargers have been installed at Marriott properties worldwide, including nearly 1,700 level 3 fast chargers. Marriott is also exploring electric options for the vehicles the company operates and has placed orders for a limited number of EVs.

EV Charging Global Highlights

Marriott's **Europe, Middle East & Africa (EMEA)** region launched an EV Charging Toolkit to provide hotels with best practices to install and use EV charging stations on-property. At year-end 2022, over 280 EV charging points were available at 90 properties in 19 countries across EMEA.



Marriott's headquarters campus (**Bethesda, Maryland, U.S.**) has more than 60 EV charging stations installed.



Water

Deploying Global Strategies, Locally

Marriott's global water strategy includes developing and implementing programs and projects that are tailored for specific property attributes and locations while also supporting the management of water-related risks. For example, to reduce water consumption, Marriott's full-service, managed properties can elect to use a water conservation project that best

suits their location. This can include the installation of low-flow faucets, toilets, and showerheads; smart irrigation controllers; laundry water reuse systems; and high-efficiency irrigation spray nozzles.

Throughout 2022, Marriott expanded the company's water monitoring capabilities and significantly increased data compliance requirements with the Marriott Environmental Sustainability Hub (MESH).

Water Risk and Resiliency

Each year, Marriott evaluates current and future water risks for the company's owned, managed, and leased portfolio using the World Resources Institute (WRI) Aqueduct tool. In 2022, this assessment estimated that approximately 42% of water withdrawals are from areas with "High," "Extremely High," or "Arid" baseline water stress, representing approximately 54 million cubic

meters of water. To further evaluate water risks at Marriott properties, the Marriott Infrastructure Resilience and Adaptation (MIRA) framework also supports the identification of hotels in water-scarce regions.

Water Efficiency Global Highlights

The JW Marriott® Phoenix Desert Ridge Resort & Spa (**Phoenix, Arizona, U.S.**) replaced a large area of grass at the resort with turf, resulting in an estimated water savings of approximately 1.5 million gallons annually.



Le Méridien® Maldives Resort & Spa (**Maldives**) was awarded the Green Mark GOLD^{PLUS} award for the property's expansive sustainability efforts, which include a desalination plant that converts seawater into fresh drinking water.



2025 Water Reduction Goal

As part of Marriott's Serve 360 Goals, the company aims to reduce water consumption per occupied room by 15% from a 2016 baseline by year-end 2025.

6.3% Global Reduction in Water Consumption per Occupied Room from 2016 Baseline

While Marriott remains behind schedule on this goal, the company is continuing to explore opportunities to reduce water consumption at properties.

For a global and regional breakdown of water performance since 2016, please see pages 61–62.



Waste

Reducing Waste Through Prevention

Marriott's approach to reducing waste is designed to assist hotels within Marriott's portfolio in first preventing waste, followed by the disposal of waste in a responsible and cost-effective manner, in line with global waste management trends. Based on the types of products used at Marriott properties and available waste management services, hotels are guided to prioritize the use of reusable products where feasible. To reduce waste, including for meetings and events, the company develops educational resources for properties, such as the Marriott International Single-Use Plastics/Disposables Guide and Serve 360 Conference Planning Guidance and Checklist.

Phasing Out Single-Use Items

Marriott continues to execute on the first phase of the company's Residential-Sized Bath Amenities Program, switching from small toiletry bottles to larger pump-topped bottles of shampoo, conditioner, and body gel. As of year-end 2022, approximately 90% of Marriott's premium and select brands had implemented residential amenities. While Marriott continues to face supply chain challenges, the company plans to execute on this effort and expects the vast majority of Marriott's brands to complete the switch in 2023. More responsibly sourced offerings of other single-use toiletry items, including shaving kits, dental kits, laundry bags, razors, and

make-up-remover cloths are expected to be ready for purchase by properties in the second half of 2023.

Reducing and Recycling Plastic Waste Global Highlights

Nearly 30 properties in the **Greater China** region participated in a pilot program to recycle large-format bottles from guest room showers, resulting in approximately 180 kg (395 lbs.) of plastic being recycled in 2022.



The **Europe, Middle East & Africa (EMEA)** region published a Water Bottling Deployment Guide to assist hotels in choosing, purchasing, installing, and operating in-house bottling systems.



As of the first half of 2022, 25 hotels in the **Asia Pacific excluding China (APEC)** region had installed in-house water-bottling plants.



The Four Points® by Sheraton Galerías Monterrey (**Monterrey, Mexico**) continues to collaborate with local organizations to recycle caps and polyethylene terephthalate plastic to not only reduce environmental impacts, but also to raise funds for children with cancer.



2025 Waste Reduction Goals

As part of Marriott's Serve 360 Goals, the company aims to **reduce waste-to-landfill by 45%** and **food waste by 50%** from a 2016 baseline by year-end 2025.

In 2022, Marriott established an internal core waste team and hired a consultant to develop a waste baseline.

Over the next year, Marriott plans to continue to implement the Hotel Waste Measurement Methodology (HWMM) across the company's global portfolio of hotels to measure progress toward the 2025 waste reduction goals.

To advance progress toward this goal, the company plans to continue to implement waste reduction programs. For example, in 2023, Marriott launched a global Food Waste Reduction Rally to encourage hotels to implement and share food waste reduction practices and data.



SUSTAIN RESPONSIBLE OPERATIONS



Food Waste Management

Across the globe, Marriott properties continue to develop innovative, collaborative solutions to reduce food waste. To support Marriott's reduction goals, the company also provides hotels with tools and resources, including a back-of-house food waste reduction poster that is available in 14 languages.

Reducing Food Waste Global Highlights

18 Marriott hotels in **Indonesia** engaged with a food rescue app to enable customers to buy meals from restaurants, hotels, and other food retailers who have surplus food. This engagement reduced food waste by over 100 kg (220 lbs.) in 2022.

In **Thailand**, 27 Marriott hotels donated over 33,000 kg (72,000 lbs.) of food and surplus food to Scholars of Sustenance (SOS) throughout 2022.



The Renaissance® São Paulo Hotel (**São Paulo, Brazil**) diverted over 7,000 kg (15,000 lbs.) of organic waste from landfills through the use of a biodigester in 2022.

Marriott's **Greater China** region collaborated with a third party to pilot the use of big data and artificial intelligence to help track, control, and reduce food waste. More than 30 hotels in the region participated in the program, working to enhance their menu design and food production habits through the relevant systems for recording and analyzing primary waste sources. For the full 2022 calendar year, nearly 11,000 kg (24,250 lbs.) of food waste was reduced at nine hotels.

The Ritz-Carlton® Ras Al Khaimah, Al Wadi Desert (**Ras al Khaimah, United Arab Emirates**) collected more than 2,000 kg (4,600 lbs.) of fruit and vegetable peels in the first seven months of 2022 to be repurposed into cooking stocks or composted and used to fertilize the soil in the chef's garden.



Photo Caption: Marriott leaders, including Marriott's President and CEO, Anthony Capuano, and Chairman of the Board of Marriott, David Marriott, with SOS at a food bank drive at the Bangkok Marriott® Marquis Queen's Park (Bangkok, Thailand).

Sustainable Buildings and Adaptive Reuse

Sustainability and the Guest Experience

Marriott embeds sustainability into the company's business strategy — from hotel design to the guest experience. This approach is key to driving progress toward the company's Serve 360 Goals and supporting the goals of key stakeholders.

In 2022, Marriott achieved its goal to have a Serve 360 section on hotels' marriott.com websites with hotel impact metrics. The new section on individual hotel websites provides information such as third-party sustainability certifications, carbon and water footprint data, and select environmental practices, including Electric Vehicle (EV) charging capabilities and guest room recycling availability. As of year-end 2022, 86% of Marriott properties had at least one sustainability attribute on their website.

Over the past year, the company continued to receive an increasing number of consumer inquiries for hotel-level sustainability data and information — most notably, details on third-party sustainability certifications. To respond to these requests, Marriott enhanced its external stakeholder engagement efforts to report on hotel-specific sustainability practices. Marriott is also working to revamp its approach to sustainability in meetings and events and plans to launch the Meeting Impact Report tool in 2023.

Photo Caption: Threadneedles, Autograph Collection® (London, U.K.) is a TripAdvisor GreenLeaders certified property.

2025 Sustainability Certification Goals

As part of Marriott's Serve 360 Goals, the company aims to have 100% of properties certified to a recognized sustainability standard and 650 LEED®, BREEAM®, or Estidama registered or certified hotels in the company's portfolio by year-end 2025. As of year-end 2022, Marriott had achieved the following progress:

28.8% of hotels certified to a recognized sustainability standard

267 certified or registered LEED, BREEAM, or Estidama hotels

While Marriott is behind schedule on these goals, the company is working with its internal and external stakeholders to improve both the access to and reporting of certification information.



SUSTAIN RESPONSIBLE OPERATIONS



2025 Sustainable Building Standards Goal

As part of Marriott's Serve 360 Goals, the company aims to collaborate with owners to develop 250 adaptive reuse projects, with the intention of reusing existing buildings and sites by year-end 2025. As of year-end 2022, Marriott had made the following progress:

223 open adaptive reuse projects

116 adaptive reuse projects in the pipeline

Marriott is ahead of schedule in achieving this goal.



SUSTAIN RESPONSIBLE OPERATIONS

Sustainable Design Standards

Marriott's Global Design Standards provide quality control criteria and best practices for the company's brands and project types, including new builds and adaptive reuse projects. The company's Global Design Team creates and updates Marriott's building design standards with a focus on energy efficiency, among other factors. In 2024, the team aims to incorporate high-impact carbon-related certification criteria into select design standards to further align with Marriott's science-based targets (SBT) workstream.

Sustainable Design Standards and Certification Global Highlights

Marriott's **Asia Pacific excluding China (APEC)** region's Global Design Team launched sustainable design guidance that is intended to supplement existing Marriott International design standards and includes criteria mapping for certifications, including LEED, WELL, and BREEAM programs.



To help drive sustainability efforts across hotels, Marriott's **Europe, Middle East & Africa (EMEA)** region launched a Sustainability Book that houses content and guidelines for hotels to develop a customized sustainability plan based on their individual situation and needs. The book includes resources on topics ranging from carbon- and energy-reduction programs to sustainability certifications.



Marriott's headquarters campus (**Bethesda, Maryland, U.S.**) achieved Fitwel® 3-star certification, which focuses on incorporating wellness aspects into the workplace for overall associate well-being.



Photo Caption: The LaSalle Chicago, Autograph Collection (Chicago, Illinois, U.S.) was converted from a bank into a hotel.



Biodiversity

Preserving Biodiversity

Marriott works to address biodiversity loss by supporting scalable, replicable projects to help protect the world's natural capital resources. As part of the company's climate action efforts, Marriott's internal climate action program team plans to explore nature-based solutions as one of the ways to advance the company's climate goals while also increasing the resiliency of hotel properties and surrounding communities.

Marriott properties around the globe also support natural capital projects that enhance the local environment and communities. In 2022, over 1,000 properties participated in biodiversity-related activities ranging from clean-up projects to reforestation efforts. Marriott brands also supported the enhancement of natural environments — with the JW Marriott® brand launching a guest discovery touchpoint, the JW Garden. The JW Garden incorporates sustainability practices on-property to enhance local biodiversity while also welcoming guests to connect with nature.

Marriott's Global Golf Division also reinforced the company's broader sustainability efforts by achieving Audubon certifications at 93% of U.S. golf properties and 100% of U.K. managed golf venues.

Biodiversity Global Highlights

Good Travel with Marriott Bonvoy™ — an engagement program that provides guests the opportunity to create a positive impact across communities in the **Asia Pacific**



region through environmental protection, community engagement, and marine conservation — expanded to close to 100 properties in 2022.

Through Marriott's relationship with the Foundation for Amazon Sustainability (FAS) and the Government of Amazonas, the company provides funding to FAS's Juma REDD+ project to help curb deforestation, support community livelihoods, and decrease greenhouse gas (GHG) emissions in a 2,274-square-mile (5,890-square-kilometer) reserve. As of year-end 2022, 96% of the reserve remains conserved (**Amazonas, Brazil**).



Across the **Caribbean and Latin America (CALA)** region, Marriott properties host year-round programs to help protect turtle nesting sites and educate guests. Since 2005, Marriott hotels have successfully operated on-site sea turtle rescue programs, and in 2022, two properties released more than 60,000 baby turtles.



In 2022, Marriott's Canadian Owners Conference (**Canada**) was recognized as a carbon neutral event, with over 130 trees planted on behalf of the owners that attended the event.



In the **United Arab Emirates**, Marriott is collaborating with Etihad Airways to plant 12,000 mangrove trees at Jubail Island, an initiative that is part of a broader campaign to establish the Etihad Marriott Mangrove Forest.



Photo Caption: As part of Good Travel with Marriott Bonvoy, guests are invited to participate in mangrove conservation initiatives by planting saplings.



Mangrove Restoration in Mexico

In collaboration with The Ocean Foundation and other organizations, Marriott supported the creation of a feasibility assessment and restoration plan for a large-scale mangrove project in Mexico in 2022.

This assessment included a community-based workshop and extensive fieldwork by organizations. In addition, Marriott supported blue carbon studies that are informing the creation of a blue carbon baseline assessment — a necessary step in the certification of this project for the generation of blue carbon credits. Marriott's support of this project helped officially launch the restoration project in 2023.

Reforestation

As a founding member of the Arbor Day Foundation's Evergreen Alliance — a group of corporate leaders who helped the Foundation fulfill the Time for Trees® initiative of planting 100 million trees and inspiring 5 million tree planters — Marriott supports reforestation initiatives. In 2022, Marriott reforested over 50 acres by planting more than 14,000 trees in areas of great

need across three forests in the U.S., bringing Marriott's tree planting total to over 200,000 trees since 2018. These projects included forest recovery efforts within Willamette National Forest following the 2020 Holiday Farm Fire that broke out in western Oregon over Labor Day weekend. This wide-scale tree planting operation has helped replace large swaths of lost canopy with native trees that will support the restoration of the McKenzie River Valley watershed, improve municipal water source quality, and support regionally significant populations of endangered fish and wildlife species.

Fishery Improvement Projects

In 2022, Marriott and World Wildlife Fund (WWF) engaged to improve the sustainability of fisheries through advancing three Fishery Improvement Projects (FIPs), including Ecuador mahi mahi, Peru mahi mahi, and Thai blue swimming crab.

The Ecuador mahi mahi longline FIP worked to address challenges including managing shared stock with Peru, reducing shark and turtle bycatch, and updating the regional stock assessment. The FIP supported the establishment of the Peru-Ecuador exporters

committee to promote binational cooperation on FIPs and led the Ecuador government to request the Inter-American Tropical Tuna Commission (IATTC) to conduct regional mahi mahi scientific research.

The Peru mahi mahi longline FIP focused on addressing sea turtle bycatch, lack of updated regional stock assessments, and unlicensed vessels. The Peru mahi mahi longline FIP 3-year audit determined that 56% of the FIP's actions were completed, and as a result, its progress rating increased to an "A".

The Thailand Blue Swimming Crab FIP's efforts focused on improving management planning through public hearings with local fishers, developing a harvest control strategy, and piloting electronic traceability systems to track fishing grounds and record catch.

Responsible Sourcing

Evaluating Supply Chain Impacts

Marriott engages with the company's existing suppliers to help grow responsible sourcing markets and explores opportunities to work with new suppliers to help meet the company's responsible product requirements.

Avendra, Marriott's procurement services provider in North America, the Caribbean, and Central America, screens suppliers and their products within Marriott's top 10 categories on environmental and social attributes during the request for proposal process through contract award. Avendra contracts outline the requirement for suppliers to follow supplier conduct guidelines, which set baseline expectations around social and environmental responsibility, and complete the EcoVadis assessment. Avendra also requires suppliers to submit a sustainability policy that is relevant to that supplier's industry impacts, including environmental and social business practices.

Together with Avendra, Marriott continued to assess the environmental and social aspects of existing North America, the Caribbean, and Central America suppliers, within our top 10 categories, via the EcoVadis sustainability assessment platform. Marriott's top 10 categories include: animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and

textiles. Through this platform and survey, Avendra engaged 95% of contracted spend with applicable manufacturers and 90% of contracted spend with applicable distributors, within Marriott's top 10 categories.

As of year-end 2022, 73% of manufacturers and 64% of distributors within these categories have completed the EcoVadis assessment. Throughout 2023, Marriott plans to continue to evaluate global suppliers in the top 10 categories using the EcoVadis platform and develop improvement plans for suppliers that are deemed "underperformers."

To further support Marriott's responsible sourcing efforts, associates with procurement and purchasing responsibilities are also required to complete the Procurement 101 online training, which is expected to be updated in 2023 and includes information on Marriott's human rights policies.

Reducing Deforestation Impacts in the Supply Chain

Through Avendra, Marriott engages with major suppliers regarding the four highest deforestation impact commodities (paper, soy, palm, and beef) on their no-deforestation programs and policies, and with suppliers whose products or operations have high greenhouse gas (GHG) emissions intensities, to understand current and future planned efforts to reduce their carbon footprints.

In 2022, Avendra further surveyed existing suppliers that provide shower amenities to understand their sourcing practices for palm oil and palm oil derivatives. Avendra plans to continue to engage with suppliers as needed with the goal that the palm oil in products that participating properties purchase is from responsible sources.



2025 Responsible Sourcing Goals

As part of Marriott's Serve 360 Goals, the company aims to responsibly source 95% by spend within our top 10 categories by year-end 2025. Marriott's top 10 categories include: animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles. As of year-end 2022, Marriott had made the following progress within the paper products and seafood categories, in addition to promoting responsible sourcing among associates to support the company's goals:

48%* Forest Stewardship Council-certified (FSC) paper products**

27%* Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood

69% of managed associates with procurement responsibilities completed procurement training to support company efforts to promote responsible sourcing

Marriott is behind schedule in achieving its goals to responsibly source 95% by spend within the company's top 10 categories by year-end 2025.

* Based on available owned, leased, managed, and franchised data from Avendra.

