

2020 SERVE 360 REPORT

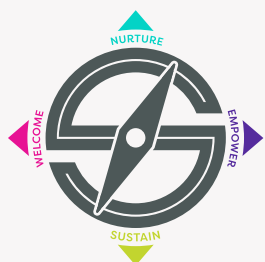
Sustainability and Social Impact at Marriott International



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About This Report: As we face this unprecedented time due to the global COVID-19 pandemic, we have adapted our 2020 Serve 360 Report to reflect some of our largest milestones and accomplishments of 2019 in a condensed version. Please note, images reflect protocols prior to COVID-19 safety procedures, unless otherwise noted. We invite you to read about our progress in this Report, and on our [Serve 360 microsite](#).

In this Report, we have incorporated data and information from our full portfolio of owned, leased, managed, and franchised hotels, unless otherwise indicated. Financial metrics are reported in US dollars. Please note that, unless otherwise stated, information presented in this Report is for fiscal year 2019, and does not reflect the impact of COVID-19 on the company's financial results or operations. Please also note that information contained herein does not constitute any guarantees or promises with regard to business activities, performance, or future results.



SERVE360

DOING GOOD IN EVERY DIRECTION



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A Message from Our President and CEO

2020 has been an unbelievably challenging year for the travel industry. COVID-19 has had a greater impact on our 93-year-old business than any previous economic downturn, war or terrorist attack. We were forced to close more than 2,000 hotels around the world, which of course impacted our dedicated associates. It has been a painful, heartbreaking time.

But through the crisis, we have not forgotten our commitment to our core value to *Serve Our World*, which we activate through our sustainability and social impact platform, [Serve 360: Doing Good in Every Direction](#). Whether good times or challenging, we remain committed to serving our communities.

The following Serve 360 Report presents data from 2019 and there is much to celebrate as we made significant progress towards our 2025 Sustainability and Social Impact Goals. I am very proud of these achievements and I give thanks to the dedicated and caring associates who worked tirelessly to make it happen.

Here are a few 2019 highlights:

In 2019, we reached our goal of spending \$500 million with women-owned businesses – which we achieved one year ahead of schedule. And we spent nearly a billion dollars with diverse- and women-owned businesses.

In addition, we satisfied our goal to invest more than \$5 million to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities around the world.

We continued to expand our waste reduction strategy through our single-use plastics reduction initiatives, which include replacing single-use toiletry bottles in guestroom showers with larger, pump-topped bottles. Our goal over time is to prevent 500 million bottles annually from going to landfill.

We built on the strong momentum from previous years to advance human rights, with more than 725,000 associates receiving human trafficking awareness training since 2016.

And we partnered with the United States Institute of Peace to help expand its Generation Change Fellows Program, a youth-led and youth-focused peacebuilding program in conflict-affected countries that aims to promote peace around the globe.

2020

While this Report focuses on 2019 efforts, I wanted to take the opportunity to share how proud I am of the various ways hotels and associates have responded to the events of 2020. Since January, when our hotels in China were first impacted by the virus, we have adjusted our social impact and sustainability efforts to address the needs of the times. We immediately prioritized the health and safety of our associates and guests by creating

even more robust cleaning and safety standards. To help us get it right, we launched the Marriott Global Cleanliness Council, a group of in-house and outside experts in food and water safety, hygiene and infection prevention, and hotel operations. We remain committed to providing our guests with a safe and clean environment, so they feel confident visiting our more than 7,500 hotels worldwide.

With so many communities in need, we took action. Around the globe, our hotels donated food, cleaning supplies and essential items like gloves and toiletries to front-line and medical workers, as well as local families and community groups. Many of our hotels opened their doors to non-profits that needed large event spaces in order to adhere to social distancing protocols and still meet an increase in demand for their services. A number of our properties, for example, partnered with the American Red Cross to host 289 blood drives, which collected nearly 8,600 units of blood. The Gaylord National Resort and Convention Center, just outside of Washington, D.C., donated 40,000 square feet of space to the Capital Area Food Bank to support food storage and packaging operations. We also partnered with American Express and JPMorgan Chase to provide \$10 million worth of free hotel stays for frontline healthcare doctors and nurses.

