

2025 SERVE 360 REPORT

Global Progress

Marriott
INTERNATIONAL



SERVE360
DOING GOOD IN EVERY DIRECTION



MARRIOTT'S CORE VALUES:

Standing the Test of Time

Marriott's business strategy has remained firmly rooted in our core values for nearly 100 years.

In 1927, J. Willard and Alice S. Marriott opened a nine-seat root beer stand in Washington, D.C., with a set of core values centered around the philosophy of taking care of people.

Our founders' vision served as a catalyst for growth as the company expanded into the restaurant business and opened our first hotel in 1957, under the oversight of their son, J.W. Marriott, Jr.



“Great companies are built by people who continually think about the business and never stop thinking about how to improve it.”

J. WILLARD MARRIOTT, SR.



Under J.W. Marriott, Jr.'s leadership, the company continued to innovate and grow into a global hospitality leader, creating a lasting legacy built upon these core values as their foundation.

“I want our associates to know that there really is a guy named Marriott who cares about them.”

J.W. MARRIOTT, JR.
Chairman Emeritus

Throughout this Report, we refer to Marriott International, Inc. as “Marriott,” “Marriott hotels,” “we,” “our,” or “company.” Please refer to the “**About the Report**” section on page 23 for additional information and definitions, and **here** for our 2025 Goals.

Report Publication Date: July 31, 2025

OUR CORE VALUES

Put People First

From associates and guests to the communities where we operate, people are at the heart of our business.

Pursue Excellence

We are always seeking to improve. This dedication extends to how we work to make a positive impact on our planet and its people.

Embrace Change

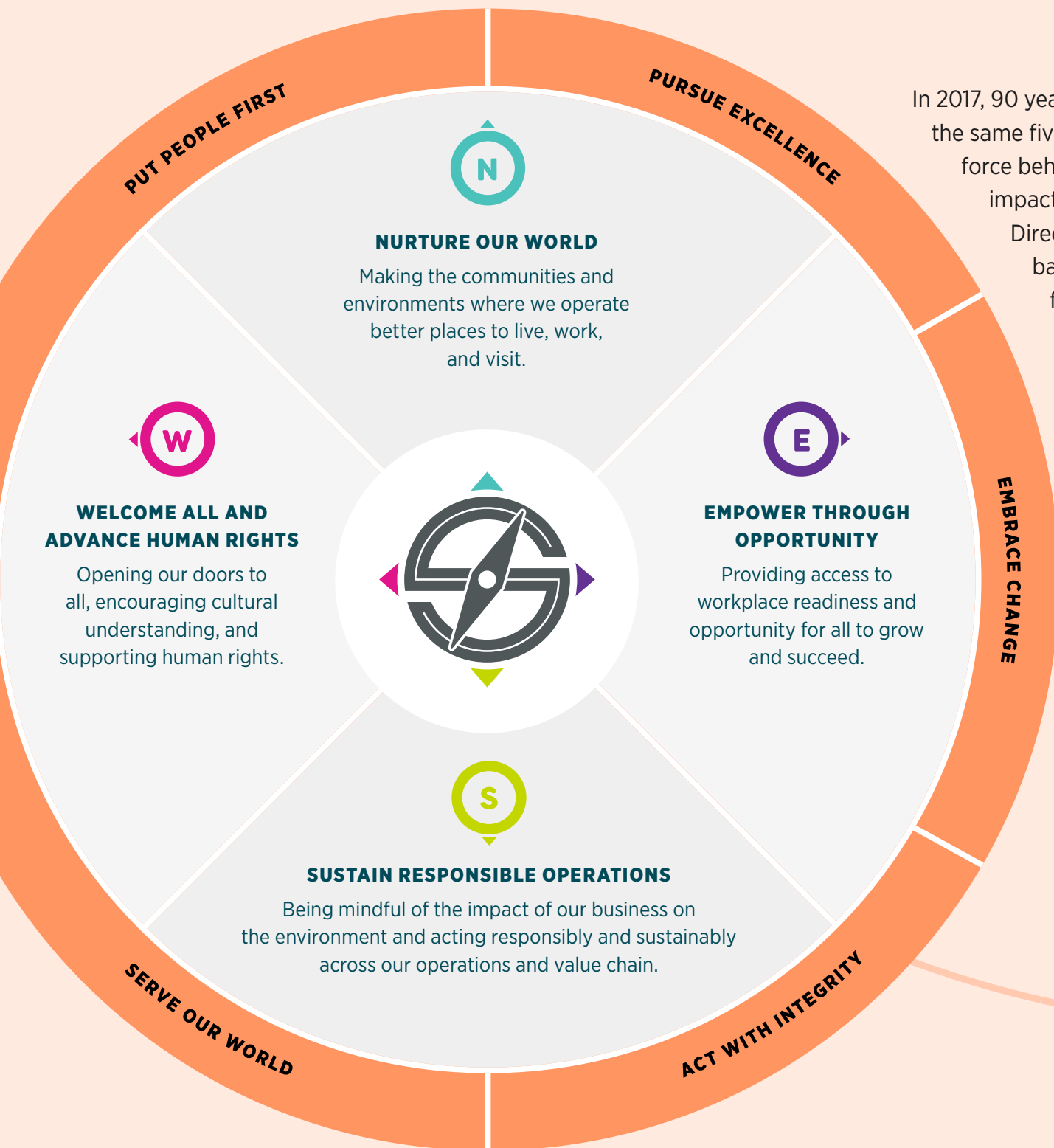
Innovation has always been part of our story, from how we serve our guests to how we effect positive change.

Act With Integrity

We hold ourselves to uncompromising ethical standards and believe that how we do business is as important as the business we do.

Serve Our World

We strive to be a force for good and make a sustainable impact wherever we do business.



In 2017, 90 years after the first root beer stand opened, the same five foundational core values became the driving force behind the launch of our sustainability and social impact platform, Serve 360: Doing Good in Every Direction. The platform drives our efforts to give back to our communities and create lasting value for associates, customers, guests, and owners across the globe.

Our core values remain instrumental to our company's culture, serving as a unique competitive advantage, while guiding us into the future.

At Marriott, as our Chairman Emeritus often reminds us, "success is never final." The enduring legacy established by our founders nearly a century ago continues to inspire and shape our future, driving us to expand our business, while making meaningful progress doing good in every direction every day.

"My father, who led the company for 66 years, made it a priority to visit hotels and connect with associates — a practice he learned from his own father. I've continued that tradition, and each year I travel extensively to visit properties, meet associates, and speak with Business Councils to stay connected to Marriott's culture.

These experiences serve as a constant reminder that, as the company approaches its 100th anniversary, the core values established by my grandparents remain the foundation of our success and continue to inspire associates who live them every day in service of our guests and each other."

DAVID S. MARRIOTT
Chairman of the Board



A Message From Our President & Chief Executive Officer

For nearly a century, Marriott has been defined by our founding values that make us who we are — Put People First, Pursue Excellence, Embrace Change, Act With Integrity, and Serve Our World.

Associates around the world continue to exemplify our values, which also guide our company’s strategy and our sustainability and social impact platform, Serve 360: Doing Good in Every Direction.

As we continue to grow, we remain focused on meeting the evolving needs of associates, guests, hotel owners, and the communities where we live, work, and visit, striving to be a force for good in the world.

