

**2023** SERVE 360 REPORT HIGHLIGHTS

# Environmental, Social, and Governance Progress



# Introduction

*“Across the globe, Marriott International hotels and associates continuously show their dedication to Serving Our World.*

*Whether it is through our diversity, equity, and inclusion initiatives; the development of programs to create a safer, more peaceful world for travel; support for the communities where we operate; or working to embed sustainability throughout our operations and value chain, I am proud of our contributions and look forward to continuing to grow and share our sustainability and social impact journey.”*

**Anthony G. Capuano**

President and Chief Executive Officer  
Marriott International

## Global Reach\*

Marriott is a worldwide operator, franchisor, and licensor of hotel, residential, timeshare, and other lodging properties under numerous brand names at different price and service points. At year-end 2022, Marriott 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.

### YEAR-END 2022

<b>30</b>	<b>138</b>	<b>8,288</b>	<b>1,525,407</b>
Brands**	Countries & Territories	Properties	Rooms

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

\*\* Marriott launched its 3<sup>rd</sup> brand, City Express by Marriott™, in May 2023.

## Human Capital Management

Marriott's long history of service, innovation, and growth is built on a culture of putting people first. Marriott's human capital strategy is based on three signature elements — Growing Great Leaders, Investing in Associates, and Access to Opportunity.

### Global Workforce\*\*\*

	2022
<b>Total Global Managed Associates</b>	<b>377,000</b>
% Non-management	85%
% Management	15%
% Women	44%
% Men	56%

### U.S. Workforce\*\*\*\*

	2022
<b>Total U.S. Employees</b>	<b>111,000</b>
% Non-management	81%
% Management	19%
% Full-time	87%
% Part-time	13%
% Women	54%
% Men	46%

\*\*\* 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.

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

Cover Photo Caption: Top left: Two associates participating in a volunteer activity; Top right: The Westin® Riverfront Resort & Spa, Avon, Vail Valley (Avon, Colorado, U.S.); Bottom left: Canadian Boreal Forest; Bottom right: Two associates at The Westin Harbour Castle, Toronto (Toronto, Ontario, Canada).



NURTURE OUR  
WORLD



SUSTAIN RESPONSIBLE  
OPERATIONS



EMPOWER THROUGH  
OPPORTUNITY



WELCOME ALL AND  
ADVANCE HUMAN RIGHTS

# Marriott International's 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.


For detailed information on Marriott's Serve 360 platform and progress made against each of the four coordinates, please see the [2023 Serve 360 Report: Environmental, Social, and Governance Progress](#).

# 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.


## 2022 ACTIONS AND PERFORMANCE

### Emissions, Energy, Water, and Waste




**GOAL**  
**Carbon intensity**  
(reduce carbon intensity by 30% from 2016 by year-end 2025)

**PROGRESS**  
**24.6%** reduction since 2016



**GOAL**  
**Renewable energy**  
(source 30% renewable electricity by year-end 2025)

**PROGRESS**  
**2.1%** of electricity sourced from renewables in 2022



**GOAL**  
**Water intensity**  
(reduce water intensity by 15% from 2016 by year-end 2025)

**PROGRESS**  
**6.3%** reduction since 2016

#### SCIENCE-BASED TARGET

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 greenhouse gas (GHG) emissions by no later than 2050.

#### RENEWABLE ENERGY

To increase renewable energy consumption across the company's portfolio of properties, Marriott conducted an analysis on a group of properties in the U.S. to determine viability for on-site solar installations. Marriott also continues to evaluate opportunities around the globe for renewable energy.

#### ELECTRIC VEHICLE CHARGING

As of year-end 2022, over 5,500 electric vehicle charging stations had been installed at Marriott properties worldwide. Marriott will continue to evaluate opportunities to increase the number of charging stations across the globe.

#### PHASING OUT SINGLE-USE ITEMS

As of year-end 2022, approximately 90% of Marriott's premium and select brands had implemented residential-sized bath amenities; and across the globe, Marriott hotels continue to develop innovative solutions to reduce single-use water bottles.

# Environmental

## 2022 ACTIONS AND PERFORMANCE

### Sustainable Buildings and Adaptive Reuse

From hotel design to the guest experience, Marriott's approach to sustainability is integrated across company operations. With increasing customer inquiries for sustainability information and data in 2022, Marriott has been working to enhance the company's stakeholder engagement approach to provide hotel-specific sustainability practices.




