



2026 SERVE 360 REPORT

# Highlights From Around the World



**SERVE 360**  
DOING GOOD IN EVERY DIRECTION

# Serve 360: Doing Good in Every Direction Around the World

For nearly a century, Marriott International’s core values have guided our company across generations — from a single root beer stand in 1927 into a global leader in hospitality.

Today, this legacy continues to provide the strategic foundation for our Serve 360: Doing Good in Every Direction platform.



“Although time, growth, and a changing workforce move us further from the early days of our company, we must never stray from the basic principles that have made us successful.”

J.W. Marriott, Jr. | Chairman Emeritus

Across our global regions, more than 9,800 properties activate Serve 360 in a localized manner, uniting our core values with our company’s strategy to support people, communities, and destinations for future generations.

This Report includes forward-looking statements, which are subject to various risks, uncertainties, and factors that could cause our actual results to differ materially from these statements. Such risks, uncertainties, and factors include the 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. We undertake no obligation to 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. 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.

Please [click here](#) for additional information and important cautionary language about forward-looking statements, other information about content included in this Report, and information regarding references to our own or third-party websites, which are not part of this Report. Please [click here](#) for our 2025 Serve 360 Goals and [here](#) for our 2030 Serve 360 Goals.

Report Publication Date: June 30, 2026



# Asia Pacific Excluding China

As Marriott's Asia Pacific excluding China (APEC) region expands across various markets and sought-after destinations, we continue to build on legacy sustainability and social impact programs that aim to provide value for our stakeholders, while placing our core values at the forefront of our actions.

## NURTURE OUR WORLD

Across our APEC region, associates and hotels are passionate about volunteering their time, protecting nature, and providing essential help in times of need — all with a focus on making the communities in which we operate better places to live, work, and visit. In 2025, these efforts culminated in nearly 925,000 volunteer hours, a significant contribution toward serving local communities, while supporting Marriott's company-wide goals.



### Impacts from Flagship Programs & Longstanding Collaborations

More than 36,000 participants, including associates and community members across APEC, raised over \$500,000 through Marriott's Road to Give in 2025 — a decade plus, regional-wide initiative aimed at supporting local charities through wellness challenges, such as running or biking. The funds raised across more than 100 volunteer events were donated directly to local organizations to support the well-being of children, the environment, and more.

Nearly 1,400 volunteers from over 130 hotels across three countries engaged with local charities to prepare and distribute almost 25,000 meals to those in need to support World Food Day in 2025.

Approximately 80 managed hotels in the Philippines, Thailand, and Indonesia provided more than 344,000 meals to communities facing food insecurity through our long-standing philanthropic partnership with the Scholars of Sustenance (SOS) Foundation. In recognition of their efforts, the local team in Thailand was honored with SOS's **Best Sustaining**

**Partner Award 2025**, underscoring its dedication to reducing food waste.

More than 8,300 volunteers across 230 hotels in India, Indonesia, Malaysia, the Philippines, and Singapore came together to plant nearly 95,000 trees and over 11,000 mangroves in support of 2025 World Environment Day. Reinforcing our commitment to environmental stewardship, other hotels in the region also engaged guests and community members to participate in marine conservation programs, including beach clean-ups and coral planting conservation activities.

### Helping in Times of Need

Grounded in our core value of putting people first, our hotels, associates, and Marriott Business Councils — networks of General Managers focused on advancing our company's strategy and core values — rapidly deployed emergency aid and coordinated regional fundraising efforts across APEC.

In 2025, Hat Yai, Thailand was severely affected by flooding. Business Councils and hotels across the country raised funds to provide financial assistance

to more than 170 impacted managed and franchised associates, helping them to purchase food and repair items for their homes. Associates also prepared meals and survivor bags for flood-affected communities in collaboration with SOS Foundation.

Over \$30,000 was raised by hotels in Vietnam and Korea to support communities and associates impacted by severe weather in Vietnam. The **Marriott Disaster Relief Fund** also provided food and household assistance for associates affected by the disasters.

Over \$10,000 was provided by the Philippines Business Council to associates impacted by a series of typhoons and flooding events in the country to help with home repair and replacement of damaged items.



