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## CDP Forests Questionnaire 2018

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# F0 Introduction

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## Introduction

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### **(F0.1) Give a general description of and introduction to your organization.**

Marriott International is a global lodging company with more than 6,500 properties (as of year-end 2017) that we operate (“manage”), franchise or license under 30 brands in 127 countries and territories worldwide. We recognize both the global responsibility and the unique opportunity to be a force for good and we are committed to creating positive and sustainable impact wherever we do business.

To guide this commitment, in 2017 we launched our new sustainability and social impact platform, Serve 360: Doing Good In Every Direction. Guided by the United Nations’ Sustainable Development Goals, Marriott established Serve 360 goals and a governance structure to deliver positive results through four priority areas or “coordinates”:

Nurture Our World – To support the resiliency and sustainable development of the communities where we operate.

Sustain Responsible Operations – To reduce the company’s environmental impacts, build & operate sustainable hotels and source responsibly, while integrating sustainability across our value chain and mitigating climate-related risk.

Empower Through Opportunity – To ensure workplace readiness and access to opportunity to our business, including our supply chain.

Welcome All & Advance Human Rights – To educate, advocate for and respect human rights throughout and beyond our business, while creating a safe, welcoming world for all.

Marriott’s new goals are being woven into the company across continents, from its global development organizations to its global supply chain networks. Our sustainability targets for 2025 include reducing water by 15%, carbon by 30%, waste to landfill by 45% and food waste by 50% (from a 2016 baseline; for water/carbon/waste on an intensity basis). Additionally, we have set a goal to responsibly source 95% of our supply chain in our Top 10 priority categories (including paper) by 2025.

We collaborate with external partners to encourage sustainability and mitigate climate change in our industry, helping to establish and refine common industry standards for carbon and water measurement. We worked with the International Tourism Partnership on unified industry goals for youth employment, carbon, water, and human rights; those goals were also introduced in 2017.

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, a partnership with The International Union for Conservation of Nature (IUCN), and reforestation efforts in Canada. Marriott has supported the the Juma REDD+ project for nearly ten years. To date, 99 percent of the Juma reserve – home to nearly 2,000 residents in 38 communities – remains covered by rainforest. Our Brazil associates also raised over \$11,500 in 2017 to help support the project. In addition to reforestation of the mangrove habitat, Marriott’s collaboration with IUCN in Thailand is working to support local coastal communities around Marriott properties by

improving local fishery practices and sustainable sourcing for the hotels. The IUCN-Marriott Partnership Project won “Best CSR - Social Impact Partnership” at the 2017 Rockefeller Social Impact Awards, curated by The Resource Alliance. Delta Hotels by Marriott support reforestation in Canada through a customer engagement program supporting reforestation in Canada and partnership with WEARTH. The program planted its 100,000th tree in 2017. Additional reforestation programming is being developed for the United States portfolio.

Integration of former Starwood brand properties was an ongoing focus of our business in 2017. When necessary in this report, we use the acronym SPG to distinguish from the rest of the Marriott portfolio.

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**(F0.2) State the start and end date of the year for which you are reporting data.**

Start date	End date
From: [01/01/2017]	To: [31/12/2017]

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**(F0.3) Select the currency used for all financial information disclosed throughout your response.**

Currency
USD

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**(F0.4) Select the stage(s) of the value chain which best represents your organization’s area of operation pertaining to forest risk commodities.**

- Retailing

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**(F0.5) Do you produce, use, or sell materials or products that contain any of the forest risk commodities?**

Forest risk commodity	Produce/use/sell	Disclosing	Explanation if produce/use/sell but not disclosing
Timber	Yes	Yes	
Palm Oil*	Yes	No	<p>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, Central America and the Caribbean, 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 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, such as Avendra, or independently. Given that model, it is not feasible for us to gather complete and timely purchasing information that addresses either the</p>

<p>Cattle Products*</p>	<p>Yes</p>	<p>No</p>	<p>presence of palm oil in purchased products 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.</p> <p>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 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. Less than 1% of beef sourced through Avendra for U.S. managed properties was sourced from outside the U.S. Beef will be a focus of our responsible sourcing going forward, through Marriott's own goals for responsible procurement in top categories (including beef) and</p>
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Soy*	Yes	No	<p>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.</p> <p>See answers for palm oil and cattle, above. Soybean oil and soy-based products are included in our food and beverage supply chain. Soy has not yet been identified as one of the priority action categories in the materiality assessments of either Marriott or its primary supply chain partner in North America, Avendra.</p>
Other – Rubber*			
Other			