Associates: We are extraordinarily proud of our people-first culture. Our founders, J. Willard and Alice S. Marriott, believed that taking care of associates was fundamental to our company’s business success — and they were right. Over the past year, Marriott has continued to grow great leaders, invest in associates, and create access to opportunity. In 2024, we were recognized as a top 10 company on the Fortune 100 Best Companies to Work For® — a list we have had the distinction of being on for the past 27 years.

Guests: Every day, we open the doors to properties worldwide to serve our guests. We want these guests to know that when they choose a property in the Marriott Bonvoy® portfolio, they are staying with a hotel that is truly a part of the fabric of that community. Through volunteerism and fundraising, Marriott continues to support local and global organizations, particularly in times of need around the world.

In 2024, associates volunteered over 3.4 million hours to support the communities where we do business. In fact, by the end of the year, we had surpassed our goal to contribute 15 million volunteer hours from 2016 to 2025 — a full year early — and I couldn’t be prouder of our associates’ efforts.

Owners: Creating long-term value and supporting hotel owners is central to our company’s strategy and is integrated into our Serve 360 platform. We provide sustainability programs, resources, and tools designed to assist owners in improving operational performance, building resiliency, and attracting future business. For example, in 2024, Marriott launched Connect Responsibly — a program to help meeting planners embed sustainability into their events at participating hotels in the Marriott Bonvoy portfolio — supporting Marriott and its customers’ sustainability priorities, while promoting the incredible work of properties in our portfolio.

Looking toward our centennial anniversary in 2027, Marriott plans to continue developing innovative ways to support associates, serve our guests and our communities, and grow our business with hotel owners from around the globe as we fulfill our company’s purpose of connecting people through the power of travel. Thank you for being part of our journey.



Anthony Capuano

ANTHONY G. CAPUANO



2024 COMPANY OVERVIEW

30+
brands

144
countries and territories

9,300+
properties

1.7+ million
rooms

~418,000
global associates

~228 million
Marriott Bonvoy®
members



ENVIRONMENTAL

Supporting the Resiliency of Marriott Hotels & Destinations

As Marriott hotels welcome guests across 144 countries and territories, the sustainability of those communities and our operations is integral to our strategy. Marriott devotes resources and engages in programs that aim to create and maintain thriving destinations where people want to live, work, and visit.

Biodiversity Initiatives Around the Globe

Across our operations, Marriott associates, hotels, and Business Councils — networks of associates from managed and franchised hotels within a city or region — engage in activities that focus on raising environmental awareness, supporting sustainability-focused organizations, and promoting habitat preservation.

In 2024, more than 6,000 biodiversity-related activities were reported by associates, hotels, and Business Councils, furthering the protection and restoration of local environments.

Marriott's golf properties also integrate biodiversity aspects into daily operations, with 92% of U.S. and 100% of U.K. golf properties certified by **The Audubon Cooperative Sanctuary Program for Golf**, as of year-end 2024.



At a corporate level, Marriott continued to engage with biodiversity-focused organizations, working to protect, restore, and enhance natural resources around the world. In collaboration with the **Arbor Day Foundation**, we contributed to the organization's 2024 U.S. reforestation efforts, including the planting of more than 25,000 trees in critical ecosystems across Florida, Michigan, and Oregon.

We also supported **World Wildlife Fund's** efforts to improve the sustainability of fisheries in Peru and Vietnam in 2024. In Peru, our activities helped to support training for more than 3,000 fishers on how to safely handle and release sea turtles; in Vietnam, we supported efforts to develop a fully compliant vessel list and finalize a social risk assessment for the fishery.

BIODIVERSITY RISK ASSESSMENTS

As part of Marriott's efforts to understand and address biodiversity-related impacts, we initiated a biodiversity risk assessment in 2024. Through this assessment, we aim to utilize global nature indicator data sets to map biodiversity-sensitive areas and conduct impact and dependency screenings for affected properties.



CORE VALUES IN ACTION

Salterra, a Luxury Collection Resort & Spa, Turks & Caicos integrates innovation to implement programs aimed at researching, replanting, and restoring coral reefs in South Caicos.

During 2024, the property helped add more than 60 coral colonies to the coral lab to support restoration efforts and promote ecosystem services that benefit the community and the world.

Helping to Prepare for Natural Disasters

Through Marriott Infrastructure Resilience & Adaptation, the company has the ability to analyze storm data, ultimately driving resiliency across our portfolio. Utilizing the visualization of extreme weather events, such as hurricanes and typhoons, Marriott provides guidance to area leaders to support storm preparation at properties around the world. Additionally, the company is assessing potential future risks to take proactive measures for mitigation.

Building a Resilient & Responsible Supply Chain

Across Marriott, we engage with our suppliers to promote responsible sourcing, strengthen our supply chain, support hotel operations, and participate in industry groups to reinforce our efforts.

Engagement Activities

Over the past four years, Marriott, along with other hospitality companies and group purchasing organizations, created the Hospitality Alliance for Responsible Procurement (**HARP**). As this initiative continues to mature, HARP is expected to scale its industry efforts with the intent to further provide alliance members with the tools to improve sustainability performance across hospitality suppliers and provide them greater access to supply chain data. HARP aims to also provide carbon reduction education resources to hospitality suppliers — ultimately supporting **Marriott’s Science Based Targets initiative (SBTi)-approved targets**.

From a furniture, fixtures & equipment (FF&E) perspective, Marriott’s Global Design team supported the launch of MindClick’s Hospitality Sustainable Design Collaborative (**HSDC**), aimed at educating design

firms seeking to enhance their sustainability offerings. Through the HSDC, we are working to accelerate sustainable hotel design across our portfolio.