** FSC products are inclusive of personal paper products, office paper, and napkins.

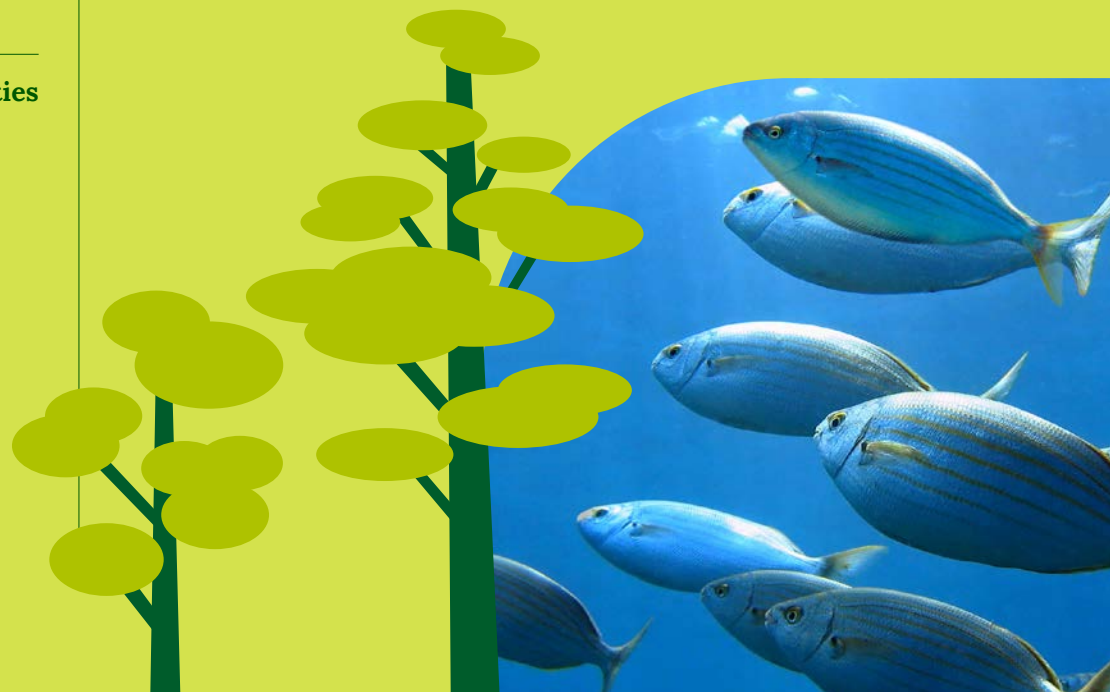


Marriott has also set a goal to require all contracted suppliers in the top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts, by year-end 2023 (with all centrally contracted suppliers providing this information by year-end 2025).

As of year-end 2022, Marriott had made the following progress:

73% of manufacturers **64%** of distributors
had completed the EcoVadis assessment

Marriott is on track to achieve this goal.



2025 Cage-Free Eggs Goal

As part of Marriott's Serve 360 Goals, the company aims to source 100% of eggs (shell, liquid, and egg products) from cage-free sources by year-end 2025.

26.50% of total egg spend for global managed and franchised properties* was cage-free as of year-end 2022

For a global and regional breakdown of cage-free egg spend, please see page 62.

With the continuing maturation of global cage-free eggs markets, Marriott updated its cage-free eggs strategy to focus on key "fast-track markets" across the globe. Fast-track markets are expected to convert to cage-free eggs purchasing more quickly than others based on market availability. Some hotels within these markets reached more than 90% compliance, and some achieved 100% compliance, by the end of 2022. Additional fast-track markets for cage-free eggs are expected to be established in 2023 and beyond based on global product availability.

Marriott also continues to engage with existing suppliers and organizations to understand market conditions across the globe that currently limit the supply of responsible products, including cage-free eggs. The company's procurement teams are actively working with organizations focused on responsible sourcing to identify new suppliers for cage-free eggs, and Marriott plans to continue to work with Avendra to increase the supply of cage-free eggs from existing and new suppliers in North America, the Caribbean, and Central America.

* Based on available data.



SUSTAIN RESPONSIBLE OPERATIONS

Photo Caption: Marriott associates at Le Méridien® Khao Lak Resort & Spa's Le Ka Tak Sustainable Farm (Khao Lak, Thailand).



Responsible Pork Progress Plan

In 2022, Marriott worked with existing suppliers to expand responsible pork product offerings, benchmarked our practices against other companies that purchase pork products, and explored global responsible pork availability. In 2023, Marriott plans to establish fast-track markets for pork, as we have done for cage-free eggs, to help accelerate the transition to responsible pork based on global product availability. Below are additional action items in four key areas that we completed in 2022 or are working on in 2023 to increase responsible pork spend throughout the company's global supply chains.

EVALUATE CORPORATE PROGRAMS:

- ⦿ We reviewed product specifications and availability in areas where legislation currently requires responsible pork purchasing or legislation is pending.
- ⦿ We met with other companies that source pork to learn about their responsible pork goals and sourcing practices and benchmarked our current practices.
- ⦿ We worked with procurement providers, including Avendra and Entegra, to establish processes so that pork products are properly labeled and tracked as responsible. We have also established qualitative tracking for Marriott's regional teams to document interactions with suppliers and organizations that promote responsible sourcing.

ENHANCE SUPPLIER COLLABORATION:

- ⦿ We continue to work with Marriott's top suppliers to remove barriers to responsible pork purchasing such as limited supply and funding for capital investments for farmers.
- ⦿ We meet with Marriott's top pork suppliers regularly.

ENGAGE OWNERS, FRANCHISEES, AND HOTELS:

- ⦿ We continue to evolve the existing responsible sourcing resources available, including the Marriott International [Responsible Sourcing Guide](#), to educate owners, franchisees, and associates.
- ⦿ We are working to update Marriott's e-procurement system with enhanced tagging for responsible products.

SUPPORT CUSTOMER DEMAND:

- ⦿ We provide hotels with access to educational messaging to communicate when responsible products are served.
- ⦿ We explore opportunities with hotels to highlight responsibly sourced pork products.

2025 Responsible Pork Goal

Pork is one category in Marriott's 2025 responsible sourcing goal where the company aims to responsibly source 95% of its overall animal protein spend. The company considers pork products responsibly sourced when they are sourced from supply chains that have either reduced the use of gestation crates during a sow's 16-week pregnancy period (through "group housing") or eliminated their use (through "crate-free" production).

3.71%

of total pork spend for global managed and franchised properties* was responsibly sourced as of year-end 2022

For a global and regional breakdown of responsible pork spend, please see page 62.

* Based on available data.



SUSTAIN RESPONSIBLE OPERATIONS



2025 Local Sourcing Goal

As part of Marriott's Serve 360 Goals, the company aims to locally source 50% of produce by year-end 2025.

Marriott hotels continue to purchase local produce and other products.

Marriott has not started to measure quantitative progress toward this goal but will continue to provide local sourcing guidance to hotels.



SUSTAIN RESPONSIBLE OPERATIONS

Local Sourcing Global Highlights

The W® Costa Rica - Reserva Conchal (**Guanacaste Province, Costa Rica**) sources a majority of its ingredients locally, working with local farmers to grow special ingredients for the hotel. The hotel hosted a Marriott Bonvoy® experience for guests targeted toward the importance of bees for the environment. This experience included a pastry class using honey, a honey-based cocktail class, and a honey-themed dinner.



The Ritz-Carlton®, Dubai's vertical farm (**Dubai, United Arab Emirates**) harvested 66 kg (145 lbs.) of produce in the first 15 days of production.



Photo Caption: Left: Handcrafted Bounga dish at Sheraton® New Caledonia Deva Spa & Golf Resort (Bourail, New Caledonia); Middle: Guests at the JW Marriott®, Anaheim Resort's garden (Anaheim, California, U.S.); Right: Rooftop bee hives at the Prague Marriott® Hotel (Prague, Czech Republic).

Evaluating FF&E Products

Each year, Marriott Global Design Procurement's furniture, fixtures & equipment (FF&E) suppliers in the U.S. and Canada complete a rigorous product lifecycle evaluation with MindClick, a global leader in environmental and social impact data and analytics. In 2022, this included evaluating 94% of FF&E products across 14 prototypical brands in the U.S. and Canada. The ratings from this evaluation address healthy materials, manufacturing footprint, carbon emissions, waste reduction, fair labor, and human rights. Reporting and analytics provided to suppliers, Marriott, and design teams through Design for Health™ support the selection and performance improvement process for the health of people and the planet.

Beginning in 2021, the MindClick Sustainability Assessment Program (MSAP), an annual assessment of FF&E suppliers and their products, began to align with Marriott's work to set a science-based target (SBT) by helping reduce the embodied carbon of products specified and purchased for Marriott hotels. In 2022, nearly 30% of MSAP-rated vendors achieved normalized carbon emission reductions in manufacturing.

Design for Health™

Design for Health by MindClick continues to provide hotel owners and their design teams access to products rated in MSAP to support environmental and social responsibility through design.

To further align with Marriott's sustainability targets, the Global Design U.S. and Canada Team and contracted design firms utilized MindClick's Design Impact Report™ at select projects. In 2022, Marriott piloted MindClick's Design Impact Report for the renovation of the Moxy® Virginia Beach Oceanfront (**Virginia Beach, Virginia, U.S.**). In collaboration with the project's design team, the Marriott Global Design U.S. and Canada team members used MSAP data to evaluate the environmental and social impact of FF&E, architectural building products, and operating supplies and equipment specified for the guest room and custom-designed public space.



Photo Caption: The W Bogota (Bogota, Colombia) is LEED certified.

2025 FF&E Sourcing Goals



As part of Marriott's Serve 360 Goals, the company aims to have the top 10 FF&E product categories sourced in the top tier of MSAP by year-end 2025. Additionally, we aim to have 95% of FF&E products specified for all prototypical brands reach the highest rating in MSAP. As of year-end 2022, Marriott had made the following progress:

51% of FF&E products evaluated by MindClick scored in the "leader" level of MSAP

50% of FF&E products specified for all prototypical brands reached the "leader" MSAP rating

Marriott is behind schedule in achieving this goal. However, the company is continuing to engage with MindClick to focus on sourcing from vendors with "leader" rated products, as well as improving ratings for products currently within reach of "leader" ratings.



SUSTAIN RESPONSIBLE OPERATIONS



Social

Marriott remains focused on welcoming all and providing equitable access to opportunity across the company's operations and value chain. *Putting People First* is foundational to our culture of inclusion for all, including associates, customers, guests, suppliers, and owners.

For our own operations, Marriott's senior leaders establish priorities to drive accountability throughout the organization. Marriott's human capital strategy is based on three signature elements — Growing Great Leaders, Investing in Associates, and Access to Opportunity — that will help move the company forward and create an environment for associates to thrive.

Wherever we do business, Marriott also aims to support communities and use travel as a tool for peace, cultural understanding, and welcoming all. This also includes creating and implementing training, advocacy, and supplier accountability to protect human rights for all people.



Diversity, Equity, and Inclusion

Providing Access to Opportunity

Marriott strives to be a place where everyone is welcome and has the opportunity to succeed, learn, and grow. We hire for careers, not just jobs — and work to create and maintain an inclusive culture where people are seen, heard, and belong. Marriott's portfolio of initiatives is designed to empower associates to build skills to grow their careers, form strategic collaborations that enable us to introduce hospitality to underrepresented populations, and drive organizational accountability at the highest level.

Infusing DEI Into Our DNA

Infusing diversity, equity, and inclusion (DEI) into our DNA is integral to the company's success. Marriott's goal is to be a global, transformational leader in DEI, with actions serving as opportunities to instill a sense of belonging in those who enter Marriott's doors.

MARRIOTT'S DEI OBJECTIVES INCLUDE:

- ⦿ Creating an inclusive environment for associates, customers, guests, suppliers, and owners where all people belong, have access to opportunity, and can achieve success with Marriott.
- ⦿ Increasing the presence of women and people of color at the vice president level and above.
- ⦿ Establishing a supportive and inclusive work environment for associates where we recognize the whole person and give them the tools, resources, and support they need to be their best and continue to grow, both professionally and personally.

Leadership's Commitment

Marriott's approach to DEI starts at the top with our senior leaders. The company's Board-level Inclusion and Social Impact Committee (ISIC) assists the Board in providing oversight of Marriott's strategy, efforts, and commitments related to its people-first culture, associate well-being and inclusion, and other environmental, social, and governance (ESG) matters, including the advancement of women and people from historically underrepresented groups and the diversity of the company's ownership, customer, and supplier base.

The President and CEO-led Global Inclusion Council, comprised of senior executives, drives ownership and accountability to promote inclusive opportunities around the world. Regional Councils drive local strategies aligned with the company's global DEI strategy and regional business priorities.

Additionally, Marriott's Diversity and Inclusion Talent Council, comprised of cross-discipline senior leaders, supports the company's recruitment initiatives and talent strategy that aims to strengthen relationships with external organizations. Marriott's leadership also supports the company's Associate Resource Groups (ARGs), with senior executives across the organization serving as ARG sponsors, to drive engagement and infuse DEI within the business.



Associates

Developing Women Leaders

Marriott's Women's Leadership Development Initiative formalizes a comprehensive women's agenda under one strategic umbrella. The four key objectives of this initiative are:

- ⦿ Increasing the presence of women at Marriott at the highest levels of management and in other decision-making positions.
- ⦿ Strengthening the career development process for women.
- ⦿ Providing a role for senior management to play in the advancement of women.
- ⦿ Capitalizing on engaging today's women leaders in driving success for the organization.

Women Leadership Programs and Events

In 2022, Marriott increased support and rigor around the Women's ARG by working with senior executive sponsors across the business to amplify its global reach. The Women's ARG brings together associates to engage in dialogue and practices on the development of women and gender equity to help drive innovation and performance in the hospitality industry.

Marriott's women leadership programs and events continue to provide access to opportunities to advance careers. For example, Women in Leadership and Learning (WILL) enables women leaders to assess leadership and business challenges, develop successful leadership profiles, identify development expectations, define the impact of cultural issues, and create measures of success. In the U.S. and Canada, more than 120 participants completed the WILL program in 2022.

Across the globe, Marriott implements programs and hosts events to advance women in the workplace. For example, in **Indonesia**, the Business Council organized a Women in Leadership event. The event featured internal and external speakers and was attended by 140 women associates from 52 hotels across Indonesia.



In **Europe, Middle East & Africa (EMEA)**, Marriott expanded its Female Leadership Initiative (FLI) with programs in the U.A.E., Egypt, Türkiye, and the U.K. designed to provide high-potential leaders with a personal development program that will help prepare them for the next level of their careers. There were 90 FLI participants in 2022.



Marriott's President and CEO signed Disability:IN's CEO Letter on Disability Inclusion, aimed at taking action to build an inclusive, accessible, and equitable workplace for individuals with disabilities.

2025 DEI Goals

As part of Marriott's Serve 360 Goals, the company aims to:

- Achieve gender parity for global executives by year-end 2023;
- Increase representation of people of color in U.S. executive positions to 25% by year-end 2025.

As of year-end 2022, Marriott has made the following progress:

47% of Marriott's global executives* are women

22% of Marriott's U.S. executives* are people of color

To meet these targets, Marriott continues to focus on pipeline development, career advancement opportunities and talent reviews, increasing mentorship and sponsorship, promoting diverse and/or women candidate slates, exploring broader talent pools, expanding partnerships with external organizations, and leveraging executive search partners when needed.

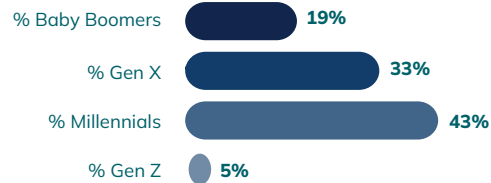
* Vice president level and above



EMPOWER THROUGH OPPORTUNITY

2022 U.S. Workforce*

Generation



Women



People of Color



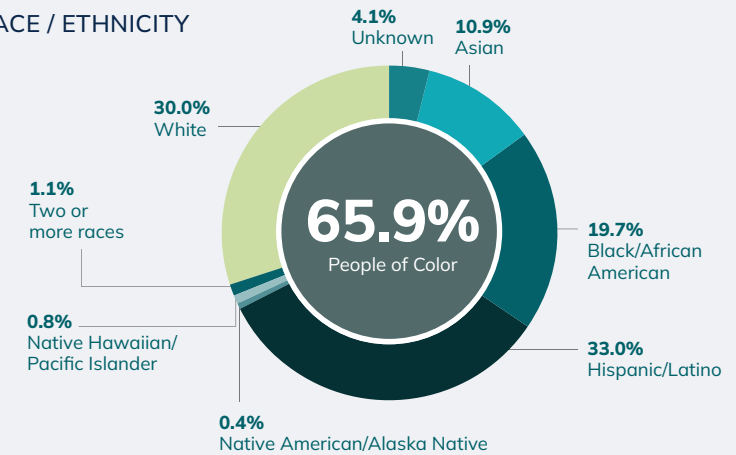
“Marriott is committed to advancing diversity, equity, and inclusion across the company’s workforce – creating access to opportunity for all.”

Anthony G. Capuano

President and CEO Marriott International

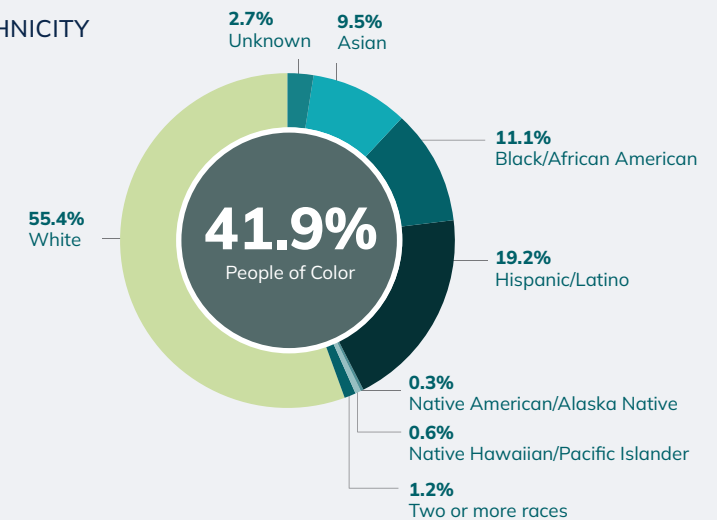
U.S. WORKFORCE

BY RACE / ETHNICITY



U.S. MANAGERS

BY RACE / ETHNICITY



* Includes Marriott employees at company-operated properties, customer care centers, and above-property operations.

