

W0. Introduction

W0.1

**(W0.1) Give a general description of and introduction to your organization.**

Marriott International (“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. Consistent with our focus on management, franchising, and licensing, we own or lease very few of our lodging properties (less than one percent of our system). At year-end 2022, we had 2,053 company-operated properties (576,243 rooms), which included properties under long-term management or lease agreements with property owners (management and lease agreements together, the “Operating Agreements”) and properties that we own.

Guided by our 2025 sustainability and social impact goals, as well as the United Nations Sustainable Development Goals (UN SDGs), we are focused on creating a positive and sustainable impact wherever we do business. Our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, is 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. These focus areas are designed to (1) support the resiliency and sustainable development of the communities and environments where we do business, (2) work to reduce our environmental impacts, design and operate sustainable hotels, and source responsibly, while mitigating climate-related risk, (3) facilitate workplace readiness and access to opportunity in our business, and (4) create a safe, welcoming world, including by working with organizations to educate and advocate on issues related to human rights throughout and beyond our business.

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

As part of the company’s 2025 Serve 360 goals, Marriott aims to reduce water intensity by 15% by 2025 from a 2016 baseline.

Note: Under the operational reporting boundary, this report covers properties managed, owned, and leased by Marriott. For managed hotel properties, operational costs and property investments, are generally the responsibility of property owners per management agreements. Under these various agreements, Marriott earns a management fee that typically comprises a base management fee (which is usually a percentage of hotel revenues), and, under many agreements, an incentive management fee (usually based on hotel profits). Our management agreements also typically include reimbursement of costs of operations (both direct and indirect).

This CDP Water Security response contains “forward-looking statements” within the meaning of United States federal securities laws, including statements regarding Marriott’s water-related plans, goals, commitments, expectations and objectives. Actual future results, including the achievement of targets, goals or commitments, could differ materially from targets, goals, commitments or expectations 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 we identify in our U.S. Securities and Exchange Commission filings, including our most recent Quarterly Report on Form 10-Q or Annual Report on Form 10-K. Any of these factors could cause actual results to differ materially from the expectations we express or imply in this response. Marriott cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. We make these forward-looking statements as of the date of this response and undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

W0.2

**(W0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date
Reporting year	January 1 2022	December 31 2022

W0.3

**(W0.3) Select the countries/areas in which you operate.**

- Algeria
- Antigua and Barbuda
- Argentina
- Armenia
- Aruba
- Australia
- Austria

Azerbaijan  
Bahamas  
Bahrain  
Bangladesh  
Barbados  
Belarus  
Belgium  
Belize  
Bermuda  
Bhutan  
Bolivia (Plurinational State of)  
Bonaire, Sint Eustatius and Saba  
Bosnia & Herzegovina  
Botswana  
Brazil  
British Virgin Islands  
Bulgaria  
Cambodia  
Canada  
Cayman Islands  
Chile  
China  
Colombia  
Costa Rica  
Croatia  
Curaçao  
Cyprus  
Czechia  
Denmark  
Djibouti  
Dominican Republic  
Ecuador  
Egypt  
El Salvador  
Estonia  
Ethiopia  
Fiji  
Finland  
France  
French Polynesia  
Georgia  
Germany  
Ghana  
Greece  
Grenada  
Guam  
Guatemala  
Guinea  
Guyana  
Haiti  
Hungary  
Iceland  
India  
Indonesia  
Ireland  
Israel  
Italy  
Jamaica  
Japan  
Jordan  
Kazakhstan  
Kenya  
Kuwait  
Kyrgyzstan  
Latvia  
Lebanon  
Lithuania  
Malawi  
Malaysia  
Maldives  
Mali  
Malta  
Mauritius  
Mexico  
Monaco  
Montenegro  
Morocco  
Namibia  
Nepal  
Netherlands  
New Caledonia

New Zealand  
Nigeria  
North Macedonia  
Norway  
Oman  
Pakistan  
Panama  
Paraguay  
Peru  
Philippines  
Poland  
Portugal  
Puerto Rico  
Qatar  
Republic of Korea  
Republic of Moldova  
Romania  
Rwanda  
Saint Kitts and Nevis  
Saint Lucia  
Samoa  
Saudi Arabia  
Serbia  
Seychelles  
Singapore  
Slovakia  
Slovenia  
South Africa  
Spain  
Sri Lanka  
Suriname  
Sweden  
Switzerland  
Taiwan, China  
Thailand  
Trinidad and Tobago  
Tunisia  
Turkey  
Turks and Caicos Islands  
Uganda  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland  
United Republic of Tanzania  
United States of America  
United States Virgin Islands  
Uruguay  
Uzbekistan  
Venezuela (Bolivarian Republic of)  
Viet Nam  
Zambia

#### W0.4

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**(W0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

#### W0.5

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**(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.**

Companies, entities or groups over which operational control is exercised

#### W0.6

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**(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?**

No

#### W0.7

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**(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?**

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

**W1. Current state**

**W1.1**

**(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.**

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Important	<p>Direct operations: A sufficient amount of available, good quality freshwater is vital for hotel operations, including for food service, cleaning, laundry operations, guest hygiene, and recreation. Marriott anticipates future absolute water withdrawals to increase in line with growth; however, we have set a target to reduce water intensity (per occupied room) 15% by 2025 from a 2016 baseline. The company also anticipates future dependency on freshwater to remain vital; however, we expect a decrease in intensity as hotels expand the use of recycled water for landscaping, cooling towers, first wash laundry, and flushing.</p> <p>Indirect operations: A sufficient amount of good quality freshwater available is important for our food service operations and supply chain, as freshwater supply is required to support the agricultural supply chain of our food and beverage products. We anticipate future water dependency to decrease in our indirect operations if our suppliers and their operations become more water efficient.</p>
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Have not evaluated	<p>Direct operations: A sufficient amount of recycled, brackish and/or produced water available is important to Marriott hotels' operations, as hotels use different sources of water to supplement freshwater withdrawal. These sources may include recycled water for landscaping needs, or desalinated water. Marriott anticipates future recycled water dependency to increase in the company's direct operations as hotels continue to expand use of recycled water for landscaping, cooling towers, first wash laundry, and flushing.</p> <p>Indirect operations: At the appropriate time Marriott will evaluate the use of recycled, brackish and/or produced water available for use across the company's supply chain because our supply chain is large, and we have prioritized our own operations to date. Primary use of non-fresh water in our supply chain may be for irrigation/agricultural use, cooling towers, and WASH services, depending on the supplier. Marriott does not anticipate future recycled/brackish/produced water dependency in our supply chain to change.</p>