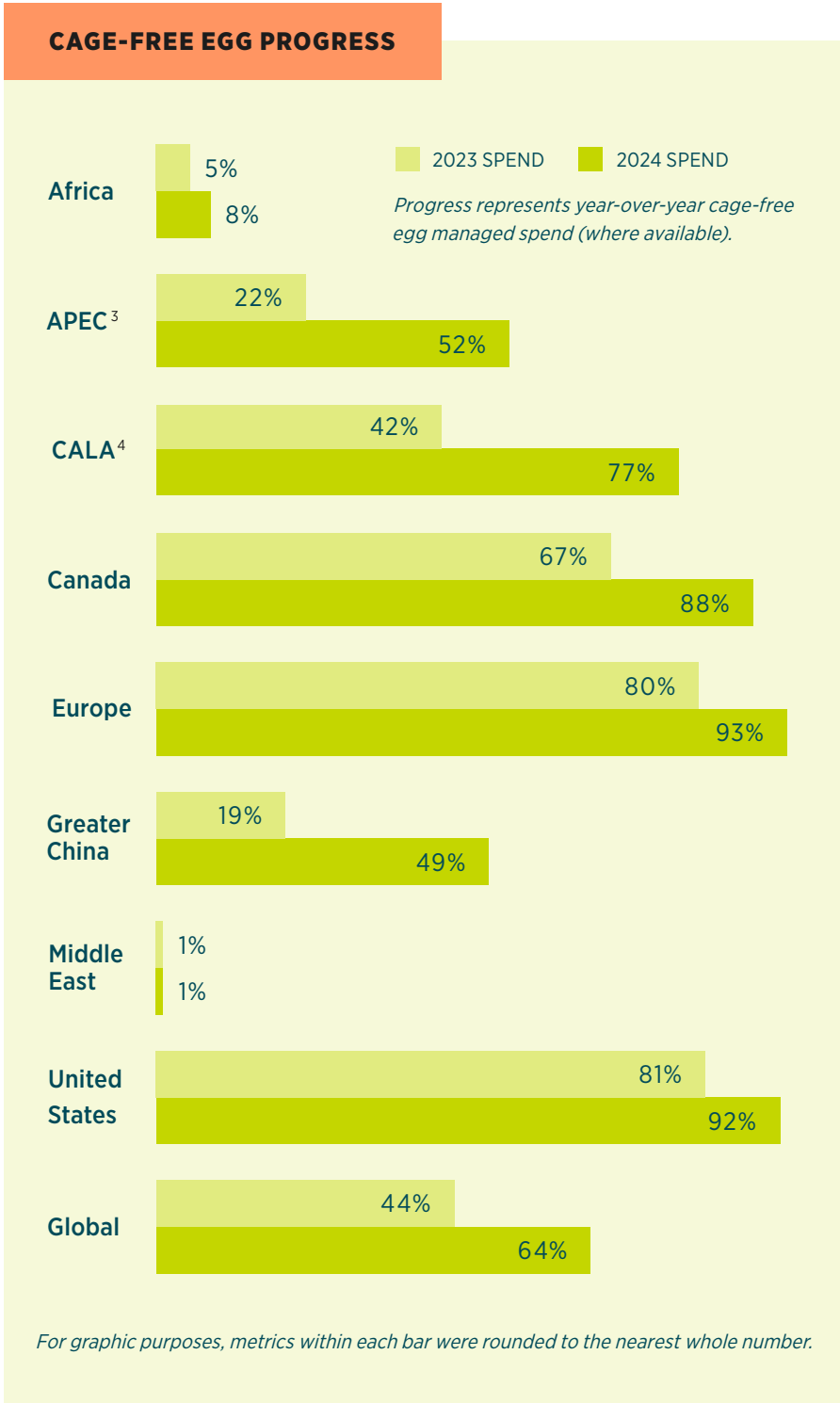
Progress Across Our Supply Chain

Across Marriott’s operations, our continent procurement teams continue to engage with existing and potential new suppliers to increase the availability of responsibly sourced products and support progress across our **Serve 360 Goals** for responsible sourcing.

We continue to make progress toward procuring cage-free eggs and **responsibly sourced pork**, where available. In 2024, 59.47%¹ of total egg spend was cage-free and 17.06%¹ of total pork spend was responsibly sourced across managed and franchised properties, globally. Additionally, 41.19%¹ of paper products were Forest Stewardship Council (**FSC**)-certified², and 16.33%¹ of seafood was Marine Stewardship Council (**MSC**)- or Aquaculture Stewardship Council (**ASC**)-certified.

Additionally, as of year-end 2024, 65% of FF&E products evaluated scored in the “leader” level of the MindClick Sustainability Assessment Program (**MSAP**), and 61% of FF&E products specified for all prototypical brands reached the “leader” MSAP rating (as part of the lifecycle evaluation of Marriott Global Design Procurement’s FF&E suppliers in the U.S. & Canada).

(1) Based on available data.
(2) FSC products are inclusive of personal paper products, office paper, and napkins.
(3) References Asia Pacific Excluding China.
(4) References Caribbean & Latin America.



Setting the Foundation for Sustainability at Marriott Hotels

As sustainability is integrated across Marriott, the company leverages innovation to develop tools, guides, and programs aimed at driving operational efficiencies from the ground up.

Sustainable Building Design

Marriott’s approach to responsible hotel design is centered around providing guidance and resources to assist in the development of sustainable buildings.

In 2024, in addition to publishing three guides focused on building certifications, specific high-performance design and construction, and on-site solar readiness, Marriott also released updated global design standards for mechanical, electrical, and plumbing systems. The standard updates and resources focus on approaches for advancing cost-effective building performance. The energy efficiency guidance within the standards also aligns with Marriott’s SBTi-approved targets.

ADAPTIVE REUSE

As of year-end 2024, Marriott achieved its Serve 360 Goal for adaptive reuse projects, with 283 open adaptive reuse hotels and an additional 231 projects in the pipeline.



Sustainability Certifications

In 2024, Marriott made progress against the company’s Serve 360 Goals for sustainability certifications. We continued to expand Marriott’s internal certifications database, which serves as a pertinent resource for properties to find a third-party certification that fits their geographical location, among other factors. We also focus on helping to remove barriers to getting certified by providing access to discounted pricing and streamlined application guidance for properties across our portfolio.

As a result of our efforts, 15% of Marriott hotels are certified to a recognized sustainability standard, and 361 hotels⁵ achieved or are pursuing LEED certification or an equivalent certification, as of year-end 2024.



CORE VALUES IN ACTION

“We chose to pursue Green Key certification. It took us less than a year to complete and we believe it has given us a marketing and competitive edge with an enhanced brand reputation and improved guest satisfaction.”

AMMAN MARRIOTT HOTEL
Amman, Jordan



Connecting Sustainability

In 2024, Marriott launched Connect Responsibly, designed to embed sustainability efforts into meetings and events. From providing meeting impact reporting and access to carbon offsets to using responsibly sourced ingredients, reducing single-use items, and tackling food waste, Connect Responsibly aligns with the company’s broader sustainability strategy. Through Connect Responsibly, Marriott properties are also able to showcase their sustainability journey as they strive to meet stakeholder needs and attract future business.

(5) Includes pre-open hotels.

Enhancing Operational Performance Through Sustainability

As we expand our global presence, hotels and associates work to integrate sustainability into their daily actions to reduce environmental impacts.

Energy & Greenhouse Gas Emissions

In 2024, Marriott continued its multi-year effort to complete energy assessments at properties globally, focused on properties with a central plant that consumes energy to heat and cool the hotel. Recognizing that each property’s characteristics are different, this effort is a targeted approach to identify methods to improve energy efficiency, save operational expenses, reduce greenhouse gas (GHG) emissions, and improve guest and associate experiences.

Over the course of the year, approximately 450 applicable properties completed an energy assessment, with more than 100 additional properties in progress. Marriott aims to expand energy assessment utilization and the implementation of energy efficiency projects—ultimately supporting hotels in their efforts to meet their annual energy usage intensity (EUI) reduction targets and save on energy costs.

RENEWABLE ENERGY

As Marriott works to integrate and accelerate the adoption of renewable energy across our portfolio, we have cataloged and validated properties with renewable energy usage, which also supports progress against our **Serve 360 Goal**. In 2024, 3.4% of Marriott’s electricity use came from renewable sources. Additionally, we conducted an analysis to identify properties that would be primary candidates for on-site solar projects. Leaders within these regions are encouraged to engage with these properties, share the results of the assessment, and provide budget and implementation guidance.

In addition to on-site renewable energy, there are properties located in markets with green contracting opportunities, where hotels can buy energy from renewable sources. In 2025 and beyond, we aim to identify green contracting opportunities and support Marriott hotels in purchasing renewable energy where available.



In January 2025, Marriott collaborated with **Emodeler** to customize an automated energy modeling tool for Marriott’s Select Brands new construction projects in the U.S. and Canada.

