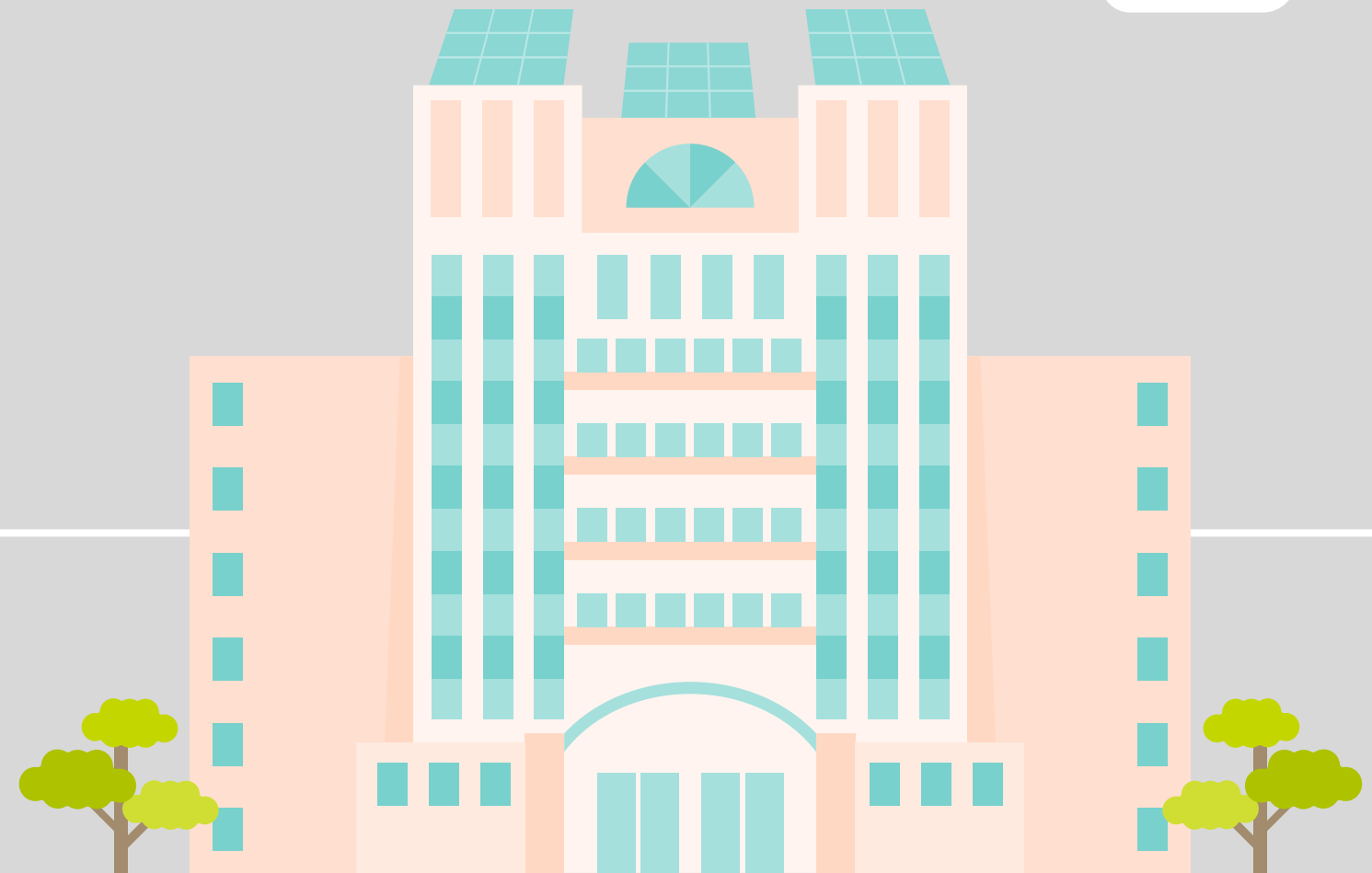


2024 SERVE 360 REPORT

Environmental, Social & Governance

Performance Tables & Appendices



SERVE360
DOING GOOD IN EVERY DIRECTION

Performance Tables

PROPERTY DATA

Regional Presence

Regions	Total Properties	Company-Operated ¹	Franchised/Licensed	Residential	Total Rooms
United States & Canada	5,965	637	5,259	69	979,631
Asia Pacific excluding China	567	439	111	17	130,158
Greater China	525	412	111	2	159,871
Europe, Middle East & Africa	1,142	491	626	25	218,167
Caribbean & Latin America	492	117	362	13	86,659
Timeshare	93	-	93	-	22,745
Yacht	1	-	1	-	149
Total	8,785	2,096	6,563	126	1,597,380

(1) Company-operated properties include managed, owned, and leased hotels. Metrics do not include Homes & Villas by Marriott International™.

Top Markets

Markets	Total Properties	Total Rooms	Markets	Total Properties	Total Rooms
United States	5,760	941,827	United Kingdom	134	25,193
China	500	152,783	Germany	120	24,965
Canada	275	56,453	United Arab Emirates	75	21,820
Mexico	280	42,653	Japan	94	18,900
India	147	28,851	Thailand	57	15,334

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 are only inactive, textual references included for informational purposes and are not 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: July 10, 2024.

GLOBAL ENVIRONMENTAL DATA

Scope 1 & 2 Greenhouse Gas (GHG) Emissions

GHG Emissions (metric tons CO2e)	2016 (baseline)	2021	2022	2023 ²
Scope 1	1,245,733	1,104,234	1,150,317	1,226,161
Scope 2: Location-based	5,303,856	4,708,713	4,806,946	5,161,693
Scope 2: Market-based	-	4,726,284	4,813,113	5,130,607

Scope 3 GHG (Franchised) Emissions

GHG Emissions (metric tons CO2e)	2016 (baseline)	2021	2022	2023