**W1.2**

**(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?**

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	100%	Continuously	Water withdrawals in Marriott's above noted boundary are continuously measured and monitored through utility billing and estimations.	Water withdrawals in Marriott's above noted boundary are continuously measured and monitored through utility billing and estimations. Utility bills are submitted by properties through the Marriott Environmental Sustainability Hub (MESH) – Marriott's internal environmental reporting platform. Within the MESH platform, withdrawal volumes consist of the water consumption amounts listed on municipal water invoices. Volumes are read and measured quarterly for our entire portfolio of managed, owned and leased hotels; where actual data for such hotels is not available, we apply an extrapolation methodology to account for all water withdrawals.
Water withdrawals – volumes by source	76-99	Continuously	Marriott continuously tracks water withdrawals in our portfolio through utility billing which is required to be submitted in MESH.	Marriott tracks water withdrawals in our portfolio through utility billing which is required to be submitted in MESH. This includes municipal water, irrigation, groundwater, and surface water. Volumes are read and measured quarterly for our entire portfolio of hotels.
Entrained water associated with your metals & mining and/or coal sector activities - total volumes [only metals and mining and coal sectors]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Water withdrawals quality	100%	Daily	The quality of water withdrawals is monitored through Marriott's global water safety program daily. This program is linked to our Transcendent asset management platform, which provides visibility into property compliance with, and performance against, water quality standards.	The quality of water withdrawals is monitored through Marriott's global water safety program, developed in collaboration with NALCO, which was initiated to improve water quality and water safety at our hotels. This program is linked to our Transcendent asset management platform, which provides visibility into property compliance and performance against water quality standards. Marriott also communicates with water utility providers regarding water quality and local regulations. These data are available for monitoring as frequently as daily or weekly.
Water discharges – total volumes	100%	Continuously	Marriott continuously tracks water discharges – total volume in our portfolio through utility billing, which is required to be submitted in MESH.	Marriott tracks sewer discharges in our managed, owned, and leased portfolio through utility billing, but this is more typically a charge as a percentage of water purchased. Using water consumption, water discharges are estimated at 65% of water withdrawals. Marriott tracks water withdrawals in our portfolio through utility billing, which is required to be submitted in MESH. Property performance data related to water consumption is monitored monthly and typically reported quarterly and annually as part of our internal Serve 360 Scorecards.

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water discharges – volumes by destination	100%	Continuously	Marriott continuously tracks water discharges – volumes by destination in our portfolio through utility billing which is required to be submitted in MESH.	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is more typically a charge as a percentage of water purchased. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. Marriott tracks water withdrawals in our portfolio through utility billing, which is required to be submitted in MESH. Property performance data related to water consumption is monitored monthly and typically reported quarterly and annually as part of our internal Serve 360 Scorecards.
Water discharges – volumes by treatment method	Not relevant	<Not Applicable>	<Not Applicable>	Water discharges – volumes by treatment method are not relevant for the company, because water discharges are made to third-party municipal water and sewage treatment facilities who are responsible for following relevant guidelines for treatment. Marriott does not expect this aspect to be relevant in the future, because hotels will continue to discharge all water to third-party municipal water and sewage treatment facilities.
Water discharge quality – by standard effluent parameters	Not relevant	<Not Applicable>	<Not Applicable>	Water discharges – by standard effluent parameters are not relevant for the company, because water discharges are made to third-party municipal water and sewage treatment facilities who are responsible for following relevant guidelines for treatment. Marriott does not expect this aspect to be relevant in the future, because hotels will continue to discharge all water to third-party municipal water and sewage treatment facilities.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not relevant	<Not Applicable>	<Not Applicable>	Water discharge quality – emissions to water are not relevant for the company, because water discharges are made to third-party municipal water and sewage treatment facilities who are responsible for following relevant guidelines for treatment. Marriott does not expect this aspect to be relevant in the future because hotels will continue to discharge all water to third-party municipal water and sewage treatment facilities.
Water discharge quality – temperature	Not relevant	<Not Applicable>	<Not Applicable>	Water discharges quality – temperature is not relevant to the company, because water discharges from hotels are similar to domestic wastewater; and are made to third-party municipal water and sewage treatment facilities. Hotels in locations using district steam may track and adjust temperature of discharges per local regulation, but this is not a significant water aspect for global operations. Marriott does not expect this aspect to be relevant in the future because hotels will continue to discharge all water to third-party municipal water and sewage treatment facilities.
Water consumption – total volume	76-99	Continuously	Marriott continuously tracks water consumption – total volume by destination in our portfolio through utility billing, which is required to be submitted in MESH. Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal.	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Water withdrawals are captured in MESH and performance is tracked quarterly. Wastewater is not separately metered and is only billed as a utility service relative to water charges. Marriott is conducting internal studies and sub-metering projects to further refine the understanding of consumptive uses of water in hotels, including irrigation and cooling towers.
Water recycled/reused	Not monitored	<Not Applicable>	<Not Applicable>	Large, full-service hotels may have water reuse systems in their laundry operations or use greywater in irrigation or cooling tower make-up water, but these figures are not currently tracked globally.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Continuously	Marriott continuously tracks the provision of fully-functioning, safely managed WASH services to all workers through NALCO.	100% of the hotel properties operated by Marriott have necessary hygienic facilities for associates. Hotels that house a portion of the workforce onsite have complete WASH services.  Availability of water is monitored at least monthly through internal processes. Water quality is monitored through our global water safety program, developed in collaboration with NALCO that was initiated to improve water quality and water safety at Marriott hotels. This program is linked to Marriott's Transcendent asset management platform, which provides visibility into property compliance with and performance against water quality standards. Water quality data are available for monitoring as frequently as daily or weekly.

## W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five year forecast	Primary reason for forecast	Please explain
Total withdrawals	129430	Higher	Increase/decrease in business activity	Higher	Facility expansion	In 2022 water withdrawals increased by approximately 14,000 megaliters compared to the previous year due to increased occupancy. We anticipate withdrawals to continue to increase as occupancy rises and as the portfolio of properties continues to increase. Please note, Marriott will continue to increase the number of properties operated through facility expansions and mergers and acquisitions, which will impact total water withdrawals.
Total discharges	84130	Higher	Increase/decrease in business activity	Higher	Facility expansion	Marriott tracks sewer discharges in our managed portfolio through utility billing; however, this is not a metric that is captured in volume. Using estimates of water consumption for CDP-reporting purposes, water discharges are estimated at 65% of water withdrawals. Since overall water withdrawals increased in 2022 compared to 2021, estimated discharges also increased. We anticipate discharges to continue to increase as occupancy rises.
Total consumption	45300	Higher	Increase/decrease in business activity	Higher	Facility expansion	Using guidance from EPA's Water Sense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawals. Since overall water withdrawals increased in 2022 compared to 2021, estimated consumption also increased. We anticipate consumption to continue to increase as occupancy rises.

## W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	26-50	About the same	Other, please specify (Minimal change in fraction of facilities located in high water stress areas.)	Lower	Increase/decrease in efficiency	WRI Aqueduct	The WRI Aqueduct Water Risk Atlas tool is used to determine the percent of water withdrawals from owned, managed, and leased properties in areas with high water stress. The process included uploading a list of properties open in 2022 as relevant sites into WRI Aqueduct and evaluating the list of sites to identify those properties located in areas of 'High', 'Extremely High', or 'Arid' baseline water stress. Approximately 42% of our water withdrawals from owned, managed, and leased properties are located in areas of 'High' 'Extremely High', or 'Arid' baseline water stress, as defined by WRI

## W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	149	Higher	Other, please specify (Improved data coverage increased data capture of surface water)	Water withdrawal from fresh surface water volume is relevant because some of our operations utilize fresh surface water for irrigation and desalination purposes.
Brackish surface water/Seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Brackish surface water/seawater is not applicable, as Marriott managed, owned, and leased properties do not withdraw brackish surface water/seawater.
Groundwater – renewable	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Marriott's sustainability survey does not distinguish between renewable and non-renewable groundwater sources. All groundwater is reported as "Groundwater – non-renewable".
Groundwater – non-renewable	Relevant	2712	Higher	Other, please specify (Improved data coverage increased data capture of groundwater)	Water withdrawal from groundwater is relevant, because some Marriott operations utilize groundwater for irrigation purposes and/or as non-potable water in locations that lack access to municipal water sources.  Marriott's sustainability survey does not distinguish between renewable and non-renewable groundwater sources. All groundwater is reported as "Groundwater – non-renewable".
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Produced/entrained water is not applicable, as Marriott managed, owned, and leased properties do not withdraw produced or entrained water.
Third party sources	Relevant	126567	Higher	Increase/decrease in business activity	Water withdrawal from third party sources is relevant, because the majority of Marriott's operations utilize water from third party sources.