\* Not shown for companies from the paper & forestry sector

**(F0.6) Are there any parts of your direct operations not included in your disclosure?**

- Yes

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**(F0.6a) Identify the parts of your direct operations not included in your disclosure.**

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 F0.4.
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**(F0.7) Are there any parts of your supply chain not included in your disclosure?**

- Yes
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**(F0.7a) Identify the parts of your supply chain not included in your disclosure.**

Exclusion	Description of exclusion	Potential for forests-related risk	Please explain
Facility	Some above-property facilities such as corporate offices have outsourced operations and supply chains.	No potential	The operations in these facilities are not included in stages of the value chain listed in F0.4.

# F1 Current state

## Dependence

### (F1.1) How does your organization produce, use or sell your disclosed commodity(ies)?

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)	Argentina Brazil Canada Chile Finland Germany New Zealand South Africa Sweden United States of America	1-5%	<p>Marriott uses paper products in the form of personal paper, office paper and packaging. Our primary global partner for personal paper products is Kimberly-Clark. The countries of origin listed are those provided by Kimberly-Clark.</p> <p>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</p>

						recycled, recyclable or compostable materials.
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**(F1.1a) Indicate from which State/region(s) and municipality(ies) your disclosed commodity(ies) originate.**

Forest risk commodity	Activity	Country of origin	State/Region	Municipality	Please explain
Timber	Retail/ onward sale of commodity or product containing commodity	Argentina	Don't know	Don't know	Kimberly-Clark reports that Fluff pulp and bale pulp are purchased from market pulp suppliers in Argentina and used to produce personal care and tissue products respectively.
Timber	Retail/ onward sale of commodity or product containing commodity	Brazil	Don't know	Don't know	Kimberly-Clark reports that Fluff pulp and bale pulp are purchased from market pulp suppliers in Brazil and used to produce personal care and tissue products respectively.

\* Only tropical countries with high deforestation risk will be shown.

**(F1.2) Indicate the percentage of your organization's revenue that was dependent on your disclosed forest risk commodity(ies) in the reporting year.**

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

### (F1.3) Do you own or manage land used for the production of your disclosed commodity(ies)?

Forest risk commodity	Own and/or manage land?	Type of control	Description of type of control	Country	Land type	Size (Hectares)
Timber	Don't own or manage land					

Do you have a system in place to monitor forests-related risks?	Type of monitoring system	Description of monitoring system	Recent infraction(s)?	Explanation of infraction

\*Not shown for Timber

\*\* Only appears for companies from the paper & forestry sector

### (F1.4) For your disclosed commodity(ies), indicate if you collect data regarding your own compliance and/or the compliance of your suppliers with the Brazilian Forest Code.

Forest risk commodity	Do you collect data regarding compliance with the Brazilian Forest Code?	Please explain
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Timber	No, we do not produce/source in/from Brazil.	We do not source timber directly.
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**(F1.5) Does your organization collect production and/or consumption data for your disclosed commodity(ies)?**

Forest risk commodity	Data availability/Disclosure
Timber	Data not available

**(F1.5c) Why is production and/or consumption data not available for your disclosed commodity(ies)?**

Forest risk commodity	Primary reason	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.

[Add Row]

**(F1.6) Have you identified sufficient sources of sustainable materials to meet your current operational needs? If yes, what are you doing to ensure the security/continuity of this supply?**

Forest risk commodity	Sustainable source identified	Primary action to ensure supply	Please explain
Timber	Yes	Engaging in capacity building activities in the value chain	Our procurement partner in North America, Avendra, negotiates with

			contracted suppliers to source our hotels, helping to ensure continuity as well as options for sustainable choices.
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## Detrimental impacts on your business

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**(F1.7) Has your organization experienced any detrimental forests-related impacts?**

- No
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## F2 Procedures

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### Risk identification and assessment

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**(F2.1) Does your organization undertake a forests-related risk assessment?**

- No, forests-related risks are not assessed
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**(F2.1d) Why does your organization not undertake a forests-related risk assessment?**

Forest risk commodity	Primary reason	Please explain
Timber	Other: Location of the commodity in our value chain	<p>Marriott does not use timber commodities directly, and so does not assess deforestation risks and opportunities in that context.</p> <p>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.</p> <p>While we do not have plans to introduce a risk management process specifically to assess and manage deforestation risks, we do have goals for responsible procurement and procurement standards that address paper.</p>

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## F3 Risks and opportunities

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### Risks

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**(F3.1) Have you identified any inherent forests-related risks with the potential to have a substantive financial or strategic impact on your business?**

Forest risk commodity	Risk
Timber	No

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**(F3.1a) How does your organization define substantive impact on your business?**

Marriott International is a global lodging company with more than 6,500 properties (as of year-end 2017) that we operate (“manage”), franchise or license under 30 brands in 127 countries and territories worldwide. This diversification offers some resilience against localized risks. A substantive financial impact would be one that would impact overall revenue significantly.