Veteran Hiring

Marriott collaborates with veteran organizations in the local communities where we do business and has created tools and resources to assist hiring managers with veteran recruitment efforts. Marriott's Military Occupation Code Translator Tool was designed to enable veterans to map their military skills, experience, and training to current Marriott career opportunities. In 2022, Marriott hired 1,005 veterans in the U.S.

Bridges From School to Work®

The transformative power of a job is one of the most impactful ways to serve people with disabilities. Marriott engages with Bridges From School to Work, which was established by The Marriott Foundation for People with Disabilities, to support skills development, training, and job placement for young people with disabilities.

Associate Diversity Global Highlights

Marriott's focus on hiring and retaining a diverse workforce reflects the company's core value to *Put People First*.

The Renaissance® São Paulo Hotel (**São Paulo, Brazil**) established a program to hire deaf associates and is working to train leaders in sign language.

Several Marriott hotels in **Santiago, Chile** participated in a panel to discuss welcoming the LGBTQ+ community into the hospitality industry.

In 2022, Marriott's regional office and hotels in **Greater China** hired over 1,100 people with disabilities.

The company continues to move forward with the Marriott-Sorenson Center for Hospitality Leadership at Howard University (**Washington, D.C., U.S.**), and in 2023, 19 students will be part of the Center's inaugural cohort. Marriott also launched a Guest Lecturer Series at the University featuring Marriott executives presenting sessions focused on hospitality as a career.



In 2022, Marriott expanded the company's Associate Networks and launched executive-sponsored ARGs for Asian & Pacific Islander, Black, Hispanic, LGBTQ+, Women, and Young Professionals communities and their allies, with plans to establish additional groups in the future. These groups offer another avenue for building a sense of community and cross-cultural competence. **More than 4,000** associates from **99** countries have enrolled across the six ARGs, as of year-end 2022.

Photo Caption: Marriott executives volunteering with D.C. Central Kitchen (DCKK).

Welcoming Customers

LoveTravels

Run by Marriott's Purpose Driven Marketing team, LoveTravels represents the company's platform to engage diverse and socially driven consumers over our shared values and reinforce our commitment to diversity, inclusion, and social impact. In 2022, the Purpose Driven Marketing team led several initiatives to drive awareness for the company's commitments, including:

- ⦿ In honor of the 2022 Pride season, Marriott launched "LoveTravels with Love Letters." Associates, Marriott Bonvoy® members, customers, and communities were invited to participate via a microsite featuring a commissioned artist's designs of affirmations. Approximately 500 letters were sent in 2022, resulting in \$100,000 donated to LGBTQ+ philanthropic organizations.
- ⦿ The company led the sponsorship of Pharrell Williams' Something in the Water festival, held in Washington, D.C. (U.S.). A key highlight from the event was Marriott's participation in the "Elephant in the Room" panel, where the company's Chief Sales & Marketing Officer, U.S. and Canada, spoke about Marriott's efforts to increase diverse leadership in the hospitality industry.
- ⦿ Activating Marriott's presence at the National Black MBA Association Conference is also one of the many ways Marriott empowers the Black community through opportunity and pursuing a more equitable future.

Regional Support

Globally, Marriott properties also support LGBTQ+ organizations and events in their regions. For example, in **Australia**, W® Hotels announced a three-year collaboration with Australia's longest running LGBTQ+ organization, the Sydney Gay and Lesbian Mardi Gras.



Welcoming Travelers With Disabilities

Marriott actively explores opportunities to provide access at hotels for people with disabilities. We continue to work closely with the disability community through the development of the "Room for All" initiative to evaluate room design concepts to improve the travel experience for guests with disabilities.



Supplier Diversity

Empowering Diverse-Owned Businesses

Marriott's supplier diversity program is designed to drive economic empowerment around the world, support customers, expand the company's global footprint with diverse-owned businesses, foster an exchange of ideas, spur innovation, and inspire us all to do business better. It is critical that Marriott's supplier base reflects the company's customer base and the communities where we live and work, and inclusive sourcing has become a pillar of the sourcing process. Over the past 10 years, over \$6 billion has been spent with diverse suppliers, and the company is working toward reaching its target to spend \$1 billion annually with diverse suppliers.

One of Marriott's diverse suppliers, Tronex, a minority-owned business, has been supporting the company for approximately 20 years. Tronex supplies a variety of protective equipment to Marriott hotels across the globe. By engaging with Marriott, Tronex was able to expand its business on a global scale.

2022 DIVERSE SUPPLIER SPEND*

Woman-owned Businesses	\$239,075,621
People w/ Disabilities-owned Businesses	\$4,387,910
Veteran-owned Businesses	\$16,356,328
Minority-owned Businesses	\$392,785,369
LGBT-owned Businesses	\$7,191,940
Total Inclusive Purchasing	\$659,797,168

* All categories include Tier 2 spend.

Supporting Diverse Entrepreneurs

In 2022, Marriott sponsored the Women of Color Incubator along with Women's Business Enterprise National Council (WBENC), a premier program designed for student entrepreneurs at historically Black colleges and universities. The incubator provides the next generation of Black women entrepreneurs with resources, community, and support to strengthen their ideas and grow their early-stage ventures. Marriott also sponsored the incubator's pitch competition, which awarded winners with \$9,000 in seed funding.

Photo Caption: Marriott's Vice President, Sustainability & Supplier Diversity at the annual WBENC Conference with the winner of the Women of Color Incubator pitch competition.



Owner Diversity

Promoting Hotel Owner Diversity

By 2025, Marriott aims to achieve 3,000 diverse- or women-owned hotels in the U.S. and Canada. At year-end 2022, there were more than 1,800 open diverse- or women-owned hotels and nearly 940 diverse- or women-owned hotels in the pipeline in the U.S. and Canada.

In 2022, Marriott announced the launch of "Marriott's Bridging The Gap," a multiyear development program that aims to address the barriers to entry that historically underrepresented hotel owners and developers face. As part of the program, Marriott has allocated \$50 million to offer financial and other incentives to qualified historically underrepresented owners and franchisees who will have a controlling equity interest in select branded projects. In 2022, "Marriott's Bridging the Gap" resulted in nine signed deals in locations including Jackson, Mississippi and St. Louis, Missouri (U.S.).

2025 Empower Through Opportunity Goal

As part of Marriott's Serve 360 Goals, the company aims to invest \$35 million in programs that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees.

\$23.5M+ invested since 2016

Marriott is currently on track to achieve this goal and plans to continue its work to support groups that have faced historical barriers, including through "Marriott's Bridging the Gap" program. Marriott also plans to continue to support programs that provide opportunity throughout the company's value chain and in the communities where Marriott hotels are located.



Youth

Marriott continues to support programs that empower and prepare youth for jobs in the hospitality industry. Through the company's work with The Global Travel & Tourism Partnership (GTTP), Marriott works to inspire and enable hundreds of thousands of young people in secondary schools and universities around the world to build careers in travel and tourism. In 2022, Marriott's funding helped provide training for over 5,000 teachers across 17 countries, benefiting approximately 4,400 schools and more than 550,000 students.

As part of a collaboration with the Sustainable Hospitality Alliance (the Alliance), Marriott and other hotel companies developed an industry-relevant skills curriculum to better prepare young people for on-the-job training and improve opportunities for job placements. To support industry and company efforts in this space, Marriott supported the Alliance's Youth Employment Program, a three-month employability program that equips vulnerable young people with the core skills and practical experience they need to start their career. In 2022, nearly 80 young people, including people with disabilities, were trained at 14 Marriott hotels across India and Nigeria. Approximately 40 of these graduates received employment opportunities with Marriott, and 83% of all graduates entered into employment or continued their education.

Succeed Through Service, a signature Ritz-Carlton® program, mentors students in underserved communities to help them learn valuable life skills and forge a path of success. In 2022, the program engaged nearly 1,300 students.

The Global Voyage Leadership Development Program, initially launched by Marriott in 2013, is designed with the next generation of university graduates in mind. The program offers a combination of hands-on, discipline-specific training and a leadership-focused curriculum, all accessed through custom technology. In 2022, more than 550 Voyagers completed the program in the U.S. and Canada and were hired into the company.



Youth Programs Global Highlights

Across the globe, and with support from Marriott hotels and hospitality industry and community organizations, the company helps prepare the next generation by providing youth with educational and career opportunities. These programs represent examples of youth engagement activities across Marriott.



In **Thailand**, Marriott signed a Memorandum of Understanding (MOU) with Save The Children Foundation to support disadvantaged youth in an area of conflict in Pattani province. Students are given access to technical and vocational education, training, and certification from accredited independent public and private institutions. They also receive life-skills-for-success coaching and opportunities for a Marriott co-created food and services track and hotel internships, all aiming to improve youth employability and social stability.



As of year-end 2022, Marriott signed MOUs with more than 30 universities in **Vietnam**.



to provide better access to equal job opportunities for youth.

In collaboration with Prince's Trust **Canada**, Marriott hotels within the region hosted two *Discover Hospitality* events aimed at creating an on-ramp to propel youth into the hospitality sector as a career path.



Marriott hotels in **Canada** also participated in the Propel Program, a student work placement program focused on the tourism and hospitality sector. The program offers post-secondary students the opportunity to develop the work-ready skills required to secure meaningful employment upon graduation.

In the second half of 2022, markets in **Mexico** worked to re-launch youth employment programs to attract, train, and develop young people for careers in the hospitality industry. Five hotels in the Puerto Vallarta market plan to participate for the first time in 2023.



In October 2022, Marriott engaged with a local organization to provide vocational training to students with disabilities from a local school. Four students received four months of vocational training at the JW Marriott® Hotel Shanghai at Tomorrow Square (**Shanghai, China**) and The Ritz-Carlton® Shanghai, Pudong (**Shanghai, China**). Mentors at both



hotels volunteered nearly 350 hours of training.

The company's "Marriott Class" program (**Greater China**), established in 2010, aims to jointly develop tourism-oriented talent training of appropriate scale with target universities. More than 22,000 hotel management graduates have been trained for the hotel industry since the program's establishment.



In the Middle East, Marriott grew the Tahseen program — a hospitality management development initiative focused on fast-tracking the next generation of hospitality leaders.

In 2022, Marriott celebrated its first Tahseen graduating class in **Egypt**, with 80 students graduating, and approximately 40 Tahseen students accepting full-time roles at Marriott properties in Egypt.



In the **U.S.**, Marriott engages with NAF, a national nonprofit organization that supports youth employment and prepares students for the future.



Refugees

To train, hire, and support refugees in the U.S., Marriott engages with several key organizations, including the Tent Partnership for Refugees, Welcome.US, and refugee resettlement agencies and their local affiliates. Marriott works to connect local hotels to these organizations to provide refugees meaningful careers and opportunities.

One of Marriott's longest-standing relationships is with the International Rescue Committee (IRC). The IRC responds to the world's worst humanitarian crises, with programming to support economic recovery, education, health, and skills training for resettled refugees to recover and thrive. Marriott has supported IRC in training over 950 refugees since 2016.

In 2022, Marriott continued to support IRC's Hospitality Link program, continuing its program in Salt Lake City, Utah, and launching new programs in Denver, Colorado and Boise, Idaho (U.S.). The program is designed to provide skills development training to resettled refugees while introducing them to careers in the hospitality industry, as well as providing life skills and English-language classes. The Hospitality Link program served nearly 200 resettled refugees, with more than 75% placed into employment, nearly half of whom are in the hospitality sector.

Marriott's funding also supported three Job Readiness Training programs in Dallas, Texas; Sacramento, California; and San Diego, California (U.S.), which provided tailored workforce training

to nearly 150 Afghan refugees. Approximately 60% of these participants have been placed into employment so far.

Responding to the Refugee Crisis

In 2022, Marriott began engaging with Welcome.US, with the company's President and CEO, Anthony Capuano, joining the organization's CEO Council. Additionally, in response to the Ukrainian refugee crisis, the Marriott Disaster Relief Fund contributed \$100,000 to the organization's Welcome Fund, which provides funding to grassroots organizations supporting the arrival, housing, and welcome of refugees in the U.S. Marriott and Marriott hotels are also supporting Welcome.US job fairs across the U.S. by participating as employers, as well as hosting fairs and donating event space.

As Ukrainians were forced to flee their home country, Marriott hotels throughout **Europe** stepped up by providing meaningful employment, hiring more than 650 Ukrainian refugees, largely in Austria, Germany, the Netherlands, Poland, and the United Kingdom. A dedicated language careers page was also developed to help refugees search and apply for available positions.

Hotels in the U.S. also aim to support refugees. For example, the JW Marriott San Antonio Hill Country Resort & Spa (**San Antonio, Texas, U.S.**) hired more than 100 refugees in 2022.



In collaboration with the Tent Partnership for Refugees, Marriott has set a goal to hire 1,500 refugees in the U.S. by 2025.



EMPOWER THROUGH OPPORTUNITY

Photo Caption: The Market Director of Diplomatic & Community Relations at New York City Marriott Hotels announcing Marriott's U.S. refugee hiring goal at the Tent Business Summit for Refugees in New York City (New York, U.S.).

Associate Development and Well-being

Growing Great Leaders

Across the organization, Marriott's overarching goal remains rooted in strengthening its culture, growing talent, and positioning the company for successful future growth. In 2022, Marriott fully relaunched the company's learning and development strategy to support the growth of associates through a broad range of programs aimed at providing talent with both the functional and leadership skills needed to best represent Marriott and its brands.

Growing and Retaining Marriott's Talent

Marriott continued to build upon its robust portfolio of learning tools and programs. This included the launch of a new career growth and development initiative, which provides a range of tools and resources for managed and franchised associates globally. The company also increased focus on leadership at all levels through the introduction of refreshed leadership competencies and foundational leadership development programs, which launched in the U.S. in late 2022 and expanded globally in 2023.

In addition to foundational learning programs, Marriott is focused on building functional skills that reflect current business needs. For example, Topline Performance Activation is a cross-functional program designed for general managers and sales, marketing, and revenue leaders who are responsible for driving topline performance. The program's approach meets learners where they are through a pre-assessment and personalized learning journey that focuses on elements that will fill the learner's knowledge gap.

Accessible, Supportive Learning

To increase accessibility of the company's programs, Marriott introduced a new strategy to translate more of its learning content, focused on enhancing the

associate and guest experience. In 2022, the company invested in offering Marriott's foundational learning programs in languages to match the majority of the footprint where those learners live and work.

In 2022, Marriott also provided a new opportunity that allows hotels to have unlimited access to core leadership training called En Route. Marriott bolstered learning infrastructure in the company's regions and hotels by working to put in place the right roles and capabilities for each hotel through Learning Coordinators and Field Trainers. As a result of this effort, there are more than 7,800 Learning Coordinators across the company that support the increased adoption and completion of learning courses and programs.

Globally, Marriott's Business Councils seek to provide Millennial and Gen Z associates opportunities to be mentored by more-seasoned leaders, grow their leadership skills, and build a network of associates from across other Marriott hotels.

In 2022, 78% of all associates* completed career- or skills-related training.

In the franchised associate population, 52% participated in career- or skills-related training provided by Marriott, in addition to what their franchise management company may be providing.

In the managed associate population, 98% participated in career- or skills-related training.

* Includes managed and franchised associate populations.

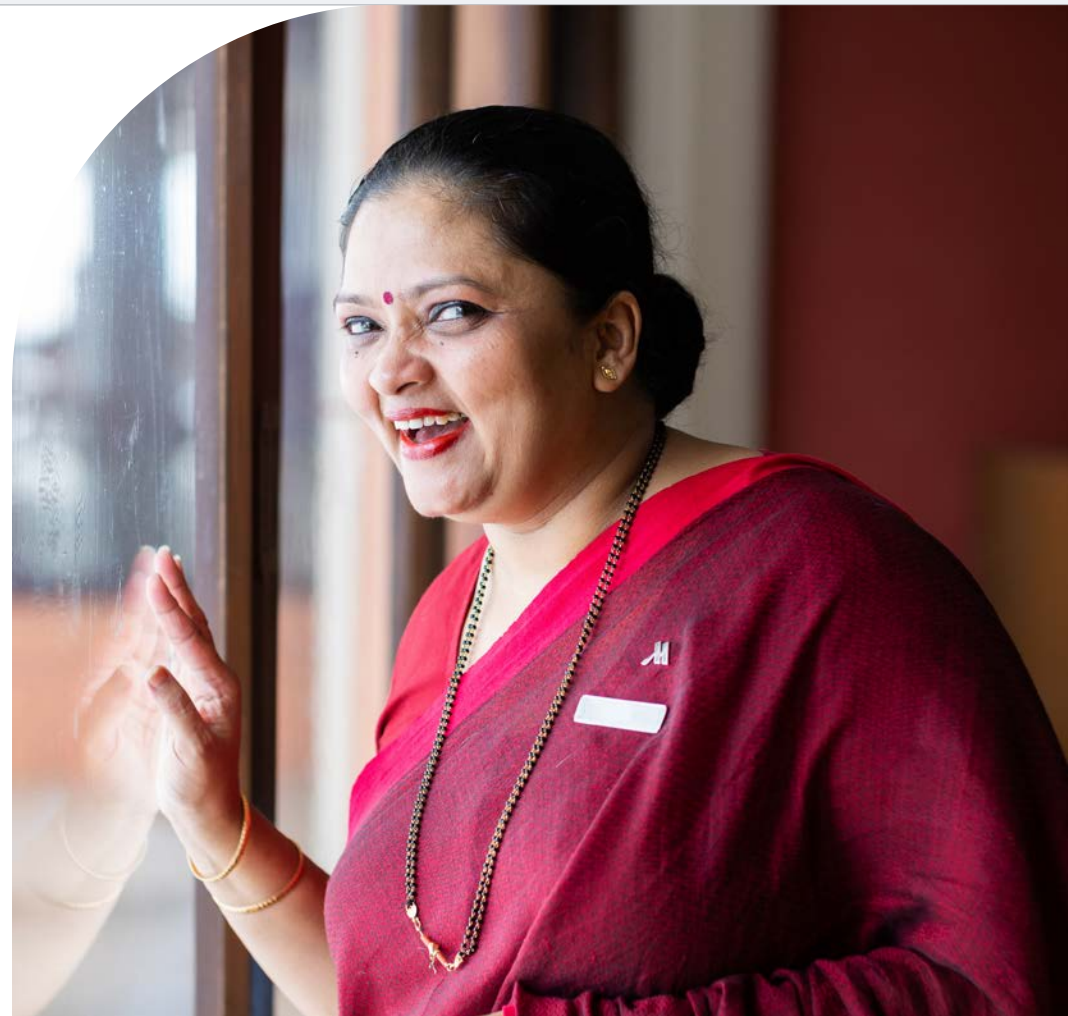


Fostering Development Opportunities

Marriott associates are, and have always been, the heart of our business. The company is committed to attracting, engaging, and retaining top talent and seeks to foster an inclusive culture where everyone belongs and has the opportunity to succeed, learn, and grow.