## W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Fresh surface water is not applicable, as Marriott managed, owned, and leased hotels do not discharge water to fresh surface water destinations.
Brackish surface water/seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Brackish surface water/seawater is not applicable, as Marriott managed, owned, and leased hotels do not discharge water to brackish surface water/seawater destinations.
Groundwater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Groundwater is not applicable, as Marriott managed, owned, and leased hotels do not discharge water to groundwater destinations.
Third-party destinations	Relevant	84130	Higher	Increase/decrease in business activity	Discharges to third-party destinations are relevant, because it is the only destination to which hotels discharge water.  Marriott tracks sewer discharges in the company's managed portfolio through utility billing, but this is not a metric that is captured by volume. Using estimates of water consumption for CDP, water discharges are estimated at 65% of water withdrawals.

## W1.3

(W1.3) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	20773000000	129430	160496.021015221	As Marriott hotels increase water efficiency, the company expects water intensity metrics to decrease.

## W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
Row 1	No	

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement	Primary reason for no engagement	Please explain
Suppliers	Yes	<Not Applicable>	<Not Applicable>
Other value chain partners (e.g., customers)	Yes	<Not Applicable>	<Not Applicable>

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

**Assessment of supplier impact**

No, we do not currently assess the impact of our suppliers, but we plan to do so within the next two years

**Considered in assessment**

<Not Applicable>

**Number of suppliers identified as having a substantive impact**

<Not Applicable>

**% of total suppliers identified as having a substantive impact**

<Not Applicable>

**Please explain**

Through EcoVadis, Marriott plans to begin to assess suppliers on water including water-related metrics and water management practices. We plan to implement this process over the next two years.

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?

	Suppliers have to meet specific water related requirements	Comment
Row 1	Yes, water-related requirements are included in our supplier contracts	<Not Applicable>

W1.5c

(W1.5c) Provide details of the water-related requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

**Water-related requirement**

Complying with going beyond water-related regulatory requirements

**% of suppliers with a substantive impact required to comply with this water-related requirement**

<Not Applicable>

**% of suppliers with a substantive impact in compliance with this water-related requirement**

<Not Applicable>

**Mechanisms for monitoring compliance with this water-related requirement**

Supplier scorecard or rating

**Response to supplier non-compliance with this water-related requirement**

No response

**Comment**

Suppliers must provide sufficient evidence to demonstrate business operations are in compliance with all of the following: (1) measures are in place to monitor, manage, reduce and report greenhouse gas emissions, energy, water, and waste; (2) no impacts to water quality; and (3) water risks are identified, and a water management plan is in place if production or operations are located in a high-water risk identification area as designated by the World Resources Institute's AQUEDUCT tool or other reputable scientific publication (to be reviewed and approved by Marriott). Through Avendra, suppliers and their products are screened on environmental and social attributes. Avendra contracts set the expectation for suppliers to follow the company's Global Procurement Supplier Conduct Guidelines, around social and environmental responsibility. Through EcoVadis, Marriott also aims to assess suppliers on water-related metrics and water management practices.

## W1.5d

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### (W1.5d) Provide details of any other water-related supplier engagement activity.

#### Type of engagement

Information collection

#### Details of engagement

Collect water management information at least annually from suppliers

#### % of suppliers by number

76-99

#### % of suppliers with a substantive impact

<Not Applicable>

#### Rationale for your engagement

All of Marriott's suppliers are expected to adhere to the company's Global Procurement Supplier Conduct Guidelines. Marriott encourages suppliers to address their use of resources to promote the use of efficient and sustainable processes with respect to water (inclusive of quantity, quality, and risk), raw, processed, and non-renewable materials, and energy. For example, suppliers must provide sufficient evidence to demonstrate business operations are in compliance with all of the following requirements: (1) measures must be in place to monitor, manage, reduce and report greenhouse gas emissions, energy, water, and waste; (2) no impacts to water quality; and (3) water risks are identified, and a water management plan is in place if production or operations are located in a high-water risk identification area as designated by the World Resources Institute's AQUEDUCT tool or other reputable scientific publication (to be reviewed and approved by Marriott). Through Avendra, Marriott's procurement services provider, our suppliers and their products are screened on environmental and social attributes. Avendra contracts set the expectation for suppliers to follow the company's Global Procurement Supplier Conduct Guidelines, which set baseline expectations around social and environmental responsibility. Avendra also requires suppliers to submit a sustainability policy that is relevant to that supplier's industry impacts, inclusive of environmental and social business practices.

#### Impact of the engagement and measures of success

In 2022, Avendra engaged 95% of contracted spend with manufacturers and 90% of contracted spend with distributors within the top 10 categories in North America, the Caribbean, and Central America via the EcoVadis sustainability assessment platform. Additional measures of success include suppliers with products that have positive environmental attributes related to water efficiency.

#### Comment

Marriott will continue engaging with the company's suppliers to communicate Marriott's goals and responsible procurement guidelines.

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## W1.5e

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### (W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

#### Type of stakeholder

Other, please specify (Property owners)

#### Type of engagement

Education / information sharing

#### Details of engagement

Run an engagement campaign to educate stakeholders about your water-related performance and strategy

#### Rationale for your engagement

We engage with property owners with the aim to advance sustainability for both the physical properties we manage (equipment, building envelope), and the way we manage them (preventative maintenance, laundry and food service operations, landscaping). For example, Marriott has an established standard for water submetering for cooling towers and irrigation at its managed, full-service properties in the United States and Canada. For hotels under development, Marriott has design guides for franchise and managed properties. These design guides include specifications for reducing water use in new hotels, including: (1) Regenerative media filtration for pools; (2) Use of greywater or storm water for irrigation; (3) Metering of irrigation water; (4) Metering of domestic and/or chilled water in multi-use facilities; (5) Condensate recovery for cooling tower makeup water; (6) Domestic water filtration; and (7) Specified maximum fixture flowrates.

In 2022, we resumed "by property" water reduction targets for all managed Marriott properties globally, and suggested targets for all franchised hotels based on the Serve 360 lever strategy and by continent and by year reduction trend targets.

#### Impact of the engagement and measures of success

Measure of success examples include (1) water reductions for both managed and franchised properties; and (2) properties with the best conservation efforts. In 2022, 37 hotels reported water efficiency projects. Each project is estimated to reduce water consumption by approximately 1,363,000 cubic meters.

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## W2. Business impacts

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### W2.1

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#### (W2.1) Has your organization experienced any detrimental water-related impacts?