Emodeler is an on-demand tool used to help designers and engineers optimize a hotel’s projected energy use, carbon emissions, and energy savings by automating complex energy modeling.

The tool is tailored for prototypical new build projects and aims to identify energy reduction strategies, reduce a hotel’s projected energy use, and empower owners and their design consultants to make data-driven decisions.



In 2024, Marriott was recognized as a **U.S. Department of Energy’s Better Buildings® Better Practice Award Winner** for the company’s programs, including the implementation of energy efficiency practices across our portfolio of properties.

SCIENCE-BASED TARGETS

Post the approval of **our targets** by SBTi, the company expanded on its efforts to reduce emissions across its portfolio. Emissions within Marriott’s near-term target have decreased by 1.4%, and emissions within the boundary of Marriott’s long-term target have decreased by 6%, both as compared to our 2019 baseline.⁶

To support properties on their sustainability journey, Marriott published a series of resources, including back-of-house posters and short webinars, containing guidance on topics ranging from minimizing environmental impacts to understanding EUI reduction targets.



(6) Please see page 2 of the **Performance Tables & Appendices** for further details.
(7) The baseline year for waste intensity reporting was determined based on data availability.

Water

In 2024, Marriott’s approach to water management was focused on developing and deploying property-level programs and educational resources to support meaningful water reduction efficiencies and build value across our portfolio.

Through Marriott’s internal platform, managed properties have access to resources, including a water reduction webinar and water conservation training. Both managed and franchised properties can utilize our irrigation and kitchen audit tools. We also provide department-specific training content and focused water efficiency practices across properties to drive targeted water reductions.

Marriott’s managed properties are also tasked with providing water conservation training to their associates, and in 2024, more than 1,300 of these properties participated in the training.

As a result of Marriott’s efforts, the company continued to drive progress toward our **Serve 360 Goal** for water reduction. Between 2016 and 2024, Marriott achieved an approximately 12% reduction in water intensity.

CORE VALUES IN ACTION

“Reducing food waste has been a priority for us for some time. It’s been incredible to see the progress we’ve made to tackle this issue with the help of AI.”

EXECUTIVE CHEF
LONDON HEATHROW MARRIOTT HOTEL
London, United Kingdom

Waste

Marriott’s approach to reducing waste remains centered on property-level educational initiatives for preventing waste followed by education about the disposal of waste in a responsible and cost-effective manner, in line with global waste management practices. In 2024, Marriott developed two property-level webinars aimed at supporting each property’s individual waste reduction journey. The company also created an internal waste audit guide, available to managed properties globally.

FOOD WASTE

We continue to encourage hotels to reduce food waste through the utilization of Artificial Intelligence (AI) food waste tracking solutions.

SINGLE-USE PLASTICS

In 2024, Marriott conducted a complete inventory of 16 categories of single-use plastics used across our portfolio of global hotels. We plan to use the information obtained from this assessment to identify future opportunities to remove products, switch to reusable products, or identify more sustainable materials.

MEASURING OUR IMPACTS

Over the past several years, Marriott has invested in improved tracking across our global waste streams. In 2024, Marriott set waste and food waste baselines, utilizing the **Hotel Waste Measurement Methodology**, for nearly 6,500 properties to support tracking progress against our **Serve 360 Goals**.

As of year-end 2024, Marriott reduced waste to landfill intensity by approximately 23% and food waste to landfill intensity by approximately 29%, compared to a 2019 baseline.⁷

2,800+
properties were reporting diverted food waste through Marriott’s internal tracking systems by the end of 2024.



SOCIAL

Making Our Communities Better Places to Live, Work & Visit

Associates at Marriott properties are impassioned to do good in our communities and show their dedication to one of our core values, Serve Our World. Through volunteerism, fundraising, and cash and in-kind donations, hotels and associates worldwide aim to make a meaningful impact wherever we do business.

Community Investments & Volunteerism

Across our global operations, 115 Business Councils and 95 Next Gen Business Councils work to promote Marriott's core values and activate Serve 360 programs at their hotels. These groups are key to driving progress toward our **Serve 360 volunteerism goals** and helping to raise funds for local and global organizations to do good in the areas where we do business.



In 2024, Marriott achieved three of our goals ahead of schedule. We surpassed our global volunteer hours goal by more than 600,000 hours, contributing more than 15.6 million hours between 2016 and 2024. In 2024, we also surpassed the hotel community service participation goals, with 97% of managed hotels and 52% of franchised hotels having participated in community service activities since 2016. As of year-end 2024, 33% of cumulative volunteer hours have served children and youth since 2016, while 29% of cumulative volunteer activities have been skills-based since 2017.

Marriott, along with hotels, associates, Business Councils, and guests, contributed nearly \$52 million to support communities and philanthropic causes, of which nearly \$27 million was provided through in-kind donations and more than \$25 million was donated in cash contributions in 2024.

More than 65 million Marriott Bonvoy points, including points matched by Marriott, were donated to support philanthropic causes and disaster relief efforts in 2024.



CORE VALUES IN ACTION

Bethesda North Marriott Hotel & Conference Center's (Maryland, U.S.) associates actively volunteer across organizations in their community.

Eighty percent of the hotel's associates participate in volunteer activities, ranging from local park clean-ups to volunteering at a local food bank. The property also participated in the pilot for HotelHelp, a room nights donation program for survivors of human trafficking.

Disaster Relief

When disaster strikes, Marriott strives to mobilize alongside local hotels, worldwide Business Councils, and established relief organizations to evaluate, respond, and provide aid to communities around the globe.

In 2024, the Marriott Disaster Relief Fund (**MDRF**) provided over \$2.6 million to support more than 4,000 managed and franchised associates, their families, and humanitarian organizations; and more than 14.5 million Marriott Bonvoy points were donated by members and the company to support global disaster relief efforts.

During 2024, Marriott and **The J. Willard and Alice S. Marriott Foundation** combined forces to donate \$500,000 to **World Central Kitchen** to help the nonprofit organization provide meals in the wake of natural disasters and crises around the world.



CORE VALUES IN ACTION

When Hurricane Helene struck in Asheville, North Carolina (U.S.), the Charlotte Business Council conducted a market-wide donation drive to send supplies to the impacted areas. Marriott associates from Charlotte went to Asheville to volunteer in a local food pantry, and hotels donated room nights to impacted Asheville associates, allowing them to have a respite in Charlotte during a difficult time.

In 2024, the **TakeCare Relief Fund** supported nearly 4,000 associates across the globe by providing approximately \$2.2 million in grants to those facing hardships.



Vitality of Children

Important to every community's long-term stability and success is the vitality of its children. To support children's well-being, more than \$166 million has been donated to **Children's Miracle Network Hospitals** over the last 40+ years, in the U.S. & Canada, by associates, properties, and Business Councils, with more than \$6.9 million raised in 2024.



Additionally, throughout 2024, Marriott hotels continued to participate in the Check Out for Children (COFC) program in collaboration with **UNICEF**, inviting guests to make a voluntary donation during their hotel stays at over 500 hotels across more than 40 countries and territories. Since the relaunch of the COFC program in 2023, more than \$630,000 has been raised from these voluntary donations for UNICEF's work to help children survive and thrive.