In the midst of this global crisis, a long and overdue conversation on racism surfaced in the United States and reverberated around the world. I want to make it clear that Marriott [believes](#) Black Lives Matter and that racism, in all its forms, must be



eradicated. Our company's diversity and inclusion program has been in place for more than 30 years, and two decades ago, Marriott was one of the first companies to establish a Board of Directors' committee focused on advancing inclusive opportunity. We are delighted that – across all industries – Marriott was recognized as #1 for equality, diversity and inclusion on the 2020 DiversityInc Top 50 Companies for Diversity list.

We know, of course, that our efforts most certainly do not end there. We must continue to take action to address inequality and hold ourselves accountable. In that spirit, we have begun engaging

our associates in regular "TakeCare Community Talks," where associates share their stories and we map our action plan in the fight against racism, the advancement of equality and justice in society, and the role of Marriott in those efforts. Part of our work also revolves around recruiting and engaging owners and franchisees who are Black as well as increasing the diversity of our supply chain.

We have come a long way since our humble beginning as a root beer stand in 1927. One thing that hasn't changed is our commitment to taking care – of people and our world. As we weather our current challenges and look to rebuild more

sustainably and equitably, we'll draw on our long history of being a force for good in our communities as we chart our journey.

Stay safe and healthy.



Arne Sorenson
President and CEO of
Marriott International, Inc.

Below: In 2020, Marriott headquarters associates participated in Habitat for Humanity Metro Maryland's Women Build.



Our Company and Stakeholders

OUR GLOBAL REACH

Marriott International, Inc. ("Marriott") operates, franchises, and licenses hotel, residential, and timeshare properties. At year-end 2019, Marriott's portfolio included more than 7,300 properties in 134 countries and territories.



2019 Top Markets*

	TOTAL ROOMS	TOTAL PROPERTIES
United States	864,694	5,144
China	117,468	358
Canada	53,589	250
India	25,197	123
United Kingdom	20,072	105
Germany	19,017	81
United Arab Emirates	17,940	60
Mexico	17,905	93
Spain	13,660	91
Thailand	12,708	48

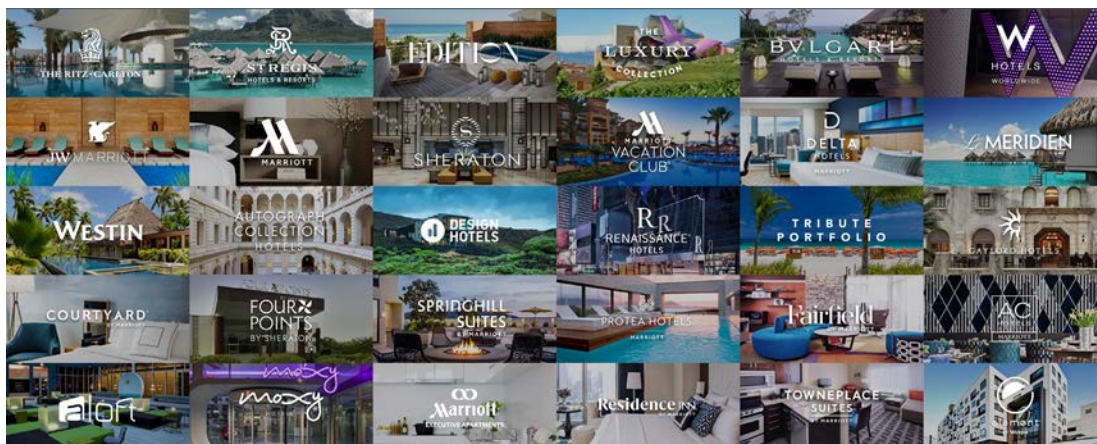
* Top markets are determined using total room counts.