No

### W2.2

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**(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?**

	Water related regulatory violations	Fines, enforcement orders, and/or other penalties	Comment
Row 1	No	<Not Applicable>	None

**W3. Procedures**

**W3.1**

**(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?**

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified	Please explain
Row 1	No, we do not identify and classify our potential water pollutants	<Not Applicable>	We do not identify/classify our potential water pollutants.

**W3.3**

**(W3.3) Does your organization undertake a water-related risk assessment?**

Yes, water-related risks are assessed

**W3.3a**

**(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.**

**Value chain stage**

Direct operations

**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed in an environmental risk assessment

**Frequency of assessment**

More than once a year

**How far into the future are risks considered?**

More than 6 years

**Type of tools and methods used**

Tools on the market  
Enterprise risk management  
Databases  
Other

**Tools and methods used**

WRI Aqueduct  
Enterprise Risk Management  
Regional government databases  
External consultants

**Contextual issues considered**

Water availability at a basin/catchment level  
Water quality at a basin/catchment level  
Implications of water on your key commodities/raw materials  
Water regulatory frameworks  
Status of ecosystems and habitats  
Access to fully-functioning, safely managed WASH services for all employees  
Other, please specify (Future water conditions)

**Stakeholders considered**

Customers  
Employees  
Investors  
Local communities  
Suppliers

**Comment**

Monitoring of water risks occurs for Marriott's hotel properties occur at regular intervals and levels dependent upon the nature of the risk. Risks related to regulation, customer preference and corporate reputation may be evaluated by relevant departments. Marriott's engineering team also conducted a water risk assessment of managed properties to assess the company's exposure to current and future water risks using the WRI Aqueduct tool. The company assessed risks including current and future water stress, flood, and drought risk. Property performance data related to water withdrawal (and associated risks) is monitored monthly and assessed quarterly. Marriott's global water safety program, developed with NALCO, a water treatment and process improvement company (and an Ecolab company), monitors water-related risks to improve

hotel water quality and water safety. Marriott conducts testing and the company also developed asset management checklists to support quality assurance.

To expand on the company's analysis of physical climate change risks, Marriott also performed a quantitative scenario analysis. Water-related risks were assessed, including present/future exposure to acute/chronic hazards from temperature and precipitation changes, coastal/inland flooding, and drought. The company used Localized Constructed Analog (LOCA) downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by the National Oceanographic and Atmospheric Administration. In this assessment, drought was identified as one of the physical climate risks which can lead to water scarcity.

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#### Value chain stage

Supply chain

#### Coverage

Partial

#### Risk assessment procedure

Water risks are assessed in an environmental risk assessment

#### Frequency of assessment

Annually

#### How far into the future are risks considered?

More than 6 years

#### Type of tools and methods used

Tools on the market

Other

#### Tools and methods used

EcoVadis

Other, please specify (MSAP administered by MindClick)

#### Contextual issues considered

Implications of water on your key commodities/raw materials

#### Stakeholders considered

Employees

Local communities

Suppliers

#### Comment

Marriott's supplier assessment program for the company's furniture, fixtures, and equipment (FF&E) supply chain includes evaluation of nine different aspects across the full life-cycle of these supplies. This risk assessment covers material sourcing, production and distribution, many of which relate to water risks. In 2022, through Marriott's collaboration with one of the company's procurement provider, Avendra (for products at hotels in North America, the Caribbean and Central America), the company continued conducting assessments to procure more environmentally and socially responsible products within our top 10 categories (including animal proteins, bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar and textiles). This process included conducting a risk assessment covering the environmental and social business aspects of our existing suppliers within the top 10 categories via the EcoVadis platform. In 2022, Avendra engaged 95% of contracted spend with manufacturers and 90% of contracted spend with distributors within the top 10 categories via the EcoVadis sustainability assessment platform. As of year-end 2022, 73% of manufacturers and 64% of distributors have completed the EcoVadis assessment. The information in the EcoVadis platform will be used to develop improvement plans aimed at helping suppliers meet the responsible sourcing requirements that have been determined for each of the top 10 categories. The monitoring of water risks at the supply chain stage is noted as "partial", as all suppliers globally are not yet assessed. However, the suppliers for North America, the Caribbean and Central America represent a large portion of Marriott's supply chain spend.

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#### Value chain stage

Other stages of the value chain

#### Coverage

Partial

#### Risk assessment procedure

Water risks are assessed in an environmental risk assessment

#### Frequency of assessment

Annually

#### How far into the future are risks considered?

More than 6 years

#### Type of tools and methods used

Enterprise risk management

Databases

#### Tools and methods used

Enterprise Risk Management

Regional government databases

#### Contextual issues considered

Water availability at a basin/catchment level

Water regulatory frameworks

#### Stakeholders considered

Customers

Employees

Local communities

Other, please specify (Franchisees)

#### Comment

Monitoring of water risks occurs at regular intervals and levels dependent upon the nature of the risk. Risks related to regulation, customer preference and corporate

reputation may be evaluated by relevant departments. Marriott's quantitative scenario analysis also assessed water-related risks beyond direct operations and included analyzing over 5,000 open hotels and over 1,000 pre-opening hotels in the U.S. and over 3,000 open and pre-open hotels internationally.

### W3.3b

**(W3.3b) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.**

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision making process for risk response
Row 1	<p>Marriott's Internal Audit discipline typically coordinates an annual Enterprise Risk Assessment process through which senior leadership and the Board of Directors identify the top business and emerging risks facing the company. The results are reported to the Board of Directors and outcomes inform business strategy and risk mitigation efforts. Priorities for addressing these risks are determined within the context of corporate business strategy.</p> <p>Marriott's engineering team uses the WRI Aqueduct tool to identify properties under Marriott's operational control that may face current or future water risks.</p> <p>Marriott performed a quantitative scenario analysis. Water-related risks were assessed, including present/future exposure to acute/chronic hazards from temperature and precipitation changes, coastal/inland flooding, and drought. The company used Localized Constructed Analog (LOCA) downscaled climate model projections of temperature and precipitation and sea level rise projections and flood mapping. In this assessment, drought was identified as one of the physical risks which can lead to water scarcity.</p> <p>In 2022, through our collaboration with Avendra, the company continued conducting assessments to procure more environmentally and socially responsible products within our top 10 categories. This process included conducting a risk assessment covering the environmental and social business aspects of our existing suppliers within the top 10 categories via the EcoVadis platform.</p>	<p>The following contextual issues were considered in Marriott's water related risk assessments: water availability at a basin/catchment level; water quality at a basin/catchment level; implications of water on your key commodities/raw materials; water regulatory frameworks; status of ecosystems and habitats; access to fully-functioning, safely managed WASH services for all employees; and future water conditions. Each of these issues are relevant to the company's water security and water-related risks.</p>	<p>Stakeholders including: customers; employees; guests; hotel owners; investors; local communities; regulators; suppliers; and franchisees are all included in Marriott's water-related assessments due to the potential impacts they may face due to water risks. For example, hotel employees may be impacted by water related risks, and may have to implement additional operational water efficiency measures in order to mitigate risks associated with reduced water availability.</p>	<p>The outcomes of these water risk assessments contribute to the company's consideration of future risk mitigation priorities. For example, by identifying locations with water stress, or water quality risks, the company can prioritize the greatest water risks to the company over the short-, medium-, and long-term time horizons. Water-related risks have also influenced Marriott's sustainability strategy and planning. For example, the company established its 2025 water intensity reduction goal, which aims to reduce water intensity per occupied room by 15% by 2025 from a 2016 baseline. Water-related risks have also impacted Marriott's decisions to implement additional water efficiency projects, and investments to ensure business continuity, specifically during emergencies related to drought or flooding.</p>