In 2022, Marriott implemented a global strategy designed to educate and empower associates at all levels to be inclusive leaders with a focus on attracting, welcoming, and better serving associates and customer groups. The strategy includes:

- ⦿ **The Inclusive Hospitality Learning Program**, a series of training programs focusing on the power of inclusion in driving business results with a goal of fostering inclusive behaviors to support Marriott's people-first culture.
- ⦿ **Living Our Core Values (LOCV)**, an annual signature engagement program, facilitated by general managers with associates at managed properties. The 2022 LOCV installment — Growing Forward — included discussions around the power in working together, understanding conscious and unconscious biases, and extending the same warm welcome and level of service to all.
- ⦿ **Community Hub**, Marriott's internal DEI resource platform, provides global leaders with on-demand tools to promote respect and kindness, mutual appreciation, and an uplifting sense of belonging among associates.
- ⦿ **Amplified DEI Observances**, including the launch of the Cultural Observance Working Group, comprised of associates across the globe to design and implement strategies for cultural heritage celebrations.



In 2022, Marriott continued to offer a wide range of tools and resources — from global resilience and mental well-being talks and seminars to on-the-ground training. For example, Marriott has an arrangement with a resilience-building app designed to help associates build the emotional strength to face each day with confidence. It is synchronized with the company's other mental health resources and proactively refers managed associates who need help managing stress to appropriate resources. In 2022, over 27,000 managed associates were enrolled in this platform.

The Future Leaders of Marriott

The company believes that if we get leadership right, everything else falls into place. In 2022, Marriott expanded upon the company's robust range of leadership development offerings — updating and modernizing to meet the needs of a post-pandemic workforce and business environment. These cohort-based programs for high-potential talent focused on building resilience, agility, and well-being — with the ultimate goal of creating more inclusive, courageous, and connected leaders to guide us into the future and make a broader positive impact on Marriott and the world.

During 2022, we continued to offer Marriott's Emerging Leader Program (ELP) and Future Forward Talent (FFT) while making updates to these offerings to provide more mentorship

and sponsorship opportunities. These programs were created to develop the company's bench-strength talent — Marriott's high-performing early career hotel talent. ELP and FFT are both instrumental in increasing the number of women and people of color in leadership roles in the U.S. and Canada, Caribbean and Latin America (CALA), and Asia Pacific excluding China (APEC) regions.

Developing Talent Global Highlights

Marriott continued to engage and develop high potential managers in **APEC** through FFT and enrolled nearly 290 managers in the program in 2022.



Nearly 80 associates participated (53% women) in **CALA's** ELP program in 2022.



Ten leaders graduated from the Khulanathi Leadership Development Program (**South Africa**), a 12-month program focused on developing talent from within and supporting candidates in becoming hotel general managers. Marriott grants program participants the required study leave and provides full scholarships for the duration of the course.



More than 10 **Greater China** leaders completed *Leading Luxury*, an executive development program that aims to strengthen the



pipeline of luxury general managers, and more than 85 high-potential associates graduated from Marriott's director of rooms and director of food & beverage development programs.

In 2022, the Field Trainer Network was established at Managed by Marriott (MxM) full-service properties for on-property leaders who deliver brand service training. The program provides brand service programs and resources and ongoing updates to brand service training. As of year-end 2022, 73% of the hotels in the **U.S. West**, 80% of the hotels in the **U.S. East**, and 96% of the hotels in **Canada** had one or more Brand Service Leader in the network.



Over 270 MxM leaders graduated from the **U.S.** and **Canada** ELP in 2022.



Photo Caption: Associates at the Renaissance São Paulo Hotel (São Paulo, Brazil).

Engaging With Associates

Marriott aims to provide associates with the tools, resources, and support they need to be their best and continue to grow. Under Marriott's Leadership Performance Acceleration program, supervisors and management associates are encouraged to engage throughout the year and create development plans, chart a course for achieving those plans, and monitor progress. For managed associates, performance management is accomplished through ongoing conversations between associates and their managers and yearly formal reviews conducted with all associates. Associates create plans to track their performance and personal development.

In 2022, global associates at managed hotels, customer care centers, and corporate offices were invited to participate in the annual Marriott Associate Engagement Survey. Over 91% of these associates took part in the survey, a critical tool that helps Marriott understand its associates' perception of the company. The survey yielded an impressive overall engagement score of 85%, demonstrating a positive and robust level of engagement from the responding associates toward the company and their work. Notably, this score is one point higher than the previous year and two points higher than the global best employer benchmark. Eighty-seven percent of the responding associates had a strong positive perception of leaders' communication, performance management, and relationship building, surpassing the global best employer benchmark by four points. Overall, this indicates Marriott's exceptional performance in employee engagement, agility, engaging leadership, and talent focus in comparison to other companies worldwide.



In the 2022 Associate Engagement Survey, 86% of the associates that responded agreed that Marriott has a strong commitment to operate sustainably and 89% agreed the company has a strong commitment to making a positive social impact.



Photo Caption: The J. Willard Marriott Award of Excellence honors the company's finest associates who represent the qualities of the award: achievement, character, dedication, effort, and perseverance.

Investing in Associates

Employee Assistance and Benefits

Employment is a two-way street, a mutually beneficial relationship. At Marriott, we recognize the whole person and provide them with the tools, resources, and support they need to be their best and continue to grow.

Building Financial Well-being

Over the past year, Marriott has amplified investments in associates by enhancing retirement plans, expanding bonus eligibility, and launching an employee stock purchase program to help eligible associates prepare for the future. These investments are an important component of the total rewards the company offers associates. For example, in the U.S., U.S. Virgin Islands, and Puerto Rico, Marriott launched the Employee Stock Purchase Plan. This program allows eligible associates to participate in the growth and financial performance of the company by purchasing shares of the company's Class A common stock at a discount from the market price. In the U.S., Canada, Caribbean and Latin America (CALA), and Europe, Middle East & Africa (EMEA), Marriott expanded bonus eligibility as part of the company's efforts to invest in associates, reward their contributions to Marriott's success, and help them build long-term financial health.

For additional information on benefits provided to eligible U.S.-based associates, please visit [Marriott Careers](#).

Pay Equity

Pay equity is foundational to Marriott's compensation structures and practices. In the U.S., the vast majority of roles are hourly paid positions, generally compensated based on fixed pay rates based on

tenure. This highly structured compensation framework helps to prevent exercise of managerial discretion in setting pay. Similarly, for Marriott's non-hourly management employees, there are well-established pay bands for all roles, and pay equity is evaluated at the time of an initial job offer and throughout the employment life cycle. Globally, during the application process, we prohibit inquiries into salary history and ban the use of compensation history when establishing starting pay for new hires.

Marriott conducts detailed statistical analysis with third parties at least annually to review gender and racial pay equity in the U.S. Additional reviews of pay and processes throughout the year are designed to support the company in making adjustments due to market conditions and providing consistency to associates. Through such pay and policy adjustments, Marriott corrects for unintended pay differences, and where appropriate, adjusts for market competitiveness as part of the company's annual and ongoing reviews. Marriott's review of U.S. associates' compensation conducted in 2023 showed that when adjusted for factors such as role, tenure, and location, U.S. associates who identified as female earn approximately 99% of what male associates earn, and U.S. associates who identified as members of a racial or ethnic minority earn approximately 99% of what non-minority associates earn.

Beyond Compensation and Benefits

Marriott continues to offer Assistance and Resources for Life (ARL), providing U.S. and Canada managed associates and their families 24/7 access to consultations, resources, and referrals for a variety of work or life needs. In 2022, Marriott introduced new digital resources to provide associates with specialized self-help resources and access to a range of programs designed to help with anxiety, depression, and stress.

Promoting a Safe and Healthy Workplace

Marriott continues to utilize the Be Safe Program, which has increased accountability at the leadership level for implementing and supporting safety initiatives in the U.S. Marriott's Be Safe Program requires that each hotel has a senior leader assume the role of Be Safe Champion. One aspect of this role is to promote the ongoing success of an active Safety Committee made up of associates from various on-property departments. In 2022, an enhanced version of Be Safe was piloted at several properties, and the company fully rolled out the new version in January 2023.

Marriott's Global Safety & Security Team provides training, policy enforcement, and technical expertise in safety and security management to help minimize harm and losses to customers, associates, stakeholders, and the business. The team is responsible for conducting regular Safety and Security Assessments at managed hotels globally, based on the individual hotel's risk ratings and provides and requires safety training for associates at managed hotels. In the U.S., the team also engages with local security authorities to establish security protocols. Hotels also tailor individual security measures for their own circumstances.

Food Safety

Through Marriott's comprehensive food safety management system, the company mandates Food Safety Brand Standards for all hotel brands, including standards for food handling, personal hygiene, training and certification, and facility cleanliness and condition, as well as HACCP monitoring to proactively identify risks that may lead to foodborne outbreaks. The company promotes compliance by requiring hotels to undergo a quarterly food safety property self-audit that is verified by a third-party independent audit once per year.

Community Impact

Volunteerism and Community Investments

Marriott empowers hotels, offices (including headquarters), and Business Councils to support their communities and help meet local needs. In 2022 alone, associates contributed over 1.6 million volunteer hours across the globe, focusing on environmental and social issues to positively impact their communities.

In 2022, Marriott, along with associates, Business Councils and guests continued to support communities and philanthropic causes through cash and in-kind donations. In 2022, these contributions totaled over \$30 million, with approximately \$15 million donated through in-kind donations and approximately \$15 million donated in cash contributions.

Additionally, in 2022 nearly 180 million Marriott Bonvoy points were donated and matched by Marriott to support featured company philanthropic causes and disaster relief efforts, including to support American Red Cross, World Wildlife Fund (WWF), World Central Kitchen (WCK), and UNICEF.

The Ritz-Carlton Community Footprints

The Ritz-Carlton delivers on Serve 360 through its signature social and environmental responsibility program, Community Footprints®, aligning with the issues that are important to the communities where it operates. In 2022, associates at The Ritz-Carlton hotels volunteered approximately 100,000 hours in support of the Community Footprints program and provided approximately \$800,000 in cash contributions and nearly \$1.4 million through in-kind donations.



Photo Caption: Associates from the Aruba Marriott Resort & Stellaris® Casino participating in volunteer activities (Palm Beach, Aruba).

2025 Volunteerism Goals

As part of Marriott's Serve 360 Goals, the company aims to contribute 15 million volunteer hours, have 50% of volunteer hours serve children and youth, and have 50% of volunteer activities be skills-based by year-end 2025. The company also aims to have 80% of managed hotels and 50% of franchised hotels participate in community service activities by year-end 2025.

8.9M+ volunteer hours since 2016

33.4% of cumulative volunteer hours have served children and youth since 2016

29.6% of cumulative volunteer activities have been skills-based since 2017

90.3% of managed hotels have participated in community service activities since 2016

38.5% of franchised hotels have participated in community service activities since 2016

Although Marriott is on track to achieve its managed hotels volunteerism goal, the company remains behind schedule on its other volunteerism goals. To support future progress toward these goals, the company launched an activation called Serve 360/365 — Volunteering Year-Round, going beyond the concept of a single, traditional day of service and encouraging associates to give back throughout the year to meet their community's needs.



NURTURE OUR WORLD

Volunteerism and Community Investment Global Highlights

Business Councils throughout the **Asia Pacific excluding China (APEC)** region launched fundraising campaigns to support Ukrainian refugees and raised more than \$70,000 in cash and in-kind donations in 2022.



Road to Give (previously Run to Give), **APEC's** annual charity event, raised more than \$250,000 at more than 60 events hosted throughout the region in 2022.

Following the resurgence of COVID-19 in **Shanghai, China** in early 2022, Marriott hotels provided support to medical teams, including serving as shelter for more than 6,200 medical staff. Additionally, nearly 1,500 associates from 19 hotels contributed over 420,000 volunteer hours to support the medical teams.



Marriott properties in **Ontario, Canada** raised nearly \$20,000 through the Coldest Night of the Year (CNOY) campaign supporting Eden Food for Change in Mississauga and other Ontario CNOY22 Charity Partners that help people experiencing hunger, hurt, and homelessness in local communities.



Dorado Beach, a Ritz-Carlton Reserve® (**Dorado, Puerto Rico**) engaged with a culinary arts program to provide knowledge about the hospitality industry and donate tools for a school's kitchen laboratory, including



utensils, aprons, and chef hats. Students had the opportunity to experience a cooking class with the hotel's banquet sous chef and meet the property's executive chefs. The hotel team also visited the students' school to host workshops.

In 2022, the 14th annual Road to Awareness three-day bike ride was held in **Bodrum, Türkiye**. Sixteen associates participated, raising nearly \$30,000 to support children and continuing education.



Marriott's portfolio of hotels in the **United Arab Emirates** continued their longstanding relationship with the Al Jalila Foundation, a global philanthropic organization. In 2022, Marriott hotels and Business Councils donated more than \$680,000 through initiatives, including a charity gala dinner, fundraising activities, and other volunteerism events.



Marriott's President and CEO and his leadership team volunteered at D.C. Central Kitchen (DCCK) to prepare meals for **Washington, D.C.** residents in need. Marriott also made a \$50,000 corporate contribution toward laptops and kitchen supplies for DCCK's culinary job training program.



Texas Business Councils (**Texas, U.S.**) raised approximately \$30,000 for the Robb Elementary School Memorial Fund, supporting victims of the Uvalde school shooting.





Vitality of Children

For over three decades, Marriott has mobilized associates, guests, and loyalty members to support leading nonprofit organizations that serve children around the world.

Marriott is Children's Miracle Network Hospitals' longest-standing corporate partner, and has been a partner since 1983, supporting their mission to provide comfort, treatment, and hope to sick and injured children and their families across the **U.S.** and **Canada**.

Over the past 39 years, Marriott has raised more than \$147 million to support 170 local Children's Miracle Network Hospitals. In 2022, over \$3.9 million was provided in support from hotels, associates, and guests across the U.S. and Canada.



Photo Caption: Marriott's President and CEO, Anthony Capuano; Chairman of the Board of Marriott, David Marriott; and others at the Children's Miracle Network Hospitals' Root Beer Day at Marriott's headquarters campus in Bethesda, Maryland, U.S.

Marriott also continues to support UNICEF, an organization that works in over 190 countries and territories to save children's lives, defend their rights, and help them fulfill their potential from birth through adolescence. Since 1995, Marriott's support for UNICEF has raised over \$50 million to help improve the lives of children. In 2022, more than \$1.1 million was contributed to UNICEF's work by Marriott associates, guests, loyalty members, and the Marriott Disaster Relief Fund (MDRF).

Marriott hotels also support organizations that serve children all over the world. For example, Marriott hotels in **Peru** included a specific dish on their menu to raise funds for Plan International Perú, an organization that works to promote the rights and equality of girls and collaborates directly with children, their families, and their communities.



Disaster Relief Support

Across the globe, we aim to support associates and local communities by providing immediate and long-term aid, including funding for development and resiliency. The MDRF is a “donor-advised fund” established by Marriott to support the company’s efforts to assist families and communities around the world, especially Marriott associates, affected by significant crises. In 2022, the MDRF provided more than \$2 million to support humanitarian organizations and nearly 3,000 managed and franchised associates and family members in 14 markets.

The TakeCare Relief Fund (TCRF) is a 501(c)(3) public charity sponsored by Marriott. In 2022, TCRF continued to provide needs-based financial support, including grants (of up to \$3,000 each), to eligible associates at managed Marriott locations who faced hardship caused by a natural disaster or other qualifying personal hardship events. Support for TCRF comes from various sources, including Marriott associates, hotel guests who donate to TCRF as part of their Explore discounted rate stays at participating properties, and direct donations from the public.

Over the past year, TCRF has continued to expand its reach to locations outside of the U.S. In 2022, TCRF provided approximately \$570,000 in funding to the Greater Washington Community Foundation and provided more than \$2.6 million in over 4,500 needs-based individual grants to eligible associates.

Disaster Relief Support Global Highlights

The MDRF provided aid to associates in **Puerto Rico** and the **Dominican Republic** impacted by Hurricane Fiona and also supported World Central Kitchen’s relief efforts in the region.

The MDRF also provided grocery and retail vouchers to more than 2,000 associates in **Florida** who were impacted by Hurricane Ian.



Support for Ukraine

Across the company, Marriott hotels, associates, Business Councils, and Marriott Bonvoy members mobilized to respond and provide support to those impacted by the war in Ukraine. From donating hotel accommodations for displaced people and working with disaster relief organizations to providing job opportunities for Ukrainian refugees, Marriott remains committed to serving those in need. In 2022, this support included:

\$5M+* donated to relief efforts, including support for 400+ impacted associates and family members

13K+ volunteer hours

18K+ complimentary room nights

Nearly **160M** Marriott Bonvoy points donated and matched

650+ Ukrainian refugees hired across Marriott properties in Europe

* Provided by Marriott, The J. Willard and Alice S. Marriott Foundation, the MDRF, Marriott Bonvoy members, Marriott hotels, and Business Councils.



2025 Human Rights Goals

As part of Marriott's Serve 360 Goals, the company aims to have 100% of on-property associates complete human rights training, including on human trafficking awareness, responsible sourcing, and recruitment policies and practices by year-end 2025. The company also aims to enhance or embed human rights criteria in recruitment and sourcing policies and work with our industry to address human rights risks in the hotel construction phase.

1M+ associates across managed and franchised properties have completed human trafficking awareness training since 2016

1,000+ associates across managed and franchised properties completed procurement training in 2022

Marriott remains on track to achieve these goals and will work to continue to raise awareness of human trafficking, including teaching associates how to recognize and respond to potential indicators of human trafficking. As the company has identified human trafficking as a priority workforce risk that can impact business operations and supply chains, Marriott plans to continue to mandate its human trafficking awareness training program for managed and franchised properties globally and enhance training and resources to meet the evolving needs of stakeholders and emerging trends in the field.