Scope 3: Location-based	4,784,617	4,089,425	4,452,999	4,524,924
Scope 3: Market-based	-	4,277,697	4,605,592	4,686,011

GHG Emissions Intensity³

GHG Emissions Intensity (kilograms CO2e per m2 of conditioned space)	2016 (baseline)	2021	2022	2023
Scope 1, 2 & 3 Intensity (managed and franchised)	125.9	93.7	94.9	100.3

(2) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by ERM CVS. Please see [Marriott's 2024 External Assurance Statement](#) for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions of ERM CVS's engagement.

(3) GHG emissions intensity metrics are based Scope 2 market-based emissions and include Scope 3 franchise emissions. This reporting aligns with Marriott's 2025 Serve 360 Goal, which is inclusive of franchised hotel emissions.

Performance Tables

GLOBAL ENVIRONMENTAL DATA

Scope 3 GHG (Non-Franchised) Emissions by Category

GHG Emissions (metric tons CO2e)	2023
Purchased Goods & Services	3,850,545
Fuel- & Energy-related Activities	1,982,684
Capital Goods	703,901
Employee Commuting	636,478
Waste Generated in Operations	246,738
Business Travel	92,451

Energy

Energy Consumption (million megawatt hours)	2016 (baseline)	2021	2022	2023 ⁴
Managed Properties	16.4	16.2	16.9	17.8
Franchised Properties	13.0	13.8	15.3	15.3

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2021	2022	2023
Energy Intensity (managed and franchised)	334.4	276.9	291.2	301.5

Water

Water Consumption ⁵ (million cubic meters)	2016 (baseline)	2021	2022	2023 ⁴
Total Water Consumption	130.7	115.3	129.4	136.7

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2021	2022	2023
Water Intensity (managed and franchised)	0.841	0.880	0.788	0.763

REGIONAL ENVIRONMENTAL DATA

(MANAGED AND FRANCHISED)