### W4. Risks and opportunities

#### W4.1

**(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?**

No

#### W4.1a

**(W4.1a) How does your organization define substantive financial or strategic impact on your business?**

Definition of Substantive Strategic Impact with Associated Metrics and Thresholds: Marriott defines "substantive strategic impact" as any change that would significantly affect our business operations. To assess strategic impacts, Marriott may consider internal and external influences, the company's capabilities to manage risks and realize opportunities, and the expectations of stakeholders. The metrics used to assess water-related impacts are based on Marriott's global water strategy. For example, as part of our 2025 Sustainability and Social Impact Goals, Marriott aims to reduce water intensity per occupied room by 15% from a 2016 baseline by 2025. Additionally, Marriott uses metrics and quantifiable indicators associated with water risk to determine any "substantive strategic impacts" on the company. This includes the number / percentage of properties located in "high", "extremely high", or "arid" baseline water stress and flood risk areas as defined by the WRI Aqueduct tool. While the scale and geographic diversification of the business make it unlikely that localized water risks could generate a substantive impact on our overall business, Marriott regularly evaluates water risks that have the potential to impact properties in the company's managed portfolio.

#### W4.2b

**(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	<p>While the scale and geographic diversification of the business make it unlikely that localized water risks could generate a substantive change in our overall business, Marriott regularly evaluates water risks that have the potential to impact properties in the company's managed portfolio.</p> <p>In 2022, Marriott conducted an assessment using the WRI Aqueduct tool to evaluate owned, managed, and leased properties vulnerable to baseline water stress, and coastal and riverine flooding. This process included uploading active properties and exporting and filtering results based on a set of criteria (e.g., number of rooms, % revenue, validated data) to identify those properties located in areas of 'High', 'Extremely High', or 'Arid' baseline water stress. Marriott determined that approximately 40 properties are located in areas of 'High' or 'Extremely High' baseline water stress and flooding, as defined by WRI; however, these properties, collectively, represent a small portion of our global portfolio so we do not consider these risks to have a potentially substantive financial or strategic impact on our business.</p> <p>The company aims to manage water-related risks beyond Marriott's physical hotels. For example, to support the management of flood-related risks, we have enterprise-wide business continuity plans, task forces, an executive-led Crisis Relief Committee, our Marriott Disaster Relief Fund and TakeCare Relief Fund, and long-standing relationships with the International Federation of Red Cross and Red Crescent Societies, the American Red Cross, and other organizations that offer assistance to communities in times of disaster. These relationships and programs help us to coordinate relief efforts in regions where we operate hotels.</p> <p>The Marriott Infrastructure Resilience Adaptability (MIRA) program also evaluates climate-related risks to physical assets globally and creates resiliency strategies, programs, and training to help mitigate losses associated with climate-related events such as coastal flooding, tropical cyclones, wildfires, inland flooding, heat stress, cold stress, and drought. Marriott also expanded its climate scenario analysis for its portfolio of hotels internationally. The top at-risk areas for Marriott's managed properties were identified for each chronic physical risk and earmarked for more in-depth desk studies, site visits, and vulnerability assessments.</p>

**W4.2c**

**(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	<p>A sufficient amount of quality freshwater available is important for our food service operations/supply chain, and freshwater supply is required to support the agricultural supply chain of our food and beverage products. However, the scale and geographic diversification of our business makes it unlikely that localized water risks, including freshwater availability, could generate a substantive change in our global supply chain.</p> <p>As part of our Serve 360 sustainability and social impact strategy, Marriott aims to responsibly source 95% by spend, in our top 10 priority categories by 2025. Bottled water and seafood purchases are included in the top 10 priority categories. This goal can support Marriott in reducing supply chain risks and impacts, source products even more responsibly and identify the most responsible suppliers with the highest quality products.</p> <p>Through Avendra, our suppliers and their products are screened on environmental and social attributes. Avendra contracts set the expectation for suppliers to follow our Global Procurement Supplier Conduct Guidelines, which set baseline expectations around social and environmental responsibility. Avendra also requires suppliers to submit a sustainability policy that is relevant to that supplier's industry impacts, inclusive of environmental and social business practices.</p> <p>In 2022, we continued our focus on procuring more environmentally and socially responsible products within our top 10 categories. Together with Avendra, we continued to assess the environmental and social business aspects of our existing Americas suppliers, within the top 10 categories, via the EcoVadis sustainability assessment platform. Avendra engaged 95% of contracted spend with manufacturers and 90% of contracted spend with distributors within the top 10 categories via the EcoVadis sustainability assessment platform. As of year-end 2022, 73% of manufacturers and 64% of distributors 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."</p>

**W4.3**

**(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes, we have identified opportunities, and some/all are being realized

**W4.3a**

**(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.**

**Type of opportunity**

Efficiency

**Primary water-related opportunity**

Improved water efficiency in operations

**Company-specific description & strategy to realize opportunity**

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. This includes deploying water conservation initiatives that target specific aspects of hotel operations, including dishwashing and water service at restaurants and events; central plant operations; landscaping and irrigation; pools and fountains; and golf course maintenance/operation. Marriott and Marriott hotels also implement action plans, utilize technology to reduce water leaks, and establish standards to better manage water withdrawal at properties. By realizing water efficiency opportunities, this can also improve satisfaction among guests as consumer preferences shift due to sustainability related concerns.

Additional strategic impacts for Marriott include reducing disruptions in hotel operations from potential water-related risks. For example, through Marriott's quantitative scenario analysis, water-related risks were assessed, including present/future exposure to acute/chronic hazards from temperature and precipitation changes, coastal/inland flooding, and drought. In this assessment, drought was identified as one of the physical climate risks which can lead to water scarcity at Marriott hotels. Therefore, implementing water efficiency projects can lead to increased resiliency for Marriott's portfolio.

Marriott managed properties are typically required to set an annual signature project, which can be water focused and have included the installation of low-flow toilets and showerheads, smart irrigation controllers, laundry water reuse systems, and high-efficiency irrigation spray nozzles. Marriott hotels also use recycled water for landscaping, cooling tower makeup water, first-wash laundry, and flushing. There are also systems in place to capture greywater and rainwater for appropriate uses. Throughout 2022, Marriott expanded its water monitoring capabilities, and increased compliance requirements with MESH.

Another example to improve water efficiency in our operations is Marriott's engagement with Ecolab. For example, Ecolab's 3D TRASAR technology provides smart sensor technology, which results in greater water efficiency. In 2022, Ecolab's water efficiency solutions resulted in a savings of approximately 925 million gallons of water at Marriott hotels that utilize Ecolab's water efficiency solutions.

**Estimated timeframe for realization**

1 to 3 years

**Magnitude of potential financial impact**

Low

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

Yes, a single figure estimate

**Potential financial impact figure (currency)**

5800000

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

<Not Applicable>

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

<Not Applicable>

**Explanation of financial impact**

Through Marriott's engagement with Ecolab, including the implementation of several water efficiency tools within the company's operations, a total of approximately \$5.8 million was saved at Marriott hotels that utilize Ecolab's water efficiency solutions. This metric was calculated by Ecolab and is based on the total yearly savings of water in 2022 (approximately 925 million gallons). The figure was calculated based on the U.S. average water/sewer rates in 2022.

