

Module: Introduction**Page: F0. Introduction****F0.1****Please give a general description and introduction to your organization**

Marriott International is a global lodging company with more than 6,000 properties (as of year-end 2016) that we operate (“manage”), franchise or license under 30 brands in 122 countries and territories worldwide. With the September 2016 acquisition of Starwood Hotels & Resorts, Marriott now offers the most comprehensive portfolio of hotel brands and a truly global reach.

We welcome the responsibility to be a good global steward and remain grounded in a set of core values: put people first, pursue excellence, embrace change, act with integrity and serve our world. Our relentless focus on innovation and action fuel the way we do business and the way we approach our responsibility to the planet. As we continue to integrate the legacy Starwood portfolio, we seek new opportunities to pull-through the most successful strategies for sustainable hotel operations worldwide.

Marriott’s environmental goals include:

- Reduce energy and water consumption 20% from 2007 to 2020. (2007 baseline energy intensity baseline of 402.2 kWh per square meter of conditioned space and 2007 water intensity baseline of .89 cubic meter per occupied room.)
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain
- Educate and inspire associates and guests to conserve and preserve
- Address environmental challenges through innovative conservation initiatives, including rainforest protection and water conservation

This year, our company has invested considerable resources in developing our next generation sustainability goals, engaging internal and external stakeholders and partners in a comprehensive process to define a new strategy to build on successful efforts to date and embrace new challenges. Our new goals will be announced in 2017.

Marriott has consistently collaborated with our suppliers and engaged our customers as part of our overall environmental strategy. Our focus in supply chain engagement has been the development of innovative products and programs to deliver superior performance and meet our sustainability goals. We also develop brand standards which support our goals, including Forest Stewardship Council (FSC) certification of tissue products. Our primary procurement partner in North America, Avendra, has identified five priority areas in consultation with the World Wildlife Fund. Over the next five years, Avendra will work to improved sustainability in agricultural crops (including palm oil), Textiles & Uniforms, Seafood, Animal Proteins (including beef), and Plastic and Paper Products.

We also collaborate with external partners to encourage sustainability and mitigate climate change in our industry. Since 2015, we have been working with The

International Tourism Partnership on goals for the hotel industry that will be introduced this year. We have recently mapped our new goals against relevant U.N. Sustainable Development Goals. Marriott played a key role in developing industry standards for carbon measurement through supporting the creation of and participating in the Hotel Carbon Measurement Initiative, which used as a Scope 3 industry reporting protocol by CDP.

We have developed key partnerships with local governments, communities and NGOs for signature conservation initiatives, including the Juma REDD+ project in Brazil's Amazon rainforest, and mangrove restoration in Thailand. The Government of Amazonas, and the Amazonas Sustainable Foundation (FAS), delivered its first-ever certificate of carbon emissions reduction to Marriott International in 2016. The certificate states the reduction of 400,000 tons of dioxide-carbon (tCO2) by activities at the Sustainable Development Reserve (RDS) in Juma between 2006 and 2013, through the partnership and support of Marriott International, FAS and the Government of Amazonas. The Juma REDD+ project aims to curb deforestation and associated greenhouse gas emissions in a 2,770-square-mile area with significant land-use pressure in Brazil's north western Amazon rainforest. To date, 96 percent of the Juma reserve – home to over 2000 residents in 39 communities – remains covered by rainforest.

F0.2

Please select the stages of the value chain which best represent your organization's area of operation pertaining to forest risk commodities. If your organization is diversified or vertically integrated, please select all that apply

Retailing

F0.3

Are there any parts of your direct operations that are excluded from this disclosure?

Yes

F0.3a

Please identify the parts of your direct operations that are excluded from your disclosure

Exclusion	Description of exclusion	Potential for deforestation risk	Please explain
Facility	Above-property facilities such as corporate apartments and offices.	No potential	The operations in these facilities are not included in stages of the value chain listed in F0.2

F0.4

Are there any parts of your supply chain that are excluded from this disclosure?

