

# Performance Tables & Appendices



**SERVE360**  
DOING GOOD IN EVERY DIRECTION



# Performance Tables

## PROPERTY DATA

### 2025 Regional Presence<sup>1</sup>

Regions	Total Properties	Company-Operated <sup>2</sup>	Franchised/Licensed/Other	Residential	Total Rooms
United States & Canada	6,360	596	5,692	72	1,065,108
Asia Pacific excluding China	733	482	230	21	157,326
Greater China	684	430	252	2	188,596
Europe, Middle East & Africa	1,385	386	966	33	252,257
Caribbean & Latin America	545	123	406	16	93,134
Timeshare	95	-	95	-	22,912
Yacht	3	-	3	-	603
<b>Total</b>	<b>9,805</b>	<b>2,017</b>	<b>7,644</b>	<b>144</b>	<b>1,779,936</b>

(1) Metrics do not include Homes & Villas by Marriott Bonvoy<sup>SM</sup>.

(2) Company-operated properties include managed, owned, and leased hotels.

### 2025 Top Markets

Markets	Total Properties	Total Rooms	Markets	Total Properties	Total Rooms
United States	6,140	1,025,021	United Kingdom	157	28,684
China	654	180,821	Germany	141	27,631
Canada	291	58,804	United Arab Emirates	87	26,303
Mexico	295	43,515	Japan	120	23,351
India	204	34,010	Thailand	74	19,210

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.

Report Publication Date: June 30, 2026.

## GLOBAL ENVIRONMENTAL DATA

### Scope 1 & 2 Greenhouse Gas (GHG) Emissions

GHG Emissions (metric tons CO <sub>2</sub> e)	2019 (baseline) <sup>3</sup>	2024	2025 <sup>4</sup>
Scope 1	1,313,062	1,273,630	1,265,087
Scope 2: Location-based	5,299,482	5,370,293	5,358,226
Scope 2: Market-based	5,336,064	5,364,156	5,360,469

### Scope 3 GHG Emissions

GHG Emissions (metric tons CO <sub>2</sub> e)	2019 (baseline) <sup>5</sup>	2024	2025 <sup>4</sup>
Scope 3	13,334,239	12,097,741	12,451,000

### GHG Emissions Intensity<sup>6</sup>

GHG Emissions Intensity (kilograms CO <sub>2</sub> e per m <sup>2</sup> of conditioned space)	2019 (baseline) <sup>3</sup>	2024	2025 <sup>7</sup>
GHG Emissions Intensity	117.0	98.6	99.0

Please refer to the [press release](#) for information on Marriott International's science-based targets.

(3) The baseline year for emissions data reporting, global and regional, is 2019 which aligns with Marriott International's science-based targets.

(4) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by Ernst & Young LLP. Please see [Marriott's 2026 External Assurance Statement](#) for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions.

(5) The 2019 baseline year, along with the categories included, align with Marriott International's science-based targets. Scope 3 represents emissions from categories 1, 2, 3, 5, 7, and 14. Scope 3 Category 1 emissions include land use change emissions.

(6) GHG emissions intensity metrics are based on Scope 2 market-based emissions and include Scope 3 franchised market-based emissions.

(7) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not be directly comparable to prior years.

# Performance Tables

## GLOBAL ENVIRONMENTAL DATA

### Energy

Energy Consumption (million megawatt hours)	2016 (baseline)	2023	2024	2025 <sup>8</sup>
Managed Properties	16.4	17.8	18.2	18.2
Franchised Properties	13.0	15.3	18.2	19.8

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2023	2024	2025 <sup>9</sup>
Energy Intensity	334.4	301.5	298.1	298.3

### Water

Total Water Withdrawal (million cubic meters)	2016 (baseline)	2023	2024	2025 <sup>8</sup>
Managed Properties	130.7	136.7	144.1	146.0

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2023	2024	2025 <sup>9</sup>
Water Intensity	0.841	0.763	0.737	0.793

### Waste

Landfilled Waste Intensity (kilograms per m2 of conditioned space)	2019 (baseline) <sup>10</sup>	2024	2025
Landfilled Waste Intensity	6.59	5.05	4.92

Landfilled Food Waste Intensity (kilograms per m2 of conditioned space)	2019 (baseline) <sup>10</sup>	2024	2025
Landfilled Food Waste Intensity	2.11	1.50	1.38

## REGIONAL ENVIRONMENTAL DATA

### GHG Emissions Intensity<sup>11</sup>

GHG Emissions Intensity (kilograms CO2e per m2 of conditioned space)	2019 (baseline) <sup>12</sup>	2024	2025 <sup>9</sup>
Asia Pacific excluding China	176.3	164.9	163.1
Canada	67.6	61.5	61.1
Caribbean & Latin America	82.4	92.5	98.9
Europe, Middle East & Africa	139.1	108.6	104.0
Greater China	135.1	114.8	112.6
United States	100.0	78.0	77.4

### Energy Intensity

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2023	2024	2025 <sup>9</sup>
Asia Pacific excluding China	385.0	337.9	346.1	334.6
Canada	433.5	378.2	376.4	380.9
Caribbean & Latin America	328.6	290.3	287.2	301.3
Europe, Middle East & Africa	365.3	330.8	329.6	321.5
Greater China	314.1	282.2	268.4	259.0
United States	314.3	287.9	282.7	289.8

(8) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by Ernst & Young LLP. Please see Marriott's **2026 External Assurance Statement** for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions

(9) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not directly be comparable to prior years.