2019 Regional Presence

	TOTAL PROPERTIES	COMPANY-OPERATED PROPERTIES**	FRANCHISED HOTELS	TIMESHARE	TOTAL ROOMS
Americas	5,664	973	4,610	81	973,668
Asia Pacific	787	662	120	5	222,243
Europe	628	302	321	5	124,180
Middle East & Africa	270	207	63	0	60,830
TOTAL	7,349	2,144	5,114	91	1,380,921

** Company-operated properties include managed, owned and leased hotels, and home and condominium communities for which we manage the related owners' associations.



MARRIOTT BONVOY™

Twenty-nine out of our 30 leading brands participate in our company's award-winning loyalty program, Marriott Bonvoy™.

As of year-end 2019, Marriott Bonvoy™ had over 139 million members.



Our Company and Stakeholders

Putting People First

Our “people first” culture drives our efforts to care for associates.

At year-end 2019, approximately 745,000 people at managed and franchised properties wear the Marriott name badge globally. At our headquarters, corporate offices, Customer Engagement Center(s) (CECs), and company-operated properties, we managed approximately 420,000 associates at year-end 2019. Of these associates, 174,000* were Marriott International employees.

Caring for Associates, Developing Our Human Capital

We continually strive to build our internal pipeline of talent, helping associates develop the knowledge and skills they need to progress within our company. In addition to maintaining fair employment principles, we also support associate wellbeing through our signature TakeCare culture.

[Learn more by visiting the Management Approach Disclosures in this Report's GRI Index.](#)



2019 Global Workforce* 174,000 EMPLOYEES

86%
Non-Management

14%
Management

53%
Women

47%
Men

20%**
Voluntary Turnover
(includes retirements)

CEO Direct Reports
11% People of Color
44% Women
Global Executives
42% Women



2019 U.S. Workforce 136,000 EMPLOYEES

83%
Non-Management

17%
Management

85%
Full-Time

15%
Part-Time

55%
Women

45%
Men

17%**
Voluntary Turnover
(includes retirements)

U.S. Managers
56%
Women

* Does not include associates at Marriott managed hotels outside the U.S. who are owner employees.

** Includes associates employed at headquarters, corporate offices, CECs, and managed hotels.

*** Total may not add up to 100% due to rounding.

In 2019, Marriott was recognized for the sixth consecutive year as a Kincentric Global Best Employer (formerly Aon), the only company to receive this recognition every year since the inception of this certification program in 2014.



2019 U.S. Workforce

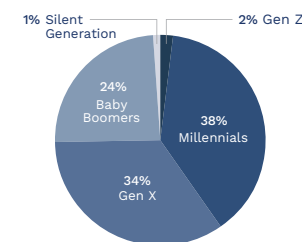
WOMEN



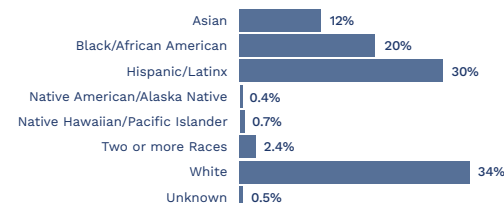
PEOPLE OF COLOR



GENERATION***

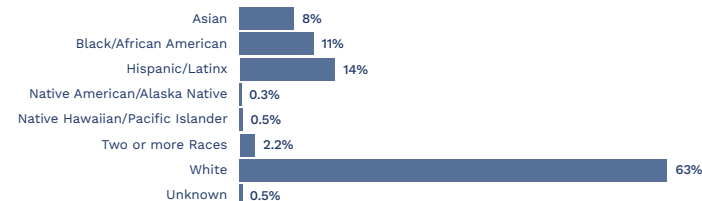


U.S. WORKFORCE BY RACE/ETHNICITY



66%
People of Color

U.S. MANAGERS BY RACE/ETHNICITY***



36%
People of Color



Our Company and Stakeholders

Our Approach to Stakeholder Engagement

Understanding the priorities and needs of our stakeholders helps inform the development of our business strategy, products, and services, as well as our sustainability and social impact programs and reporting.