No

F0.4a

Please identify the parts of your supply chain that are excluded from your disclosure

Exclusion	Description of exclusion	Potential for deforestation risk	Please explain
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F0.5

Do you produce or use materials that contain any of the forest risk commodities? Please complete the table

Forest risk commodity	Produce/use forest risk commodity	Explanation if not disclosing but produce/use the commodity
Timber	Yes	
Palm Oil	Yes	Palm oil is present in many products used by the hospitality industry, most often in baked goods and bath amenities. Our supply chain partners, including Avendra, our procurement partner for North America, are working with suppliers whose products contain palm oil to raise awareness of sustainable sourcing. Assessments of Avendra suppliers were completed in 2016, showing that while the majority of suppliers either did not use palm oil, or used palm oil from a source with some level of sustainability certification. Going forward, Avendra's goal is for 100% of contracted suppliers to have a responsible Palm Oil policy by 2021. Across our global portfolio, individual properties are responsible for the procurement of supplies according to our standards, either through a designated partner, or independently. Given that model, it is not feasible for us to gather complete and timely purchasing information that addresses either the presence of palm oil in purchased produces or the traceability of palm oil back to its source. Through our partnerships with Avendra, we can increase awareness of sustainable sourcing among our suppliers, enabling us to offer those options to our properties.
Cattle Products	Yes	Similarly to the answer for palm oil above, food and beverage procurement is handled at the property-level, with assistance from our procurement partners who make contracted suppliers available to our properties. This purchasing process is not centrally managed, although supplier codes of conduct are established. For the current reporting year, we do not have visibility into the

Forest risk commodity	Produce/use forest risk commodity	Explanation if not disclosing but produce/use the commodity
		sourcing of all of our beef purchases globally. Beef sourced by Avendra is typically from cattle raised in regions that are not heavily forested, such as North American plains. Animal protein will be a focus of our sustainable procurement going forward, through Marriott's own goals for responsible procurement in top categories (including animal protein) and supplier policies and those of Avendra, which has identified animal protein as one of its five material priorities in its 2017-21 sustainability goals. Going forward, Marriott will be able to increase its visibility into purchasing decisions when a new purchasing platform is implemented.
Soy	Yes	See answers for palm oil and cattle, above. Soybean oil and soy-based products are included in our food and beverage supply chain. Contrary to the other commodities, soy has not yet surfaced as one of the priority action categories in the materiality assessments of either Marriott or its primary supply chain partner in North America, Avendra.
Other		

F0.6

Please confirm which commodities you will be disclosing on

Timber

F0.7

Please state the start and end date of the year for which you are reporting data

Reporting year
Fri 01 Jan 2016 - Sat 31 Dec 2016

Further Information

Module: Current State

F1.1

How does your organization use your selected commodities? Please provide details on the form and source of the commodities you use or produce

Forest risk commodity	Activity	Form of commodity	Source	Country of origin	% of procurement spend	Comment
Timber	Retail/ onward sale of commodity or product containing commodity	Paper Primary packaging Secondary packaging Tertiary packaging	Contracted suppliers (manufacturers)	Brazil Canada Chile Finland Germany New Zealand South Africa Sweden United States of America	1-5%	Marriott uses paper products in the form of personal paper and office paper. Our primary global partner for personal paper products is Kimberly-Clark. The countries of origin listed are those provided by Kimberly-Clark. Many of the goods and supplies used in our operations are packaged for shipping and storage. We work with our procurement partners to increase the sustainability of this packaging by encouraging recycled or compostable materials.

F1.2

Please indicate the percentage of your organization's revenue that was dependent on each of your selected forest risk commodities in the reporting year

Forest risk commodity	% of revenue dependent on commodity in the reporting year	Comment
Timber	<1%	Since paper products are used in operations and as part of service offerings, they cannot be tied directly to revenue generation.

F1.3

Has your organization experienced impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year?

No

F1.3a

Please identify the impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year

Forest risk commodity	Impact driver	Impact	Description of impact	Estimated financial impact	Response strategy	Description of response strategy
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F1.4

Please describe why you do not know if your organization experienced any impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year

Primary reason for being unaware of impacts	Comment
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Further Information

Module: Risk Assessment

Page: F2. Risk assessment

F2.1

Please select the option that best describes your procedures with regard to assessing deforestation risks and opportunities

Forest risk commodity	Deforestation risk assessment procedure	Operational coverage	Please explain
Timber	Deforestation risks are not assessed	Direct operations	Marriott does not use timber commodities directly, and so does not assess deforestation risks and opportunities in that context. Many of our key suppliers for personal and office paper products work with the Forest Stewardship Council (FSC®), an independent, non-government organization dedicated to promoting responsible management of the world's forests. As a result, we have established a brand standard so that our properties can choose to use FSC-certified Kimberly-Clark products or the equivalent from other suppliers.