(10) The baseline year for waste intensity reporting was determined based on data availability.

(11) GHG emissions intensity metrics are based on Scope 2 market-based emissions and include Scope 3 franchised market-based emissions.

(12) The baseline year for emissions data reporting, global and regional, is 2019 which aligns with Marriott International's science-based targets.

# Performance Tables

## REGIONAL ENVIRONMENTAL DATA

### Water Intensity

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2023	2024	2025 <sup>13</sup>
Asia Pacific excluding China	1.511	1.416	1.347	1.254
Canada	0.627	0.593	0.570	0.543
Caribbean & Latin America	1.225	1.318	0.977	1.203
Europe, Middle East & Africa	0.852	0.742	0.688	0.692
Greater China	1.343	1.324	1.235	1.182
United States	0.650	0.558	0.555	0.604

(13) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not directly be comparable to prior years.

(14) Based on available data. Data represents managed and franchised properties, unless otherwise stated.

(15) Due to continual availability constraints across the region in 2025.

## GLOBAL & REGIONAL SUPPLY CHAIN DATA <sup>14</sup>

Location	2025 Cage-Free Egg Procurement (cage-free spend %)	2025 Responsible Pork Procurement (responsible pork spend %)
<b>Global</b>	70.03%	27.72%
Asia Pacific excluding China (managed)	74.91%	45.26%
Australia, New Zealand, Pacific Islands (managed)	93.60%	93.37%
South Asia (managed)	82.87%	80.64%
Philippines, South Korea, Vietnam (managed)	77.58%	30.51%
Indonesia, Malaysia (managed)	41.74%	47.17%
Cambodia, Thailand (managed)	93.05%	44.45%
Japan (managed)	78.28%	11.49%
Singapore, Maldives (managed)	81.22%	27.06%
Greater China (managed)	59.13%	8.13%
Canada	68.77%	6.89%
Canada (managed)	92.17%	3.19%
Canada (franchised)	34.46%	11.98%
Caribbean & Latin America	73.47%	10.52%
Caribbean & Latin America (managed)	78.37%	No data available <sup>15</sup>
Caribbean & Latin America (franchised)	28.43%	10.52%
Europe, Middle East & Africa (managed)	67.80%	63.01%
Africa (managed)	16.13%	60.61%
Europe (managed)	95.23%	63.22%
Middle East (managed)	No data available <sup>15</sup>	No data available <sup>15</sup>
United States	71.55%	31.51%
United States (managed)	90.84%	45.03%
United States (franchised)	55.39%	18.20%

# Performance Tables

## HUMAN CAPITAL DATA <sup>16, 17</sup>

### Global Workforce

Location	2025
<b>Global</b>	414,000
Asia Pacific excluding China	98,000
Caribbean & Latin America	28,000
Europe, Middle East & Africa	86,000
Greater China	73,000
United States & Canada	129,000
	<b>2025</b>
Non-management	83%
Management	17%
Women	44%
Men	56%
	<b>2025</b>
<b>Total Voluntary Turnover Rate (includes retirements)</b>	<b>2025</b>
Total Voluntary Turnover Rate (includes retirements)	19%

CEO Direct Reports	2025		
People of Color <sup>18</sup>	42%		
Women	50%		
Men	50%		
	<b>2025</b>		
<b>Global Executives<sup>19</sup></b>	<b>2025</b>	<b>Global Managers</b>	<b>2025</b>
Women	45%	Women	44%
Men	55%	Men	56%

(16) All metrics represent year-end data.

(17) Includes associates employed by Marriott and employed by property owners but whose employment is managed by Marriott.

(18) People of Color and Associates by Race/Ethnicity represent individuals aligned with U.S. self-reported ethnicities.

(19) Defined as vice president and above roles.