### 2025 FLOOD RELIEF SUPPORT IN THAILAND

\$40,000+ raised for associates

4,000 meal boxes and 1,500+ survivor bags distributed

**S SUSTAIN RESPONSIBLE OPERATIONS**

Integrating sustainability programs across APEC has continued to improve performance and resiliency – ultimately supporting our sustainability and broader company strategy.

**2025 KEY ENVIRONMENTAL PERFORMANCE ACHIEVEMENTS**

~95% of properties\* successfully completed energy use assessments

85%+ of hotels\* implemented water action plans, supporting our efforts to reduce water consumption

460 hotels\* consistently tracked solid waste data using our environmental reporting platform

135+ additional hotels achieved third-party sustainability certification, driving total certified properties to 298

\*Defined as those properties tracked per the internal 2025 sustainability scorecard.



**GUIDED BY OUR CORE VALUES**

“We want this place to be somewhere visitors can learn about the environment. And by sharing what we do, we hope it also raises environmental awareness across Maldivian society.”

**General Manager  
Le Méridien Maldives  
(Lhaviyani Atoll, Maldives)**

**E EMPOWER THROUGH OPPORTUNITY**

Empowering those within Marriott and beyond creates thriving communities – strengthening our own business and the broader hospitality industry.

**Developing the Next Generation**

APEC continued to build on the success of Project Pranita in India, aimed at empowering underprivileged young women and providing access to a college education and industry experience. By the end of 2025, hotels in India had welcomed 140 students through the program, with participants slated to receive in-hotel and classroom training aimed at securing employment in the industry.

**Empowering Talent**

Our APEC region launched its People with Disabilities Toolkit in 2025. This comprehensive resource provides guidance to support recruitment, onboarding, and workplace integration, such as reviewing



accommodations and collaborating with community organizations that support people with disabilities. Through this focus of putting people first, hotels in the region utilized the Toolkit’s best practices to support hiring nearly 900 full-time associates with disabilities in 2025.

**GUIDED BY OUR CORE VALUES**

“I think [Project Pranita] is a great initiative by Marriott. Being part of this project feels like living my childhood dreams. I see myself turning into one of those strong and independent [individuals] ... leading with purpose by inspiring other(s).”

**Project Pranita Participant**

**Leadership Development**

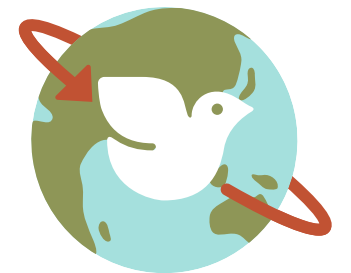
Across APEC, we work to create career pathways aimed at advancing our associates in their careers. For example, more than 120 leaders in the region graduated from Marriott Development Academy certificate programs in food & beverage, human resources, and hotel leadership. In addition, more than 1,100 above-property associates participated in a signature learning series to further enhance attendees’ ability to support hotel operations.

**W WELCOME ALL AND ADVANCE HUMAN RIGHTS**

Supporting survivors of human trafficking is a key component of Marriott’s human rights awareness program in the region. As of year-end 2025, 90% of managed and franchised associates across APEC completed human trafficking awareness training.

**Survivor Advocacy**

Building on our earlier work deploying the Future in Training Curriculum, a learning module to equip survivors with workforce development skills and prepare them for employment, we continued to collaborate with **Survivor Alliance** to adapt the piloted program in Thailand. In 2025, the curriculum was successfully delivered to eight participants through live and virtual sessions, with language translation provided throughout to support accessibility.



# Caribbean & Latin America

Marriott's Caribbean & Latin America (CALA) region is rooted in vibrant destinations and thriving cultures. As our company continues to grow across the region, we are building on our legacy of long-standing programs and engagement activities that are aimed at making CALA's communities better places to live, work, and visit.

## NURTURE OUR WORLD

Protecting biodiversity and conserving ecosystems is key to supporting resiliency across the nearly 40 countries and territories that make up Marriott's CALA region. This dedication to nature is supported by Marriott properties and associates who remain central to serving our world through innovation and collaboration.

### Ecosystem Preservation

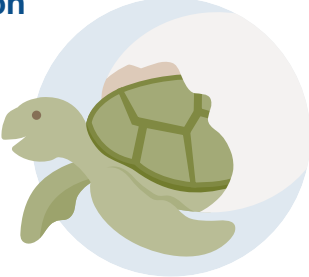
In Costa Rica, volunteers from the W Costa Rica – Reserva Conchal and The Westin Reserva Conchal, an All-Inclusive Golf Resort & Spa (Guanacaste, Costa Rica) participated in **Back Home**, a program dedicated to returning seashells to the sea.