As a global travel company with managed and franchised lodging operations, Marriott has a range of stakeholder groups, including associates, customers, guests, investors, hotel owners and franchisees, suppliers, business partners, local communities, community organizations, industry associations, and governmental and nongovernmental entities.

We collaborate with stakeholders to understand their priorities through global forums and industry associations in order to develop policies and programming that address some of our most shared critical social and environmental concerns.

To develop our Serve 360: Doing Good in Every Direction platform and 2025 Sustainability and Social Impact Goals, we interviewed executives and hosted workshops with global associates to brainstorm specific goals. We then presented our goals to key stakeholders for review. We also conducted a materiality assessment, which has informed our Global Reporting Initiative (GRI) disclosures and execution plan for our 2025 Sustainability and Social Impact Goals.

Right: In September 2019, 450 associates from 14 properties in the Shanghai area participated in the 'Run to Give' charity event.

Our core values make us who we are. As we change and grow, the beliefs that are most important to us stay the same — *Putting People First, Pursuing Excellence, Embracing Change, Acting With Integrity, and Serving Our World.*



Serve 360: Doing Good in Every Direction



The numbered icons (below) represent relevant UN Sustainable Development Goals.

Serve 360: Doing Good in Every Direction guides how we make a sustainable and positive impact wherever we do business.

Three years ago, inspired by our core values to *Serve Our World* and *Put People First*, we launched Serve 360: Doing Good in Every Direction, our sustainability and social platform and 2025 goals. Serve 360 deepens our long-standing commitment to our communities and the environment, while guiding our efforts globally in the meaningful role that we believe we can play to support the UN Sustainable Development Goals (SDGs).

Marriott's Serve 360 platform is guided by four coordinates – each with dedicated focus areas and ambitious targets.



Nurture Our World

To support the resiliency and sustainable development of the communities where we do business, we invest in the vitality of their children and natural resources, as well as deliver aid and support, especially in times of need.



Sustain Responsible Operations

While integrating sustainability across our value chain and mitigating climate-related risk, we are working to reduce our environmental impacts, build and operate sustainable hotels, and source responsibly.



Empower Through Opportunity

We partner with leading nonprofits to ensure workplace readiness and access to opportunity in our business, including our supply chain, focusing on youth, diverse populations, women, people with disabilities, veterans, and refugees.



Welcome All and Advance Human Rights

With the goal of creating a safe, welcoming world for all, we rally for pro-travel policies and support programs that allow people to experience and understand other cultures. We work with leading nonprofit organizations to educate, advocate for, and respect human rights throughout and beyond our business.



Management and Governance

Cascading from our Board of Directors, CEO, and Executive Team to Marriott associates working at hotels across our 30 brands operating in 134 countries and territories, a series of complementary councils, committees, teams, and Serve 360 Regional Leaders provide structure and oversight to support our 2025 Sustainability and Social Impact Goals.

SERVE 360: DOING GOOD IN EVERY DIRECTION

In 2019, our Serve 360 platform was guided by the following governing bodies:

Serve 360 Executive Leadership Council:

- Comprised of continent presidents and C-level executives representing each discipline and global division
- Meets twice a year to discuss Serve 360-related investment decisions and analyze recommendations from the Serve 360 Advisory Council
- Provides updates to the Board of Directors
- Reviews Serve 360 scorecards quarterly

Serve 360 Advisory Council:

- Consists of direct reports of C-level executive leaders and one leader down, representing each discipline and global division
- Meets four times a year
- Assesses the company's performance against its Serve 360 goals, provides updates and learnings on major initiatives in each continent and discipline, evaluates strategies and recommendations for improvement, develops recommendations for the Serve 360 Executive Leadership Council
- Helps to develop the regional and global Serve 360 scorecards each quarter

Serve 360 Champions:

- Passionate individuals or teams of individuals volunteering to be the face and energy of Serve 360 on and above property
- Rally their fellow associates, organize events, educate, and communicate within the property, report and share best practices, collaborate with various departments to achieve Serve 360 goals
- At managed hotels, Serve 360 Champion responsibilities are included as part of the TakeCare Champion role, forming a powerful network where best practices and lessons learned can be shared
- In 2019, the TakeCare Champion network was nearly 15,000 strong

Owner Advisory Council:

- Continent-specific formats are developed to represent the voice of the ownership/franchise/management company community and provide input, feedback, and advice
- Meeting frequency is determined throughout the year based on conferences/committees to discuss owner-relevant initiatives, collaboration opportunities, and overall progress and learnings around sustainability and social impact

Regional Serve 360 Councils & Leaders:

- Each of Marriott International's regional operating structures includes a Serve 360 Regional role to assist in pulling through the company's sustainability and social impact strategy at the continent level
- Several regions have also pulled together Serve 360 Regional Councils in order to better address the company's risks in-continent, and drive progress toward their respective Serve 360 regional goals

Below: Marriott associates celebrate Associate Appreciation Week by coloring a mural at Marriott headquarters.












2025 Sustainability and Social Impact Goals

In 2017, we embarked on a journey to deliver on a targeted set of 2025 Sustainability and Social Impact Goals. Three years into the strategy, we have made progress across each of the four coordinates.

A full list of Marriott's Sustainability and Social Impact Goals can be found on our [Serve 360 microsite](#).




In early 2019, we achieved our first goal, investing \$5 million to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities. We are proud to have achieved this 2025 goal ahead of schedule, with over \$6 million invested as of year-end 2019. Our revised 2025 goal is to invest \$35 million in partnerships and programs that support hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees.

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2019 Progress
 Nurture Our World	15 million volunteer hours	 BEHIND SCHEDULE	5+ million* associate volunteer hours contributed since 2016
	50% of volunteer hours will serve children and youth	 ON TRACK	32% of volunteer hours have served children and youth since 2016
	50% of volunteer activities will be skills-based	 ON TRACK	29.3% of volunteer activities were skills-based since 2017
 Sustain Responsible Operations	15% water intensity reduction	 BEHIND SCHEDULE	0.15% reduction from 2016 baseline
	30% carbon intensity reduction	 ON TRACK	8.58% reduction from 2016 baseline
	45% waste-to-landfill (and 50% food waste) reduction	 BEGINNING OF JOURNEY	Implemented internal resources and tools, including a back-of-house food waste diversion poster in 14 languages Finalized Leanpath pilot at 10 hotels across Europe, which resulted in a 64% reduction in annualized food waste generation over four months
	30% renewable electricity	 BEGINNING OF JOURNEY	Evaluating a reporting protocol to track renewable energy

* This is a dynamic number affected by internal and external circumstances. We will continue to progress toward this goal with increased emphasis on volunteerism programs.



2025 Sustainability and Social Impact Goals

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2019 Progress
 <p>Sustain Responsible Operations</p>	100% of hotels will be certified to a recognized sustainability standard	→ ON TRACK	36% of properties certified to a recognized sustainability standard
	650 hotels pursuing LEED®, BREEAM®, or Estidama certified or registered hotels	→ ON TRACK	294 hotels pursuing or having achieved LEED®, BREEAM®, or Estidama certification
	250 adaptive reuse projects	→ AHEAD OF SCHEDULE	180 open adaptive reuse hotels
	95% responsible sourcing in our top 10 priority categories	+ BEGINNING OF JOURNEY	Achieved internal global alignment on category requirements for environmental and social criteria 30% Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood and 70.56% Forest Stewardship Council-certified paper products achieved at managed properties in the Americas
 <p>Empower Through Opportunity</p>	\$5 million invested to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities	✓ ACHIEVED	\$6+ million invested since 2016 In early 2019, we achieved this goal, and now aim to invest \$35 million in partnerships and programs that support hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees by 2025
	Gender representation parity for global leadership	→ ON TRACK	Women represented over 40% of the global top 1,000 leaders
 <p>Welcome All and Advance Human Rights</p>	100% of associates completing human rights training	→ ON TRACK	725,000+ associates trained on human trafficking awareness since 2016
	\$500,000 toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding	→ ON TRACK	Partnered with United States Institute of Peace (USIP) to launch Youth Peacebuilding Fund