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### Opportunities

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**(F3.2) Have you identified any forests-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Forest risk commodity	Have you identified opportunities?
Timber	Yes

**(F3.2a) For your selected forest risk commodity(ies), provide details of the identified opportunities with the potential to have a substantive financial or strategic impact on your business.**

Forest risk commodity	Type of opportunity	Where in your value chain does the opportunity occur?	Primary forests-related opportunity	Financial incentives	Company-specific description & strategy to realize opportunity	Estimated timeframe for realization
Timber	Markets	Supply Chain	Driving demand for sustainable materials		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 personal paper products and printed paper with an increasing amount of recycled content. We	Current

					<p>have also been able to leverage our global supply chain to encourage suppliers to develop and offer these products.</p> <p>In 2017, we significantly expanded the implementation of an e-commerce platform that will help us track procurement more closely. We will utilize this system to drive suppliers to show product that meets our criteria so that hotels can make the best decision.</p>	
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Magnitude of potential impact	Likelihood	Potential financial impact	Explanation of financial impact
Low	Virtually Certain		<p>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. Globally, up to 65% of Marriott hotels source from</p>

			Kimberly-Clark, and that percentage will increase as SPG properties are fully integrated into brand standards. 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.
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\* Column only appears depending on drop-down selection in C4 (Primary forests-related opportunity)

\*\* Only appears for companies from the paper & forestry sector

\*\*\* Only appears if an organization selects “Brazil” in C5 of F1.1

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## F4 Governance

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### Policy

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#### (F4.1) Does your organization have a policy that includes forests-related issues?

- Yes, we have a documented forest policy that is publicly available

#### (F4.1a) Select the options to describe the scope and content of your policy.

Scope	Content	Please explain

<p>Company-wide</p>	<ul style="list-style-type: none"> <li>• Commitment to avoiding deforestation and forest degradation</li> <li>• Commitment to protect rights and livelihoods of local communities</li> <li>• Commitment to align with public policy initiatives, e.g. SDGs</li> <li>• Recognition of the overall importance of forests and other natural habitats</li> </ul>	<p>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."</p> <p>The Principles of Responsible Business are being revised in 2018 to reflect Marriott's new sustainability and social impact strategy.</p> <p>Further to the points selected in column 2:</p> <ul style="list-style-type: none"> <li>• Marriott's conservation initiatives include support for sustainable livelihoods.</li> <li>• Our sustainability and social impact goals are mapped to the U.N. Sustainable Development Goals (SDGs).</li> </ul>
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**(F4.1b) Do you have commodity specific sustainability policy(ies)? If yes, select the options that best describe their scope and content.**

Forest risk commodity	Do you have a commodity specific sustainability policy?	Scope	Content	Please explain
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Timber	Yes	Company-wide	Description of forests-related standards for procurement	Our goal is to responsibly source 95% of paper products.
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## Board oversight

**(F4.2) Is there board-level oversight of forests-related issues within your organization?**

**(F4.2c) Why is there no board-level oversight of forests-related issues and what are your plans to change this in the future?**

Primary reason	Board level oversight of forests-related issues will be introduced in the next two years	Please explain
Marriott's Serve 360 Executive Leadership Council provides updates to the Board as part of its scope.	No	Marriott established a multi-level governance structure for its Serve 360 platform in 2017 to set direction and drive the sustainability and social impact strategy. For the first time, governance of these aspects of responsible business operation also includes the presidents of each continental operating group as well as functional discipline executives. The focus for the Leadership Council in the near-term is on deploying goals across the organization and its supply chain, as well as supporting policies and programs to make meaningful impact on the stated goals.