Using science and collaboration, the initiative leveraged artificial intelligence technology (AI) to identify whether shells confiscated at the airport belonged to the Pacific Ocean or Caribbean Sea. During these volunteer activities, shells were identified,

registered in the AI software, and later returned to coastal ecosystems in the area between Playa Conchal and Flamingo, in Guanacaste, Costa Rica. These actions contribute to the protection of natural habitats, supporting biodiversity, marine ecosystems, and coastal preservation. Recognizing the role nature can play in fostering meaningful connection, both hotels also participated in a Business Council initiative designed to spark dialogue through a group walk near the Reserva Conchal Wildlife Refuge. Through the *Next Walk*, *Next Talk* initiative, associates from different generations engaged in thoughtful conversation while connecting with the local environment.

### Sea Turtle Conservation

In 2025, properties across CALA continued to lead year-round programs dedicated to sea turtle conservation efforts. As a result, more than 63,000 turtles were released into their natural habitats.



### 2025 VOLUNTEERISM & DONATION IMPACT

Associates across CALA came together to do good through a variety of volunteer programs coordinated by our Marriott Business Councils. In 2025, more than 83,000 volunteers across more than 30 countries and territories contributed:

**310,000+** volunteer hours  
**\$2.2M+** in-kind and cash donations



## SUSTAIN RESPONSIBLE OPERATIONS

We believe that integrating sustainable practices across hotel operations enables efficiency, ultimately driving resiliency for future generations by preserving destinations across the region.

### Improving Environmental Performance

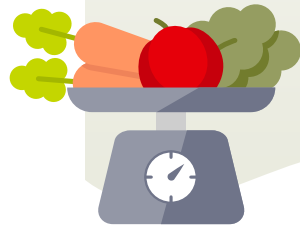
Our continued focus on embedding sustainability across the operations of CALA hotels has led to increased efficiency and achievement of key business performance indicators. For example, we exceeded the region's energy use intensity target guidance by implementing various programs to drive energy efficiency, such as smart operation system installations and associate engagement in energy reduction initiatives.



## 2025 KEY ACHIEVEMENTS

**90%+** of properties\* successfully completed energy use assessments to support our emission reduction targets

**230+** properties\* consistently reported solid waste and food waste data



### Food Waste Technology

In hotel kitchens, technology can serve as a powerful tool to reduce waste, cut costs, and increase overall efficiency. Across four countries in CALA, 10 hotels implemented **Winnow's** AI-powered food waste prevention system, reducing food waste by more than 140 tons in 2025 — the equivalent of over 350,000 meals.

## GUIDED BY OUR CORE VALUES

The Sheraton Buenos Aires Hotel & Convention Center (Buenos Aires, Argentina) is just one example of a CALA property that works to integrate responsible operations.

In 2025, the property took innovative steps to reduce energy usage by approximately 14% compared to the previous year. Among several initiatives that drove progress, the property restructured laundry operations by optimizing schedules and internal processes to conserve energy and extend asset life.

\*Defined as those properties tracked per the internal 2025 sustainability scorecard.

## Sustainability in All-Inclusive Resorts

Marriott's all-inclusive portfolio of properties across CALA has continued to grow — creating opportunities to further integrate sustainability, while delivering exceptional guest experiences.

In 2025, our Royalton portfolio advanced impactful environmental initiatives ranging from reducing food waste to single-use plastics reduction and energy efficiency.

- The Royalton CHIC Cancun, An Autograph Collection All-Inclusive Resort (Cancun, Mexico) implemented an AI system, reducing food waste by 56% over a 12-month period, and saving over \$190,000 in annual costs. The property also eliminated the need for more than 280,000 plastic bottles annually through the implementation of an on-property water purification system, saving over \$48,000 in annual costs.
- Demonstrating a strong commitment to sustainability and energy efficiency, The Royalton Negril, An Autograph Collection All-Inclusive Resort (Negril, Jamaica), installed a trigeneration system that generates electricity, heating, and cooling from a single energy source, resulting in a nearly 40% decrease in annual energy costs.