Human Rights

Prioritizing Human Rights

As a leader in the travel and tourism industry, Marriott has prioritized the fight against some of the industry's most pressing issues, including human trafficking, child sexual exploitation, and forced labor.

Marriott's executive-level Human Rights Council guides and advances the company's human rights policies and programs and works to lead successful execution of the company's broader human rights strategy.

Human Rights Training for Our Industry

Marriott continues to provide the company's human trafficking awareness training materials cost-free to a broader audience within our industry by collaborating with the American Hotel & Lodging Association Foundation (AHLAF) and ECPAT-USA. As of 2022, ECPAT-USA reported that nearly 850,000 additional hotel workers outside of Marriott had completed the human trafficking awareness training since it was made available in 2020.

Human Rights Risk Assessments

Marriott implements an ongoing risk management process to help identify, mitigate, and aim to prevent human rights risks. In the event of a potential human rights issue, it is also Marriott's policy to investigate and respond, as appropriate.

Marriott also expects vendors, suppliers, and subcontractors to comply with the human rights standards outlined in its [Global Procurement Supplier Conduct Guidelines](#) and hold their own suppliers and subcontractors to the same standards and practices.

Collaborations to Advance Human Rights

In 2022, Marriott continued to engage and collaborate with industry peers and associations to support and develop innovative programs that combat human trafficking and advance human rights.

In December 2022, Marriott and the Global Fund to End Modern Slavery (GFEMS) completed the pilot of the Future in Training (FIT) Hospitality Curriculum, which aims to empower survivors of human trafficking to gain market-based skills. Through the pilot, 64 survivors were trained by four service providers in Charlotte, North Carolina; Dallas, Texas; New York, New York; and College Park, Maryland (U.S.). Post-curriculum survey responses indicated an increase in knowledge of module topics, confidence in skills and abilities, and a 98% satisfaction rate with the pace and content of the curriculum. The curriculum was also translated into Spanish and Hindi.

Marriott's Business Councils engaged Polaris to support Polaris's Strategic Initiative to End Sex Trafficking and tackle a global problem at a local level.

In late 2022, AHLAF also established the No Room for Trafficking (NRFT) Advisory Council to guide the Foundation and industry's efforts to expand the fight against human trafficking, with Marriott's EVP and Chief Global Communications & Public Affairs Officer serving on the Council on behalf of Marriott.



In 2022, Marriott associates volunteered **more than 45,000** hours to support the company's efforts to Welcome All and Advance Human Rights.



WELCOME ALL AND ADVANCE HUMAN RIGHTS

Photo Caption: Marriott's Senior Vice President, Multicultural Affairs, Social Impact, and Business Councils; ECPAT-USA's CEO; and AHLA's President & CEO at the AHLAF NRFT meeting.

Supporting Human Rights Global Highlights

The Calgary Airport Marriott In-Terminal Hotel and Delta Hotels by Marriott™ Calgary Airport In-Terminal Hotel (**Calgary, Alberta, Canada**) sponsored a hole and donated a stay certificate to the Calgary Airport Authority Golf Tournament in support of their collaboration with #NotMyCity, a facilitative organization that raises awareness and takes collective action to end and prevent human trafficking and sexual exploitation.



The Mexico International Reservation Sales & Customer Care Contact Center (CEC) (**Mexico City, Mexico**) engaged with Pozo de Vida, a nonprofit organization that combats human trafficking in Mexico and Central America. To raise funds to support survivors and their families, one of the organization's projects, Nunayú, sold handmade jewelry at the CEC inspired by the stories of survivors.



Marriott hotels in **Spain** and **Portugal** collaborated with A21, an organization that supports the fight against human trafficking, to help raise awareness of human trafficking and provide associates with



enhanced training and resources. Hotels in **Spain** organized fundraisers and hosted training sessions where specialists from A21 shared real-world case studies to help associates practice recognizing and responding to potential trafficking situations.

The Marriott Disaster Relief Fund (MDRF) provided funding to international human rights organization, La Strada, to help its response to the war in **Ukraine**, including disseminating information, raising awareness about exploitative practices, sheltering refugees, and providing anti-human-trafficking information to those at risk.



The Westin® Peachtree Plaza, Atlanta (**Atlanta, Georgia, U.S.**) hosted a fundraiser created by Safe House Project, which aims to increase survivor identification through education, provide emergency services and placement to survivors, and increase access to safe housing and holistic care.



Photo Caption: Italy Business Council volunteer event to support human rights.

2025 Cultural Understanding Goal

As part of Marriott's Serve 360 Goals, the company aims to provide \$500,000 toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding by year-end 2025.

\$200,000

has been provided to expand the work of youth peacebuilders around the world since 2019

While Marriott remains behind schedule on this goal, the company is continuing to explore programs that help create a safer, more peaceful world for travel.



WELCOME ALL AND ADVANCE HUMAN RIGHTS



Peace and Cultural Understanding

Promoting Global Peace

In 2022, Marriott continued engaging with the U.S. Institute of Peace (USIP), supporting the Generation Change Fellows Program, a peacebuilding initiative that works with youth leaders in conflict-affected countries.

Marriott's support helped eight youth-led organizations to launch projects, which are receiving guidance and mentorship to increase their effectiveness and impact. Initiatives include a reconciliation process between Venezuelan youth from different political and religious groups and promotion of youth participation in the promotion of peace in the Middle East and North Africa.

Inclusive Guest Experiences

Marriott believes in providing inclusive guest experiences and works with properties around the world to help them understand and respect the various cultures they serve.

In 2022, Marriott continued to promote cultural competence through the company's Culture Day Program. This program supports Marriott properties in understanding customer cultures from all walks of life. For example, the company held an Indian Wedding Culture Day Program at the JW Marriott San Antonio Hill Country Resort & Spa (**San Antonio, Texas, U.S.**) and a Chicago Market (**Chicago, Illinois**) event focused on welcoming LGBTQ+ travelers.



In **Canada**, the region continued to engage associates around key cultural observances. Canada created an interactive Culture Calendar to serve as a reminder of important cultural events across the country and provided monthly learning opportunities. Properties in Canada also focused on welcoming and supporting Indigenous communities by participating in Orange Shirt Day. In 2022, 35 properties in Canada participated in the event to promote awareness of residential school system impacts on Indigenous communities.

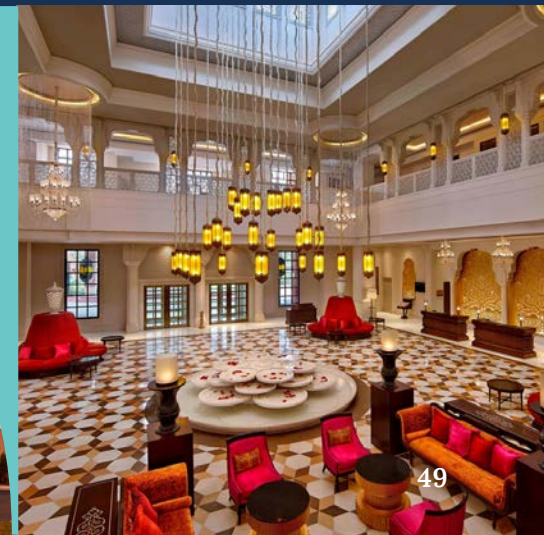
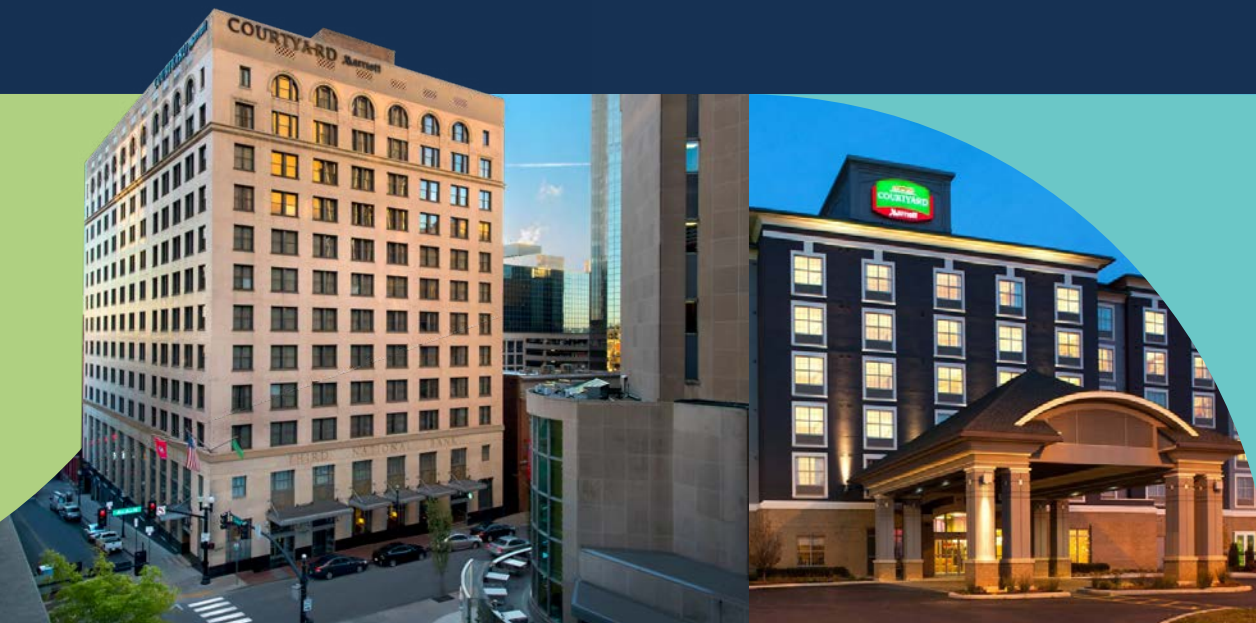




Governance

Marriott's approach to governance is centered around the company's core values and the belief that "how we do business is as important as the business we do." The company is committed to acting with integrity throughout its operations and engagement with key stakeholders, communicating transparently about Marriott's corporate governance practices, and holding ourselves to high ethical and legal standards.

Across the company, Marriott implements policies, procedures, and programs to help instill these commitments in day-to-day business conduct.



Board of Directors and ESG Oversight

Board Composition and Diversity

Marriott's Board of Directors is currently composed of 13 directors, 10 of whom are independent, and six standing committees — Audit, Executive, Human Resources and Compensation, Inclusion and Social Impact, Nominating and Corporate Governance, and Technology and Information Security Oversight — each of which has adopted a written charter.

Marriott's Audit, Human Resources and Compensation, Nominating and Corporate Governance, and Technology and Information Security Oversight committees are composed solely of independent directors. Consequently, the Board's independent directors oversee critical items, including the company's financial statements, executive compensation, the selection and evaluation of directors, the development and implementation of corporate governance programs, technology, information security, and privacy.

The Board believes that the directors, considered as a group, should provide a mix of backgrounds, experience, knowledge, and abilities and should reflect the diversity of the company's stockholders, associates, customers, guests, and the communities in which we operate. Thus, as part of its annual review of Board composition, the Nominating and Corporate Governance Committee considers and discusses the extent to which the Board as a whole includes a mix of members that represent a diversity of background and experience, which the committee defines broadly to include, among other things, differences in backgrounds, qualifications, experiences, viewpoints, geographic locations, education, skills and expertise, professional and industry experience, and personal characteristics (including age, gender, and race/ethnicity).

62% of Board Directors are women and/or people of color as of May 12, 2023*

4 out of 5 of Marriott's regularly-meeting standing Board Committees are chaired by women and/or people of color as of May 12, 2023*

* The date of our Annual Meeting of Stockholders



ESG Governance

Cascading from the Board, President and CEO, and executive team to associates at hotels, a series of complementary councils, committees, teams, and regional leaders provide structure and oversight to support our 2025 Serve 360 Goals and broader ESG strategy.

The Board and its Inclusion & Social Impact Committee (ISIC) oversee the company's strategy, efforts, and commitments related to its people-first culture, associate well-being and inclusion, and other environmental, social, and governance (ESG) matters.

At the management level, Marriott's Serve 360 platform is guided by various governing bodies, which each maintain their own priorities and objectives to make progress toward companywide goals.

Serve 360 Executive Leadership Council

The Serve 360 Executive Leadership Council is comprised of senior executives representing each discipline and global division and generally meets two times each year. This Council reviews progress toward the Serve 360 Goals and discusses Serve 360-related investment decisions and recommendations.

Serve 360 Advisory Council

The Serve 360 Advisory Council consists of direct reports of C-Level executive leaders and one level below, representing each discipline and global division, and generally meets four times each year. Among its responsibilities, this Council assesses Serve 360 Goal performance, provides updates on regional and discipline initiatives, and develops recommendations for the Serve 360 Executive Leadership Council. This Advisory Council also reviews regional and global Serve 360 Goal scorecards, which provide details on progress against Marriott's Serve 360 Goals.

Owner Advisory Councils

Owner Advisory Councils and Committees represent the voice of the owner/franchise/management company community and provide input, feedback, and advice. Each region determines the most appropriate way to discuss owner-relevant initiatives, collaboration opportunities, and overall progress and learnings around sustainability and social impact.

Serve 360 Regional Councils and Leaders

Regional Serve 360 Leaders assist in advancing the company's sustainability and social impact strategy at the regional level. Additionally, regions can incorporate Serve 360 Regional Councils to better address the company's risks and opportunities locally and drive progress toward their respective Serve 360 Regional Goals.



Climate Strategy Steering Committee

Marriott's Climate Strategy Steering Committee was established to support the company's climate action efforts, including setting a science-based target (SBT) and working toward net-zero value chain greenhouse gas (GHG) emissions by no later than 2050.

This Committee is chaired by the company's Chief Global Officer, Global Operations, and provides recommendations on the overall strategic direction, including the SBT application submission and required investments and commitments. Core leadership and working teams, comprised of discipline leaders from both Marriott's headquarters and regional support teams, also manage various workstreams to support the Climate Strategy Steering Committee's key objectives.

Ethics and Compliance

Global Ethics and Compliance Program

Marriott's global ethics and compliance program is inclusive of policies, training programs, and controls targeting critical risk areas, including anti-corruption, anti-money-laundering, antitrust, and global trade sanctions. The company uses a risk-based approach to perform ethics and compliance assessments, determine proper internal controls, provide training, and assess the program's effectiveness.

The company's ethics and compliance policies prohibit commercial bribery and bribery of government officials. This includes requirements for Marriott associates to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, the PRC Anti-Unfair Competition Law (China), and the laws of other countries and territories where the company operates. Marriott's policies also prohibit making or receiving improper payments or gifts and further prohibit giving or offering anything of value to foreign officials for the improper purpose of influencing any decision to benefit the company or to encourage unlawful conduct.

Executive-Level Oversight

To provide oversight of the company's global ethics and compliance program, Marriott's Ethics & Global Compliance Governance Board (Governance Board) was established. The Governance Board is co-chaired by Marriott's Chief Financial Officer & Executive Vice President, Development and Executive Vice President & General Counsel, and meets quarterly to provide executive-level oversight and strategic risk management of the program.

Additionally, Marriott's Ethics and Global Compliance Oversight Committee and Regional Governance Committees are responsible for overseeing the implementation

and management of the company's ethics and compliance program and report directly to the Governance Board.

The Audit Committee of Marriott's Board of Directors is also briefed on the company's ethics and compliance program at least annually.

Ethical Conduct Audits and Assessments

Marriott monitors ethics and compliance risk through various processes with second and third lines of defense by using a risk-based sampling methodology.

Each year, Marriott's Internal Audit department conducts an ethical conduct audit, that includes two surveys. The first survey is administered to select leaders from around the globe and requests compliance certification related to specific Marriott ethics policies and legal and regulatory requirements. The second survey, which is anonymous, is administered by a third-party to a different cohort of Marriott managers and is designed to gather information on associate awareness and perceptions of the company's ethical culture.

Internal Audit also identifies owned, leased, and managed hotels annually to be audited based on specific risk rankings, including anti-corruption and other risk factors. In coordination with Internal Audit, Marriott's Law Department developed and deployed a global anti-corruption property review program and toolkit designed to detect issues and provide remediation actions as needed at the property level. Periodically, Marriott also issues property-level guidance to address anti-corruption risk, including protocols to mitigate third-party risk.



Associate Training

Marriott provides ethics and compliance training to associates worldwide. In 2022, managed associates across the globe generated over 950,000 online course completions on ethics and compliance matters, with 76% of managed associates participating in at least one training.

The company also provides additional ethics and compliance training in other forms, including live instructor-led sessions and small group discussion sessions for new leaders and associates in high-risk jurisdictions.

In 2022, Marriott's **Europe, Middle East & Africa (EMEA)** region hosted an Ethics & Compliance Week with four one-hour training sessions led by senior leaders held over four consecutive days.

Approximately **1,000 managed associates in EMEA** participated in this Ethics & Compliance Week, completing nearly **4,000 training hours** on topics including anti-corruption, trade sanctions, privacy, competition law, and Marriott's *Business Conduct Guide*.



Reporting Concerns and Investigative Procedures

Associates have a duty to report suspected legal, ethical, and policy violations through a number of reporting channels, including Marriott's Business Integrity Line or via email to Marriott's Internal Audit department. The Business Integrity Line is publicly available 24 hours a day, seven days a week, and is operated globally by a third-party provider to allow for anonymous reporting.

To investigate and address reported ethics and compliance concerns, Marriott employs a multidisciplinary approach. The company uses a triage process for the initial assessment and assignment of cases and then implements standardized investigative practices such as witness interviews and reviews of evidentiary materials. The investigation process includes appropriate discipline and remediation as needed, and the company considers types of reported cases and results when reviewing and training on its various related policies.

Marriott's Code of Conduct

Marriott's Code of Conduct, the **Business Conduct Guide**, helps associates uphold our long tradition of doing business with integrity. It describes expectations and commitments and provides an overview of key policies, as well as guidance on what is right, not just what is legal. Associates are required to follow Marriott's Business Conduct Guide and are subject to disciplinary actions, up to termination of employment, for violations.

Marriott's Business Conduct Guide is available in **15 languages** at managed properties and to managers worldwide; an abridged, quick reference companion pamphlet is also available in **31 languages** at managed properties globally for nonmanagerial associates.



Data Privacy and Cybersecurity

Data Privacy Program

Marriott maintains a robust data privacy program that employs a risk-based approach to the application of privacy requirements globally. To support this program, the company has established standard operating procedures, policies, and guidelines governing the collection, use, disclosure, transfer, storage, and retention of personal data. Additionally, Marriott's Global Information Security & Privacy Incident Response Plan provides provisions regarding compliance with applicable laws and regulations, which require notifications to government authorities, individuals, and/or other relevant third parties related to data security incidents.