GHG Emissions Intensity⁶

GHG Emissions Intensity (kilograms CO2e per m2 of conditioned space)	2016 (baseline)	2021	2022	2023
Asia Pacific excluding China	197.2	130.1	151.1	161.9
Canada	80.5	63.1	63.2	63.3
Caribbean & Latin America	93.8	86.0	87.8	95.2
Europe, Middle East & Africa	143.4	101.5	112.6	113.0
Greater China	145.6	114.8	104.9	120.9
United States	107.6	79.2	79.9	81.8

Energy Intensity

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2021	2022	2023
Asia Pacific excluding China	385.0	263.2	312.5	337.9
Canada	433.5	334.1	371.9	378.2
Caribbean & Latin America	328.6	259.9	280.3	290.3
Europe, Middle East & Africa	365.3	303.8	329.2	330.8
Greater China	314.1	267.7	248.3	282.2
United States	314.3	270.3	286.1	287.9

(4) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by ERM CVS. Please see [Marriott's 2024 External Assurance Statement](#) for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions of ERM CVS's engagement.

(5) Total water consumption represents managed properties only.

(6) GHG emissions intensity metrics are based Scope 2 market-based emissions and include Scope 3 franchise emissions. This reporting aligns with Marriott's 2025 Serve 360 Goal, which is inclusive of franchised hotel emissions.

Performance Tables

REGIONAL ENVIRONMENTAL DATA

(MANAGED AND FRANCHISED)

Water Intensity

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2021	2022	2023
Asia Pacific excluding China	1.511	1.574	1.351	1.416
Canada	0.627	0.797	0.601	0.593
Caribbean & Latin America	1.225	1.158	0.964	1.318
Europe, Middle East & Africa	0.852	1.026	0.701	0.742
Greater China	1.343	1.529	1.573	1.324
United States	0.650	0.672	0.654	0.558

SUPPLY CHAIN DATA ⁷

Location	2023 Cage-Free Egg Procurement (cage-free spend %)	2023 Responsible Pork Procurement (responsible pork spend %)
Africa (managed only)	4.84%	20.41%
Asia Pacific excluding China (managed only)	22.07%	23.87%
Canada	47.18%	0.01%
Canada (managed only)	66.74%	0.00%
Canada (franchised only)	16.43%	0.02%
Caribbean & Latin America	38.01%	0.14%
Caribbean & Latin America (managed only)	41.59%	0.00%
Caribbean & Latin America (franchised only)	0.20%	0.98%
Greater China (managed only)	18.59%	0.00%
Europe (managed only)	79.86%	0.00%
Europe, Middle East & Africa (managed only)	36.25%	0.88%
Middle East (managed only)	1.03%	0.00%
United States	56.13%	7.30%
United States (managed only)	80.67%	7.36%
United States (franchised only)	38.19%	7.24%
Global	42.04%	7.49%

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

Performance Tables

ASSOCIATE DATA ⁸

Global Associates

Location (managed associates) ⁹	2023
Asia Pacific excluding China	85,000
Caribbean & Latin America	26,000
Europe, Middle East & Africa	91,000
Greater China	79,000
United States & Canada	131,000

Global Turnover Rate (managed associates)	2023
Total Voluntary Turnover Rate (includes retirements)	22%

United States Associates ¹⁰

Associates	2023
Total Associates	120,000
Non-management	80%
Management	20%
Full-time	85%
Part-time	15%
Women	54%
Men	46%
Associates Represented by Labor Unions	16%

United States Associates ¹⁰

Generation	2023
Baby Boomers	17%
Generation X	33%
Millennials	43%
Generation Z	7%

Women	2023
Executives	51%
Mid-level Management	50%
Entry-level Management	56%
Management (all levels) ¹¹	54%
<i>Senior Management</i>	48%
<i>Mid-level and Other Management</i>	54%
Non-Management	54%
IT/Engineering Positions	33%
Promoted (of total promoted)	56%
New Hires (of total new hires)	54%
Attrition Rate	54%