## EMPOWER THROUGH OPPORTUNITY

Opening doors to meaningful careers in hospitality generates opportunities across Marriott, our communities, and beyond.

### Shaping Hospitality's Talent

In 2025, properties and associates within CALA implemented programs and participated in activities aimed at supporting empowerment.

- Nearly 6,500 leaders, including general managers, hotel directors, and other regional leaders, participated in the Growing Forward and Enterprise Leadership series — networking and mentoring events aimed at fostering associate growth.
- Over 240 managed and franchised human resources professionals participated in the “Welcome All” learning space, a webinar that provides practical tools to create a welcoming workplace for people with disabilities.

In addition to developing associates, hotels in the Costa Rica Business Council work to grow the next generation of hospitality talent. In 2025, these hotels reached more than 970 people through professional and technical training and more than 320 youth through employability and vocational workshops. They also hired over 40 individuals with disabilities and trained more than 35 refugees in workforce development skills.



## GUIDED BY OUR CORE VALUES

“I believe Marriott offers great visibility and empowers you to grow professionally, an advantage that few others can truly guarantee.”

**Executive Sous Chef**  
**The Riviera Maya EDITION at Kanai**  
**(Playa Del Carmen, Mexico)**

## WELCOME ALL AND ADVANCE HUMAN RIGHTS

Building a more welcoming world for travel can reinforce our culture of respect, belonging, and authenticity.

### Fostering Pride

Our CALA region participated in Pride Month activities, including Let's Talk forums, where over 400 participants engaged in open-dialogue panels and awareness workshops to support our efforts to welcome all.

### Access to Travel

Through Marriott's continued engagement with **Global Glimpse**, a nonprofit organization that provides travel experiences focused on service learning, cultural immersion, and leadership development for students, we funded travel scholarships to Costa Rica, the Dominican Republic, and Panama — furthering our work to expand access to travel.



# Europe, Middle East & Africa

Marriott's presence across Europe, Middle East & Africa (EMEA) spans over 80 countries and territories. It is one of the largest and most diversified regions for Marriott, and the countries within it have rich heritage and unique cultures. As our footprint in the region expands, we are evaluating new ways to engage stakeholders and drive positive sustainability and social impact for our company and beyond.

## NURTURE OUR WORLD

Across EMEA, associates, Marriott Business Councils, and hotels work to strengthen our local communities and organizations through fundraising events and volunteerism.

### Road to Awareness

As part of EMEA's annual fundraising campaign, Road to Awareness, over 1,600 volunteers in the United Arab Emirates contributed nearly 21,000 volunteer hours and raised nearly \$680,000 for **The Child Fund of Al Jalila Foundation**.

### Children's Well-Being

Hotels and Business Councils across EMEA, including in Belarus, Kazakhstan, Italy, Portugal, Rwanda, Spain, and Switzerland, held local

fundraisers and associate events that provided support for **UNICEF**, contributing over \$240,000 in cash and in-kind donations in 2025.

### Magic Breakfast

With the goal to end child morning hunger across the U.K., the Greater London Next Gen Business Council implemented its "Magic Marriott Mentors" program to host more than 1,200 activities throughout the year. Through these activities, associates volunteered to teach children about hospitality and hotels, provide breakfast to families, and host additional charity events. By the end of the year, the Business Council raised over \$260,000 to provide more than 930,000 breakfasts to 17 schools across the country.



### You Eat, We Give

Hotels raised more than \$475,000 as part of "You Eat, We Give," an annual campaign in which participating hotels make donations to local charities based on meals sold. For example, hotels in Austria raised more than \$31,000 for the Austrian Disabled Sports Association.

### DOING GOOD ACROSS EMEA

In 2025, more than 200,000 volunteers contributed:

**1.6M+**  
volunteer hours

**\$12.7M+**  
in cash and  
in-kind donations



## GUIDED BY OUR CORE VALUES

At the Moxy Milan Malpensa Airport (Milan, Italy), the property's Crew Leader, who is also a member of the Next Gen Business Council in West Italy, turned passion for travel and football into a mission of solidarity.

After meeting a local nonprofit leader, the Crew Leader spent two weeks volunteering in Tanzania to help children. This support then sparked a collective effort, as the Next Gen West Italy Business Council joined in to donate clothes, toys, school supplies, and personalized football kits for the children. The Business Council also provided a cash donation of more than \$100,000.