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**W6. Governance**

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**W6.1**

**(W6.1) Does your organization have a water policy?**

Yes, we have a documented water policy that is publicly available

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**W6.1a**

**(W6.1a) Select the options that best describe the scope and content of your water policy.**

	Scope	Content	Please explain
Row 1	Company-wide	<p>Description of the scope (including value chain stages) covered by the policy</p> <p>Description of business dependency on water</p> <p>Description of business impact on water</p> <p>Commitment to align with international frameworks, standards, and widely-recognized water initiatives</p> <p>Commitment to reduce water withdrawal and/or consumption volumes in direct operations</p> <p>Commitment to reduce water withdrawal and/or consumption volumes in supply chain</p> <p>Commitment to the conservation of freshwater ecosystems</p> <p>Commitments beyond regulatory compliance</p> <p>Reference to company water-related targets</p> <p>Recognition of environmental linkages, for example, due to climate change</p>	<p>Marriott's company-wide sustainability policy outlines our dependency on water by describing the company's strategy to manage, measure, and minimize the impact on operations as it relates to water risk issues across the lifecycle of Marriott properties, from site development to operations. This includes a commitment to water stewardship. Marriott also recognizes the connection between water and climate-related risks. The scope of this policy includes Marriott's direct operations, as well as supply chain.</p> <p>Marriott's water reduction target is a key part of our commitment to water stewardship and part of our Serve 360 sustainability and social impact strategy. By 2025 Marriott aims to reduce water intensity by 15% per occupied room from a 2016 baseline.</p> <p>Marriott's water policy and strategy also align with the United Nations Sustainable Development Goals (UN SDGs), and we execute on compelling, impactful initiatives around the world aimed at driving positive change that support SDG 6: Clean Water and Sanitation.</p> <p>In Marriott's annual Serve 360/ESG Report, the company highlights our global water strategy and programs, policies and initiatives deployed by some properties to reduce water withdrawals. Our global water strategy includes a range of water conservation items such as best practice behaviors for food service, housekeeping, landscaping, irrigation, HVAC, and central plant conservation and efficiency.</p> <p>Marriott's policy and strategy also includes established standards for water submetering for cooling towers and irrigation at our managed, full-service properties in the Americas. Each full-service, managed property is required to develop a site-specific water conservation plan and also complete irrigation efficiency audits on their landscaped acreage, identifying further opportunities.</p> <p>As part of Marriott's Serve 360 sustainability and social impact strategy, Marriott has set the following procurement goal: Responsibly source by 2025 95%, by spend, in our top 10 priority categories (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). Working with our North America, Central America, and the Caribbean procurement provider, Avendra, we communicate our responsible sourcing requirements to suppliers, including requiring these suppliers to submit a sustainability policy.</p>

**W6.2**

**(W6.2) Is there board level oversight of water-related issues within your organization?**

Yes

**W6.2a**

**(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.**

Position of individual or committee	Responsibilities for water related issues
Chief Executive Officer (CEO)	<p>Marriott's President and Chief Executive Officer (CEO) is ultimately responsible for water-related issues through leadership of the company's sustainability and social impact platform, Serve 360. Marriott's President and CEO is a member of the Serve 360 Executive Leadership Council, which is co-chaired by the Global Chief Communications &amp; Public Affairs Officer and the Chief Global Officer, Global Operations, and also includes the Presidents of each regional business division, and C-level executives representing each global division and typically meets twice per year to discuss sustainability-related investment decisions, analyze recommendations, and review Serve 360 Scorecards that report progress against goals, including our water intensity reduction target.</p>

**W6.2b**

**(W6.2b) Provide further details on the board’s oversight of water-related issues.**

	Frequency that water related issues are a scheduled agenda item	Governance mechanisms into which water related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Monitoring progress towards corporate targets Reviewing and guiding corporate responsibility strategy Reviewing and guiding strategy	<p>Marriott’s Board of Directors oversees management and, through this oversight, aims to enhance the long-term value of the company. A formal infrastructure of a range of councils comprised of executives and associates (assisted by external experts) guides Marriott in making everyday decisions that affect our work environment, our sustainability and social impact practices, and our business strategy. The Board’s Inclusion &amp; Social Impact Committee (ISIC) assists the Board in overseeing the company’s strategy, efforts and commitments related to environmental, social, and governance (ESG) issues. This includes reviewing and providing guidance to the Board and management on the company’s strategies and policies related to corporate social responsibility and environmental matters, including sustainability and climate-related issues, impacts and risks.</p> <p>Marriott’s sustainability and social impact strategy is guided by our Serve 360 coordinates and 2025 goals, which includes the company’s goal to reduce water intensity per occupied room by 15% by 2025 from a 2016 baseline.</p> <p>Through the ISIC, the Board also reviews the company’s progress towards its sustainability and social impact goals, including its water intensity reduction goal.</p> <p>Marriott’s Serve 360 Report is shared with the full Board annually and includes progress against Marriott water target.</p>

**W6.2d**

**(W6.2d) Does your organization have at least one board member with competence on water-related issues?**

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

**W6.3**

**(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).**

**Name of the position(s) and/or committee(s)**

Chief Executive Officer (CEO)

**Water-related responsibilities of this position**

Assessing water-related risks and opportunities  
Managing water-related risks and opportunities  
Monitoring progress against water-related corporate targets  
Managing major capital and/or operational expenditures related to low water impact products or services (including R&D)

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

Marriott's President and CEO is responsible for oversight of water-related issues through leadership of the company's sustainability and social impact platform, Serve 360. Marriott's President and CEO is a member of the Serve 360 Executive Leadership Council which typically meets twice per year to discuss sustainability-related investment decisions (including water-related investment decisions) and to analyze recommendations and review/monitor internal Serve 360 Scorecards which report progress against sustainability and social impact goals, including reducing the water intensity of hotel operations.

The President and CEO and the rest of the Executive Leadership Council provide strategic direction and make investment decisions to guide progress towards achieving the Serve 360 sustainability and social impact goals, including the water intensity reduction target. The President and CEO is also a member of the Board's ISIC.

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**Name of the position(s) and/or committee(s)**

Corporate responsibility committee

**Water-related responsibilities of this position**

Assessing water-related risks and opportunities  
Managing water-related risks and opportunities  
Monitoring progress against water-related corporate targets

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

Marriott's Serve 360 Executive Leadership Council is co-chaired by the Global Chief Communications & Public Affairs Officer and the Chief Global Officer, Global Operations, and includes the President and CEO, the Presidents of each regional business division, and C-level executives representing each global division. This representation allows for every functional discipline within Marriott to be involved in guiding and implementing the company's sustainability and social impact strategy.

The Serve 360 Executive Leadership Council typically meets twice per year to review progress toward the Serve 360 goals and discusses Serve 360-related investment decisions and recommendations. This can include assessing and managing water-related risks and opportunities.