People of Color ¹²	2023
Executives	23.5%
Mid-level Management	33%
Entry-level Management	49%

United States Associates ¹⁰

Race/Ethnicity ¹⁰	2023 Associates ¹²	2023 Managers ¹²
Asian	11.1%	10.4%
Black/African American	18.5%	11.4%
Hispanic/Latino	33.4%	19.4%
Native American/Alaska Native	0.4%	0.3%
Native Hawaiian/Pacific Islander	0.8%	0.6%
Two or More Races	1.3%	1.5%
People of Color (Total)	65.6%	43.5%
White	28.5%	53.5%
Other	0.0%	0.0%
Unknown	5.9%	3.0%

Race/Ethnicity ¹⁰	2023 Women Associates ¹²	2023 Men Associates ¹²
Asian	10.9%	11.5%
Black/African American	19.2%	17.8%
Hispanic/Latino	34.1%	32.8%
Native American/Alaska Native	0.4%	0.4%
Native Hawaiian/Pacific Islander	0.8%	0.9%
Two or More Races	1.3%	1.2%
White	28.2%	28.9%
Other	0.0%	0.0%
Unknown	5.1%	6.6%

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

(9) Totals may not sum to global headcount due to the use of rounded numbers.

(10) 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.

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

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

GRI Index

Disclosure	Indicator	Description	Response / Location
GRI 305— Emissions (continued)	305-4	GHG emissions intensity	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , pages 2-3 2024 External Assurance Statement
	305-5	Reduction of GHG emissions	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5-8 2024 Serve 360 Report: Around The World Highlights , pages 4, 6, and 12
GRI 306— Waste	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 9 Sustainability Policy
	306-2	Management of significant waste-related impacts	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 9
	306-4	Waste diverted from disposal	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 9 2024 Serve 360 Report: Around The World Highlights , pages 4-5, 8-9, and 12
GRI 308— Supplier Environmental Assessment	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 10 Sustain Responsible Operations Policies and Position Statements
	308-1	New suppliers that were screened using environmental criteria	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 10
GRI 401— Employment	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 3 and 11-13 Business Conduct Guide Careers
	401-1	New employee hires and employee turnover	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 5
	401-3	Parental leave	Overview of Marriott Benefits Associates in the United States (including the U.S. Virgin Islands but 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 mothers 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 2023, the parental leave retention rate was 94% [based on the above boundary location of the United States (including the U.S. Virgin Islands but excluding Puerto Rico)].
GRI 403— Occupational Health and Safety	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 12 Business Conduct Guide , page 32
	403-2	Hazard identification, risk assessment, and incident investigation	Identification: 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 United States and in several other international jurisdictions. In early 2024, Marriott implemented an updated Threat Condition Program (TC 3.0) for managed and franchised hotels, globally. TC 3.0 sets threat conditions for hotels based on crime, social unrest and terrorism risks. Assessment: In 2023, approximately 99% of managed international hotels, that were required to do so, completed safety-related risk assessments; and in 2024, managed hotels in the United States and Canada are expected to begin conducting self-audit safety-related risk assessments. Investigation: 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.