Managing Data Privacy Across the Globe

Marriott's Data Privacy Governance Program is a fundamental component of the Global Privacy Office which operates under the leadership of Marriott's Global Compliance Counsel and Privacy Officer. This office oversees functions including handling customer privacy inquiries, conducting Privacy Impact Assessments (PIAs), Records of Processing Activities (ROPAs), and monitoring the company's overall compliance with evolving global privacy laws and regulations. The Global Privacy Office is subject to regular audits and assessments by Internal Audit and independent third parties. In addition, Marriott's European Union (EU) General Data Protection Regulation (GDPR) Data Protection Officer (DPO) has conducted annual reviews of Marriott's privacy program since 2019. The Board of Director's Technology and Information Security Oversight Committee (TISOC) provides oversight of, and counsel on, matters of technology and information security and privacy.

The company's Global Privacy and Information Security Governance Board (GPIS Governance Board) is responsible for providing executive-level oversight and strategic risk management of Marriott's Global Privacy and Global Information Security Programs. Additionally, the Global Privacy and Information Security Oversight Committee and its Regional Committees — in the U.S. and Canada; the

Caribbean and Latin America (CALA); Europe, Middle East & Africa (EMEA); and Asia Pacific excluding China (APEC) — support the implementation of a privacy and security risk management strategy set by the GPIS Governance Board.

Privacy Center

Marriott's Privacy Center includes the Marriott Group Global Privacy Statement. In 2022, the Global Privacy Center was expanded to allow for more transparency in the choices customers have regarding their personal data.

Global Privacy Training

Marriott's Global Privacy Office provides privacy training and awareness to associates, globally, including Global Privacy online training. This training has been updated for 2023 and is mandatory for above-property and managed hotel associates and franchised general managers, and strongly recommended for franchised associates who are likely to handle personal data. Marriott reviews its Global Privacy training on an annual basis and offers the training in several languages.

The Global Privacy Office hosts quarterly privacy awareness initiatives, which can involve panel discussions and privacy-related reminder communications aimed at Marriott's associate population. Tailored privacy training is also offered on an ad hoc basis across regions.

Nearly 140,000 managed and franchised associates completed annual Global Privacy training in 2022.

Cybersecurity Program

Marriott takes a multilayered, risk-based approach to protecting company information and assets, inclusive of controls on the Marriott network, systems that connect to the Marriott network (e.g., servers, PCs, and mobile devices), and business applications on a global basis. The cybersecurity program employs various technologies and processes to help protect systems and data and includes National Institute of Standards in Technology (NIST) 800-53 and ISO 27001 controls and ISO 27002 guidelines in its overall framework.

On an annual basis, Marriott engages with a leading global research and advisory firm to conduct an in-depth analysis of the maturity of the company's information security program against the NIST Cybersecurity Framework.

Among other measures, Marriott works to be Payment Card Industry (PCI) compliant where required and maintains a documented vulnerability management program, endpoint monitoring and alerting capabilities, and a global incident response plan.

To help control and protect Marriott's network, applications, and information, including

customer data, the company employs technical and organizational measures and processes. Under the leadership of the Chief Information Security Officer (CISO), Marriott's Global Information Security Team focuses on application, network, and system security and is also responsible for information security compliance, training and awareness, monitoring, and incident response.

Raising Cybersecurity Awareness

Marriott's Global Information Security Team provides training globally, including mandatory Information Security & Protection Training (ISPT) for associates who use a computer or handle guest payment card information. To help achieve continuous improvement and compliance, Marriott reviews the ISPT online training program at least annually.

Additional training and awareness programs include phishing simulation exercises that are delivered globally, quarterly information security email updates, communications on emerging risks, and annual programming during Cybersecurity Awareness Month in October.

Over 270,000 managed and franchised associates completed ISPT training in 2022.



Public Policy

Marriott's Public Policy Agenda

Marriott maintains a robust public policy agenda and engages leaders on a wide range of topics. The company believes in transparency in its practices and that political participation at all levels of government is important to the business.

Marriott is a member of numerous industry and business associations, including the following corporate-maintained relationships: the American Hotel & Lodging Association (AHLA); the Business Roundtable; the International Franchise Association; U.S. Travel Association; U.S. Chamber of Commerce; and the World Travel & Tourism Council (WTTC). The company is involved with these and other convening groups for a wide variety of purposes, including engaging with customers, sharing best practices, and policy advocacy activities in the U.S.

Consistent with the company's efforts to reduce environmental impacts, Marriott also supported legislation to help reduce the use of single-use plastics in hotels in a manner that further provides for long-term cost savings opportunities for owners and franchisees.

Political Action Committee

The Marriott International, Inc. Political Action Committee (MARPAC) is a bipartisan U.S. PAC funded by voluntary contributions made by associates. MARPAC carefully vets candidates at the local, state, and federal levels prior to making contributions. Decisions surrounding campaign contributions are based on a number of factors, including a candidate's understanding of hospitality and travel industry issues as well as their alignment with Marriott's values.

MARPAC strives for a 50/50 split in contributions to Democratic and Republican federal candidates. In the recently completed 2022 election cycle, MARPAC's total disbursements were over \$300,000 with around \$120,000 distributed directly to federal candidate and leadership PACs. Taking into account all MARPAC contributions to federal personal campaigns and leadership PACs, approximately 54% of federal contributions went to Democrats and approximately 46% went to Republicans in the 2022 cycle.



In 2022, Marriott helped secure sustainability tax incentives in the Inflation Reduction Act that encourage owners and franchisees to make sustainability-related investments, furthering the company's climate goals.

The legislation — signed into law in the U.S. in August 2022 — increases commercial building energy-efficiency and electric vehicle charging station installation tax benefits, providing value to owners and franchisees when investing in on-property upgrades.



Advocating for Equality and Inclusion

Through Marriott's public policy support, the company aims to engage in a wide range of issues that advance equality and inclusion across the U.S. at the federal, state, and local levels.

Marriott is a member of the Human Rights Campaign (HRC) Global Business Coalition, a forum for major multinational businesses to advance workplace protections for LGBTQ+ associates. As such, Marriott has joined others to endorse the Equality Act to promote fair treatment and workplace protections under the law for members of the LGBTQ+ community. Marriott also successfully advocated in favor of the bipartisan Respect for Marriage Act, which was signed into law in December 2022. The law codifies marriage protections for LGBTQ+ and interracial couples, an important policy to help guests, associates, and their families feel welcome no matter where they work or travel in the U.S.

As a member of the Coalition for the American Dream, Marriott advocates for a permanent legislative solution to protect "Dreamers," — young people impacted by the Deferred Action on Childhood Arrivals (DACA) program and Development, Relief, and Education for Alien Minors (DREAM) Act. In 2022, the company supported the Afghan Adjustment Act, which would expand access to permanent legal status for Afghan refugees in the U.S., many of whom have found employment in hospitality during resettlement.

To support access to voting, Marriott continues to deploy associate communications campaigns in advance of elections in the U.S., including providing resources on where to register and vote. Marriott believes expanding access to voting will increase voter participation and strengthen U.S. democracy. In 2022, Marriott advocated for the bipartisan Electoral Count Reform Act — a policy aimed at strengthening the election certification process to promote the peaceful transfer of power between presidential administrations — which was included in an end of year omnibus package.

At both the state and local level, Marriott's advocacy efforts continued to reflect the company's commitment to upholding and respecting human rights by supporting the passage of legislation designed to combat human trafficking through associate education and awareness.

Following the start of the war in Ukraine, Marriott engaged with the Business Roundtable and the U.S. Department of the Treasury to secure an IRS tax determination that allows employees to donate paid time off equivalent to support Ukraine humanitarian efforts.

Photo Caption: Marriott associates participating in the Washington, D.C. Capital Pride Parade (Washington, D.C., U.S.).

Guest Engagement, Satisfaction, and Well-being

Marriott's Commitment to Guests

Marriott's dedication to guests shows in everything we do. The company is driven to continually challenge the status quo and anticipate customers' changing needs with new brands, new global locations, and new guest experiences.

Marriott Bonvoy®

Our award-winning loyalty program, [Marriott Bonvoy](#), allows members to earn points at participating properties, and with credit cards and select partners. Marriott Bonvoy members have the option to donate their points to specific [Serve 360 charitable partners](#), or redeem points for travel, experiences, and other products. In 2022, Marriott Bonvoy members contributed nearly 80 million points to the company's Serve 360 charitable partners.

Marriott Bonvoy [Tours & Activities](#) further engages guests through activities that enhance and enrich their trip and make their travel more memorable. This includes providing opportunities for cultural and outdoor activities, allowing guests to further experience their destinations. In 2022, there were over 330,000 tours and activities available to Marriott guests.

Guest Satisfaction

Every day, Marriott works to generate superior guest satisfaction and enable more memorable stays at Marriott properties. Among efforts to improve satisfaction, Marriott continues to develop technology to deliver immersive, personalized experiences to guests. The company remains focused on growing engagement levels with guests by interacting with them through our mobile application and digital guest channels across the company's hotel portfolio.

Guest Safety

Marriott's Global Safety & Security Team provides training, policy enforcement, and technical expertise in safety and security management to help minimize harm and losses to customers, associates, stakeholders, and the business. In 2022, the company continued to enhance health and safety programs and protocols designed to address ongoing global challenges, minimize risks, and increase the safety of guests.



2022 GuestVoice Satisfaction Survey Results

63.5%
of guest respondents
rated their overall
experience at least
nine out of 10*

9/10

* Approximately one in six guests queried have responded. All brands are represented.

2022 Marriott Verified Reviews

72%
of guest reviews are 4-star or
higher (on a 5-point scale)



SERVE 360 COORDINATES

PLANNED FUTURE ACTIONS

Success Is Never Final

At Marriott, we strongly believe that “success is never final,” and this belief has helped transform Marriott into a world leader in hospitality.

Through the company’s efforts, and with support from stakeholders, we remain focused on “doing good in every direction” and making progress toward achieving our 2025 Serve 360 Goals.

Connect With Us

We invite you to connect, learn more, and join us on our journey to *Serve Our World* and achieve our 2025 Sustainability and Social Impact Goals.


[Facebook](#)

[Instagram](#)

[Twitter](#)

[LinkedIn](#)

[YouTube](#)
[Heart of the House](#)
[Chairman David Marriott's Blog](#)
[President and CEO Anthony Capuano's Blog](#)


Nurture Our World

- Provide guidance to properties on how to set and achieve their own volunteerism goals
- Engage franchised properties in community service activities through Business Councils
- Explore nature-based solutions to advance the company's climate goals



Sustain Responsible Operations

- Prepare the company's Science-Based Target (SBT) for submission and develop longer-term strategies to support those targets
- Increase focus on the use of renewable electricity through on-site projects
- Implement the Hotel Waste Measurement Methodology (HWMM) to develop waste baselines and launch a global food waste awareness campaign



Empower Through Opportunity

- Increase programs to empower underrepresented groups
- Support programs that provide opportunity throughout the value chain and in communities
- Increase focus on talent pipeline development through career advancement opportunities



Welcome All and Advance Human Rights

- Expand inclusive experiences that embrace the rich diversity of guests and associates around the world
- Advance human rights training and resources to meet the evolving needs of the company's stakeholders
- Explore programs that help to create a safer, more peaceful world for travel

Performance Tables

Economic Data

REVENUE	2022	2021	2020
Total Revenue (million USD)	\$20,773	\$13,857	\$10,571

Property Data

2022 REGIONAL PRESENCE

REGIONS	TOTAL PROPERTIES	COMPANY-OPERATED PROPERTIES*	FRANCHISED/LICENSED	RESIDENTIAL	TOTAL ROOMS
U.S. & Canada	5,846	658	5,121	67	964,412
Asia Pacific	980	778	188	14	264,946
Europe, Middle East & Africa	1,048	496	532	20	207,209
Caribbean & Latin America	320	121	187	12	65,946
Timeshare	93	–	93	–	22,745
Yacht	1	–	1	–	149
Total	8,288	2,053	6,122	113	1,525,407

* Company-operated properties include managed, owned, and leased hotels. Metrics do not include Homes & Villas by Marriott International™.

2022 TOP MARKETS

MARKETS	TOTAL PROPERTIES	TOTAL ROOMS	MARKETS	TOTAL PROPERTIES	TOTAL ROOMS
U.S.	5,648	927,253	United Kingdom	127	24,090
China	455	140,841	Germany	105	23,002
Canada	268	55,808	United Arab Emirates	76	21,948
India	135	27,313	Japan	81	17,733
Mexico	121	24,268	Spain	99	14,471

Environmental Data

GHG EMISSIONS (metric ton CO2e)	2022	2021	2020	BASELINE (2016)
Scope 1 GHG Emissions	1,150,317	1,104,234	972,725	1,245,733
Scope 2 GHG Emissions — Location-Based	4,806,946	4,708,713	4,152,757	5,303,856
Scope 2 GHG Emissions — Market-Based	4,813,113	4,726,284	4,193,307	–
Scope 3 GHG Emissions (Franchised Properties) — Location-Based	4,452,999	4,089,425	3,469,091	4,784,617
Scope 3 GHG Emissions (Franchised Properties) — Market-Based	4,605,592	4,277,697	3,682,984	–
GHG Emissions Intensity (kg per m2 of conditioned space)	94.9	93.7	82.2	125.9

Environmental Data *(continued)*

GLOBAL SCOPE 3 GHG EMISSIONS — NON-FRANCHISED BY CATEGORY (metric ton CO2e)

	2022
Purchased Goods and Services	4,131,364
Capital Goods	780,655
Fuel- and Energy-related Activities	1,652,783
Waste Generated in Operations	161,793
Business Travel	54,893
Employee Commuting	594,040
Total Scope 3 Emissions (Non-Franchised)	7,375,528

REGIONAL GHG EMISSIONS INTENSITY (kilograms per m2 of conditioned space)

	2022	2021	2020	BASELINE (2016)
Asia Pacific excluding China	151.1	130.1	109.4	197.2
Canada	63.2	63.1	58.1	80.5
Caribbean and Latin America	87.8	86.0	80.2	93.8
Europe, Middle East & Africa	112.6	101.5	85.4	143.4
Greater China	104.9	114.8	103.8	145.6
U.S.	79.9	79.2	70.1	107.6

GLOBAL ENERGY CONSUMPTION (million megawatt hours)

	2022	2021	2020	BASELINE (2016)
Total Energy Consumption	32.3	30.1	25.5	29.4
Energy Consumption — Managed Properties	16.9	16.2	13.8	16.4
Energy Consumption — Franchised Properties	15.3	13.8	11.6	13.0
Energy Intensity (kWh per m2 of conditioned space)	291.2	276.9	243.7	334.4

REGIONAL ENERGY INTENSITY (kilowatt hour per m2 of conditioned space)

	2022	2021	2020	BASELINE (2016)
Asia Pacific excluding China	312.5	263.2	230.7	385.0
Canada	371.9	334.1	321.5	433.5
Caribbean and Latin America	280.3	259.9	209.3	328.6
Europe, Middle East & Africa	329.2	303.8	252.5	365.3
Greater China	248.3	267.7	244.6	314.1
U.S.	286.1	270.3	239.8	314.3

GLOBAL WATER CONSUMPTION

	2022	2021	2020	BASELINE (2016)
Total Water Consumption* (million cubic meters)	129.4	115.3	101.3	130.7
Water Intensity (cubic meters per occupied room)	0.788	0.880	1.005	0.841

* Total water consumption represents managed properties only.

Environmental Data *(continued)*

REGIONAL WATER INTENSITY (cubic meters per occupied room)	2022	2021	2020	BASELINE (2016)
Asia Pacific excluding China	1.351	1.574	1.700	1.511
Canada	0.601	0.797	0.871	0.627
Caribbean and Latin America	0.964	1.158	1.156	1.225
Europe, Middle East & Africa	0.701	1.026	1.176	0.852
Greater China	1.573	1.529	1.642	1.343
U.S.	0.654	0.672	0.801	0.650

Supply Chain Data*

CAGE-FREE EGG PROCUREMENT BY REGION (cage-free percentage of total egg spend)	2022	RESPONSIBLE PORK PROCUREMENT BY REGION (responsible pork percentage of total pork spend)	2022
Global (Managed and Franchised)	26.50%	Global (Managed and Franchised)	3.71%
Africa (Managed)	2.50%	Africa (Managed)	0.0%
Asia Pacific excluding China (Managed)	6.85%	Asia Pacific excluding China (Managed)	0.59%
Greater China (Managed)	2.75%	Greater China (Managed)	0.0%
Canada (Managed and Franchised)	15.01%	Canada (Managed and Franchised)	0.04%
Canada (Managed)	19.10%	Canada (Managed)	0.04%
Canada (Franchised)	9.15%	Canada (Franchised)	0.03%
Caribbean and Latin America (Managed and Franchised)	0.0%	Caribbean and Latin America (Managed and Franchised)	0.87%
Caribbean and Latin America (Managed)	0.0%	Caribbean and Latin America (Managed)	1.07%
Caribbean and Latin America (Franchised)	0.0%	Caribbean and Latin America (Franchised)	0.23%
Europe, Middle East & Africa (Managed)	20.40%	Europe, Middle East & Africa (Managed)	16.60%
Europe (Managed)	53.84%	Europe (Managed)	19.59%
Middle East (Managed)	0.57%	Middle East (Managed)	0.0%
U.S. (Managed and Franchised)	38.04%	U.S. (Managed and Franchised)	4.46%
U.S. (Managed)	49.68%	U.S. (Managed)	5.50%
U.S. (Franchised)	29.0%	U.S. (Franchised)	3.30%

* Based on available data.

Social Data**

ASSOCIATES BY REGION*** (MANAGED)	2022	2021	2020	TURNOVER RATE**** (MANAGED)	2022	2021	2020
U.S. and Canada	125,000	108,000	111,000	Total Voluntary Turnover Rate (includes retirements)	26%	26%	19%
Caribbean and Latin America	24,000	20,000	17,000				
Asia Pacific	140,000	120,000	120,000				
Europe, Middle East & Africa	88,000	77,000	73,000				

** For additional metrics related to employee diversity, please see the "Company Overview" (page 5) and "Diversity, Equity, and Inclusion" (page 29) sections of the 2023 Serve 360 Report

*** Includes associates employed by property owners but whose employment is managed by Marriott.

**** Includes associates employed by property owners but whose employment is managed by Marriott.

***** Includes Marriott employees at company-operated properties, customer care centers, and above-property operations.

GRI Index

Marriott's Serve 360 Report follows the [Global Reporting Initiative](#) (GRI) disclosure framework.