\$52+ million

raised for UNICEF by COFC and other Marriott initiatives since 1995, benefiting more than 4.5 million children

\$800,000+

donated by Marriott, the MDRF, Marriott Bonvoy, and Marriott guests in support of UNICEF, including COFC, in 2024

Leveraging Travel to Promote Peace & Cultural Understanding

As an industry leader, Marriott continues to focus our efforts to advance human rights, including by fighting against human trafficking, child exploitation, and forced labor, while also supporting programs that allow people to experience and understand other cultures through the power of travel.

Human Rights

Throughout 2024, Marriott continued to enhance our programs and industry engagement activities in connection with human rights.

- We launched the pilot of HotelHelp, a social impact program that connects survivors of human trafficking in need of short-term emergency accommodations. HotelHelp uses a system where hotels deposit donated room nights and established care providers book these rooms for those who are exiting their trafficking situations. As of year-end 2024, 46 hotels and 35 care providers were participating in the pilot, and HotelHelp donated 100 room nights to survivors.
- We expanded an initiative with the **Internet Watch Foundation** and **Cisco** to block guests' access to websites with illegal child sexual abuse materials when online at Marriott properties globally.
- Marriott supported **Polaris**' efforts to expand the Global Modern Slavery Directory, an interactive, public database of organizations and agencies addressing modern slavery and human trafficking.
- With support from a third-party human rights consultancy, Marriott conducted a human rights mapping exercise to identify potential human rights risks across the hospitality industry's value chain.

HUMAN TRAFFICKING AWARENESS TRAINING

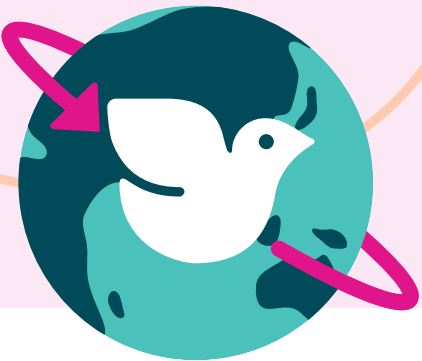
Marriott's human trafficking awareness training has served as the foundation of the company's efforts to combat human trafficking. We continued to make progress against our **Serve 360 Goal**, and between 2016 and year-end 2024, more than 1.4 million associates across managed and franchised Marriott properties were trained on human trafficking awareness.

Peace & Cultural Understanding

In 2024, Marriott supported **Global Glimpse**, a nonprofit organization that funds travel scholarships for students from low-income backgrounds with the goal of promoting cultural immersion and leadership development. During 2024, we also initiated a collaboration with **Global Ties U.S.**, the national leader for connecting people and communities in the U.S. with global leaders through international exchange programs. These engagements have supported meaningful progress toward our **Serve 360 Goal** to evaluate, drive, and elevate travel and tourism's role in cultural understanding.

Through these activities, Marriott has invested \$400,000 since 2019 in organizations that work to promote a peaceful world through travel.

Marriott continues to provide our human trafficking awareness training materials cost free to the hospitality industry by collaborating with the **American Hotel and Lodging Association Foundation** and **PACT**. In 2024, PACT reported that the training has been completed more than 2.2 million times since being made available in 2020. In 2024, Marriott also donated its enhanced human trafficking awareness training to the World Sustainable Hospitality Alliance (**Alliance**) to make the course available to a broader global audience.



Opening Doors to Opportunity

As a global hospitality company, Marriott is positioned to foster career opportunities by identifying, training, and mentoring individuals from all backgrounds and communities.

Advancing Skills for Hospitality

We believe a job in hospitality can serve as a gateway to a lifelong career, providing a foundation of skills for future success.

Marriott continues to support organizations across our industry, with a focus on enhancing hospitality’s current and future workforce pipeline. For example, through Marriott’s continued support for the Alliance’s employability program, we sponsored hospitality skills training for more than 170 youth in 2024 at Marriott hotels. More than half of the program graduates secured employment opportunities at Marriott.

We also engage with organizations that empower refugees to create a positive future for themselves, their families, and their communities. In 2024, we supported the International Rescue Committee’s (IRC) Hospitality Link program by training more than 150 refugees.

Marriott also provided support for the **Tent Partnership for Refugees’** U.S. mentorship programs. Through these programs, Tent connected refugees with mentors to help them navigate the U.S. job market, reporting that two-thirds of mentees stated that they feel better prepared to find jobs after completing Tent’s program.

In 2024, Marriott surpassed our **Serve 360 Goal** focused on empowering through opportunity by investing more than \$37 million since 2016 to increase and strengthen opportunities, including support for hospitality skills development in the communities where we do business.



CORE VALUES IN ACTION

“Today, because of the opportunity given to me by the Alliance, I am a part of the world’s largest hotel company, Marriott. I was able to participate in and complete this program because it was free of cost. I would like to thank our Restaurant Manager who taught me a lot and guided me. Words cannot describe how thankful I am for the program.”

GUEST SERVICES ASSOCIATE
FOOD AND BEVERAGE SERVICES
JW MARRIOTT MUMBAI JUHU
Mumbai, India



Advancing Career Journeys

Across Marriott, we have developed meaningful, long-term relationships with organizations aimed at building our pipeline of talent, while attracting, retaining, and developing the best individuals for our business.

For more than 30 years, Marriott’s flagship partnership with **Bridges From School to Work®**, established by the Marriott family, has supported skills development, training, and job placement for young people with disabilities — working to create positive impacts in our local communities.

Marriott also continues to enhance and expand access to opportunity for service veterans through active engagement and outreach activities. For example, through our engagement with **Recruit Military** and other outreach activities, Marriott expanded awareness of the company’s job opportunities, and hiring managers received tailored veteran hiring training aimed at identifying transferable skillsets in veteran resumes. Through this engagement, Marriott identified candidates who could best support our organization, which resulted in hiring more than 1,200 veterans in the U.S. in 2024.

Marriott also provides recent college graduates the opportunity to pursue the **Voyage** program, an award-winning, global leadership development program available in over 50 countries, which delivers hands-on, discipline-specific training.

Additionally, our properties and headquarters office offer fellowships for undergraduate and graduate students that provide an immersive experience to prepare participants for a variety of opportunities in the hospitality industry. In 2024, more than 150 fellows joined our summer cohort at Marriott’s headquarters.

In 2025, Marriott International was named one of Fortune’s **World’s Most Admired Companies**. The company has appeared on Fortune’s Most Admired Companies list consecutively since its inception in 1998.



“I believe you succeed in business by being true to purpose beyond profits. From the very beginning of Marriott, we believed in opening the doors to a world of opportunities for our associates.”

J.W. MARRIOTT, JR.
Chairman Emeritus



CORE VALUES IN ACTION

“My favorite aspect of the Voyage program is that it serves as a stepping stone after graduating from college. ... Being in this program has also helped me realize how much I truly love and want to grow in the hospitality industry. While I enjoy the operational side of things, what I cherish even more are the connections I formed with guests and the sense of family I built with my coworkers.”

VOYAGE PARTICIPANT
GAYLORD TEXAN RESORT & CONVENTION CENTER
Texas, U.S.

Empowering, Inspiring & Supporting Marriott Associates

Marriott’s long history of service, innovation, and growth is built on a culture of putting people first. Our human capital strategy is guided by three signature elements — Growing Great Leaders, Investing in Associates, and Creating Access to Opportunity — which aim to empower, inspire, and support Marriott associates across the globe.