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**Name of the position(s) and/or committee(s)**

Sustainability committee

**Water-related responsibilities of this position**

Assessing water-related risks and opportunities  
Managing water-related risks and opportunities  
Monitoring progress against water-related corporate targets

**Frequency of reporting to the board on water-related issues**

Quarterly

**Please explain**

The Serve 360 Advisory Council consists of direct reports of executive leaders, representing each region and each global discipline. The Advisory Council typically meets four times per year to discuss the company's progress on its Serve 360 goals, provides updates and learnings on major initiatives in each continent and discipline, assesses strategies and recommendations for improvement, and develops recommendations for the Executive Leadership Council. This can include assessing and managing water-related risks and opportunities. The Advisory Council helps to develop the internal regional and global Serve 360 Scorecards, which track progress against the company's sustainability and social impact goals, including the water intensity reduction goal.

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**W6.4**

**(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?**

	Provide incentives for management of water related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	Marriott does not currently provide incentives to C-suite employees or board members for the management of water-related issues.

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**W6.5**

**(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?**

Yes, other

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**W6.5a**



**(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?**

Marriott reviews the actions and commitments of associations focused on water commitments. For example, Marriott is a member of the Sustainable Hospitality Alliance, which has a focus area around water stewardship. The Sustainable Hospitality Alliance is committed to embed water stewardship programs across the industry to identify ways to address water scarcity, improve water-use efficiency and reduce the number of people affected by lack of water. These commitments align with Marriott's own water strategy, in which the company aims to reduce water intensity per occupied room by 15% by 2025 from a 2016 baseline and implement water efficiency actions. If an inconsistency is discovered, Marriott will evaluate its engagement activities and determine if additional actions are required to support alignment with our company's water policy or commitments.

**W6.6**

**(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?**

Yes (you may attach the report - this is optional)  
 Marriott-2022-Annual-Report.pdf

**W7. Business strategy**

**W7.1**

**(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?**

	Are water related issues integrated?	Long term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	5-10	<p>Issues Incorporated: Marriott's long-term business objectives include growth across the global portfolio of brands. Our ability to grow our management and franchise systems may be affected by a variety of factors influencing real estate development generally, such as a lack of adequate infrastructure, including the availability of freshwater resources. Strategies have been developed to provide independent water sourcing at some properties.</p> <p>Influence on Planning: An example of how water-related issues are integrated into our long-term (5-10 years) business objectives is in Marriott's global water strategy, where we develop programs and initiatives that properties can tailor for their unique needs. For example, as new hotels are added to our portfolio, we aim to consider water-related risks across the lifecycle of properties, from site development to construction and operations.</p>
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	5-10	<p>Issues Incorporated: From design to the guest experience, sustainability is embedded into our business strategy. We collaborate with our associates, hotel owners, franchisees, suppliers, customers and guests to reduce the environmental impact of and risk to our business. Water use efficiency and water quality are both issues that are integrated into our business strategy over the short-, medium-, and long-term (5-10 years).</p> <p>Influence on Planning: An example of how water-related issues are integrated into our long-term business objectives is our target to reduce water intensity (per occupied room) 15% by 2025 from a 2016 baseline. This will allow us to decrease our water needs per occupied room as our portfolio grows.</p>
Financial planning	Yes, water-related issues are integrated	5-10	<p>Issues Incorporated: Under Marriott's asset-light business model, we typically manage or franchise hotels and other lodging offerings, rather than own them. Our management fees generally consist of base management fees, which are typically calculated as a percentage of property-level revenue, and incentive management fees, which are typically calculated as percentage of a hotel profitability measure, and in many cases, are subject to a specified owner return. Under our franchise agreements, franchise fees are typically calculated as a percentage of property-level revenue or a portion thereof. Our expertise in implementing projects that create operational efficiencies, including water savings, helps lower operating costs and offset risks. Successfully addressing reputational risks and opportunities can increase market share through attracting additional guests and group and business customers and our ability to secure additional management and franchise contracts. Our commitment to responsible operations includes water conservation and a water intensity reduction target for all hotels in our portfolio.</p> <p>Influence on Planning: An example of how water-related issues are integrated into our financial planning is our target to reduce water intensity (per occupied room) 15% by 2025 from a 2016 baseline. Marriott also invests in tools to conserve water, including Ecolab's TRASAR for cooling water, resulting in a savings of approximately 925 million gallons in 2022.</p>

**W7.2**

**(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?**

**Row 1**

**Water-related CAPEX (+/- % change)**

**Anticipated forward trend for CAPEX (+/- % change)**

**Water-related OPEX (+/- % change)**

17.3

**Anticipated forward trend for OPEX (+/- % change)**

15

**Please explain**

OPEX Spend increase is associated with operational spend with Nalco and Ecolab at Marriott managed, leased, and owned properties. We expect OPEX and CAPEX to increase as we expand operations.

**W7.3**

**(W7.3) Does your organization use scenario analysis to inform its business strategy?**

	Use of scenario analysis	Comment
Row 1	Yes	In 2020, Marriott performed a quantitative scenario analysis to identify physical climate change risks to its hotels in the continental U.S. Marriott used the Representative Concentration Pathway (RCP) scenarios RCP 4.5 and RCP 8.5 to evaluate the portfolio's exposure to climate change risks under a range of potential futures. RCP 8.5 represents a business-as-usual future with increasing GHG emissions through the year 2100 and greater physical impacts from climate change, while RCP 4.5 represents a future with decreasing GHG emissions after mid-century and lesser physical impacts. During 2021, Marriott expanded its climate scenario analysis for its portfolio of hotels internationally. The present and future exposure to acute and chronic hazards from temperature, precipitation changes, energy demand, coastal flooding, inland flooding, drought & wildfire was ranked by present-day hazard exposure and increase in future hazard exposure at three-time horizons – 2030, 2050 and 2080.

**W7.3a**

**(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.**

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water related outcomes	Influence on business strategy
Row 1	Water-related Climate-related	Marriott performed a quantitative scenario analysis to identify physical climate change risks to its hotels in the U.S. and internationally. The desktop analysis was based on publicly available data sets developed using methods that have undergone scientific peer review. For example, Marriott used the Localized Constructed Analog (LOCA) downscaled climate model projections of temperature and precipitation that informed the 4th US National Climate Assessment and sea level rise projections and flood mapping developed by the National Oceanographic and Atmospheric Administration (NOAA). Marriott used the Representative Concentration Pathway (RCP) scenarios RCP 4.5 and RCP 8.5 to evaluate the portfolio's exposure to climate change risks under a range of potential futures. RCP 8.5 represents a business-as-usual future with increasing GHG emissions through 2100 and greater physical impacts from climate change, while RCP 4.5 represents a future with decreasing GHG emissions after mid-century and lesser physical impacts.	For over 5,000 open hotels and over 1,000 pre-opening hotels in the continental U.S., and over 3,000 open and pre-open hotels internationally, Marriott evaluated present and future exposure to acute and chronic hazards from temperature and precipitation changes, energy demand, coastal flooding, inland flooding, drought, and wildfire. All assets were ranked by hazard exposure at three future time horizons: 2030, 2050 and 2080. The 2030- and 2050-time horizons span the likely lifetimes of most Marriott hotels and the 2080 horizon encompasses the potential lifetime of the longest-lived hotels. The scenario analysis showed potential impacts from both acute and chronic climate change, including possible water-related outcomes. For example, drought was identified as one of the physical climate risks which can lead to water scarcity. The climate variable is measured in days, as the max length of consecutive dry spells. The top vulnerable areas were identified for short-term and long-term drought risks. Additionally, chronic changes in precipitation patterns that increase the frequency and intensity of drought may lead to water scarcity, which in turn may lead to increased costs.	As a result of this scenario analysis, the top at-risk managed property areas were identified for each chronic physical risk and earmarked for more in-depth desk studies, site visits, and vulnerability assessments. The estimated timeframe for the company's response is expected to be 3-5 years.