GRI 2: General Disclosures

Disclosure	Indicator	Description	Response and / or Location
The Organization and its Reporting Practices	2-1	Organizational details	2023 Serve 360 Report (Company Overview, page 5) Corporate Overview , FY 2022 10K (Business, pages 4–11; Properties, page 19), Investor Fact Book
	2-2	Entities included in the organization's sustainability reporting	2023 Serve 360 Report (About This Report, page 4)
	2-3	Reporting period, frequency, and contact point	2023 Serve 360 Report (About This Report, page 4) Marriott's Serve 360 Report: Environmental, Social, and Governance Progress is published annually. sustainability@marriott.com
	2-4	Restatements of information	None during the reporting period.
	2-5	External assurance	2023 Serve 360 Report (Assurance Statement, pages 76–77)
Activities and Workers	2-6	Activities, value chain, and other business relationships	2023 Serve 360 Report (Company Overview, page 5; Stakeholder Engagement, page 8; Responsible Sourcing, pages 20–25) FY 2022 10K (Business, pages 4–11) Marriott's key procurement categories include furniture, fixtures, and equipment; operating supplies and equipment; food and beverage; hotel amenities; and corporate services. Products and services are generally centrally contracted and locally sourced by hotels. In 2022, Marriott managed hotel and headquarters' supply chain spend was approximately \$10.1 billion.
	2-7	Employees	2023 Serve 360 Report (Company Overview, page 5; Diversity, Equity, and Inclusion, pages 27–30); Performance Tables, page 62) FY 2022 10K (Human Capital Management, page 9), EEO-1 Form
	2-8	Workers who are not employees	FY 2022 10K (Human Capital Management, page 9)
Governance	2-9	Governance structure and composition	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50) 2023 Proxy Statement (Corporate Governance, pages 26–29) Board of Directors , Documents & Charters

GRI 2: General Disclosures *(continued)*

Disclosure	Indicator	Description	Response and / or Location
Governance <i>(continued)</i>	2-10	Nomination and selection of the highest governance body	2023 Proxy Statement (Selection of Director Nominees, page 30; Nominees to our Board of Directors, pages 31–43) Governance Principles (Board Composition and Director Qualifications, pages 1–2) Nominating and Corporate Governance Committee Charter
	2-11	Chair of the highest governance body	Board of Directors, Committee Membership
	2-12	Role of the highest governance body in overseeing the management of impacts	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50) 2023 Proxy Statement (Risk Oversight, page 49) Governance Principles (Ethics and Conflicts of Interest, page 6)
	2-13	Delegation of responsibility for managing impacts	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50), 2023 Proxy Statement (Corporate Governance, pages 26–29)
	2-14	Role of the highest governance body in sustainability reporting	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50) Inclusion and Social Impact Committee Charter Marriott's Board of Directors was provided the opportunity to review the company's 2023 Serve 360 Report.
	2-15	Conflicts of interest	Audit Committee Charter (Related Parties; Conflict of Interest, page 5) Governance Principles (Ethics and Conflicts of Interest, page 6)
	2-16	Communication of critical concerns	2023 Proxy Statement (Risk Oversight, page 49) Governance Principles (Reporting of Concerns to Independent Directors or the Audit Committee, page 6)
	2-17	Collective knowledge of highest governance body	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50) 2023 Proxy Statement (Corporate Governance Highlights, page 10; Risk Oversight, page 49) Governance Principles (Director Orientation and Continuing Education, pages 7–8)
	2-18	Evaluation for the performance of the highest governance body	2023 Proxy Statement (Board Evaluation Process, page 48), Governance Principles (Annual Evaluation, page 5) Nominating and Corporate Governance Charter
	2-19	Remuneration policies	2023 Proxy Statement (Executive and Director Compensation, pages 53–80)
	2-20	Process to determine remuneration	2023 Proxy Statement (Executive and Director Compensation, pages 53–80) Human Resources and Compensation Committee Charter
	2-21	Annual total compensation ratio	2023 Proxy Statement (CEO Pay Ratio, pages 73–74)

GRI 2: General Disclosures *(continued)*

Disclosure	Indicator	Description	Response and / or Location
Strategy, Policies, and Practices	2-22	Statement on sustainable development strategy	2023 Serve 360 Report (A Message From Our President and CEO, page 3)
	2-23	Policy commitments	2023 Serve 360 Report (Ethics and Compliance, page 53) Business Conduct Guide, Policies and Position Statements Modern Slavery Statement 2021, Global Procurement Supplier Conduct Guidelines Core Values & Heritage, Human Rights Policy Sexual Harassment Policy
	2-24	Embedding policy commitments	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50; Ethics and Compliance, page 53) 2023 Proxy Statement (Risk Oversight, page 49) Business Conduct Guide Policies and Position Statements
	2-25	Processes to remediate negative impacts	2023 Serve 360 Report (Ethics and Compliance, page 53) 2023 Proxy Statement (Risk Oversight, page 49) Governance Principles (Reporting of Concerns to Independent Directors or the Audit Committee, page 6) Business Conduct Guide Modern Slavery Statement 2021 (page 7)
	2-26	Mechanisms for seeking advice and raising concerns	2023 Serve 360 Report (Ethics and Compliance, page 53) Business Conduct Guide, Business Integrity Line, Core Values & Heritage
	2-27	Compliance with laws and regulations	SEC Filings In 2022, there were no known instances of noncompliance with laws and regulations that the company believed could be material to the company taken as a whole, except as disclosed in the company's SEC filings.
	2-28	Membership associations	2023 Serve 360 Report (Stakeholder Engagement, page 8; Human Rights, pages 45–47; Public Policy, pages 56–57) Partners in Diversity & Inclusion Modern Slavery Statement 2021 (page 11)
	2-29	Approach to stakeholder engagement	2023 Serve 360 Report (Stakeholder Engagement, page 8; Public Policy, pages 56–57)
Stakeholder Engagement	2-30	Collective bargaining agreements	2023 Serve 360 Report (Performance Tables, page 62) FY 2022 10K (Human Capital Management, page 9)

GRI 3: Material Topics*

Indicator	Description	Response and / or Location
3-1	Process to determine material topics	2023 Serve 360 Report (Stakeholder Engagement, page 8) The Serve 360 Report and GRI Index were informed by a prior sustainability and social impact assessment, which included interviews representing owners, customers, industry associations, and nongovernmental organizations. Marriott also considered topics and information prioritized by ESG research firms.
3-2	List of material topics	In this GRI Index, we provide management approach disclosures for the following topics: <ul style="list-style-type: none"> • Economic: Economic Performance, Indirect Economic Impacts, Procurement Practices, and Anti-Corruption • Environmental: Energy, Water and Effluents, Biodiversity, Emissions, Waste, and Supply Chain Environmental Assessment • Social: Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Child Labor, Forced or Compulsory Labor, Local Communities, Supply Chain Social Assessment, Customer Health and Safety, and Data Privacy

* For these purposes, GRI defines "material topics" as topics that represent the organization's most significant impacts on the economy, environment, and people, including impacts on their human rights.

Material Topics: Economic

Topic	Indicator	Description	Response and / or Location
Economic Performance	3-3	Management of material topics	FY 2022 10K (Business, pages 4–11; Management's Discussion and Analysis of Financial Condition and Results of Operations, pages 20–28)
	201-1	Direct economic value generated and distributed	2023 Serve 360 Report (Community Impact, pages 41–44) FY 2022 10K (Management's Discussion and Analysis of Financial Condition and Results of Operations, pages 20–28)
	201-2	Financial implications and other risks and opportunities due to climate change	2023 Serve 360 Report (TCFD Report, pages 73–75) 2022 CDP Climate Change Response

Material Topics: Economic *(continued)*

Topic	Indicator	Description	Response and / or Location
Economic Performance <i>(continued)</i>	201-3	Defined benefit plan obligations and other retirement plans	2023 Serve 360 Report (Associate Development and Well-being, page 40) FY 2022 10K (Retirement Savings Plan, page 44)
Indirect Economic Impacts	3-3	Management of material topics	2023 Serve 360 Report (Community Impact, pages 41–44) 2025 Sustainability and Social Impact Goals, Nurture Our World
	203-1	Infrastructure investment and services supported	2023 Serve 360 Report (Community Impact, pages 41–44) Nurture Our World
Procurement Practices	3-3	Management of material topics	2023 Serve 360 Report (Responsible Sourcing, pages 20–25) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines Responsible Sourcing Guide
	204-1	Proportion of spending on local suppliers	2023 Serve 360 Report (Responsible Sourcing, page 24) Sustain Responsible Operations (Source Responsibly)
	205-2	Communication and training about anti-corruption policies and procedures	2023 Serve 360 Report (Ethics and Compliance, page 53) Business Conduct Guide Business Integrity Line

Material Topics: Environmental

Topic	Indicator	Description	Response and / or Location
Energy	3-3	Management of material topics	2023 Serve 360 Report (Energy and Emissions, pages 10–12) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Reduce Environmental Impacts) 2022 CDP Climate Change Response
	302-1	Energy consumption within the organization	2023 Serve 360 Report (Energy and Emissions, pages 10–12; Performance Tables, page 61; Assurance Statement, pages 76–77)
	302-3	Energy intensity	2023 Serve 360 Report (Energy and Emissions, page 11; Performance Tables, page 61; Assurance Statement, pages 76–77)
	302-4	Reduction of energy consumption	2023 Serve 360 Report (Energy and Emissions, pages 10–12; Performance Tables, page 61; Assurance Statement, pages 76–77)
	302-5	Reductions in energy requirements of products & services	2023 Serve 360 Report (Energy and Emissions, pages 10–12; Performance Tables, page 61; Assurance Statement, pages 76–77)
Water and Effluents	3-3	Management of material topics	2023 Serve 360 Report (Water, page 13) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Reduce Environmental Impacts) 2022 CDP Water Security Response
	303-1	Interactions with water as a shared resource	2023 Serve 360 Report (Water, page 13) 2022 CDP Water Security Response

Topic	Indicator	Description	Response and / or Location
Water and Effluents <i>(continued)</i>	303-3	Water withdrawal	2023 Serve 360 Report (Water, page 13; Performance Tables, pages 61–62; Assurance Statement, pages 76–77) 2022 CDP Water Security Response
Biodiversity	3-3	Management of material topics	2023 Serve 360 Report (Biodiversity, pages 18–19) Nurture Our World (Natural Capital Investment) Sustainability Policy 2022 CDP Forests Response Evergreen Alliance Foundation for Amazon Sustainability
	304-3	Habitats protected or restored	2023 Serve 360 Report (Biodiversity, pages 18–19) Nurture Our World (Natural Capital Investment)
Emissions	3-3	Management of material topics	2023 Serve 360 Report (Energy and Emissions, pages 10–12) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Reduce Environmental Impacts) 2022 CDP Climate Change Response
	305-1	Direct (Scope 1) GHG emissions	2023 Serve 360 Report (Energy and Emissions, page 10; Performance Tables, page 60; Assurance Statement, pages 76–77)
	305-2	Energy indirect (Scope 2) GHG emissions	2023 Serve 360 Report (Energy and Emissions, page 10; Performance Tables, page 60; Assurance Statement, pages 76–77)
	305-3	Other indirect (Scope 3) GHG emissions	2023 Serve 360 Report (Energy and Emissions, page 10; Performance Tables, page 61; Assurance Statement, pages 76–77)

Material Topics: Environmental *(continued)*

Topic	Indicator	Description	Response and / or Location
Emissions <i>(continued)</i>	305-4	GHG emissions intensity	2023 Serve 360 Report (Energy and Emissions, page 10; Performance Tables, pages 60–61; Assurance Statement, pages 76–77)
	305-5	Reduction of GHG emissions	2023 Serve 360 Report (Energy and Emissions, pages 10–12; Performance Tables, pages 60–61; Assurance Statement, pages 76–77)
Waste	3-3	Management of material topics	2023 Serve 360 Report (Waste, page 14) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Reduce Environmental Impacts)
	306-2	Management of significant waste-related impacts	2023 Serve 360 Report (Waste, pages 14–15) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy
	306-4	Waste diverted from disposal	2023 Serve 360 Report (Waste, pages 14–15)
Supplier Environmental Assessment	3-3	Management of material topics	2023 Serve 360 Report (Responsible Sourcing, pages 20–25) 2025 Sustainability and Social Impact Goals, Sustainability Policy Sustain Responsible Operations (Reduce Environmental Impacts) Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement Responsible Sourcing Guide

Topic	Indicator	Description	Response and / or Location
Supplier Environmental Assessment <i>(continued)</i>	308-1	New suppliers that were screened using environmental criteria	2023 Serve 360 Report (Responsible Sourcing, pages 20–25) Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines

Material Topics: Social

Topic	Indicator	Description	Response and / or Location
Employment	3-3	Management of material topics	2023 Serve 360 Report (Company Overview; page 5; Diversity, Equity, and Inclusion, pages 27–30; Associate Development and Well-being, pages 36–40; Performance Tables, page 62) Business Conduct Guide Awards and Recognition, Careers
	401-1	New employee hires and employee turnover	2023 Serve 360 Report (Performance Tables, page 62)
	401-3	Parental leave	Marriott Benefits
Occupational Health and Safety	3-3	Management of material topics	2023 Serve 360 Report (Associate Development and Wellbeing, page 40; Guest Engagement, Satisfaction, and Wellbeing, page 58) Business Conduct Guide (Health, Safety, and Security, page 41) Harassment Prevention Commitment to Clean Vaccination Care Program

Material Topics: Social *(continued)*

Topic	Indicator	Description	Response and / or Location
Occupational Health and Safety <i>(continued)</i>	403-2	Hazard identification, risk assessment, and incident investigation	Marriott's Global Safety and Security Team conducts regular Safety/Security Assessments at hotels globally, based on the individual hotel's risk ratings.
	403-5	Worker training on occupational health and safety	2023 Serve 360 Report (Associate Development and Well-being, page 40)
	403-6	Promotion of worker health	2023 Serve 360 Report (Associate Development and Well-being, page 36)
	403-9	Work-related injuries	In 2022, Marriott had no known work-related fatalities. In 2022, Marriott's injury frequency rate was 4.86; and Marriott's lost time injury rate was 1.64 (injuries per 200,000 manhours).
Training and Education	3-3	Management of material topics	2023 Serve 360 Report (Associate Development & Well-being, page 40) Awards and Recognition , Careers
	404-1	Average hours of training per year per employee	2023 Serve 360 Report (Associate Development & Well-being, page 36)
	404-2	Programs for upgrading employee skills and transition assistance programs	2023 Serve 360 Report (Associate Development & Well-being, pages 36–39)
	404-3	Percentage of employees receiving regular performance and career development reviews	2023 Serve 360 Report (Associate Development & Well-being, page 39)

Topic	Indicator	Description	Response and / or Location
Diversity and Equal Opportunity	3-3	Management of material topics	2023 Serve 360 Report (Company Overview, page 5; Diversity, Equity, and Inclusion, pages 27–35) Board and ESG Oversight, page 50)
	405-1	Diversity of governance bodies and employees	2023 Serve 360 Report (Company Overview, page 5; Diversity, Equity, and Inclusion, pages 28–29; Board of Directors and ESG Oversight, page 50) 2023 Proxy Statement (Board Composition and Diversity, page 28) EEO-1 Form
Child Labor	3-3	Management of material topics	2023 Serve 360 Report (Human Rights, pages 45–47) Human Rights Policy , 2025 Sustainability and Social Impact Goals
	408-1	Operations and suppliers at significant risk for incidents of child labor	2023 Serve 360 Report (Human Rights, pages 45–47) Modern Slavery Statement 2021
Forced or Compulsory Labor	3-3	Management of material topics	2023 Serve 360 Report (Human Rights, pages 45–47) 2025 Sustainability and Social Impact Goals , Human Rights Policy Modern Slavery Statement 2021
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2023 Serve 360 Report (Human Rights, pages 45–47) Modern Slavery Statement 2021

Material Topics: Social *(continued)*

Topic	Indicator	Description	Response and / or Location
Local Communities	3-3	Management of material topics	2023 Serve 360 Report (Community Impact, pages 41–44) 2025 Sustainability and Social Impact Goals, Nurture Our World TakeCare Relief Fund , Footprints Children's Miracle Network The Ritz-Carlton Community
	413-1	Operations with local community engagement, impact assessments, and development programs	2023 Serve 360 Report (Community Impact, pages 41–44) 2025 Sustainability and Social Impact Goals, Nurture Our World
Supplier Social Assessment	3-3	Management of material topics	2023 Serve 360 Report (Responsible Sourcing, pages 20–25) 2025 Sustainability and Social Impact Goals, Responsible Sourcing Guide Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement
	414-1	New suppliers that were screened using social criteria	2023 Serve 360 Report (Responsible Sourcing, pages 20–25; Human Rights, page 45) 2025 Sustainability and Social Impact Goals, Global Procurement Supplier Conduct Guidelines Sustain Responsible Operations (Source Responsibly)
Public Policy	3-3	Management of material topics	2023 Serve 360 Report (Public Policy, pages 56–57) Political Activity — Policies, Oversight, and Disclosure

Topic	Indicator	Description	Response and / or Location
Public Policy <i>(continued)</i>	415-1	Political contributions	2023 Serve 360 Report (Public Policy, page 56) Political Activity — Policies, Oversight, and Disclosure
Customer Health & Safety	3-3	Management of material topics	2023 Serve 360 Report (Associate Development and Well-being, page 40; Guest Engagement, Satisfaction, and Well-being, page 58) Business Conduct Guide (Health, Safety, and Security, page 41) Harassment Prevention Commitment to Clean
	416-1	Assessment of the health and safety impacts of product and service categories	2023 Serve 360 Report (Associate Development and Well-being, page 40; Guest Engagement, Satisfaction, and Well-being, page 58)
Customer Privacy	3-3	Management of material topics	2023 Serve 360 Report (Data Privacy & Cybersecurity, pages 54–55) Privacy Center In accordance with the company's Global Information Security & Privacy Incident Response Plan, Marriott is committed to complying with applicable laws and regulations requiring notifications to government authorities, individuals, and/or other relevant third parties related to data security incidents.
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2023 Serve 360 Report (Data Privacy & Cybersecurity, pages 54–55) FY 2022 10K (pages 21 and 53–54)

SASB Disclosures

The SASB Standards are maintained under the auspices of the [Value Reporting Foundation](#).