# Performance Tables

## HUMAN CAPITAL DATA <sup>20, 21</sup>

### United States Associates<sup>22</sup>

Associates	2025
Total Associates	118,000
Non-management	79%
Management	21%
Full-time	87%
Part-time	13%
Women	53%
Men	47%
Associates Represented by Labor Unions	16%
Generation	2025
Baby Boomers	14%
Generation X	32%
Millennials	35%
Generation Z	18%

Women	2025
Executives <sup>23</sup>	48%
Mid-level Management	44%
Entry-level Management	56%
Management (all levels) <sup>24</sup>	54%
Senior Management	42%
Mid-level and Other Management	54%
IT/Engineering Positions	32%
Non-Management	53%
Promoted (of total promoted)	54%
New Hires (of total new hires)	52%
Attrition Rate	54%

People of Color <sup>25</sup>	2025
Executives <sup>23</sup>	26%
Mid-level Management	32%
Entry-level Management	48%

Race/Ethnicity <sup>25</sup>	2025 Associates	2025 Managers
Asian	11.8%	11.6%
Black/African American	17.1%	11.0%
Hispanic/Latinx	35.3%	20.0%
Native American/Alaska Native	0.4%	0.3%
Native Hawaiian/Pacific Islander	0.9%	0.6%
Two or More Races	1.6%	1.8%
White	27.6%	51.6%
Unknown	5.2%	3.2%
People of Color <sup>25</sup>	67.1%	45.3%

Race/Ethnicity <sup>25</sup>	2025 Women Associates	2025 Men Associates
Asian	11.6%	12.0%
Black/African American	17.4%	16.9%
Hispanic/Latinx	36.0%	34.6%
Native American/Alaska Native	0.4%	0.4%
Native Hawaiian/Pacific Islander	0.8%	0.9%
Two or More Races	1.6%	1.6%
White	27.4%	27.9%
Unknown	4.7%	5.7%
People of Color <sup>25</sup>	67.9%	66.4%

(20) All metrics represent year-end data.

(21) Includes associates employed by Marriott and employed by property owners but whose employment is managed by Marriott.

(22) Includes Marriott employees at company-operated properties, customer care centers, and above-property operations. Due to rounding, percentages may not always equal 100% or their corresponding figure.

(23) Defined as vice president and above roles.

(24) To align with external definitions, Marriott also includes "Management (all levels)" broken down by Senior and Mid-level/Other.

(25) People of Color and Associates by Race/Ethnicity represent individuals aligned with U.S. self-reported ethnicities.

# GRI Index

**Statement of Use** Marriott International, Inc. has reported the information cited in this index for the period January 1 – December 31, 2025, with reference to the GRI Standards.

**GRI 1 Used** GRI 1: Foundation 2021

Disclosure	Indicator	Description	Response/Location
<b>GRI 2 – General Disclosures The Organization and its Reporting Practices</b>	2-1	Organizational details	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 2 <a href="#">2025 Annual Report</a> , pages 4–10
	2-2	Entities included in the organization’s sustainability reporting	<a href="#">2026 Serve 360 Report: About the Report &amp; Forward-Looking Statements</a>
	2-3	Reporting period, frequency, and contact point	<a href="#">2026 Serve 360 Report: About the Report &amp; Forward-Looking Statements</a> <a href="mailto:sustainability@marriott.com">sustainability@marriott.com</a>
	2-4	Restatements of information	None
	2-5	External assurance	<a href="#">2026 External Assurance Statement</a>
<b>GRI 2 – General Disclosures Activities and Workers</b>	2-6	Activities, value chain, and other business relationships	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 2, 19, and 21 <a href="#">2025 Annual Report</a> , pages 4–10  In 2025, Marriott hotel and headquarters’ supply chain spend was approximately \$12.8 billion.
	2-7	Employees	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 2 <a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 5–6 <a href="#">2025 Annual Report</a> , pages 9–10
	2-8	Workers who are not employees	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 5–6 <a href="#">2025 Annual Report</a> , pages 9–10 <a href="#">Responsible Business Principles for Franchisees</a> <a href="#">Global Procurement Supplier Conduct Guidelines</a>
<b>GRI 2 – General Disclosures Governance</b>	2-9	Governance structure and composition	<a href="#">2026 Proxy Statement</a> , pages 4–6 and 12–36
	2-10	Nomination and selection of the highest governance body	<a href="#">2026 Proxy Statement</a> , pages 4–5, 10, 14–28, and 35 <a href="#">Governance Principles</a> <a href="#">Nominating and Corporate Governance Committee Charter</a>
	2-11	Chair of the highest governance body	<a href="#">2026 Proxy Statement</a> , pages 5 and 12–13 <a href="#">Governance Principles</a> , page 6
	2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 18 <a href="#">2026 Proxy Statement</a> , pages 31–34 and 37 <a href="#">Governance Principles</a>
	2-13	Delegation of responsibility for managing impacts	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 18 <a href="#">2026 Proxy Statement</a> , pages 31–34 and 37