NURTURE OUR WORLD

Guided by our core values of *Putting People First* and *Serving Our World*, Marriott International strives to be a force for good. Throughout our history, our commitment to taking care of associates, the communities where we do business, and the environment has proven to be enduring, and will continue to be reflected in our legacy. In 2019, we continued to support the resiliency and sustainable development of local communities and environments through charitable giving, volunteer activations, disaster relief support, and natural capital investments to deliver meaningful and sustainable impact.

As part of our global community engagement program, Marriott launched a skills-based volunteerism toolkit, which provides “how-to” guidance for properties planning and executing skills-based volunteerism activities. This toolkit is intended to not only assist us in meeting our Serve 360 volunteerism goals, but also help associates leverage their specific skills to support our communities and live our core value to *Serve Our World*.

Image: Marriott associates volunteer to prepare Playa Camaronal for the arrival of sea turtles.






COMMUNITY ENGAGEMENT




Marriott believes that how we do business is as important as the business that we do. Marriott associates around the world are committed to doing good and making a meaningful impact in the communities where we do business through our global charitable giving and engagement programs.

In 2019, we progressed 33% toward our 15 million associate volunteer hours goal, 59% toward our skills-based volunteer activities goal, and 64% toward our serving children and youth volunteer hours goal.

Associate Volunteerism

	2019	2025 Serve 360 Goals
 VOLUNTEER HOURS (SINCE 2016)	OVER 5M	15M
 VOLUNTEER HOURS SERVING CHILDREN AND YOUTH (SINCE 2016)	32%	50%
 SKILLS-BASED VOLUNTEER ACTIVITIES (SINCE 2017)	29.3%	50%

Community Investments (in 2019)*

 CASH CONTRIBUTIONS	\$27.6M	 IN-KIND CONTRIBUTIONS	\$26.1M
 TOTAL CASH & IN-KIND CONTRIBUTIONS		\$53.7M	

* Reported figures include Marriott Corporate Headquarters giving, as well as contributions reported through our properties, offices, and Business Councils. Figures have been adjusted to include Marriott Vacations Worldwide records and associate and guest fundraising for some of our most significant partners, including Children's Miracle Network Hospitals and UNICEF.

Spirit To Serve Our Communities® Day

Marriott associates, hotels, and Business Councils volunteer their time and skills-based talents with their local communities. During the 2019 Spirit To Serve Our Communities® Day, Marriott Headquarters' associates contributed nearly 10,000 hours at 65 project sites across Washington, D.C., Maryland, and Virginia (an almost 20% increase from 2018).

Right: Marriott associates participate in the 2019 Spirit To Serve Our Communities® Day.





2019 Hotel and Associate Volunteerism Highlights

- **180,000+ hours** of volunteer service by associates at The Ritz-Carlton® hotels in support of their [Community Footprints®](#) program
- Nearly **\$113,000** raised by associates at The Ritz-Carlton® hotels across the Asia Pacific region for the sixth Smile Asia Week
- **\$500,000+** raised in support of local communities across Asia Pacific through Marriott International's sixth 'Run to Give' charity event
- **\$700,000+** raised in support of the Marriott International – Yao Foundation Hope Project, totaling more than **\$2.8 million** and benefiting more than **1 million** youth since 2013
- **4 homes** constructed annually since 2016 with the support of associates, the JW Marriott Hotel Lima, Courtyard by Marriott Lima Miraflores and [TECHO](#), a nonprofit that fights extreme poverty by building transitional housing and implementing social inclusion programs. Similarly, the JW Marriott Hotel Quito and Sheraton Quito Hotel in Ecuador have built four houses and two ecological bathrooms in the last five years, benefiting six families and providing TECHO with approximately \$10,000 in cash and in-kind donations
- **\$22,000+** raised and **66,000** meals prepared by eight Marriott hotels in Rome in support of the [Rise Against Hunger](#) meal packaging event
- Hotels in the U.S. and Canada raised nearly **1.6 million** points through a holiday campaign encouraging loyalty member points donations

Right: Marriott associates partner with nonprofit partner TECHO to build housing in Ecuador.