F2.1a

Please provide further details on your risk assessment procedures with regard to deforestation risks and opportunities

Forest risk commodity	Frequency of monitoring	To whom are results reported?	Scale of risk assessment	How far into the future are risks considered?	Please explain

F2.1b

Please identify which of the following criteria are factored into your organization's deforestation risk assessments

Criteria	Timeframe	Relevance	Please explain

F2.1c

Please provide any additional information about your approach to assessing deforestation risks here

F2.1d

If you have conducted a partial risk assessment, please identify any exclusions in the following table

Forest risk commodity	Exclusion	Please explain
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F2.2

Please explain why you do not have a process in place for assessing and managing deforestation risks, and whether you plan to introduce such a process in the future

Forest risk commodity	Primary reason for not having a process	Do you plan to introduce a process?	Timeframe	Comment
Timber	Other: Location of the commodity in our value chain	No	Other: Unknown	While we do not have plans to introduce a risk management process specifically to assess and manage deforestation risks, we do have goals for sustainable procurement and procurement standards that address paper.

Further Information

Module: Implications

Page: F3. Risks

F3.1

Have you identified any inherent risks related to producing, marketing or sourcing forest risk commodities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Please select all that apply

Forest risk commodity	Risk
Timber	

F3.1a

For your selected forest risk commodities, please describe any inherent operational risks in your direct operations or supply chain driven by changes in physical parameters that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods

F3.1b

For your selected forest risk commodities, please describe any inherent risks in your direct operations or supply chain driven by changes in regulation that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods

F3.1c

For your selected forest risk commodities, please describe any inherent reputational risks in your direct operations or supply chain that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods
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F3.2

If you indicated in question F3.1 that you do not consider your organization to be exposed to operational risks related to producing, marketing or sourcing any of your selected commodities, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain
Timber	Other: Location in value chain	As an operator and franchisor of lodging properties, Marriott does not source timber or any forest risk commodity directly. We work with paper product suppliers who have developed sustainable practices, including partnerships with the Forest Stewardship Council.

F3.3

If you indicated in question F3.1 that you do not consider your organization to be exposed to risks related to producing, marketing or sourcing any of your selected commodities driven by changes in regulation, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain
Timber	Other: Location in value chain	As an operator and franchisor of lodging properties, Marriott does not source timber or any forest risk commodity directly. Responding to regulatory changes would be the responsibility of our paper suppliers.

F3.4

If you indicated in question F3.1 that you do not consider your organization to be exposed to reputational risks related to producing, marketing or sourcing any of your selected commodities, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain
Timber	Other: Location in the value chain	Marriott works with its supply chain and procurement partners to increase sustainability in hotel operations. This includes piloting sustainability ratings in Furniture, Fixtures and Equipment, working to reduce supply packaging and have a brand standard for FSC-certified paper products.

Further Information

Page: F4. Opportunities

F4.1

Have you identified any opportunities related to producing, marketing or sourcing these commodities sustainably that have the potential to benefit your organization?

Forest risk commodity	Opportunities?
Timber	Yes

F4.1a

Please describe the opportunities related to producing, marketing or sourcing these commodities sustainably, and your organization's strategy to capitalize on them

Forest risk commodity	Opportunity	Scale of opportunity	Strategy to realize opportunity	Timeframe	Comment
Timber	Driving demand for sustainable materials	Personal paper and office paper purchases through our North American procurement partner Avendra totaled almost 22 million USD. While the majority of these purchases were of FSC-certified products, our goal is to increase that percentage.	Marriott works with procurement partners to identify and set contracted pricing for hotel purchasing. Through this oversight, we make sure that our hotels have the option to purchase sustainable paper supplies to help support our brand standard of FSC-certified paper products. We have also been able to leverage our global supply chain to encourage suppliers to develop and offer these products. In the future, we will be using an e-commerce platform that will help us track procurement more closely.	Last 3-6 years 3-6 years	Because Marriott has a global supply partner in Kimberly-Clark, we have been able to influence our personal paper procurement to a greater degree than any other product related to a forest commodity. Kimberly-Clark was very responsive in developing products to meet our sustainability standards, enabling us to meet original goals for increasing sustainability in our supply chain.