The actions and passion of this one individual represent the true collective impact that our associates, hotels, and Business Councils can have in our communities.

**S SUSTAIN RESPONSIBLE OPERATIONS**

We believe that engaging stakeholders and educating associates across the region is integral to supporting performance improvements and enabling long-term resilience.

**Embedding Sustainability**

In EMEA, we continued our focus on upskilling associates with the knowledge to embed sustainability across properties. As of year-end 2025, more than 1,000 hotels in the region have teams that aim to drive on-property sustainability programs such as energy conservation projects, hotel gardens to source local produce, and more — all supported by their general managers. In 2025, nine sustainability learning sessions were held, covering topics from food waste reduction to sustainability certification, in addition to these teams receiving regular support through monthly office hours and webinars.

Sustainability knowledge sessions were also hosted with owners, customers, and Business Councils across the region.



**SUSTAINABILITY CERTIFICATIONS**

**580+** third-party sustainably certified hotels across EMEA as of year-end 2025



**GUIDED BY OUR CORE VALUES**

At the JW Marriott Marquis Hotel Dubai (Dubai, UAE), the property’s Director of Engineering initiated a retro-commissioning study to better understand the hotel’s chilled water system and identify potential inefficiencies.

Following the study, the property implemented efficiency recommendations including installing temperature sensors, controls upgrades, and pressure independent control valves throughout the chilled water system. Collectively, these efforts reduced electricity and chilled water costs by approximately \$500,000 compared to the previous year.

**E EMPOWER THROUGH OPPORTUNITY**

Across EMEA, we work to develop programs and collaboration opportunities to build a strong pipeline of future talent.

**Student Programs**

Marriott’s Egyptian Business Council integrated the **World Sustainable Hospitality Alliance’s** core employability skills training with on-property training that resulted in over 100 individuals graduating from the program over the course of 24 months.

The region also continues to collaborate with in-market universities and colleges to provide opportunities for students to gain work experience while studying for a degree. During 2025, more than 350 students were enrolled in and/or graduated from programs across EMEA, such as Level Up (Hungary), Tahseen (Egypt, Saudi Arabia, and Bahrain), and Accelerate and Khulanathi (South Africa).

**GUIDED BY OUR CORE VALUES**

“Be open, adaptable, and engaged. Don’t wait for opportunities, create them!”

**Student Front Office Associate  
Sapphire House Antwerp,  
Autograph Collection  
(Antwerp, Belgium)**

**Mentorship Programs**

Through collaboration with the **Tent Partnership for Refugees**, our EMEA region works to connect refugees with skilled mentors. In 2025, we launched a pilot in Poland, then expanded across Spain, the U.K., and the Netherlands, and by the end of the year, nearly 40 Marriott mentors provided approximately 400 hours of mentorship.

In 2025, the EMEA Human Resources team and Business Councils launched the Youth Champion Program with approximately 60 Youth Champions from more than 30 countries in the region. These associates focused on building strong connections across campuses, nonprofits, and educational institutions to promote the hospitality industry and its career pathways.



**W WELCOME ALL AND ADVANCE HUMAN RIGHTS**

Across Marriott, our efforts to combat human trafficking are centered around prevention, support, and empowerment.

**Leading the Way**

In 2025, Marriott International was recognized by **Hospitality ON at the 25<sup>th</sup> edition of the Hospitality Awards** and received the award for *Best Innovative Social Responsibility Initiative for the Fight Against Human Trafficking*.

**Empowering the Industry**

The Portugal Business Council hosted a Human Trafficking Awareness Day event and secured commitments from six university hotel schools to include human trafficking awareness as a topic in the next academic year’s curriculum.



# Greater China

Marriott's Greater China (GC) region is defined by a mix of ancient history, modern innovation, and one-of-a-kind natural landscapes. As our presence in the region continues to grow, we are evaluating new ways to engage stakeholders and drive positive sustainability and social impact performance.

## **N** NURTURE OUR WORLD

Strengthening our local communities and ecosystems across GC is closely tied to our core values, which guide how we do business each day. With over 100,000 volunteers contributing more than 174,000 hours of community service in 2025, GC continues to do good in every direction.