2019 Loyalty Points Donations*

39+ MILLION LOYALTY POINTS
donated to support featured Marriott philanthropic causes



* Donations supported numerous organizations including the American Red Cross, Clean the World, and the Youth Career Initiative (YCI); and included more than 7 million points for disaster relief for Hurricane Dorian, flooding in the Midwest, and the California wildfires.



VITALITY OF CHILDREN

Essential to every community's long-term stability and success is the vitality of its children. For over three decades, we have mobilized our guests and associates to support a select group of leading nonprofit organizations that serve children around the world.

Children's Miracle Network Hospitals, our longest-standing partner, provides comfort, treatment, and hope to millions of sick children and their families across the U.S. and Canada. Another key partner, UNICEF, works in over 190 countries and territories to save children's lives, defend their rights, and help them fulfill their potential from birth through adolescence.

2019 Milestones to Support Children



\$5+ MILLION

raised by associates and guests for
Children's Miracle Network Hospitals

Marriott hotels in Canada raised **over \$750,000**
in support of Children's Miracle Network Hospitals,
a 26% increase over the prior year

\$130+ MILLION

raised since 1983 through Marriott's partnership with
Children's Miracle Network Hospitals

NEARLY \$2 MILLION

raised by associates, guests, and
loyalty members for UNICEF's work

\$48+ MILLION

raised since 1995 in support of UNICEF, helping to
improve the lives of **more than 4.5 million** children



Road to Awareness

Since 2008, associates from Europe, the Middle East, and Africa have participated in the Road to Awareness (R2A) fundraising campaign to make a positive difference for children. In 2019, properties across Europe raised cash and in-kind donations through R2A fundraising events, contributing to the \$646,000+ donated to UNICEF's work by properties in the region. In the Middle East and Africa, Marriott celebrated its 12th edition of R2A with properties surpassing their goal and raising more than \$1 million for local charities to support children in need in the region. The highlight of the fundraising activities was a 278 mile- (447 kilometer) cycle event challenge in Oman.

Above Right: Road to Awareness Cycle Event in Oman.



DISASTER RELIEF

When disaster strikes, we target our efforts to align with our core value of *Putting People First*. We support associates and local communities to provide both immediate and long-term aid, including support for socioeconomic development and resiliency.

The **TakeCare Relief Fund (TCRF)** was launched in late 2017 and in 2019 provided need-based grants (of up to \$3,000 each) to eligible associates at managed Marriott locations* who are facing financial hardship caused by a natural disaster or certain other qualifying personal hardship events. TCRF receives support primarily from voluntary donations from Marriott associates and hotel guests as part of the Explore discounted rate stays at participating properties, and can also receive support from other sources including Marriott International, and through direct donations from the public. In 2019, the TCRF expanded its reach to additional locations outside the U.S., and extended its grant types to include childcare expenses related to a natural disaster or other qualifying personal hardship.

The **Marriott Disaster Relief Fund** is a 'donor-advised fund' managed by the Greater Washington Community Foundation and was established by Marriott to support the company's efforts to assist families and communities around the world affected by significant crises, especially Marriott's associates. The Fund has the flexibility to provide grants to support the immediate needs of individual Marriott associates and international, national, and local organizations working in support of relief and recovery efforts in impacted areas.

* TCRF grants are administered by an independent 501(c)(3) nonprofit organization, and are available to associates at Marriott U.S. managed locations and a growing number of managed locations outside of the U.S.