F4.2

Please explain why you do not consider there to be any opportunities for your organization associated with producing, marketing or sourcing these commodities sustainably

Forest risk commodity	Primary reason for not identifying opportunities	Please explain

F4.3

Please explain why you don't know if there are any opportunities for your organization associated with producing, marketing or sourcing these commodities sustainably

Forest risk commodity	Primary reason for not knowing if there are opportunities	Please explain

Further Information

Module: Measure & Monitor

Page: F5. Measurement

F5.1

Do you own or manage land used for the production of any of your selected commodities? Please complete the table

Forest risk commodity	Own and/or manage land?	Size (Hectares)	Type of control	System in place to monitor deforestation?	Recent infractions?	Please explain
Timber	Don't own or manage land					

F5.2

Does your organization collect production and/or consumption data for your selected commodities?

Forest risk commodity	Production and/or consumption data available?
Timber	Data not available

F5.2a

Please disclose your production and/or consumption data using the table below

Forest risk commodity	Production/ consumption data	Volume	Metric	Full/Partial data?	If partial data, please explain
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F5.3

Please explain why your organization is not disclosing production and/or consumption data for your selected commodities

Forest risk commodity	Primary reason for not disclosing production/consumption data	Please explain
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F5.4

Please explain why production and/or consumption data is not available for your selected commodities

Forest risk commodity	Primary reason for not having production/consumption data	Please explain
Timber	Other: location in the value chain	As an operator and franchisor of lodging properties, Marriott does not produce or consume timber in the form of logs or pulp.

Further Information

Page: F6. Traceability

F6.1

Do you have a system in place to track and monitor the origin of raw materials for your selected commodities?

Forest risk commodity	System to track and monitor origin of raw materials?
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F6.1a

Please describe the system you have in place to track and monitor the origin of raw materials for your selected commodities

Forest risk commodity	System	System coverage	If partial, % of total production/consumption tracked/monitored	Please explain
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F6.2

Please explain why you do not have a system in place to track and monitor the origin of raw materials for your selected commodities

Forest risk commodity	Primary reason for not having a system in place	Please explain
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F6.3

Please provide details on the level of traceability your organization has for your selected commodities

Forest risk commodity	% of total production/consumption traceable	Traceability system	Point to which traceable	Exclusions	Exclusion description, if applicable	Comment
Timber	None	Not applicable	Not applicable	Not applicable		Marriott does not trace timber, as we do not deal directly with this commodity. However, we have established brand standards for

Forest risk commodity	% of total production/consumption traceable	Traceability system	Point to which traceable	Exclusions	Exclusion description, if applicable	Comment
						paper products to be FSC-certified/equivalent and the majority of the paper products purchased by our hotels have Forest Stewardship Council certification.

F6.3a

Please describe your organization's approach to establishing traceability

Marriott does not trace timber, as we do not deal directly with this commodity. However, we have established brand standards for paper products to be FSC-certified/equivalent.

Further Information

Module: Response

Page: F7. Governance and strategy

F7.1

Please indicate where the highest level of direct responsibility for deforestation risk lies within your organization and detail the frequency and nature of engagement on the issue

Highest level of responsibility	Name/position of individual or name of committee	Frequency of briefing	Nature of engagement
Senior Manager/Officer	Senior managers in the following disciplines share responsibility for policies and actions relating to	Annually	Brands assess materiality with stakeholders, especially customers. Relevant standards are assessed annually. At the

Highest level of responsibility	Name/position of individual or name of committee	Frequency of briefing	Nature of engagement
	deforestation risk: Brand, Global Operations, Sustainability, and Procurement		operations level, property audits to review compliance with standards.

F7.2

Have you evaluated how the availability or quality of forest risk commodities could affect your organization's growth strategy?

Not evaluated

F7.2a

Please explain how you evaluated the effects of the availability or quality of forest risk commodities on the success (viability, constraints) of your organization's growth strategy

F7.3

Please explain why you have not evaluated how the availability or quality of forest risk commodities could affect the success (viability, constraints) of your organization's growth strategy

Primary reason for not evaluating potential impact on growth strategy	Please explain
Other: Location of commodity in value chain	Monitoring of risks and opportunities related to all sustainability issues occurs at regular intervals and levels dependent upon the nature of the risk. Property performance, resource consumption and procurement data are monitored regularly. Risks and opportunities related to regulation, customer preference and corporate reputation are also evaluated by relevant departments. Data from all these sources and more were reviewed by the Green Council and senior executives as part of setting next generation sustainability goals. These goals

Primary reason for not evaluating potential impact on growth strategy	Please explain
	include sustainable procurement in our top ten product categories. These categories include products made from forest risk commodities. These goals stem from our desire to be a good global steward as our portfolio grows, and not from experience or anticipation of constraints to that growth posed by these commodities at the current time.