## Management responsibility

**(F4.3) Below board level, provide the highest-level management position(s) or committee(s) with responsibility for forests-related issues.**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on forests-related issues	Please explain
<ul style="list-style-type: none"> <li>Chief Procurement Officer (CPO)</li> </ul>			<p>Our chief procurement officer shares responsibility for policies and actions relating to deforestation risks with other discipline leaders, especially: Brand and Global Operations. Brands assess materiality with stakeholders, especially customers. Relevant standards are assessed annually. At the operations level, property audits to review compliance with standards. Marriott's CPO is also part of our Serve 360 governance structure (see row below), sitting on the Serve 360 Advisory Council.</p>
<ul style="list-style-type: none"> <li>Sustainability Committee</li> </ul>			<p>Marriott's Serve 360 Executive Leadership Council includes the Chief/Global Officers of every division, including: Development, Finance, Human Resources, Legal, Information Technology, Sales/Marketing/Brand/Commercial, Operations (co-Chair), and Communications and Public Affairs</p>

			<p>(co-Chair). This representation, which includes Marriott's Chief Financial Officer, ensures that every functional discipline within Marriott is involved in guiding the sustainability and social impact strategy. In addition to all of the discipline executives, the Council includes the Presidents of each continental business division (North America, Caribbean/Latin America, Asia Pacific, Europe, MidEast/Africa, Franchise). The Presidents have a Serve 360 Scorecard to drive performance across the portfolio of properties.</p> <p>The Executive Leadership Council is supported by an Advisory Council of their direct reports and the next level of leaders, co-chaired by the Vice President of Sustainability and Supplier Diversity and the Vice President of Social Impact and Public Affairs.</p> <p>With this new governance model, we have combined the strategic insights of corporate leadership in every function with the global leaders of our core business structure. The Executive Leadership Council provides strategic direction and makes</p>
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			investment decisions to guide achievement of the Serve 360 sustainability and social impact goals. Those goals include sourcing our global operations responsibly.
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## Employee incentives

### (F4.4) Do you provide incentives to C-suite employees or board members for the management of forests-related issues?

- No, and we do not plan to introduce them in the next two years

## F5 Business strategy

### Strategic plan

#### (F5.1) Are forests-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

Aspect of strategy	Are forests-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Select from: <ul style="list-style-type: none"> <li>• Yes, forests-related issues are integrated</li> </ul>	Select from: <ul style="list-style-type: none"> <li>• 5-10</li> </ul>	Text field [maximum 2,400 characters]

	<ul style="list-style-type: none"> <li>● No, forests-related related issues were reviewed but not considered as strategically relevant/significant</li> <li>● No, forests-related issues not yet reviewed, but there are plans to do so in the next two years</li> <li>● No, forests-related issues were not reviewed and there are no plans to do so</li> </ul>	<ul style="list-style-type: none"> <li>● 11-15</li> <li>● 16-20</li> <li>● 21-30</li> <li>● &gt;30</li> </ul>	
<p>Strategy for long-term objectives</p> <p>Financial planning</p>			

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# F6 Implementation

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## Commitments

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**(F6.1) Has your organization made a public commitment to reduce or remove deforestation and/or forest degradation from its direct operations and/or supply chain?**

- No

## Targets

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**(F6.2) Did you have any quantified targets for increasing sustainable production and/or consumption of your disclosed commodity(ies) that were active during the reporting year?**

- No

**(F6.2b) Why do you not have target(s) for increasing sustainable production and/or consumption of your disclosed commodity(ies) and what are your plans to develop these in the future?**

Forest risk commodity	Primary reason	Please explain
Timber	Other: Brand standards have been established	Responsible procurement has been a part of Marriott's sustainability strategy for many years. As part of that strategy, Marriott has established a

		brand standard requiring that any paper products in use in the hotels may not contain virgin pulp or fiber in the formulation or composition unless the pulp/fiber is certified by FSC processes (Forest Stewardship Council) or similar certification. SPG properties are not currently under this policy. As we pursue our new goal of 95% responsibly sourced paper products, policies for all properties will be updated to be in alignment.
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## Traceability

### (F6.3) Do you have traceability system(s) in place to track and monitor the origin of your disclosed commodity(ies)?

Forest risk commodity	Do you have system(s) in place?
Timber	No

(F6.3b) Why do you not have system(s) in place to track and monitor the origin of your disclosed commodity(ies) and what are your plans to develop these in the future?