**W7.4**

**(W7.4) Does your company use an internal price on water?**

**Row 1**

**Does your company use an internal price on water?**

No, and we do not anticipate doing so within the next two years

**Please explain**

Currently Marriott does not use an internal price on water because the use of an internal tax has not been identified as a key approach for the company, and we do not plan on doing so within the next two years.

**W7.5**

**(W7.5) Do you classify any of your current products and/or services as low water impact?**

	Products and/or services classified as low water impact	Definition used to classify low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, and we do not plan to address this within the next two years	<Not Applicable>	Judged to be unimportant, explanation provided	The classification of Marriott's products/services as low water impact has not been a key priority for the company. However, Marriott provides guests and customers information on water use data using the Hotel Water Measurement Initiative (HWMI), a methodology and tool for hotels to calculate the water use in their properties. This tool allows guests to determine low water impacts based on data.

**W8. Targets**

**W8.1**

**(W8.1) Do you have any water-related targets?**

Yes

**W8.1a**

(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain
Water pollution	No, and we do not plan to within the next two years	Marriott's current water target aims to reduce water intensity (per occupied room) 15% by 2025 from a 2016 baseline.
Water withdrawals	Yes	<Not Applicable>
Water, Sanitation, and Hygiene (WASH) services	No, and we do not plan to within the next two years	Marriott's current water target aims to reduce water intensity (per occupied room) 15% by 2025 from a 2016 baseline.
Other	Yes	<Not Applicable>

W8.1b

(W8.1b) Provide details of your water-related targets and the progress made.

**Target reference number**

Target 1

**Category of target**

Product water intensity

**Target coverage**

Company-wide (direct operations only)

**Quantitative metric**

Reduction per business unit

**Year target was set**

2017

**Base year**

2016

**Base year figure**

0.84

**Target year**

2025

**Target year figure**

0.71

**Reporting year figure**

0.79

**% of target achieved relative to base year**

38.4615384615384

**Target status in reporting year**

Underway

**Please explain**

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. As of year-end 2022, Marriott achieved a 6.3% global reduction in water consumption per occupied room from a 2016 baseline. The company will continue to explore opportunities to reduce water consumption at properties, including the implementation of efficiency measures. Please note, the boundary for this target includes franchised properties (in addition to managed, owned and leased).

**Target reference number**

Target 2

**Category of target**

Supplier engagement

**Target coverage**

Company-wide (direct operations only)

**Quantitative metric**

Increase in the proportion of suppliers engaged

**Year target was set**

2017

**Base year**

2016

**Base year figure**

0

**Target year**

2025

**Target year figure**

100

**Reporting year figure**

95

**% of target achieved relative to base year**

95

**Target status in reporting year**

Underway

**Please explain**

Marriott has set the following company-wide procurement goal: Responsibly source 95%, by spend, in our top 10 priority categories by 2025 (bottled water, textiles, cocoa, coffee, sugar, paper products, animal proteins, cleaning suppliers, guest room amenities, and seafood purchases). In 2022, Marriott continued our focus on procuring more environmentally and socially responsible products within our top 10 categories. Together with Avendra, Marriott assessed the environmental and social business aspects of our existing suppliers in North America, Central America, and the Caribbean, within the top 10 categories, via the EcoVadis sustainability assessment platform.

Avendra also requires all suppliers to submit a sustainability policy and provide relevant information on product attributes such as Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) certifications for sustainable seafood.

We incorporate our responsible sourcing requirements into request for proposals (RFPs) that are administered by Avendra to aim to identify the most responsible suppliers with the highest quality products. We worked with Avendra to communicate responsible sourcing requirements and our preferred third-party certifications to potential suppliers.

In 2022, Avendra engaged 95% of contracted spend with manufacturers and 90% of contracted spend with distributors within the top 10 categories via the EcoVadis sustainability assessment platform. As of year-end 2022, 73% of manufacturers and 64% of distributors have completed the EcoVadis assessment.

In 2023, we expect to evaluate our remaining global suppliers with EcoVadis. The information submitted to the EcoVadis platform will be used to support Marriott in developing improvement plans for suppliers that are deemed as underperforming, which plans are designed to help the supplier successfully meet the responsible sourcing requirements that have been determined for each of the top 10 categories by the end of 2025.

**W9. Verification**

**W9.1**

**(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?**

Yes

Marriott CY2022 Assurance Statement Final.pdf

**W9.1a**

**(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?**

Disclosure module	Data verified	Verification standard	Please explain
W1 Current state	Water withdrawn	ISAE 3000	Please see page 2 of LRQA's assurance statement attached in W9.1.
SW Supply chain module	Global water intensity	ISAE 3000	Please see page 2 of LRQA's assurance statement attached in W9.1.

**W10. Plastics**

**W10.1**

**(W10.1) Have you mapped where in your value chain plastics are used and/or produced?**

	Plastics mapping	Value chain stage	Please explain
Row 1	Not mapped – and we do not plan to within the next two years	<Not Applicable>	

**W10.2**

**(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?**

	Impact assessment	Value chain stage	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	<Not Applicable>	

**W10.3**

**(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.**

	Risk exposure	Value chain stage	Type of risk	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	<Not Applicable>	<Not Applicable>	

#### W10.4

**(W10.4) Do you have plastics-related targets, and if so what type?**

	Targets in place	Target type	Target metric	Please explain
Row 1	No – and we do not plan to within the next two years	<Not Applicable>	<Not Applicable>	

#### W10.5

**(W10.5) Indicate whether your organization engages in the following activities.**

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	No	
Production / commercialization of durable plastic goods (including mixed materials)	No	
Production / commercialization of plastic packaging	No	
Production of goods packaged in plastics	No	
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	No	

#### W11. Sign off

#### W-FI

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

#### W11.1

**(W11.1) Provide details for the person that has signed off (approved) your CDP water response.**

	Job title	Corresponding job category
Row 1	Senior Director of Energy and Sustainability	Business unit manager

#### SW. Supply chain module

#### SW0.1

**(SW0.1) What is your organization's annual revenue for the reporting period?**

	Annual revenue
Row 1	20773000

#### SW1.1

**(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?**

No facilities were reported in W5.1

#### SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

Row	Yes, for all facilities	While Marriott does track the geolocation data for all facilities, the size of Marriott's portfolio does not make the exercise of providing that data here feasible.
1		

SW1.2a

(SW1.2a) Please provide all available geolocation data for your facilities.

Identifier	Latitude	Longitude	Comment
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SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services.

**Product name**

Global Water Intensity

**Water intensity value**

1.05

**Numerator: Water aspect**

Water withdrawn

**Denominator**

Occupied room night

**Comment**

Cubic meters of water withdrawn per occupied room night for managed, owned, and leased properties.

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

Please select your submission options	I understand that my response will be shared with all requesting stakeholders	Response permission
	Yes	Public

Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

Yes, CDP may share our Main User contact details with the Pacific Institute

Please confirm below

I have read and accept the applicable Terms