Further Information

Page: F8. Policies

F8.1

Does your organization have a policy that recognizes the role of reducing deforestation for climate change mitigation and sets out clear goals and guidelines for action?

Policy	Please explain
Yes, a publicly available company-wide policy	As part of Marriott's Principles of Responsible Business, we state: Marriott believes global collaboration and action on the environment and energy security is critical for a sustainable future for all. We support U.S. Congressional action to address climate and energy challenges, including reductions in greenhouse gas emissions through energy conservation, promoting cleaner energy alternatives and protecting the world's rainforests. Marriott continues to proactively address environmental challenges through our public affairs advocacy, business strategy, internal policies and practices.

F8.2

Has your organization made a commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain?

Yes

F8.2a

Please identify which of the following criteria are specifically stated in your organization's commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain

Criteria	Commodity coverage	Operational coverage	% of total production/ consumption covered by commitment	Commitment timeframe	Please explain
Certification	Timber	Direct operations and supply chain	100%	No timeframe	Marriott has established a brand standard that all paper products must be FSC-certified.

F8.3

Please explain why your organization has not made a commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain, and whether you plan to do this in the future

Primary reason for not having made a commitment	Do you plan to introduce a commitment?	Please explain

F8.4

Do you have commodity specific sustainability policies?

Forest risk commodity	Commodity specific sustainability policies?	Criteria	Cut-off date, if applicable	Please explain
Timber	Yes	Certification	Not applicable	Our goal is to source paper products (office and personal paper) 100% from FSC-certified products.

Further Information**Page: F9. Standards and targets**

F9.1

Do you have any environmental standards for the production of raw materials for your selected commodities, other than third party certification schemes?

Forest risk commodity	Production standards in place?	Please describe your production standards	Comment

F9.2

Does your organization enforce any procurement standards that impact your sourcing of forest risk commodities?

Forest risk commodity	Procurement standards in place?	Monitor compliance?	Impact on sourcing activities	Please explain
Timber	Yes	Yes	Factored into supplier selection process	Our procurement partner in North America, Avendra, monitors the process on both the supplier and the hotel purchasing side.

F9.3

Are you involved in any multi-partnership or stakeholder initiatives relating to the sustainability of these commodities? Please describe your role

Forest risk commodity	Involved in initiatives?	Initiatives	Please explain
Timber	No		While Marriott is not directly involved, our main global supply partner for personal paper products, Kimberly-Clark, has been. As a result of its ten-year partnership with the Forest Stewardship Council (FSC), Kimberly-Clark increased the percentage of FSC certified virgin fiber in its tissue products from 7% in 2009 to more than 75% in 2015.

F9.4

Do you specify any third party certification schemes for your selected commodities? Please indicate the percentage of total production and/or consumption currently certified

Forest Risk Commodity	Specify third party certification schemes?	% of total production/ consumption certified	Certification scheme breakdown	Please explain
Timber	FSC	61-70%	FSC Forest Management certification	Marriott has established a brand standard that all paper products must be FSC-certified. The percent consumption figure represents purchases through our procurement partner, Avendra, only.

F9.5

Do you have any quantified targets for third party certified materials in your direct operations and/or supply chains?

Forest risk commodity	Quantified targets for third party certification?	Certification scheme breakdown	Baseline year	Target year	Coverage	% of materials third party certified in target year	Please explain
Timber	No quantified targets	Not applicable					

Forest risk commodity	Quantified targets for third party certification?	Certification scheme breakdown	Baseline year	Target year	Coverage	% of materials third party certified in target year	Please explain

F9.6

Do you have any quantified targets for sustainable production and/or procurement, other than third party certification?

Forest risk commodity	Quantified targets for sustainable production/ procurement?	Type of target	Baseline year	Target year	Coverage	% of materials to meet requirements in target year	Please explain
Timber	No	Not applicable					

Further Information

Page: F10. Engagement

F10.1

Have you identified sufficient sources of sustainable materials to meet your operational needs? Please explain what you are doing to ensure security/continuity of supply

Forest risk commodity	Current demand	Future demand	Actions to ensure security/ continuity of supply	Please explain
Timber	Yes	Yes	Engaging in capacity building	Our procurement partner in North America, Avendra, negotiates with contracted

Forest risk commodity	Current demand	Future demand	Actions to ensure security/ continuity of supply	Please explain
			activities in the value chain	suppliers to source our hotels, helping to ensure continuity as well as options for sustainable choices.