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 2 – General Disclosures Governance</b> (continued)	2-14	Role of the highest governance body in sustainability reporting	<b>2026 Serve 360 Report: Global Progress</b> , page 18 <b>2026 Proxy Statement</b> , pages 31–34 and 37  Marriott’s Board of Directors was provided the opportunity to review the 2026 Serve 360 Report.
	2-15	Conflicts of interest	<b>Audit Committee Charter</b> , page 5 <b>Governance Principles</b> , page 7 <b>Business Conduct Guide</b>
	2-16	Communication of critical concerns	<b>2026 Proxy Statement</b> , page 38 <b>Governance Principles</b> , page 7
	2-17	Collective knowledge of highest governance body	<b>2026 Proxy Statement</b> , pages 15–28 <b>Governance Principles</b> , pages 2–3
	2-18	Evaluation for the performance of the highest governance body	<b>2026 Proxy Statement</b> , page 35 <b>Governance Principles</b> , page 6 <b>Nominating and Corporate Governance Committee Charter</b>
	2-19	Remuneration policies	<b>2026 Proxy Statement</b> , pages 42–54 <b>Governance Principles</b> , page 8
	2-20	Process to determine remuneration	<b>2026 Proxy Statement</b> , pages 42–54 <b>Governance Principles</b> , page 8 <b>Human Resources and Compensation Committee Charter</b>
	2-21	Annual total compensation ratio	<b>2026 Proxy Statement</b> , pages 62–63
<b>GRI 2 – General Disclosures Strategy, Policies, and Practices</b>	2-22	Statement on sustainable development strategy	<b>2026 Serve 360 Report: Global Progress</b> , page 3
	2-23	Policy commitments	<b>2026 Serve 360 Report: Global Progress</b> , pages 19–21 <b>Business Conduct Guide</b> <b>Policies and Position Statements</b>
	2-24	Embedding policy commitments	<b>2026 Serve 360 Report: Global Progress</b> , pages 19–21 <b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b> , page 10 <b>Business Conduct Guide</b> <b>Policies and Position Statements</b>
	2-25	Processes to remediate negative impacts	<b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b> , page 10 <b>2026 Proxy Statement</b> , page 37 <b>Business Conduct Guide</b>

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 2 – General Disclosures Strategy, Policies, and Practices</b> (continued)	2–26	Mechanisms for seeking advice and raising concerns	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 10 <a href="#">Business Conduct Guide</a> , pages 3–4
	2–27	Compliance with laws and regulations	In 2025, there were no known instances of noncompliance with laws and regulations that the company believed could be material to the company taken as a whole, except as disclosed in the company’s filings with the U.S. Securities and Exchange Commission (SEC).
	2–28	Membership associations	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 21 <a href="#">Modern Slavery Statement</a>
<b>GRI 2 – General Disclosures Stakeholder Engagement</b>	2–29	Approach to stakeholder engagement	<a href="#">2026 Serve 360 Report: Global Progress</a> <a href="#">2026 Proxy Statement</a> , pages 38 and 49 <a href="#">Governance Principles</a> , page 9
	2–30	Collective bargaining agreements	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 6 <a href="#">2025 Annual Report</a> , page 15
<b>GRI 3 – Material Topics</b> <sup>26</sup>	3–1	Process to determine material topics	The Serve 360 Report was informed by a prior sustainability and social impact assessment, which included interviews representing owners, customers, industry associations, and non-governmental organizations. Marriott considered topics and information prioritized by environmental, social, and governance research firms, which may also represent the investment community.
	3–2	List of material topics	A list of topics is included in this GRI Index.
<b>GRI 201 – Economic Performance</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 10–11 and 16 <a href="#">2025 Annual Report</a> , pages 4–10 and 20–29
	201–1	Direct economic value generated and distributed	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 10–11 <a href="#">2025 Annual Report</a> , pages 24–29
	201–2	Financial implications and other risks and opportunities due to climate change	<a href="#">2026 Serve 360 Report: Tables &amp; Appendices</a> , page 17 <a href="#">2025 CDP Response</a> , pages 23–35
	201–3	Defined benefit plan obligations and other retirement plans	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 16 <a href="#">2025 Annual Report</a> , pages 10 and 43
<b>GRI 203 – Indirect Economic Impacts</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 9–10
	203–1	Infrastructure investment and services supported	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 9–10
<b>GRI 204 – Procurement Practices</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 9 and 19 <a href="#">Policies and Position Statements</a>
	204–1	Proportion of spending on local suppliers	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 19

(26) For these purposes, GRI defines “material topics” as topics that represent the organization’s most significant impacts on the economy, environment, and people.