GRI Index

Disclosure	Indicator	Description	Response / Location
GRI 403— Occupational Health and Safety (continued)	403-4	Worker participation, consultation, and communication on occupational health and safety	Marriott encourages the establishment of safety committees at managed hotels.
	403-5	Worker training on occupational health and safety	Marriott's Global Safety & Security Team provides training, policy enforcement, and technical expertise in safety and security management. In the United States and Canada, hotel associates are required to undergo mandatory safety and security training. Internationally, mandatory training varies by country and safety threat conditions.
	403-6	Promotion of worker health	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 12
	403-9	Work-related injuries	In 2023 at managed locations in the United States, Marriott had no known work-related fatalities; and Marriott's injury frequency rate was 5.77; and Marriott's lost time injury rate (indemnity claims) was 1.85 (injuries per 200,000 manhours).
GRI 404— Training and Education	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 11
	404-1	Average hours of training per year per employee	In 2023, there was an average of 40.4 official credited training hours per associate globally, formally recorded through Marriott's digital learning tools.
	404-2	Programs for upgrading employee skills and transition assistance programs	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 11
	404-3	Percentage of employees receiving regular performance and career development reviews	Marriott conducts annual associate performance reviews for managed associates globally. These reviews are based on performance against goals and competencies and may incorporate feedback from others. In 2023, approximately 94% of eligible associates completed performance reviews. Managers and associates are also encouraged to have ongoing conversations throughout the year about performance and development.
GRI 405— Diversity and Equal Opportunity	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 3, 5, and 13 2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 5
	405-1	Diversity of governance bodies and employees	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 3, 5, and 13 2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 5 2024 Proxy Statement , pages 22-23 EEO-1 Report
GRI 408— Child Labor	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 17 Modern Slavery Statement
	408-1	Operations and suppliers at significant risk for incidents of child labor	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 17 Modern Slavery Statement
GRI 409— Forced or Compulsory Labor	3-3	Management of material topics	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 17 Modern Slavery Statement
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 17 Modern Slavery Statement

GRI Index

Disclosure	Indicator	Description	Response / Location
GRI 413— Local Communities	3-3	Management of material topics	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , page 16 <u>Nurture Our World</u>
	413-1	Operations with local community engagement, impact assessments, and development programs	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , page 16 <u>Nurture Our World</u> <u>2024 Serve 360 Report: Around The World Highlights</u> , pages 3, 5, 7, 9, and 11
GRI 414— Supplier Social Assessment	3-3	Management of material topics	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , pages 5, 10, and 17 <u>Sustain Responsible Operations Policies and Position Statements</u>
	414-1	New suppliers that were screened using social criteria	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , pages 5 and 10
GRI 415— Public Policy	3-3	Management of material topics	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , page 20 <u>Political Activity</u>
	415-1	Political contributions	<u>Political Activity</u> The Marriott International Political Action Committee (MAR PAC) is a nonpartisan PAC funded by voluntary contributions made by associates. We strive for a 50/50 split in contributions to Democratic and Republican federal candidates. As of January 8, 2024, MAR PAC’s total disbursements were \$218,860 with \$92,500 distributed directly to federal candidates (so far in the current 2024 election cycle). MAR PAC vets candidates at the local, state and federal levels prior to making contributions. Decisions surrounding campaign contributions are based on factors including a candidate’s understanding of hospitality and travel industry issues.
GRI 416— Customer Health & Safety	3-3	Management of material topics	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , page 17 <u>Business Conduct Guide</u> , page 32
	416-1	Assessment of the health and safety impacts of product and service categories	Marriott 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. Food managers are required to 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 now provides hotels with access to the World Food Safety Organization Food Handler program.
GRI 418— Customer Privacy	3-3	Management of material topics	<u>2024 Serve 360 Report: Environmental, Social & Governance Progress</u> , page 19 <u>Business Conduct Guide</u> , pages 23-24 and 32 <u>2023 Form 10-K</u> , pages 10 and 17-19 <u>Privacy Center</u>
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<u>2023 Form 10-K</u> , pages 18, 21-22, and 53-54 <u>SEC Filings</u> <u>Business Conduct Guide</u> , pages 23-24 and 32 <u>Privacy Center</u>

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	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 3 33.1 million mega-watt hours of energy consumed; 56.3% consumed from grid electricity; 2.92% ¹⁴ consumed from renewables at managed and franchised properties, globally.
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	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 3 -58 million cubic meters of water (-43%) was withdrawn in regions with high or extremely high baseline water stress at managed properties, globally.
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 8 Policies and Position Statements
Labor Practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , page 5
	SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	-\$2.7 million in the United States (of this amount, -\$1,000 was paid following an adverse finding by an administrative agency; the remaining amount was associated with settlements or voluntary payments where there were no adverse findings).
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 17 and 19 Business Conduct Guide Policies and Position Statements
Climate Change Adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	-130 managed properties are located in areas with extremely high coastal flood risk, globally; 240 managed properties are located in areas with extremely high riverine flood risk, globally.