F10.2

Are you working with smallholders to encourage and support sustainable forest management practices?

Forest risk commodity	Working with smallholders?	Please explain

F10.3

Are you working with your direct suppliers to support and improve their capacity to supply sustainable materials?

Forest risk commodity	Working with direct suppliers?	Supplier engagement strategy	Please explain
Timber	Yes	Supplier questionnaires on environmental and social indicators	We have worked with Kimberly-Clark and other key suppliers to make sure the products available to our hotels meet our sustainability criteria. Additionally, we help review and pilot innovations that advance sustainability, such as coreless toilet paper rolls and non-tree sources of pulp for paper products. We work through our procurement services provider, Avendra, to identify sustainable solutions that align with both our environmental strategy and our product standards. We also work with MindClick SGM™ to assess sustainability in our furniture, fixtures and equipment (FF&E) suppliers. 80% of FF&E spend was with suppliers engaged in sustainability, and 71% with suppliers using recyclable or re-usable packaging.

F10.4

Are you working beyond the first tier of your supply chain to manage and mitigate risk?

Forest risk commodity	Work beyond first tier of supply chain?	Please explain
Timber	No	Marriott does not have timber suppliers beyond the first tier.

F10.5

Do you engage in activities that could either directly or indirectly influence the market for sustainable forest risk commodities?

Activity	Please explain
Increasing demand for sustainable materials Increasing awareness of sustainable materials Raising awareness of the issue of deforestation	Marriott has worked with key global suppliers, such as Kimberly-Clark, and others for years to help develop and support options for hotels supplies that reduce waste, water use and packaging. As the understanding of sustainable materials has developed and interest in traceability and certification programs grows, we will again work with our partners to help increase demand and raise awareness. Our primary procurement partner in North America, Avendra, has identified five priority areas in consultation with a leading sustainability NGO. Avendra mapped procurement categories against a set of sustainability metrics, including deforestation risk. Over the next five years, Avendra will work to improved sustainability in agricultural crops (including palm oil), Textiles & Uniforms, Seafood, Animal Proteins (including beef), and Plastic and Paper Products. Marriott helped establish the Hospitality Sustainable Purchasing Consortium (HSPC) with MindClick to promote sustainability in the FF&E supply chain. Our FF&E suppliers in North America complete surveys assessing the social and environmental practices and sustainability attributes associated with the products sold to Marriott, Supplier data submitted through the Marriott Sustainability Assessment Program are consolidated for overall supply chain analysis. Marriott uses the data in tracking and encouraging progress. Through our conservation initiatives, we have engaged our associates and guests in deforestation issues relating to the Amazon Rainforest and coastal mangrove forests in Thailand.

Further Information

Module: Challenges

F11.1

Please describe any key barriers or challenges to achieving deforestation free direct operations and supply chains

Scale, geographic distribution and diversity of operations:

With more than 6,000 properties around the world managed, franchised (significant majority of portfolio) or licensed under our family of brands, Marriott has a large number of suppliers. Engagement with individual suppliers in deforestation issues is not feasible. We work instead with global suppliers such as Kimberly-Clark and we collaborate with our procurement partners to engage with the suppliers they contract with on our behalf. Marriott has also established supplier policies and makes use of supplier scorecards.

Decentralized procurement:

Our hotels are responsible for purchasing supplies and services needed for operations. We work with procurement partners to select and contract with suppliers, but in some cases, purchases are "off-contract." We can issue standards and guidance, but ultimately purchasing decisions are made at the property level. Purchasing managers and hotel owners may choose less expensive supplies that don't have the certifications or other sustainability attributes that we support.

F11.2

Please describe any measures that would improve your organization's ability to manage deforestation risk

Increased availability of sustainable supplies and decrease in costs of certified goods would help manage deforestation risks in our supply chain.

Better data management platforms and increased transparency in sourcing would also facilitate our ability to track and manage sustainable procurement.

Further Information

Module: Sign Off

Page: F12. Sign off

F12.1

Please provide the following information for the person that has signed off (approved) your CDP forests response

Name	Job title	Corresponding job category
Stéphane C. Masson	Senior Vice President, Marriott Global Procurement	Business unit manager

Further Information

CDP 2017 Forests 2017 Information Request