Growing Great Leaders

We believe that associates can be leaders regardless of their level and are committed to fostering a culture of empowered leaders and providing development opportunities to all. We also believe that great leaders have an enterprise mindset, characterized by curiosity, courage, and connectedness. We grow great leaders through a series of learning programs that include: Elevate by Marriott International — a new program for frontline associates and early managers; En Route — our program for managers of others; and Accelerators — programs available for high-potential associates.

ASSOCIATE ENGAGEMENT

In 2024, Marriott piloted a new approach to gathering associate feedback through associateVoice by replacing the traditional annual engagement survey with a continuous listening strategy consisting of three pulse surveys throughout the year. Overall, based on the surveys conducted, we saw strong company-wide engagement. Our global associate scores reflected an “Engagement” score of 90%. We were also named as a Top 10 company in the **Fortune 100 Best Companies to Work For®** in 2024. In addition, survey results showed that 90% of participating associates agreed that Marriott has a strong commitment to operate sustainably and 92% agreed the company has a strong commitment to making a positive social impact.

ELEVATE BY MARRIOTT INTERNATIONAL

Elevate was launched in 2024 to equip non-management associates and early managers with the skills, coaching, and mentoring to ascend through the organization. In 2024, more than 50,000 managed and franchised associates globally visited the Elevate microsite, accessing tools and resources to help them build critical leadership, team building, business acumen, self-leadership, and communication and digital skills.

Elevate participants who demonstrate management potential are invited to join the Elevate cohort experience. In 2024, more than 1,000 managed and franchised associates joined the cohort, with 85% of these participants graduating from the program.

EN ROUTE

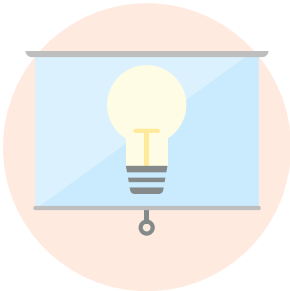
The En Route core leadership curriculum is our global portfolio of four foundational programs accessible to every leader at every level. In 2024, more than 25,000 participants took part in an En Route program.

ACCELERATORS

Accelerators, which provide opportunities for more seasoned leaders, include cohort-based learning and capstone projects. In 2024, more than 1,500 associates participated in this program.

As part of our strategy, Learning Coordinators serve as on-property conduits, supporting associates’ learning and development journeys.

17,000+ Learning Coordinators and Reporters were deployed globally in 2024



Investing in Associates

We believe in providing associates with the tools, resources, and support they need to thrive — both personally and professionally. Our approach to investing in associates extends beyond compensation to include a focus on the whole person through TakeCare, Marriott’s associate well-being program.

BENEFITS & COMPENSATION

TakeCare focuses on providing associates with support to stay physically active and healthy, enhance their mental wellness, and plan for their financial future. Our 14,000 TakeCare Champions at properties around the globe bring this program to life.

PAY EQUITY

Marriott is committed to fair and equitable pay for our associates, and our compensation structures and policies are designed to promote pay equity. In the U.S., we conduct pay equity audits annually, disclose pay ranges in job postings for all management positions, and disclose adjusted pay gaps to promote transparency. Globally, to promote pay equity in starting pay, we prohibit compensation history inquiries during the hiring process. Marriott’s review of compensation, conducted in early 2025, showed that when adjusted for legitimate factors such as role, tenure, and location, U.S. associates who identified as female earn approximately 98% of what male associates earn.



Physical Wellness: We provide eligible U.S. associates and their families with comprehensive offerings, including health care coverage and work / life support benefits. Outside the U.S., we offer comprehensive benefit programs that vary based on the geographic market. We regularly evaluate these programs for competitiveness against the external talent market.



Mental Wellness: In 2024, we introduced *Mind Matters 2.0 Empowering Conversations*, our global mental wellness training resource designed to empower associates with the tools and resources to foster empathy and build mental resilience. Over 2,500 global associates completed the training in 2024.



Financial Wellness: Over 18% of eligible U.S. associates participated in the company’s Employee Stock Purchase Plan during 2024. In 2025, we plan to introduce a global financial education series, including webinars and resources from financial experts around the world.



CORE VALUES IN ACTION

At the Sheraton Saigon Grand Opera Hotel (Ho Chi Minh City, Vietnam), a committee of 25 TakeCare Champions support physical, mental, and financial well-being through the implementation of programs, initiatives, and educational opportunities — all aimed at taking care of the associates.

“Take care of associates and they’ll take care of your customers.”

J. Willard Marriott, Sr. truly believed Marriott’s ever-growing ranks of associates were the secret of his company’s success. To this day, Marriott’s people-first culture remains the keystone to our company’s values.



Creating Access to Opportunity

Marriott’s approach to creating access to opportunity for all starts with the Board’s Inclusion and Social Impact Committee (ISIC). The ISIC provides oversight of our strategy and efforts to advance the company’s business through its culture and core values, including creating access to opportunity for its various stakeholders and supporting the communities in which the company operates. Our company also provides a large breadth of resources to support associates on their career journey at Marriott, including recruitment initiatives, talent development, learning opportunities, and engagement and retention programs.

ATTRACT, RETAIN & DEVELOP CURRENT & FUTURE TALENT

At Marriott, we aim to foster a welcoming culture for associates to succeed, learn, and grow.

At the executive level, Marriott had 24% people of color in executive positions⁸ in the U.S. and 48% women in global executive positions⁸ as of year-end 2024.

We are proud to be part of the communities where we operate and are committed to creating access to opportunity for all. Our initiatives include mentorship and sponsorship, recruiting through a variety of sources, and deploying a variety of development programs.



ASSOCIATE RESOURCE GROUPS

Marriott’s Associate Resource Groups (ARGs) foster our unique culture where associates feel heard, respected, and included. Across our organization, ARGs offer all associates globally a space that encourages learning, innovation, networking, and development.

As of year-end 2024, Marriott’s ARGs, which are open to all associates, encompassed more than 22,000 enrollments.



“[Being a member of an ARG] has allowed me to meet a variety of people. My involvement in the ARG has also provided me with a supportive community This has greatly boosted my confidence and allowed me to bring my whole self to work, ultimately leading to better performance and job satisfaction.”

ARG MEMBER | Illinois, U.S.

“Marriott has really made me feel at home by encouraging me to be myself and share my ideas. I’ve been able to connect with others in ARGs where we share ideas and experiences.”

ARG MEMBER | Toronto, Canada

“I am an active member of [two ARGs and] find them to be a wonderful initiative. These groups help foster a sense of belonging, promote teamwork, and strengthen our commitment to one another as employees. I’m also passionate about public speaking and sharing ideas, so I hope to eventually participate as a speaker in future events. I believe these forums offer a great opportunity to connect, learn, and contribute to our shared growth.”

ARG MEMBER | Florida, U.S.

(8) Defined as vice president and above roles.



GOVERNANCE

Accelerating Growth Through Exceptional Leadership

At Marriott, we believe that creating a positive and sustainable impact where we do business begins with a strong governance model.

Through a series of complementary councils, committees, teams, and leaders, the company implements a robust sustainability and social impact strategy that aligns with Marriott’s core values and supports the future growth of our business.

Serve 360 Governance

Oversight of Marriott’s 2025 Serve 360 Goals and broader strategy ranges from a committee of the Board of Directors and the President and CEO, to regional leaders and hotel executive teams and associates.