Forest risk commodity	Primary reason	Please explain
Timber	Other: location of commodity in value chain	Marriott does not trace timber, as we do not deal directly with this commodity. However, we have established brand standards that paper products in use in the hotels may not contain virgin pulp or fiber

		in the formulation or composition unless the pulp/fiber is certified by FSC or equivalent certification.
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## Certification and sustainability standards

**(F6.4) Do you specify any third-party certification schemes for your disclosed commodity(ies)? Indicate the volume and percentage of your production and/or consumption covered.**

Forest risk commodity	Do you specify any certification scheme?	Third-party certification scheme	% of total production/ consumption volume certified	Form of commodity	Volume of production/ consumption certified	Metric	Please explain
Timber	Yes	FSC Forest Management certification	70	Paper	17880000	Other: Expenditure in USD	Marriott has established brand standards that paper products in use in the hotels may not contain virgin pulp or fiber in the formulation or composition unless the pulp/fiber is certified by FSC or equivalent certification. The percent

							consumption and expenditure figures represent personal paper purchases in North America through our procurement partner, Avendra, only.
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**(F6.5) Do you specify any sustainable production/procurement standards for your disclosed commodity(ies), other than third-party certification? Indicate the percentage of production/consumption covered and if you monitor supplier compliance with these standards.**

Forest risk commodity	Do you specify any sustainability standards?	Type of standard	Description of standard	% of total commodity volume covered by standard
Timber	<ul style="list-style-type: none"> <li>No standard other than third-party certification</li> </ul>			

Do you have a system in place to monitor compliance with this standard?	Type(s) of monitoring system	% of suppliers in compliance with standards***	Please explain

## Engagement

### (F6.7) Are you working with your direct suppliers to support and improve their capacity to supply sustainable raw materials?

Forest risk commodity	Are you working with direct suppliers?	Supplier engagement approach	Please explain
Timber	Yes, working with direct suppliers	<p>Encouraging certification</p> <p>Supplier questionnaires on environmental and social indicators</p>	<p>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 non-tree sources of pulp for paper products.</p> <p>We work through our procurement services provider in North America, Avendra, to identify sustainable solutions that align with both our environmental strategy and our product standards.</p> <p>All Marriott approved furniture, fixtures and equipment (FF+E) vendors in North America are required to enroll in Marriott's annual Supplier Sustainability Assessment Program (MSAP) administered by MindClick. MSAP assesses the impact of products from design to disposal. Marriott's teams use MSAP to select and specify products which support healthier environments for Marriott's guests and associates, and the environmental and social well-being of the global community.</p>

			In 2017, 79% of FF+E spend was with suppliers engaged in sustainability, and 78% with suppliers using recyclable or re-usable packaging.
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**(F6.8) Are you working beyond your first-tier supplier(s) to manage and mitigate forests-related risks?**

Forest risk commodity	Are you working beyond first tier?	Please explain
Timber	Not applicable	Marriott does not have timber suppliers beyond the first tier.

**(F6.9) Do you participate in external initiatives or activities to further the implementation of your policies concerning the sustainability of your disclosed commodity(ies)?**

Forest risk commodity	Do you participate in activities/initiatives?	Activities	Initiatives*	Please explain
Timber	Yes	Other: Increasing demand for sustainable materials		Marriott has worked with key global suppliers, such as Kimberly-Clark, and others for years to help develop and support options for hotel 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

				<p>increase demand and raise awareness.</p> <p>Our primary procurement partner in North America, Avendra, has identified five priority areas and mapped procurement categories in these areas against a set of sustainability metrics, including deforestation risk. Avendra has stated that over the next five years, it will work to improve sustainable sourcing in agricultural crops (including palm oil), Textiles and Uniforms, Seafood, Animal Proteins (including beef), and Plastic and Paper Products.</p> <p>Through our conservation initiatives, we have engaged our associates and guests in deforestation issues relating to the Amazon Rainforest, coastal mangrove forests in Thailand, and Canadian forests.</p>
Timber	Yes	Involved in industry platforms		<p>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</p>

				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.
Timber	Yes	Engaging with non-governmental organizations		Through our conservation initiatives, we have engaged our associates and guests in deforestation issues relating to the Amazon Rainforest, coastal mangrove forests in Thailand, and Canadian forests.

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## F7 Linkages and trade-offs

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### Linkages and trade-offs

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**(F7.1) Has your organization identified any linkages or trade-offs between forests and other environmental issues in its direct operations and/or other parts of its value chain?**

- No
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**(F7.1b) Why has your organization not identified any linkages or trade-offs between forests and other environmental issues?**

Primary reason	Comment
Other: not applicable	Marriott does not make use of timber commodities directly, and so trade-offs or linkages to other resources are not applicable.

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## F8 Verification

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### Verification

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#### (F8.1) Do you verify any forests information reported in your CDP disclosure?