**GOAL**  
**Certified properties** (100% of properties to be certified to a recognized sustainability standard by year-end 2025)

**PROGRESS**  
**28.8%** certified hotels



**GOAL**  
**LEED®, BREEAM®, or Estidama hotels** (650 LEED, BREEAM, or Estidama registered or certified hotels by year-end 2025)

**PROGRESS**  
**267** certified or registered hotels




**GOAL**  
**Adaptive reuse projects** (250 open adaptive reuse projects by year-end 2025)

**PROGRESS**  
**223** open adaptive reuse projects

## 2022 ACTIONS AND PERFORMANCE

### Biodiversity



**1,000+** properties participated in biodiversity-related activities




**14,000+** trees planted across three forests in the U.S. in collaboration with the Arbor Day Foundation



**93%** of U.S. and **100%** of U.K. managed golf properties are Audubon certified



**60,000+** baby turtles released by two Marriott properties in the Caribbean and Latin America region



**96%** of the Foundation for Amazon Sustainability's (FAS) Juma REDD+ project remains conserved through Marriott's partnership with FAS and the Government of Amazonas



**Nearly 100** Marriott properties participate in Good Travel with Marriott Bonvoy™, which enables guests to create a positive impact in local communities across the Asia Pacific region

# Environmental

2022 ACTIONS AND PERFORMANCE

## Responsible Sourcing



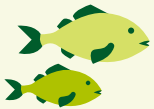
**48%**

Forest Stewardship Council-certified (FSC) paper products\*



**26.50%**

of total egg spend for global managed and franchised properties\*\* was cage-free



**27%**

Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood\*



**51%**

of furniture, fixtures & equipment products evaluated by MindClick, a global leader in environmental and social impact data and analytics, scored in the “leader” level of the MindClick Sustainability Assessment Program (MSAP)



\* Based on available owned, leased, managed, and franchised data from Avendra. FSC products are inclusive of personal paper products, office paper, and napkins.  
\*\* Based on available data.

# Social

Marriott remains focused on welcoming all and providing equitable access to opportunity across the company's operations and value chain. For our own operations, the approach starts at the top. Marriott's human capital strategy is based on three signature elements — Growing Great Leaders, Investing in Associates, and Access to Opportunity. These elements will help move the company forward and create an environment for associates to thrive.

Wherever we do business, Marriott also aims to support communities, promote a safer and more inclusive world for travel, and welcome all.

## 2022 ACTIONS AND PERFORMANCE

### Providing Access to Opportunity

#### ASSOCIATES

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



#### GOAL

##### Gender parity for global executives\*

(achieve gender parity for global executives\* by year-end 2023)

#### PROGRESS

**47%** of Marriott's global executives\* are women

#### GOAL

##### People of color representation for U.S. executives\*

(increase the representation of people of color for U.S. executives to 25% by year-end 2025)

#### PROGRESS

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



**1,000+ veterans hired in the U.S. in 2022**



#### SUPPLIER DIVERSITY

**Nearly \$660 million** spent with diverse suppliers in 2022



#### OWNER DIVERSITY

**1,800+** diverse- or women-owned hotels open in the U.S. and Canada

**Committed \$50 million** as part of "Marriott's Bridging the Gap," a program to increase hotel development and ownership among historically underrepresented groups

\* Vice president level and above.

# Social

## 2022 ACTIONS AND PERFORMANCE



### GOAL

**Investments to empower opportunity**  
(invest \$35 million to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities by year-end 2025)

### PROGRESS

**\$23.5+ million**  
invested since 2016



### YOUTH

**550,000+** youth supported through The Global Travel & Tourism Partnership

**Nearly 80** young people trained through the Sustainable Hospitality Alliance's Youth Employment Program

**Nearly 1,300** students mentored through Succeed Through Service, a global Ritz-Carlton® program

**550+** university graduates trained and hired through the Voyage Leadership Development Program in the U.S. and Canada

**80** students graduated from the Tahseen Program in Egypt

**30+** universities engaged in Vietnam to provide access to equal job opportunities for youth

### REFUGEES



**Nearly 350** refugees trained through Marriott-supported International Rescue Committee programs



Committed to hiring **1,500** refugees in the U.S. by year-end 2025



**650+**  
Ukrainian refugees hired across Europe



Photo Caption: Top right: Associates at the Renaissance® São Paulo Hotel (São Paulo, Brazil). Bottom right: 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.).