The Inclusion and Social Impact Committee (ISIC) of our Board of Directors (Board) assists the Board in providing oversight of the company’s strategies related to cultivating and advancing Marriott’s efforts to make the communities and environments where the company operates better places to live, work, and visit, and to focus on sustainability and resilience in operations.

At the management level, Marriott’s Serve 360 platform is guided by governing bodies, each of which maintains specific priorities and objectives to make progress toward our company-wide goals.



Integrating Integrity Into Our Business & Supply Chain

“How we do business is as important as the business we do” remains the hallmark of Marriott’s commitment to hold ourselves to high ethical and legal standards.

This commitment extends from our day-to-day business conduct to our sustainability and social impact programs, and our supply chain practices, including the standards we ask our suppliers to uphold.

Business Ethics


Since our founding in 1927, we have taken care of associates and served guests with integrity. As our company continues to grow, these commitments remain central to our strategy and are formally integrated into our Ethics & Compliance Program.

Marriott’s Ethics & Compliance Program is led by our company’s Chief Compliance Officer and overseen by the Ethics and Compliance Governance Board, which is comprised of senior leaders. The Governance Board, through Marriott’s Chief Compliance Officer, typically reports on the state of the Ethics & Compliance Program to the Audit Committee of the Board of Directors four times per year. A multidisciplinary team is responsible for implementing key elements of our program, including policies, trainings, and other controls.

Marriott uses a risk-based sampling methodology to monitor ethics and compliance risks. The company’s Internal Audit (IA) department performs an annual audit to gather information related to compliance and associate awareness of the company’s ethical culture. The IA department also identifies and audits select owned, leased, and managed hotels based on specific risk rankings and other factors. In 2024, Marriott expanded the deployment of a property-level toolkit aimed at enhancing screening processes for third parties deemed to be high risk.

(9) The completion percentage data for ethics and compliance training spans from July 2024 to December 2024, using the company’s new Learning Experience Platform for reporting. This partial year data includes both standard training courses and new daily reinforcement questions, reflecting the company’s updated learning strategy.


PROGRAM ELEMENTS



POLICIES

The Business Conduct Guide serves as an overview of key ethics and legal compliance policies and provides guidance on not only what is legal but also what is right.


In 2024, Marriott further enhanced our policies by strengthening our Global Anti-Corruption Policy.



REPORTING & INVESTIGATION MEASURES

We use a third-party operated ethics & whistleblowing reporting line, which allows anonymous reporting to support our speak up culture.

A risk-based triage process supports the investigation, response to, and remediation of business integrity reports.



ASSOCIATE TRAINING & AWARENESS

82% of associates completed at least one ethics and compliance-related digital training in 2024.⁹

In 2024, we also launched a new, digital anti-corruption training course that features real-life scenarios and is available in 17 languages.

Supply Chain Assessments

Marriott's commitment to being a force for good extends from our direct operations and through our supply chain. As such, we actively assess our impacts and work to integrate applicable policies and procedures — all aimed at supporting a responsible supply chain.

Avendra, Marriott's procurement services provider in North America, the Caribbean, and Central America, screens suppliers and their products within and outside of Marriott's Top 10 priority categories on environmental and social criteria. In addition to this screening, suppliers are subject to the following requirements:

- Suppliers with contracts awarded through Avendra are subject to the Avendra Supplier Code of Conduct and have a formal sustainability policy in place. Additionally, most suppliers with new contracts are expected to complete an assessment through **EcoVadis**.
- Of these suppliers, those that provide commodities linked to deforestation (e.g., palm, soy, beef, timber) are also required to provide information on policies and processes related to deforestation and asked to tag their products with attributes/certifications that relate to no-deforestation assurances, including FSC and Roundtable on Sustainable Palm Oil.

- Avendra requires suppliers with new contracts to provide information regarding their approach to reducing GHG emissions, including through the EcoVadis assessment. Suppliers in high carbon emitting industries may be further engaged through additional surveys.
- Active, centrally managed procurement contracts are subject to **Marriott's Supplier Conduct Guidelines**, while new such contracts are subject to compliance with the same Guidelines and completion of the EcoVadis assessment.

As of year-end 2024, Avendra invited approximately 96% of in-scope contracted manufacturers and 94% of in-scope contracted distributors to complete the EcoVadis assessment. Of these suppliers, 85% of manufacturers and 73% of distributors were scored.

Supplier Innovation & Outreach

Marriott's supplier program is designed to expand the company's global purchasing footprint, spur innovation, and inspire us to find new ways to do business better. Marriott is also committed to supporting our local communities and engaging with suppliers where we do business. In 2024, Marriott spent \$70 million with a variety of local suppliers in the areas surrounding our headquarters office, including Washington, D.C., Virginia, and Maryland (U.S.).

SUPPORTING MARRIOTT'S SCIENCE-BASED TARGETS

One of Marriott's **SBTi-approved targets** is that at least 22% of our suppliers, as measured by emissions, set science-based or science-aligned targets by 2028.

To execute on this goal, we are working to engage our top suppliers (by emissions) by sharing educational resources and industry best practices and collaborating on the implementation of solutions that align with our shared business objectives.



Data Privacy & Cybersecurity

Marriott’s global information security and global privacy programs are designed to assess, identify, and manage cybersecurity and data privacy risks for the company.



PROGRAM ELEMENTS

THIRD-PARTY CERTIFICATIONS

Marriott International, Inc. and three additional covered entities are certified to the EU-U.S. Data Privacy Framework, Swiss-U.S. Data Privacy Framework, and the UK Extension to the EU-U.S. Data Privacy Framework.

GLOBAL INCIDENT RESPONSE PLAN

Marriott’s Global Information Security & Privacy Incident Response Plan guides the company’s response in connection with information security incidents involving properties owned, leased, or managed by Marriott and above-property locations.

RISK ASSESSMENTS

We assess, identify, and manage risks through various mechanisms, which may include tabletop exercises, business unit assessments, control gap analyses, threat modeling, impact analyses, internal and external audits, vulnerability scans, penetration tests, and third parties’ program analyses.

GLOBALLY RECOGNIZED STANDARDS & FRAMEWORKS

Our policies, procedures, and processes draw upon standards such as National Institute of Standards and Technology 800-53 and International Organization for Standardization (ISO) 27001 controls and ISO 27002 guidelines.

ASSOCIATE TRAINING & AWARENESS

More than 335,000 managed and franchised associates completed information security and protection training in 2024.

THIRD PARTY DUE DILIGENCE

Marriott has several robust due diligence processes in place to extend our program to certain service providers that process personal data, including, but not limited to, the Privacy Impact Assessment Process, the Security Engagement Review Process, Data Protection Agreements, and others.



Advocating for Our Business & Marriott Associates

Through Marriott’s robust public policy agenda, the company engages with government leaders on a wide array of issues aimed at promoting the interests of our organization.

We believe that transparency in our practices, and participation at all levels of government, are important to support the future of both our business and the hospitality industry.

Industry Association Engagement

To support Marriott’s public policy priorities, share best practices, and collaborate on policy advocacy activities, we engage with numerous industry and business associations.