- No, we do not verify any forests-related information reported in our CDP disclosure, and there are no plans to do so.
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## F9 Barriers and challenges

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### Barriers and challenges

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#### (F9.1) Describe the key barriers or challenges to avoiding forests-related risks in your direct operations or in other parts of your value chain.

Forest risk commodity	Coverage	Primary barrier/challenge type	Comment
Timber	Supply Chain	Supply Chain Complexity	Scale, geographic distribution and diversity of operations: With more than 6,500 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.
Timber	Supply Chain	<ul style="list-style-type: none"> <li>• Other: Decentralized procurement and</li> </ul>	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.
Timber	Supply Chain	<ul style="list-style-type: none"> <li>• Cost of sustainably produced/certified products</li> </ul>	Purchasing managers and hotel owners may choose less expensive supplies that don't have the certifications or other sustainability attributes that we support.

**(F9.2) Describe the main measures that would improve your organization’s ability to manage forests-related risks.**

Forest risk commodity	Coverage	Main measure	Comment
Timber	Supply Chain	Reduced cost of certified materials	Increased availability of sustainable supplies and decrease in costs of certified goods would help manage deforestation risks in our supply chain.
Timber	Direct Operations	Greater Transparency	<p>Better data management platforms and increased transparency in sourcing would also facilitate our ability to track and manage sustainable procurement. As we pursue our goal to source 95% of paper products responsibly, we will work with suppliers and embed more information into our purchasing systems. This will give our purchasers the information they need to make better decisions and drive increased spend on responsibly sourced paper products.</p> <p>As of year-end 2017, over 500 full- and select-service hotels in our managed portfolio were enrolled in an e-procurement platform. As more hotels join the platform, there will be greater and more timely visibility into procurement practices.</p>

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# F10 Signoff

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## Signoff

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**(F10.1) Provide the following information for the person that has signed off (approved) your CDP forests response.**

Job title	Corresponding job category
Senior Vice President, Marriott Global Procurement	Chief Procurement Officer

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# SF Supply chain

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## Supply chain introduction

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**(SF0.1) What is your organization's annual revenue for the reporting period?**

Annual revenue
22894000000

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**(SF0.2) Do you have an ISIN for your organization that you are willing to share with CDP?**

- No
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## Certified volume sold

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**(SF1.1) On F6.4 you were asked “Do you specify any third-party certification schemes for your disclosed commodity(ies)? Indicate the volume and percentage of your production and/or consumption covered”. Can you also indicate, for each of your disclosed commodity(ies), the percentage of certified volume sold to each requesting CDP supply chain member?**

- No
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**(SF1.1b) Why can you not indicate the percentage of certified volume sold to each of your requesting members? Describe any future plans for adopting and communicating levels of certification to requesting CDP supply chain members.**

Requesting member	Forest risk commodity	Primary reason	Please explain
L'Oreal	Timber	Other: not applicable	While paper products are a top procurement category for Marriott, and we have set brand standards for certification and have established operational practices to reduce consumption (such as e-folios or electronic guest invoices, and newspapers by request only), we do not sell paper products to our guests and thus do not track timber quantity allocation to customers.

## Collaborative opportunities

**(SF2.1) Please propose any mutually beneficial forests-related projects you could collaborate on with specific CDP supply chain members.**

Requesting member	Commodity related to the project	Category of project	Type of project	Estimated timeframe for realization of benefits to customer	Details of project	Projected outcome
Select from:  [CRM list of supply chain members]	Select from:  List auto-populated from F0.5	Select from:  <ul style="list-style-type: none"> <li>● Certification</li> <li>● Communications</li> </ul>	Select from:  <ul style="list-style-type: none"> <li>● Response drop-down list below table</li> </ul>	Select from:  <ul style="list-style-type: none"> <li>● Current - up to 1 year</li> <li>● 1-3 years</li> <li>● 4-6 years</li> </ul>	Text field [maximum 2,400 characters]	Text field [maximum 2,400 characters]

		<ul style="list-style-type: none"> <li>● Provision of goods and services</li> <li>● Innovation</li> <li>● Relationship sustainability assessment</li> <li>● Traceability and transparency</li> <li>● Other category, please specify</li> </ul>		<ul style="list-style-type: none"> <li>● &gt; 6 years</li> <li>● Unknown</li> <li>● Other, please specify</li> </ul>		
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**(SF2.2) Have requests or initiatives by CDP supply chain members prompted your organization to take organizational-level action to reduce or remove deforestation/forest degradation from your operations or your supply chain?**

- No
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