# Social

## 2022 ACTIONS AND PERFORMANCE

### Growing Great Leaders and Investing in Associates

Across the organization, Marriott's overarching goal remains rooted in growing talent to position the company for future growth.



**78%**

of all associates in the managed and franchised populations completed career- or skills-related training



**More than 7,800**

learning coordinators deployed across the company to support increased adoption and completion of learning courses and programs



Companywide associate leadership index survey results exceeded the global **"Best Employer"** benchmark by 4 points



Launched the **Employee Stock Purchase Plan** in the U.S., U.S. Virgin Islands, and Puerto Rico



# Social

## 2022 ACTIONS AND PERFORMANCE

### Community Impact



**GOAL**  
**Volunteer hours** (15 million cumulative volunteer hours by year-end 2025)

**PROGRESS**  
**8.9+ million**  
volunteer hours since 2016

**GOAL**  
**Volunteer hours to serve children and youth** (50% of volunteer hours will serve children and youth by year-end 2025)

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

**GOAL**  
**Skills-based volunteer activities** (50% of volunteer activities will be skills-based by year-end 2025)

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

**Nearly 180 million** Marriott Bonvoy points donated and matched to the company's Serve 360 charitable partners

**\$30+ million** donated by Marriott, associates, Business Councils, and guests through cash and in-kind donations to support communities and other philanthropic causes

**18,000+** complimentary room nights donated to support Ukraine-related relief efforts

**\$3.9+ million** provided to Children's Miracle Network Hospitals and **\$1.1+ million** provided to UNICEF to support the vitality of children



**\$2+ million**  
provided by the Marriott Disaster Relief Fund and **\$2.6+ million** provided by the TakeCare Relief Fund to support disaster relief efforts globally — including support for **400+** associates and family members impacted by the war in Ukraine



Photo Caption: Associates of the Munich Marriott Hotel (Munich, Germany) supporting relief efforts for Ukraine.

# Social

## 2022 ACTIONS AND PERFORMANCE

### Human Rights



**1+ million**

associates across managed and franchised properties trained on human trafficking awareness since 2016

**1,000+**

associates across managed and franchised properties completed procurement training in 2022

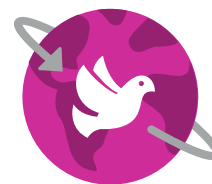
**45,000+**

volunteer hours to support Marriott's efforts to Welcome All and Advance Human Rights in 2022



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

### Peace and Cultural Understanding



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

#### GOAL

**Partnerships to evaluate and drive cultural understanding**  
(provide \$500,000 toward partnerships to elevate travel and tourism's role in cultural understanding by year-end 2025)

#### PROGRESS

**\$200,000** provided since 2019

# Governance

Marriott is committed to acting with integrity throughout the company's operations and engagement with key stakeholders, communicating transparently about Marriott's corporate governance practices, and holding ourselves to high ethical and legal standards.

## 2022 ACTIONS AND PERFORMANCE

### BOARD DIVERSITY

**62%** of Board Directors are women and/or people of color as of May 12, 2023 (the date of our Annual Meeting of Stockholders)

**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)

### DATA PRIVACY AND CYBERSECURITY

**Nearly 140,000** managed and franchised associates completed annual Global Privacy Training in 2022

**270,000+** managed and franchised associates completed Information Security and Protection Training in 2022

### GLOBAL ETHICS AND COMPLIANCE

**950,000+** online ethics and compliance courses completed by managed associates globally, with **76%** of managed associates participating in at least one training in 2022

### PUBLIC POLICY

Supported legislation to help **reduce the use of single-use plastics in hotels** in a manner that also provides for long-term cost saving opportunities for owners and franchisees

Secured sustainability tax credits in the **Inflation Reduction Act** that are designed to provide value for owners and franchisees as they align with the company's climate goals

Advocated in favor of the bipartisan **Respect for Marriage Act and Equality Act**

Worked to secure an IRS tax determination that allows employees to **donate paid time off** equivalent to support Ukraine humanitarian efforts



# About This Report

Information and data within this 2023 Serve 360 Report Highlights: 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 the Report may apply only to select regions, hotels, or associates. Please refer to the specific descriptions in 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.

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