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 205 – Anti-Corruption</b>	3-3	Management of material topics	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 19 <b><u>Business Conduct Guide</u></b>  As part of our anti-corruption management approach, we engage with a third party to conduct Anti-Corruption Risk Assessments at properties in high-risk regions, globally. These properties are identified through a combination of internal and external data.
	205-2	Communication and training about anti-corruption policies and procedures	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 19 <b><u>Business Conduct Guide</u></b>  Marriott’s Ethics and Compliance Program encompasses policies, training, risk assessments, and controls that target critical areas, including anti-harassment and anti-discrimination, anti-corruption, anti-money laundering, antitrust, and global trade sanctions. The company’s ethics and compliance policies prohibit commercial bribery and bribery of government officials. This includes requirements for Marriott associates to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, the PRC Anti-Unfair Competition Law (China), and the laws of other countries and territories where the company operates. In addition to implementing specific approval procedures for sensitive transactions, we also maintain a robust due diligence process for significant transactions, including new hotels and growth projects.  Marriott’s Code of Conduct, the Business Conduct Guide, helps associates uphold our long tradition of doing business with integrity. It describes expectations and commitments and provides an overview of key policies, as well as guidance on what is right, not just what is legal. Associates at managed properties are required to follow Marriott’s Business Conduct Guide and are subject to disciplinary actions, up to termination of employment, for violations. Marriott’s Business Conduct Guide is available in 15 languages.  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.  Marriott provides associates training based on their roles in the organization. We use several formats including in-person, webinar, and online training. Our global training courses are mandatory for their assigned audiences. In 2025, 86% of associates completed at least one ethics and compliance-related digital training.
<b>GRI 302 – Energy</b>	3-3	Management of material topics	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 6 <b><u>Sustainability Policy</u></b> <b><u>2025 CDP Response</u></b>
	302-1	Energy consumption within the organization	<b><u>2026 Serve 360 Report: Performance Tables &amp; Appendices</u></b> , page 3 <b><u>2026 External Assurance Statement</u></b>
	302-3	Energy intensity	<b><u>2026 Serve 360 Report: Performance Tables &amp; Appendices</u></b> , page 3 <b><u>2026 External Assurance Statement</u></b>
	302-4	Reduction of energy consumption	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 6 <b><u>2026 Serve 360 Report: Performance Tables &amp; Appendices</u></b> , page 3 <b><u>2026 Serve 360 Report: Highlights From Around the World</u></b> , pages 4, 6, 8, and 12
	302-5	Reductions in energy requirements of products and services	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 6 <b><u>2026 Serve 360 Report: Performance Tables &amp; Appendices</u></b> , page 3 <b><u>2026 Serve 360 Report: Highlights From Around the World</u></b> , pages 4, 6, 8, and 12

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 303 – Water and Effluents</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 7 <a href="#">Sustainability Policy</a> <a href="#">2025 CDP Response</a>
	303–1	Interactions with water as a shared resource	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 3–4 <a href="#">2025 CDP Response</a>
	303–3	Water withdrawal	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 3 <a href="#">2026 External Assurance Statement</a>
<b>GRI 101 – Biodiversity</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 4 <a href="#">Sustainability Policy</a> <a href="#">2025 CDP Response</a>
	101–5	Locations with biodiversity impacts	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 4 <a href="#">2026 Serve 360 Report: Highlights From Around the World</a> , pages 5, 7, 9, and 11
<b>GRI 305 – Emissions</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 6 <a href="#">Sustainability Policy</a> <a href="#">2025 CDP Response</a>
	305–1	Direct (Scope 1) GHG emissions	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 2 <a href="#">2026 External Assurance Statement</a>
	305–2	Energy indirect (Scope 2) GHG emissions	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 2 <a href="#">2026 External Assurance Statement</a>
	305–3	Other indirect (Scope 3) GHG emissions	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 2 <a href="#">2026 External Assurance Statement</a>
	305–4	GHG emissions intensity	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 2–3 <a href="#">2026 External Assurance Statement</a>
	305–5	Reduction of GHG emissions	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 6 <a href="#">2026 Serve 360 Report: Highlights From Around the World</a> , pages 6, 8, 10, and 12
<b>GRI 306 – Waste</b>	3–3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 7–8 <a href="#">Sustainability Policy</a>
	306–2	Management of significant waste-related impacts	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 7–8
	306–4	Waste diverted from disposal	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 7–8 <a href="#">2026 Serve 360 Report: Highlights From Around the World</a> , pages 4, 6, and 12