### Doing Good, By Traveling

Following the re-launch of **Good Travel by Marriott Bonvoy**, our focus on engaging customers in our sustainability efforts has continued to drive positive impact across the region's local communities.

Through our engagement with China Green Foundation's **Million Forest Project**, for every Good Travel by Marriott Bonvoy package purchased by a customer, one shrub will be donated. In September 2025, we reached a milestone of donating our 10,000<sup>th</sup> shrub to support efforts to combat desertification in Gansu Province, China.

In 2026, we plan to continue expanding our efforts by donating shrubs on behalf of participants at our internal events and conferences in the region.

### GUARDING THE SEA

In 2025, Marriott's Guangzhou Rooms Business Council launched the Guardians of the Deep Blue initiative, aimed at cleaning up local beaches and safeguarding white dolphins — a locally protected species.

### Conserving Local Resources

In GC, black soil is crucial for the region's agricultural productivity. Recognizing the importance of one of the most fertile soil types, the Greater China Business Councils began engaging with the China Environmental Protection Foundation (**CEPF**) to raise funds for conservation-related activities.

As a result of the Business Council's 2025 donation to the CEPF, more than 300 farmers were provided best-practice training, and soil health and crop growth monitoring activities were conducted across nearly 10,000 hectares of agricultural land.



### GUIDED BY OUR CORE VALUES

In 2025, a General Manager who had newly taken on the role of Chairperson for the Taiwan Business Council leveraged their market leadership to engage over 30 hotels in amplifying positive impact across local communities. These collective efforts resulted in:

- \$15,000+ raised for a local organization to support the well-being of children
- \$100,000+ in-kind donations and \$35,000+ in cash contributions raised for a local organization to support children with disabilities

To further integrate sustainability into everyday actions and strengthen associates' responsibility mindset, a workshop for GMs was also organized to educate with current research associated with our changing environment.



**S SUSTAIN RESPONSIBLE OPERATIONS**

Enabling long-term environmental resiliency and performance improvements across hotels depends on engagement from stakeholders throughout our company.

**Building a Sustainability Mindset**

The GC Sustainability team launched a Sustainability Roadshow across the region to engage GMs and sustainability champions, with the aim of sharing best practices, updates, and feedback among stakeholders. In 2025, more than 200 on- and above-property associates participated across eight sessions. Additional workshops focused on the state of our environment were hosted in key markets aimed at further empowering associates to implement actions across their roles and hotels.

**SUPPLIER DUE DILIGENCE**

Building on the 2024 sustainability and social impact assessment for approved vendors, GC launched a similar version for staffing companies in select markets and is planning to expand to the rest of the region in 2026 to support a resilient and responsible supply chain.



**IMPROVING ENERGY PERFORMANCE**

In 2025, **60+** energy projects, including chiller optimization, heat pump replacements, laundry outsourcing, and solar installations, were initiated across GC. Through these projects and other on-property measures, hotels in GC achieved a **5.9%** reduction in energy intensity, exceeding the region's energy use intensity target threshold.

**E EMPOWER THROUGH OPPORTUNITY**

Across GC, we aim to shape the future of hospitality by working with organizations throughout the region to build skillsets and empower the next generation of leaders.

**Educational Opportunities**

Through the establishment of the National Industry & Education Integration Community of Tourism & Hotel Industry, GC continues to strengthen collaboration between industry and educational institutions, creating meaningful career opportunities for youth.

**GUIDED BY OUR CORE VALUES**

“There is a tremendous amount of online training available. We also have the opportunity to participate in leadership programs like *En Route*, which further develop our leadership skills. In addition, my management is always open to sharing their vision and offering valuable advice, which helps me gain a clearer perspective on my future.”

**Director of Marketing Communications  
Sheraton Hong Kong Hotel & Towers  
(Hong Kong, China)**

**2025 Student Impacts**

- 25,000+ interns trained through the region's internship program
- 6,400+ students educated through signature hospitality and skills development programs, including in-person and virtual lecture series
- 500+ culinary students participated in the 2025 Young Chef Competition

Marriott also continued our internship program with a local school district to provide opportunities for people with disabilities to gain hands-on work experience at hotels in the region. In 2025, more than 1,000 people with disabilities were hired by properties across the region.