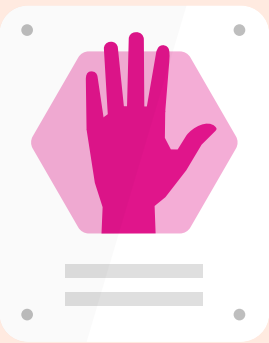
As of year-end 2024, Marriott maintained corporate-level relationships with associations including the following: **Business Roundtable**; **U.S. Chamber of Commerce**; **World Travel & Tourism Council**; **American Hotel & Lodging Association**; **International Franchise Association**; **Global Business Travel Association**; **U.S. Travel Association**; **Clean Energy Buyers Association**; and **World Sustainable Hospitality Alliance**.

Through Marriott’s 2024 public policy efforts, we engaged on issues that focus on advancing the business globally and across the U.S. at the federal, state, and local levels.



2024 PUBLIC POLICY EFFORTS

Actively advocated in favor of the passage of an Illinois (U.S.) law that requires hotels with 50 or more rooms to transition away from single-use plastic toiletries, beginning July 1, 2025



Supported the passage of new laws in Kentucky and Detroit, Michigan (U.S.) that require hotels to display human trafficking awareness signage

Successfully advocated for the passage of human trafficking prevention legislation in Wisconsin and North Carolina (U.S.), requiring hotels in each state to train their employees on how to identify and report suspected human trafficking situations



About the Report & Forward-Looking Statements

About the Report

Information and data within the following three documents: 2025 Serve 360 Report: Global Progress, 2025 Serve 360 Report: Around The World Highlights, and 2025 Serve 360 Report: Performance Tables & Appendices (collectively, the Report) represent Marriott International, Inc.’s (Marriott, Marriott hotels, company, we, our) global operations from our portfolio of owned, leased, managed, franchised, and certain licensed hotels, unless otherwise indicated.

The Report reflects performance data for year-end 2024, unless otherwise indicated. Data in the Report may be rounded and represent estimations or approximations and may be based on assumptions. Financial metrics are reported in U.S. dollars. Human capital information applies to associates whose employment is managed by Marriott, unless otherwise stated. “Associates” and “Workforce” refer to employees at owned / managed / leased hotels, unless otherwise noted. Specific highlights, projects, programs, metrics, or initiatives in the Report may apply only to select regions, hotels, Business Councils, or associates. Please refer to the specific descriptions within the Report for further details on the scope of these highlights, projects, programs, or initiatives. Note, programs described in the Report may represent multi-year initiatives and may not only have occurred in the reporting year (2024).

Serve 360 Goals, including progress against those targets, represent managed, owned, leased, franchised, and certain licensed properties, unless otherwise stated. If applicable, the following boundaries apply to certain Serve 360 Goals and related data, unless otherwise stated: Macro global certification data exclude Design Hotels®, Homes & Villas by Marriott Bonvoy®, timeshares, The Ritz-Carlton Yacht Collection, and above property locations. Macro global and regional greenhouse gas (GHG) emissions and energy data exclude Design Hotels®, Homes & Villas by Marriott Bonvoy®, timeshares, and MGM. Macro global and regional water data exclude Design Hotels®, Homes & Villas by Marriott Bonvoy®, timeshares, The Ritz-Carlton Yacht Collection, and MGM. Macro global waste data exclude Design Hotels®, Homes & Villas by Marriott Bonvoy®, timeshares, residences, The Ritz-Carlton Yacht Collection, Sonder by Marriott Bonvoy®, above property locations, and MGM. Please note, MGM hotels that are branded as The Luxury Collection®, W Hotels®, Autograph Collection®, and Tribute Portfolio are included in global and regional GHG emissions, energy, and water data and global waste data. GHG emissions, energy, and water intensity metrics include only validated data. Total Scope 1 and 2 GHG emissions, energy, and water data include extrapolation, if actual data is unavailable. There are a small number of non-hotel facilities under Marriott’s operational control that are currently excluded from the inventory boundary due to an immaterial quantity of emissions.

Progress against Marriott’s renewable electricity goal includes a combination of on-site generation, purchased off-site renewable energy, and purchased energy attribute certificates.

References to our own or third-party websites and links to such websites are provided for informational purposes and the reader’s convenience. The information or data included on these websites or accessible at these links is not incorporated into, and should not be deemed to be a part of, this Report.

In addition, we use the term “hotel owners” throughout this Report to refer, collectively, to owners of hotels and other lodging offerings operating in our system pursuant to management agreements, franchise agreements, license agreements, or similar arrangements, and we use the term “hotels in our system” to refer to hotels and other lodging offerings operating in our system pursuant to such arrangements, as well as hotels that we own or lease. The terms “hotel owners” and “hotels in our system” exclude Homes & Villas by Marriott Bonvoy®, timeshare, residential, and The Ritz-Carlton Yacht Collection®.

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 Report discloses in reference to the Global Reporting Initiative (GRI) Standards and reflects the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD) frameworks. Please note that information contained in the Report does not constitute a guarantee, commitment, or promise with regard to business activities, performance, or future results. The statements in the Report are made as of the publication date of the Report, unless otherwise indicated, and we undertake no obligation to update these statements to reflect subsequent events or circumstances.

Forward-Looking Statements

The Report contains certain forward-looking statements based on Marriott management’s current assumptions and expectations, including statements regarding our sustainability and social impact targets, goals, commitments, programs, and other business plans, initiatives, and objectives. These statements are typically accompanied by the words “aim,” “hope,” “believe,” “estimate,” “plan,” “expect,” “goal,” “commit,” “intend,” “strive,” “target,” “will,” “may,” “can,” “potential,” “continue,” “future,” “endeavor,” or similar expressions concerning anticipated future events and expectations that are not historical facts. We undertake no obligation to publicly update or revise these statements, whether as a result of new information,

future events, or otherwise. The forward-looking statements speak only as of the date of this Report, and undue reliance should not be placed on these statements. Goals, targets, intentions, ambitions, or expectations described in the Report are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, or expectations will be met. 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, and the Private Securities Litigation Reform Act of 1995. Our actual future results, including the achievement of our targets, intentions, ambitions, goals, or commitments, could differ materially from these statements, including as the result of changes in circumstances, assumptions not being realized, changes in related regulations or enforcement priorities, shifts in consumer demand for various products and services, scientific or technological developments, the competitive nature of our industry, economic and other global, national, and regional conditions and events, the quality and reputation of our Company and our brands, actions by our hotel owners or others that could adversely affect our image and reputation, and other risk factors discussed in our U.S. Securities and Exchange Commission filings, including in our most recent Annual Report on Form 10-K and in our subsequent Quarterly Reports on Form 10-Q, which can be found on the Investor Relations page of Marriott’s website at www.marriott.com.

A number of our sustainability and social impact goals, targets, intentions, ambitions, or expectations may depend on the adoption of certain behaviors and activities by third parties, including our customers, hotel owners, and suppliers. If those third parties do not adopt certain behaviors, commitments, or activities, we may not be able to meet some goals. Additionally, we are engaged in certain projects that, should they not perform as we expect, could negatively affect our ability to meet some goals on time or at all. We make claims about such projects, including about our funding, partnerships, and the potential effects on third parties’ sustainability efforts; however, there can be no guarantee that our products, projects, or funding efforts will have the effects we anticipate or intend.

We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in our reports filed with the SEC referenced above carefully in evaluating the forward-looking statements in the 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 31, 2025