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 308 – Supplier Environmental Assessment</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 19 <a href="#">Global Procurement Supplier Conduct Guidelines Policies and Position Statements</a>
	308-1	New suppliers that were screened using environmental criteria	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 19 <a href="#">2026 Serve 360 Report: Highlights From Around the World</a> , page 10
<b>GRI 401 – Employment</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 15-17 <a href="#">Business Conduct Guide Careers</a>
	401-1	New employee hires and employee turnover	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , page 5
	401-3	Parental leave	<a href="#">Overview of Marriott Benefits</a> Associates in the U.S. (including the U.S. Virgin Islands and excluding Puerto Rico) with at least one continuous year of employment are eligible to receive eight weeks of fully paid parental leave benefits after the birth or adoption of a child. New moms enrolled in Marriott’s Short-Term Disability plans may also receive up to seven weeks of maternity coverage after giving birth, for a total of 15 weeks of benefits. In 2025, the parental leave retention rate was 97% (based on the above boundary location of the U.S. (including the U.S. Virgin Islands and excluding Puerto Rico)).
<b>GRI 403 – Occupational Health and Safety</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 16 <a href="#">Business Conduct Guide</a> , page 36 Marriott’s Global Safety & Security program is centered around three pillars to support properties: Crisis Management, Safety Risk Management, and Security Risk Management. These areas are underpinned by policies, standards, written guidelines, supporting tools, trainings, programs of support, auditing, and internal investigations.
	403-2	Hazard identification, risk assessment, and incident investigation	Under Marriott’s internal policies, managed and franchised hotels are required to have a designated crisis response plan. Marriott also has an Occupational Health and Safety Administration-aligned Hazard Communication Plan for managed hotels in the U.S. and in several other international jurisdictions. The Marriott-managed internal Risk Management Policy requires that the company, including hotels, must develop plans to maintain the safety of our guests, associates, and visitors and mitigate the impact of adverse incidents on our customers, associates, property owners, partners, and other stakeholders, before, during, and after adverse incidents. Additionally, the Marriott Be Safe Playbook provides managed hotel leaders with operational guidance that includes common elements of an effective associate injury prevention program.  Incidents that occur at managed and franchised hotels and meet specified thresholds are escalated by the hotel via the global crisis incident line for investigation purposes. Managed hotels are also required to report security- and injury-related incidents through their respective claims processes.  In 2025, an audit and attestation process was launched in the U.S. and Canada to support managed brand compliance with our Threat Condition Program. Through this annual process, in-scope properties complete a self-audit, with evidence requirements and general manager attestation.
	403-4	Worker participation, consultation, and communication on occupational health and safety	Marriott encourages the establishment of safety committees at managed hotels.

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 403 – Occupational Health and Safety</b> (continued)	403-5	Worker training on occupational health and safety	<p>Marriott’s Global Safety &amp; Security Team provides training, policy enforcement, and technical expertise in safety and security management. In the U.S. and Canada, hotel associates are required to undergo mandatory safety and security training. Internationally, mandatory training varies by country and safety threat conditions.</p> <p>Marriott’s Global Safety &amp; Security team also maintains a digital learning series that provides actionable tips and real-life scenarios to guide teams in handling common escalating interactions, with modules tailored to the roles of associates, managers, and security officers.</p> <p>In Marriott’s regions, the company may also implement additional health and safety-related awareness or engagement activities. For example, in APEC and GC, properties had the opportunity to participate in water-safety training and awareness initiatives aimed at strengthening prevention, preparedness, and response capabilities related to aquatic environments. In GC, natural disaster training was provided with a focus on typhoon and earthquake preparedness, and in CALA, the Global Safety &amp; Security team supports annual hurricane preparation through guidance and resources designed to keep properties prepared.</p>
	403-6	Promotion of worker health	<b>2026 Serve 360 Report: Global Progress</b> , page 16
	403-9	Work-related injuries	In 2025 at managed locations in the U.S., Marriott’s injury frequency rate was 5.16; lost time injury rate (indemnity claims) was 1.62 injuries per 200,000 manhours.
<b>GRI 404 – Training and Education</b>	3-3	Management of material topics	<b>2026 Serve 360 Report: Global Progress</b> , page 15
	404-1	Average hours of training per year per employee	<p>Marriott’s Digital Learning Zone (DLZ), our learning platform, enhances associate engagement through tailored learning and communications, providing essential learning resources precisely when and how they are needed, while maintaining comprehensive skill development through evidence-based learning methods.</p> <p>In 2025, managed and franchised associates completed approximately 5.2 million hours of digital-based training (excludes classroom-based learning events) or approximately 5.9 DLZ hours per associate. Additionally, more than 274,000 managed and franchised associates completed classroom-based learning events in 2025.</p>
	404-2	Programs for upgrading employee skills and transition assistance programs	<p><b>2026 Serve 360 Report: Global Progress</b>, page 15</p> <p><b>2026 Serve 360 Report: Highlights From Around the World</b>, pages 4, 6, 8, 10, and 12</p>
	404-3	Percentage of employees receiving regular performance and career development reviews	<p>Marriott uses an annual Leadership Performance Acceleration (LPA) cycle to provide performance feedback. This allows managers and associates to navigate the current fast-paced business environment with a focus on growth, quality year-round coaching, and accelerated professional development.</p> <p>Managers and associates work together to establish a process to share comments or ask for feedback regularly. They are encouraged to record feedback in our internal system during check-ins or one-on-one meetings. Associates may also participate in 360-feedback or other leadership assessments to support their development.</p> <p>In 2025, approximately 95% of eligible associates completed LPA performance reviews.</p>
<b>GRI 405 – Diversity and Equal Opportunity</b>	3-3	Management of material topics	<p><b>2026 Serve 360 Report: Global Progress</b>, page 17</p> <p><b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b>, pages 5–6</p>
	405-1	Diversity of governance bodies and employees	<p><b>2026 Serve 360 Report: Global Progress</b>, page 17</p> <p><b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b>, pages 5–6</p>