**W WELCOME ALL AND ADVANCE HUMAN RIGHTS**

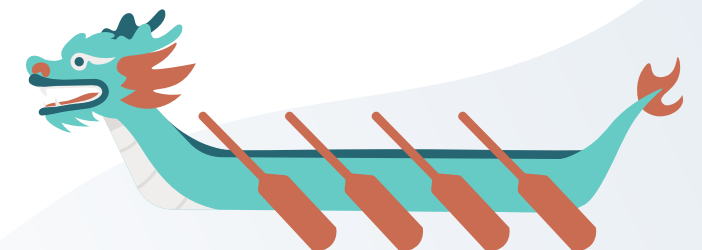
Creating a more welcoming world begins with engaging associates to build connections with local cultures and communities.

**Intergenerational Dialogue Exhibition**

The South China Next Gen Business Council hosted an Intergenerational Dialogue Exhibition drawing nearly 150 associates to discuss breaking stereotypes, fostering mental well-being, and championing our culture.

**Connecting Local Cultures**

With a history of more than 2,000 years, Dragon Boat Racing is an important part of Chinese culture filled with symbolism, history, and philosophy. For two consecutive years, the South China Next Gen Business Council has organized a Dragon Boat Culture Experience to engage youth through cultural training, team competitions, and leadership sessions. In 2025, 80 council members from 30 hotels across Guangzhou and Shenzhen participated — enabling cross-hotel networking, sharpening teamwork acumen, and reinforcing both cultural heritage and brand presence.



# United States and Canada

In 1957, Marriott started our hotel business, opening the Twin Bridges Motor Hotel in Arlington, Virginia, U.S. Since then, we have built an enduring legacy by growing to more than 6,300 properties across the U.S. and Canada region as of year-end 2025. This continues to be realized through our sustainability and social impact programs that exemplify our core values and create a lasting, positive impact for our stakeholders across the region.

## NURTURE OUR WORLD

Built on the foundation of serving our world, our U.S. & Canada region actively works to strengthen communities, demonstrated by the more than 820,000 volunteer hours contributed in 2025.

### Long-Standing Philanthropic Partnerships

For over 40 years, Marriott has stood with **Children's Miracle Network**, helping to support their mission to provide research, lifesaving treatments, and preventive care for children from around the world. Since 1983, associates, hotels, and Marriott Business Councils have raised nearly \$178 million to help redefine positive outcomes for children and communities.

### Responding to Disasters

Following destructive flooding in the Hill Country region of Texas (U.S.) in July 2025, we supported the **American Red Cross** and **World Central Kitchen's** emergency response, and hotels and Business

Councils across the state banded together to provide aid for the community. By selling custom "Hill Country Strong" t-shirts, organizing a silent auction, and running other fundraising initiatives, associates raised over \$60,000 for local relief efforts.



### A MILESTONE IN CHILDREN'S WELL-BEING

In Canada, Marriott's support for Children's Miracle Network resulted in more than \$1 million CAD raised for the organization in 2025, alone.

This milestone was supported by efforts from associates, hotels, and Business Councils across the country. For example, The Hotel Saskatchewan, Autograph Collection (Saskatchewan, Canada) converted the hotel's lobby and restaurant into a craft market to raise funds for this long-standing philanthropic partner.

### Restoring Local Biodiversity

To help nature restoration, we continue to support the **Chesapeake Bay Foundation's** efforts to plant trees across Maryland (U.S.). In 2025, our support resulted in approximately 4,000 trees planted in Maryland, and approximately 10,000 seedlings potted and maintained in nurseries for future reforestation activities.

### Strengthening Local Communities

In 2025, we continued to leverage volunteerism to strengthen the communities where we do business.

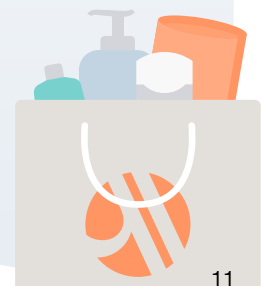
- 950+ volunteer hours across 60 community service activities contributed by global corporate headquarters' associates during Marriott's 2025 Associate Appreciation Week celebration
- 500+ volunteer hours and \$30,000+ raised by four hotels to benefit children's wellbeing in Québec, Canada.