Marriott's SASB disclosures are mapped to the Hotels & Lodging standard and may be partially disclosed.

Accounting Metrics

Topic	Code	Metric Description	Response and / or Location
Energy Management	SV-HL-130a.1	Total energy consumed	2023 Serve 360 Report (Energy and Emissions, page 11; Performance Tables, page 61; Assurance Statement, pages 76–77)
		Percent total energy from grid electricity	In 2022, approximately 56% of energy consumed was from grid electricity.
		Percent total energy from renewables	In 2022, 2.1% of energy consumed was from renewables.
Water Management	SV-HL-140a.1	Total water withdrawn	2023 Serve 360 Report (Water, page 13; Performance Tables, pages 61–62; Assurance Statement, pages 76–77)
		Total water consumed, percentage of each in regions with high or extremely high baseline water stress	2023 Serve 360 Report (Water, page 13)
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	2023 Serve 360 Report (Biodiversity, pages 18–19) Nurture Our World ("Natural Capital") Sustainability Policy Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement
Labor Practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	2023 Serve 360 Report (Performance Tables, page 62)

Accounting Metrics *(continued)*

Topic	Code	Metric Description	Response and / or Location
Labor Practices <i>(continued)</i>	SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	The monetary losses paid by Marriott in 2022 as a result of legal proceedings in the U.S. associated with alleged labor law violations were approximately \$9 million. Of this amount, approximately \$3,000 was paid following an adverse finding by an administrative agency. The remaining amount was associated with settlements or voluntary payments where there were no adverse findings.
	SV-HL-310a.3	Description of policies and programs to prevent worker harassment	2023 Serve 360 Report (Human Rights, pages 45) Business Conduct Guide (pages 39–42) Sexual Harassment Policy Prevention Statement Global Diversity and Inclusion Creating an Inclusive Environment
Climate Change Adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	In 2022, approximately 340 managed, owned, and leased lodging facilities were located in areas with extremely high riverine or coastal flood risk.

Activity Metrics

Code	Metric Description	Response and / or Location
SV-HL-000.A	Number of available room-nights*	Approximately 444 million
SV-HL-000.B	Average occupancy rate**	Approximately 64%
SV-HL-000.C	Total area of lodging facilities	Approximately 111 million square meters
SV-HL-000.D	Number and percentage of managed, owned and leased, franchised, and timeshare lodging facilities	Managed: 2,091 (approximately 25.2%), which includes 102 managed residences Owned and Leased: 64 (approximately 0.8%) Franchised: 6,039 (approximately 72.9%), which includes 11 franchised residences Timeshare: 93 (approximately 1.1%) Yacht: 1 (less than 0.1%)

* For comparable properties only.

** For comparable properties only, worldwide systemwide occupancy.

Marriott defines the company's comparable properties as Marriott properties that were open and operating under one of the company's brands since the beginning of the last full calendar year (since January 1, 2021 for the current period) and have not, in either the current or previous year: (1) undergone significant room or public space renovations or expansions, (2) been converted between company-operated and franchised, or (3) sustained substantial property damage or business interruption, with the exception of properties closed or otherwise experiencing interruptions related to COVID-19, which Marriott continues to classify as comparable.

Systemwide statistics include data from Marriott's franchised properties, in addition to Marriott's company-operated properties.

TCFD Index

Marriott's [Task Force on Climate-related Financial Disclosures](#) (TCFD) index is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management, and (4) metrics and targets.

Topic	Disclosure	Response and / or Location
Governance: Board's Oversight of Climate-Related Risks and Opportunities	Board's Oversight of Climate-Related Risks and Opportunities	2023 Serve 360 Report (Board of Directors and ESG Oversight, page 50) Inclusion and Social Impact Committee Charter 2022 CDP Climate Change Response
	Management's Role in Assessing and Managing Climate-Related Risks and Opportunities	2023 Serve 360 Report (Board of Directors and ESG Oversight, pages 50–51) 2022 CDP Climate Change Response
Strategy: The Actual and Potential Impacts of Climate-Related Risks and Opportunities on Business, Strategy, and Financial Planning	Identified Climate-Related Risks and Opportunities Over Short-Term, Medium-Term, and Long-Term Horizons	<p>Climate-Related Risks: We are subject to the risks associated with extreme weather and climate change, including the impacts of the physical effects of climate change, changes in laws and regulations related to climate change and sustainability, and changing consumer preferences. Natural disasters and extreme weather in locations where we manage, franchise, own or lease properties or in areas of the world from which we draw a large number of guests may cause a significant decline in travel and reduced demand for lodging. The prevalence of these events may continue to increase as the result of climate change. Natural disasters, extreme weather, and other physical impacts of climate change (including rising sea levels, extreme hot or cold weather, water shortages, fire, and droughts) have in the past and could in the future result in increases in related insurance, energy or other operating costs, and physical damage to Marriott hotels that might not be covered by insurance and might prevent or limit the operations of the property. Significant costs could be involved in improving the efficiency and climate resiliency of Marriott hotels and otherwise preparing for, responding to, and mitigating the physical effects of climate change or sustainability-related concerns. Compliance with future climate-related legislation and regulation, and our current or future voluntary efforts to achieve science-based emissions reduction targets or other sustainability initiatives, could also be difficult and costly. Growing public recognition of the dangers of climate change and other sustainability-related concerns may affect customers' travel choices, including their frequency of travel. As a result of the foregoing, we may experience reduced demand, significant increased operating and compliance costs, operating disruptions or limitations, constraints on our room growth, and even physical damage to Marriott hotels, all of which could adversely affect our profits and growth.</p> <p>Climate-Related Opportunities: Through Marriott's Serve 360 platform, the company aims to integrate sustainability across the value chain, leading to increased efficiencies, resiliency, and better meeting the needs of the company's stakeholders. For example, we seek to minimize the company's environmental footprint by driving improvements in energy and water use, reducing waste and carbon emissions, and increasing the use of renewable energy. As such, the company employs innovative technologies, including the company's environmental reporting platform, to plan, implement, track, and communicate how to operate responsibly to mitigate climate-related risk, benefiting the business and the communities where Marriott hotels operate. Transitioning to more use of renewable energy and Marriott's continued focus on energy efficiency is expected to help Marriott reduce energy consumption and related costs, increasing the resiliency of the company and Marriott hotels.</p> <p>Marriott also informs stakeholders about the company's priorities and actions and seeks to understand evolving expectations. Through our Serve 360 platform, the company communicates progress against our goals, and other impacts of the business. Over the past year, the company received and responded to increasing numbers of consumer inquiries requesting hotel-level sustainability data and information.</p> <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12; Sustainable Buildings and Adaptive Reuse, pages 16–17) 2022 CDP Climate Change Response</p>

Topic	Disclosure	Response and / or Location
Strategy: The Actual and Potential Impacts of Climate-Related Risks and Opportunities on Business, Strategy, and Financial Planning	Impact on Business, Strategy, and Financial Planning	<p>Impact on Business Strategy and Products and Services:</p> <ul style="list-style-type: none"> Marriott's sales teams engage with stakeholders to better understand and meet the needs of business travel and group customers; and with associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. Severe weather events can impact suppliers as well as properties. As such, the company has a large, diversified supply chain and can source replacement supplies as needed. We also seek to identify products with new and existing suppliers that exhibit responsible environmental and social attributes. Marriott conducts research and development of products and services and how best to meet corporate customers' needs for sustainable meeting services and business travel-related emissions data. The company engages with third-party engineering firms to assist us in managing a formalized energy and water conservation technologies vetting process where vendors can have their technologies piloted and verified at a low cost. <p>Marriott properties have developed Business Continuity Plans to prioritize the safety and security of the company's stakeholders. The company also assesses potential climate-related impacts through MIRA.</p> <p>Impact on Financial Planning Revenues:</p> <ul style="list-style-type: none"> Marriott's focus on implementing projects that create operational efficiencies, including energy and water savings, seeks to lower operating costs and offset risks related to higher costs from carbon taxes. Successfully addressing reputational risks and opportunities could increase market share through attracting additional guests and group/business customers and enhancing our ability to secure additional management and franchise contracts. Marriott's focus on energy and water conservation, and related operational goals for the hotels in our portfolio, help to address both the physical climate and transition risks identified, including those relating to increasing energy and water costs. Marriott invests in utility tracking and data analysis, to provide individual hotel targets and greater insight into our performance against targets and the impact of climate-related risks. <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12) 2022 CDP Climate Change Response</p>
	Resilience of Strategy, Including Impact of Different Climate-Related Scenarios	<p>Beginning in 2021, Marriott performed a quantitative scenario analysis to identify physical climate risks to select hotels using the Representative Concentration Pathway (RCP) scenarios RCP 4.5 and RCP 8.5 to evaluate the portfolio's potential exposure to physical climate risks under a range of potential future scenarios. The scenario analysis showed that Marriott hotels globally are projected to be exposed to increases in average and extreme temperatures.</p> <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12) 2022 CDP Climate Change Response</p>
Risk Management: The Process to Identify, Assess, and Manage Climate-Related Risks	Process for Identifying and Assessing Climate-Related Risks	<p>Marriott's Internal Audit's Enterprise Risk Assessment process typically identifies the top business and emerging risks facing the company, including climate-related risks and opportunities. The results of this process are reported to the Board of Directors as well as reviewed annually by key executives across the company. Please note, consistent with our focus on management, franchising, and licensing, Marriott owns or leases very few lodging properties. This asset-light business model reduces Marriott's direct exposure to climate-related risks to asset ownership.</p> <p>Acute physical climate-related risks, such as severe weather events, are managed and updated annually through our companywide approach to business continuity planning, including risk identification, readiness, response and recovery relative to operational disruptions. Marriott's Global Engineering Team collaborates with internal and external stakeholders to evaluate and work to address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience.</p> <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12) 2022 CDP Climate Change Response</p>

Topic	Disclosure	Response and / or Location
Risk Management: The Process to Identify, Assess, and Manage Climate-Related Risks	Processes for Managing Climate-Related Risks	<p>Marriott regularly evaluates the company's environmental performance and communicates its goals and progress in our annual Serve 360 Environmental, Social, and Governance Report. The company also evaluates future opportunities to meet the needs of stakeholders.</p> <p>Climate risks, such as severe weather events, are typically managed and updated annually through Marriott's enterprise-wide approach to business continuity planning, including risk identification, readiness, response, and recovery, relative to operational disruptions. Additionally, Marriott's Global Engineering Team collaborates with internal and external stakeholders through MIRA to evaluate and help address growing climate-related risks and develop strategies, programs, and trainings to promote climate resilience.</p> <p>From design standards for new hotel construction through operations, Marriott focuses on running energy- and water-efficient hotels. Marriott works to follow local water restrictions in drought-affected regions and takes other actions including installation of low-flow fixtures, submetering for leak detection, and desalination plants where local infrastructure is inadequate, to help withstand variation in precipitation patterns, in addition to the implementation of operational conservation-focused programming.</p> <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12; Water, page 13; Sustainable Buildings and Adaptive Reuse, pages 16–17)</p> <p>2022 CDP Climate Change Response</p>
	Process Integration Into Overall Risk Management	<p>Marriott's processes for identifying and assessing climate-related risks are integrated into a multidisciplinary companywide risk management process. Marriott's Internal Audit discipline typically coordinates an annual Enterprise Risk Assessment process through which the top business and emerging risks are evaluated.</p> <p>2022 CDP Climate Change Response</p>
Metrics and Targets: The Metrics and Targets Used to Assess and Manage Relevant Climate-Related Risks and Opportunities	Metrics Used by the Organization to Assess Climate-Related Risks and Opportunities	<p>Marriott uses metrics across the company to help assess climate-related risks and opportunities. These include metrics related to energy and GHG emissions performance, water consumption and water risk, building certifications and adaptive reuse, and responsible sourcing (inclusive of supplier assessments and responsible products).</p> <p>2023 Serve 360 Report (Energy and Emissions, page 10; Water, page 13; Sustainable Buildings and Adaptive Reuse, pages 16–17; Responsible Sourcing, pages 20–21 and 25; Performance Tables, pages 60–62)</p> <p>2022 CDP Climate Change Response</p>
	Scope 1, 2, and 3 Greenhouse Gas Emissions	<p>2023 Serve 360 Report (Energy and Emissions, page 10; Performance Tables, pages 60–61)</p> <p>2022 CDP Climate Change Response</p>
	Targets Used and Performance Against Targets	<p>Marriott's Serve 360 Goals are used to help assess and manage climate-related risks and opportunities. This includes Marriott's GHG emissions, renewable energy, building certifications, and adaptive reuse goals.</p> <p>2023 Serve 360 Report (Energy and Emissions, pages 10–12; Sustainable Buildings and Adaptive Reuse, pages 16–17)</p> <p>2022 CDP Climate Change Response</p>

Assurance Statement



LRQA Independent Assurance Statement

Relating to Marriott International, Inc. GHG Emission and Environmental Data for the CY2022

This Assurance Statement has been prepared for Marriott International, Inc. in accordance with our contract.

Terms of Engagement

LRQA was commissioned by Marriott International, Inc. (Marriott) to provide independent assurance of its greenhouse gas (GHG) emissions inventory and Environmental Data ("the Report") for calendar year (CY) 2022 against the assurance criteria below to a reasonable level of assurance and materiality of 5% using LRQA's verification procedure and ISO 14064 - Part 3 for greenhouse gas emissions. LRQA's verification procedure is based on current best practice and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered Marriott's international operations and activities using the operational control reporting method, and specifically the following requirements:

- Verifying conformance with:
 - Marriott's reporting methodologies for the selected datasets; and
 - World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD GHG Protocol) for the GHG data^{*}.
- Reviewing whether the Report has been based on:
 - Service sector guidelines.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
 - Direct (Scope 1), Energy Indirect (Scope 2) and Other Indirect (Scope 3) GHG emissions;
 - Scope 3 GHG emissions verified by LRQA only include franchised properties;
 - Energy Use and Water Use; and
 - Environmental Performance Indicators including: GHG emissions intensity (kg CO₂e / square meter of condition space), Water intensity (cubic meters / occupied room), and Energy intensity (kWh/ square meter of conditioned space).

The Report includes Energy use and GHG emissions for both global managed and franchise properties. The Report includes water use and environmental performance indicators for global managed properties only. Our assurance engagement excluded the GHG emissions and water for Marriott Residences brand properties.

LRQA's responsibility is only to Marriott. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Marriott's responsibility is for collecting, aggregating, analyzing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of Marriott.

^{*} <http://www.ghgprotocol.org/>



LRQA's Opinion

Based on LRQA's approach, except for the effect of the matters described in the Basis for Qualified Opinion, we believe that Marriott has, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Table 1 and 2 below.

The opinion expressed is formed on the basis of a reasonable level of assurance and at the materiality of 5%.

Basis for Qualified Opinion

Marriott did not fully address the following issues identified during verification activities:

- The total property counts included in the Report did not include all the properties as per the 10-K report. This does not have a material impact.
- In lieu of calculating or estimating fugitive emissions from refrigeration equipment, the Scope 1 GHG emissions are uplifted by 1% of the calculated Scope 1 emissions to account for fugitive emissions. This does not have a material impact.
- Mobile fuel Scope 1 GHG emissions are calculated using stationary fuel combustion methodology. This issue is not material.
- Emission factors (EFs) used for Scope 2 GHG emission calculations for some sites were different from the listed EFs for these sites. This does not have a material impact.
- Activity data errors reported for a few sites were not corrected in the final Report. This issue is not material.

Table 1. Summary of Marriott's Key GHG Data for CY 2022

Item	Quantity	Units
Scope 1 Emissions	1,150,317	MT CO ₂ e
Scope 2 Emissions (Location-Based)**	4,806,946	MT CO ₂ e
Scope 2 Emissions (Market-Based)**	4,813,113	MT CO ₂ e
Scope 3 Emissions (franchised properties only) — location based	4,452,999	MT CO ₂ e
Scope 3 Emissions (franchised properties only) — market based	4,605,592	MT CO ₂ e
Total Water Consumption — Managed Properties only	129.43	Million Cubic Meters
Total Energy Use — Managed Properties only	16.93	Million MWh
Total Energy Use — Franchised Properties only	15.33	Million MWh

^{*} Scope 1 and 2 GHG emissions include managed properties only.

^{**} Scope 2, Location-based and Scope 2, Market-based are defined in the WRI/WBCSD GHG Protocol Scope 2 Guidance, 2015.



Table 2. Summary of Marriott's Key Environmental Data for CY 2022

Environmental Performance Indicators & Units**	Quantity
Water Intensity Managed Properties only (cubic meters per occupied room)	1.05
Energy Intensity Managed Properties only (kilowatt hours per square meter of conditioned space)	302.22
GHG Emissions Intensity — Managed Properties only Location Based (kg CO ₂ e per square meter of conditioned space)	106.20
GHG Emissions Intensity — Managed Properties only Market Based (kg CO ₂ e per square meter of conditioned space)	106.23

** Environmental performance indicators include managed properties only.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- interviewing relevant employees of the organization responsible for managing GHG emissions and environmental data and records;
- assessing Marriott's data management systems to confirm they are designed to prevent significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control; and
- verifying activity data and records at a source level; and
- verifying historical GHG emissions and environmental data and records at an aggregated level for CY 2022.

Observations

Further observations and findings, made during the assurance engagement, are:

- Consider enhancing Marriott's Gap Fill methodology for each non-primary energy and water source type ;
- Continue improving the percentages of validated properties reporting energy and water usage;
- Consider requiring sites to provide evidence of energy and water reported on MESH when not supported by invoices; and
- Consider adding emission factors (EF) in the MESH Carbon Map database for those sites that currently are not assigned EF.



LRQA's Standards and Competence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases — Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition* and ISO/IEC 17021 *Conformity assessment — Requirements for bodies providing audit and certification of management systems* that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Neville Dias

Dated: 12 June 2023

LRQA Lead Verifier
On behalf of LRQA, Inc.
2101 CityWest Blvd, Houston, TX 77042

LRQA reference: UQA00000478

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The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

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