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 408 – Child Labor</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 12 <a href="#">Modern Slavery Statement</a>
	408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 12 <a href="#">Modern Slavery Statement</a>
<b>GRI 409 – Forced or Compulsory Labor</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 12 <a href="#">Modern Slavery Statement</a>
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 12 <a href="#">Modern Slavery Statement</a>
<b>GRI 413 – Local Communities</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 10-11
	413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 10-11 <a href="#">2026 Serve 360 Report: Highlights From Around the World</a> , pages 3, 5, 7, 9, and 11
<b>GRI 414 – Supplier Social Assessment</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 19 <a href="#">Global Procurement Supplier Conduct Guidelines</a> <a href="#">Policies and Position Statements</a>
	414-1	New suppliers that were screened using social criteria	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 19
<b>GRI 415 – Public Policy</b>	3-3	Management of material topics	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 21 <a href="#">Political Activity</a>  Marriott maintains a robust public policy agenda and engages government leaders on a wide range of policy issues. We believe in transparency and that political participation at all levels of government is important to our business and industry leadership.  Marriott is committed to participating in the political process to promote its interests and business objectives, without regard for the personal political preferences of its executives. We support candidates seeking elected office at the federal, state, and local levels in the U.S. through Marriott's voluntarily employee-funded Political Action Committee (PAC). Marriott also engages with associations and business convening groups for a wide variety of purposes, including with customers to share best practices and collaborate on policy advocacy activities. Marriott's contributions or leadership positions in associations or convening groups do not equate to an endorsement of their policy positions, initiatives, political spending, or litigation undertaken by these independent entities.
	415-1	Political contributions	<a href="#">Political Activity</a>  The Marriott International, Inc. Political Action Committee (MARPAC) is a nonpartisan PAC (funded by voluntary contributions made by eligible associates). MARPAC carefully evaluates candidates at the local, state, and federal levels prior to making contributions. Decisions surrounding campaign contributions are based on a number of factors, including a candidate's understanding of hospitality and travel industry issues. From January 1 to December 31, 2025, MARPAC's total disbursements were \$108,900, with \$62,500 distributed directly to federal candidates.

# GRI Index

Disclosure	Indicator	Description	Response/Location
<b>GRI 416 – Customer Health &amp; Safety</b>	3-3	Management of material topics	<b><u>2026 Serve 360 Report: Global Progress</u></b> , pages 12 and 21 <b><u>Business Conduct Guide</u></b> , page 32
	416-1	Assessment of the health and safety impacts of product and service categories	<p>Under Marriott’s Global Food Safety Management System, the company mandates Food Safety Brand Standards for its hotel brands, including standards for food handling, personal hygiene, training and certification, and facility cleanliness and condition, as well as Hazard Analysis and Critical Control Points (HACCP) monitoring to proactively identify risks that may lead to foodborne outbreaks.</p> <p>In 2025, the key pillars for our food safety program included:</p> <ul style="list-style-type: none"> <li>• Audit &amp; Compliance: Quarterly self-audits and bi-annual unannounced third-party audits.</li> <li>• Policy Enhancements: Expanded allergen management, pest control, and outbreak response protocols.</li> <li>• Digital Transformation: Adoption of tools, including Pathspot for digitized HACCP logs, automated food labeling, and real-time temperature monitoring to reduce manual errors and improve traceability.</li> </ul> <p>Food and beverage managers receive food safety certifications and food allergen training, and food handlers are required to receive food safety training. To support the company’s food safety program, Marriott provides hotels with access to the ServSafe Food Handler program.</p> <p>Throughout 2025, Marriott implemented a standardized, technology-driven HACCP monitoring system across managed and franchised properties, globally. Pathspot leverages technology to enhance real-time risk identification and compliance tracking to prevent foodborne illnesses and promote guest safety, regulatory alignment, and operational excellence.</p>
<b>GRI 418 – Customer Privacy</b>	3-3	Management of material topics	<b><u>2026 Serve 360 Report: Global Progress</u></b> , page 20 <b><u>2025 Annual Report</u></b> , pages 19–20 <b><u>Business Conduct Guide</u></b> , pages 23–24 and 32 <b><u>Privacy Center</u></b>
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<b><u>2025 Annual Report</u></b> , pages 19–20 <b><u>SEC Filings</u></b>