### COMING TOGETHER TO DO GOOD

More than **2,600** participants contributed over **9,300** volunteer hours at the 2025 Marriott Select Brands General Managers conference to support community revitalization, education, sustainability, and aid-focused efforts around Nashville (U.S.):

- 50,000+ diapers packed and donated
- 2,000 first aid and hygiene kits assembled
- 1,300+ cards written to support those in need
- 1,000 outreach bags distributed
- 300+ lbs. of trash cleaned from parks and public spaces



**S SUSTAIN RESPONSIBLE OPERATIONS**

We believe the success of our business is deeply connected to our ability to enable long-term resilience for the company and the environment we all depend on.

**Operational Efficiency**

To drive environmental performance improvements, third-party certifications can provide a framework to achieve operational efficiency. In 2025, Marriott’s U.S. & Canada portfolio increased the number of third-party certified hotels and those pursuing certification by more than 65%, with over 1,100 properties either fully certified or in the process of achieving certification.

As part of this achievement, more than 45% of Green Key Global (GKG) certified hotels in the region obtained a rating of 4 Keys or higher, with eight properties in the region being recognized with the highest possible GKG certification rating of 5 Keys.

**2025 ENERGY REDUCTION ACHIEVEMENTS**

1.3% reduction in energy use across the Eastern U.S. region and 2.5% reduction in energy use across the Western U.S. region, compared to 2024\*

\*Defined as those managed properties tracked per the internal 2025 sustainability scorecard.



**Sourcing**

As of year-end 2025, at managed properties across the U.S., 90.84% of total egg spend was cage-free; 45.03% of total pork spend was **responsibly sourced**; and 57.67% of total paper spend was responsibly sourced\*\*.

**Food Waste Recovery**

In 2025, properties across Canada diverted more than 38,000 kg (83,000+ lbs.) of food waste from landfills, the equivalent of nearly 130,000 portions of food, in collaboration with **La Tablée des Chefs**, an organization aimed at fighting food insecurity.



**E EMPOWER THROUGH OPPORTUNITY**

From student programs that support the next generation of hospitality talent to leadership development initiatives, we work to strengthen our industry with a strong pipeline of talent.

**Welcoming Future Leaders**

In 2025, the Atlanta Business Council (U.S.) cohosted a **Welcome.US** career readiness workshop in collaboration with local nonprofits. Marriott volunteers provided 30 newcomers with an introduction to hospitality session, resume workshop, mock interviews, and a hotel tour.

\*\*Based on available data.

**GUIDED BY OUR CORE VALUES**

“At Marriott, I never felt like ‘just an employee.’ I had open conversations with my managers about my goals. I told them I wanted to grow, and they believed in me. They gave me opportunities.”

**Housekeeping Coordinator  
The Westin Ottawa  
(Ontario, Canada)**

**Opportunities for Future Leaders**

Through our **Voyage Program**, a hands-on, discipline-specific training and a leadership-focused curriculum for recent college graduates, over 370 Voyagers were hired into the company across the U.S. & Canada.

**Growing Future Leaders**

Across the U.S. & Canada, we continue to host leadership development workshops to help associates grow their careers at Marriott. More than 4,700 participants joined one of our signature leadership programs, *En Route*.

**W WELCOME ALL AND ADVANCE HUMAN RIGHTS**

Our work to build a more welcoming world is rooted in Marriott’s core values.

**Combatting Human Trafficking**

Throughout 2025, Marriott worked closely with the **Hotel Association of Canada** to address the issue

of human trafficking in the hotel industry. In recognition of National Human Trafficking Awareness Day in Canada, we donated our enhanced training to the hospitality industry in Canada, highlighting the important role hotels play in identifying and reporting potential trafficking activities.

**WorldPride**

In the spirit of creating a sense of belonging, Marriott International participated in Pride Month celebrations, including as a leading sponsor of WorldPride in Washington, DC. Beyond taking part in parades, the company and its LGBTQ+ Associate Resource Group hosted discussions with community organizations and leaders about creating a welcoming workplace and uplifting others, as well as volunteer events to support our local communities.

**Promoting Peace & Welcoming Guests**

In 2025, Marriott continued working with **Global Ties, U.S.** to expand the Dinner Diplomacy program, which helps local organizations host international visitors, sharing meals and exchanging ideas. Through our engagement, the program provided 29 grants to fund U.S. member organizations in engaging their broader communities to provide rich, meaningful experiences for global leaders visiting the U.S.