Topic	Code	Description	Response / Location
Activity Metrics	SV-HL-000.A	Number of available room-nights ¹⁵	-468 million
	SV-HL-000.B	Average occupancy rate (percent) ¹⁵	-69.2%
	SV-HL-000.C	Total area of lodging facilities	-110 million square meters
	SV-HL-000.D	Number and percentage of managed lodging facilities	2,046 (-23.3%)
		Number and percentage of owned and leased lodging facilities	50 (-0.6%)
		Number and percentage of franchised lodging facilities	6,469 (-73.6%) (excluding timeshare lodging facilities and yachts)
		Number and percentage of timeshare lodging facilities	93 (-1.1%)
		Number and percentage of yachts	1 (less than 1%)
Number and percentage of residences	126 (-1.4%)		

(14) In 2023, there was an increase in identifying renewable energy systems, energy attribute certificate (EAC) purchases, and available renewable energy reports that allowed for additional sources to be included in the progress towards this goal.

(15) For comparable properties only, worldwide systemwide occupancy. Marriott defines comparable properties as properties that were open and operating under one of the company's brands since the beginning of the last full calendar year (since January 1, 2022, for the 2023 fiscal year period) and have not, in either 2023 or 2022 (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. Systemwide statistics include data from Marriott's franchised properties in addition to Marriott's company-operated properties.

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
GOVERNANCE Governance of Climate-Related Risks and Opportunities	Board's Oversight of Climate-Related Risks and Opportunities	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 18 2023 CDP Climate Change Response , pages 4-7 Inclusion & Social Impact Committee Charter 2024 Proxy Statement , pages 41 and 43
	Management's Role in Assessing and Managing Climate-Related Risks and Opportunities	2024 Serve 360 Report: Environmental, Social & Governance Progress , page 18 2023 CDP Climate Change Response , pages 4-7
STRATEGY The Actual and Potential Impacts of Climate-Related Risks and Opportunities on Business, Strategy, and Financial Planning	Climate-Related Risks and Opportunities Identified Over Short-, Medium-, and Long-Term Horizons	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-7 2023 CDP Climate Change Response , pages 7-12 2023 Form 10-K , pages 10 and 12-14
	Impact on Business, Strategy, and Financial Planning	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-7 2023 CDP Climate Change Response , pages 12-15 2023 Form 10-K , pages 10 and 12-14
	Resilience of Strategy, Including Impact of Different Climate-Related Scenarios	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-7 2023 CDP Climate Change Response , pages 12-15
RISK MANAGEMENT The Process to Identify, Assess, and Manage Climate-Related Risks	Process for Identifying and Assessing Climate-Related Risks	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-7 2023 CDP Climate Change Response , page 9 2023 Form 10-K , pages 10 and 12-14
	Processes for Managing Climate-Related Risks	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-8 2023 CDP Climate Change Response , pages 7-12 2023 Form 10-K , pages 10 and 12-14
	Process for Integration into Overall Risk Management	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 6-7 2023 CDP Climate Change Response , pages 9-10 2023 Form 10-K , pages 10 and 12-14
METRICS AND TARGETS The Metrics and Targets Used to Assess and Manage Relevant Climate-Related Risks and Opportunities	Metrics Used to Assess Climate-Related Risks and Opportunities	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5-8 2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , pages 2-3 2023 CDP Climate Change Response , pages 20-42
	Scope 1, 2, and 3 GHG Emissions	2024 Serve 360 Report: Environmental, Social & Governance Performance Tables & Appendices , pages 2-3
	Targets Used and Performance Against Targets	2024 Serve 360 Report: Environmental, Social & Governance Progress , pages 5 and 7