# SASB Index

SASB® Industry Standards: Hotels & Lodging

Topic	Code	Description	Response/Location
Energy Management	SV-HL-130a.1	Total energy consumed; Percent total energy from grid electricity; Percent total energy from renewables	<p><b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b>, page 3  <b>2026 Serve 360 Report: Global Progress</b>, page 6</p> <p>13.8 million megawatt hours of direct energy was consumed globally and 24.1 million megawatt hours of indirect energy was consumed, globally; 56.5% of energy consumed was from grid electricity</p>
Water Management	SV-HL-140a.1	Total water withdrawn; Total water consumed, Percentage of each in regions with high or extremely high baseline water stress	<p><b>2026 Serve 360 Report: Performance Tables &amp; Appendices</b>, page 3</p> <p>Approximately 68 million cubic meters withdrawn (46.5%) in regions with high or extremely high baseline water stress at managed properties, globally</p>
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	<p><b>2026 Serve 360 Report: Global Progress</b>, page 4  <b>Policies and Position Statements</b></p>
Labor Practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	<b>2026 Serve 360 Report: Tables &amp; Appendices</b> , page 5
	SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	In 2025, there was approximately \$2.1 million in monetary losses as a result of legal proceedings associated with alleged labor law violations in the U.S. Of this amount, approximately \$11,000 was paid following an adverse finding by an administrative agency. The remaining amount (approximately \$2 million) was associated with settlements or voluntary payments, where there was no adverse finding.
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	<b>Business Conduct Guide Policies and Position Statements</b>
Climate Change Adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	134 managed properties are located in areas with extremely high coastal flood risk, globally; 253 managed properties are located in areas with extremely high riverine flood risk, globally
Activity Metrics	SV-HL-000.A	Number of available room-nights <sup>27</sup>	Approximately 492 million
	SV-HL-000.B	Average occupancy rate (percent) <sup>27</sup>	Approximately 69.3%
	SV-HL-000.C	Total area of lodging facilities	Approximately 127.3 million square meters
	SV-HL-000.D	Number and percentage of managed lodging facilities	1,966 (20%)
		Number and percentage of owned and leased lodging facilities	51 (0.5%)
		Number and percentage of franchised/licensed/other lodging facilities <sup>28</sup>	7,546 (77%)
		Number and percentage of timeshare lodging facilities	95 (1.0%)
Number and percentage of yachts		3 (less than 1%)	
Number and percentage of residences	144 (1.5%)		

(27) For comparable properties only, worldwide systemwide occupancy. Marriott defines comparable properties as hotels in the company's system that were open and operating under one of the company's brands since the beginning of the last full calendar year (since January 1, 2024, for the 2025 fiscal year period) and have not, in either 2025 or 2024 (1) undergone significant room or public space renovations or expansions, (2) been converted between company-operated and franchised, or (3) sustained substantial property damage or business interruption. Marriott's comparable properties also exclude MGM Collection with Marriott Bonvoy, Design Hotels, The Ritz-Carlton Yacht Collection, residences, and timeshare properties. Systemwide statistics include data from Marriott's franchised properties in addition to Marriott's company-operated properties.

(28) Excludes timeshares and yachts.

# TCFD Index

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

Disclosure		Response/Location
<b>GOVERNANCE</b> Governance of Climate-Related Risks and Opportunities	Board's Oversight of Climate-Related Risks and Opportunities	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 18 <a href="#">2025 CDP Response</a> , pages 37–40 and 44 <a href="#">Inclusion &amp; Social Impact Committee Charter</a> <a href="#">2026 Proxy Statement</a> , pages 33 and 37
	Management's Role in Assessing and Managing Climate-Related Risks and Opportunities	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 18 <a href="#">2025 CDP Response</a> , pages 45–47
<b>STRATEGY</b> The Actual and Potential Impacts of Climate-Related Risks and Opportunities on Business, Strategy, and Financial Planning	Identified Climate-Related Risks and Opportunities Over Short-, Medium-, and Long-Term Horizons	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 4 <a href="#">2025 CDP Response</a> , pages 31–35 <a href="#">2025 Annual Report</a> , pages 12 and 14
	Impact on Business, Strategy, and Financial Planning	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 4–7 <a href="#">2025 CDP Response</a> , pages 31–35
	Resilience of Strategy, Including Impact of Different Climate-Related Scenarios	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 4–6 <a href="#">2025 CDP Response</a> , pages 81 and 85
<b>RISK MANAGEMENT</b> The Process to Identify, Assess, and Manage Climate-Related Risks	Process for Identifying and Assessing Climate-Related Risks	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 4 <a href="#">2025 CDP Response</a> , pages 21–30 <a href="#">2026 Proxy Statement</a> , page 37
	Processes for Managing Climate-Related Risks	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 4–7 <a href="#">2025 CDP Response</a> , pages 31 and 85–110
	Process for Integration into Overall Risk Management	<a href="#">2026 Serve 360 Report: Global Progress</a> , page 4 <a href="#">2025 CDP Response</a> , pages 21–27 <a href="#">2026 Proxy Statement</a> , page 37
<b>METRICS AND TARGETS</b> The Metrics and Targets Used to Assess and Manage Relevant Climate-Related Risks and Opportunities	Metrics Used to Assess Climate-Related Risks and Opportunities	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 4–7 <a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 2–4
	Scope 1, 2, and 3 GHG Emissions	<a href="#">2026 Serve 360 Report: Performance Tables &amp; Appendices</a> , pages 2–3
	Targets Used and Performance Against Targets	<a href="#">2026 Serve 360 Report: Global Progress</a> , pages 6–7