Above Right: Marriott associates participate in the Nilus kick-off presentation.



Long-Term Disaster Relief Efforts in Puerto Rico

Following the devastation caused by Hurricane Maria in Puerto Rico in 2017, Marriott partnered with Acceso (formerly known as Clinton Giustra Enterprise Partnership) in 2019, along with Walmart, Avendra, and World Central Kitchen, to research the potential for increased procurement from Puerto Rico's small-scale farmers. As most of the produce sourced by Puerto Rico's businesses and residents is shipped onto the island, this effort helps to rebuild and expand economic opportunity for local farmers, and supports Marriott's Serve 360 goal to source 50% of all produce locally by 2025. The research identified several opportunities, including the need for additional resources and training for farmers, and our procurement teams continued to work throughout the year with partners to implement the most viable recommendations.

In the second half of 2019, Marriott, World Central Kitchen, and several other partners pledged to support efforts to launch an innovative digital food rescue pilot program in Puerto Rico. Together with Nilus (a food distribution channel that connects food producers or distributors, community kitchens, and social organizations), a pilot was launched to minimize food waste and create affordable and healthy food markets for low-income people. In late 2019 and in advance of the pilot's launch, Marriott supported efforts to help Nilus set up critical supplier and partner networks, and hosted a kick-off presentation with participating local Marriott hotels.



U.S. Virgin Islands (USVI) Hiring Opportunity Program

As part of The Ritz-Carlton, St. Thomas' long-term, strategic commitment to recruitment and hiring, career services, onboarding, and on-the-job training, the hotel launched the Hiring Opportunity Program. This program was designed to identify and build pipelines of talent for the property's 2019 reopening after being closed due to Hurricanes Irma and Maria. The program also supports our inclusive growth and youth engagement strategies by serving as a vehicle for developing hospitality skills and awareness for thousands in the USVI. Following the hotel's reopening, The Ritz-Carlton, St. Thomas hired hundreds of well-qualified individuals in 2019, including youth and those impacted by the 2017 hurricanes.



2019 Disaster Relief Support Highlights

- **\$10,000** donated to the Mindanao Earthquake Relief Fund by the Philippines Business Council, allowing Save the Children Philippines to respond to the needs of displaced children in Mindanao immediately after the earthquake
- The Miami Business Council coordinated efforts to respond to their neighbors in the Bahamas following Hurricane Dorian, and provided more than **800 pounds of water, batteries, and other survival items** for post-hurricane relief efforts. Individual associates also volunteered by taking supplies to the islands and assisting with clean-up efforts

Right: The Miami Business Council donated supplies to support post-hurricane relief efforts in the Bahamas.



2019 Disaster Relief Contributions

Together with our guests and associates, Marriott supports those affected by disaster.

\$470,000+ CONTRIBUTED

by Marriott International, the Marriott Disaster Relief Fund, and the TCRF to support associates and communities affected by natural disasters and hardships

7+ MILLION LOYALTY POINTS DONATED

to support disaster relief



NATURAL CAPITAL

We believe protecting and enhancing the ecosystems in which our properties are located supports the sustainability and increases the resiliency of the communities where we do business, ensuring they remain vibrant destinations. After formalizing natural capital investments as part of our sustainability and social impact strategy, we took the initial steps to better quantify the return on investment from such projects. We aim to focus on environmental challenges from deforestation to bycatch to reef degradation and more, investing in projects that can be scaled and replicated in the long term to help the world's natural capital resources.



2019 Reforestation Highlights

Marriott's reforestation initiatives and programs aim to take care of local environments and communities, while engaging associates and guests to join our journey.

- **1,500 mangrove trees** planted in Thailand by Marriott associates and community members. Since 2013, **more than 81,508 mangrove trees** have been planted throughout Thailand
- **24,000+ trees** planted across Canada in 2019, with Marriott and WEARTH celebrating their 159,275th tree planted together to date
- Marriott continues to build on our 10+ year partnership with the Foundation of Amazon Sustainability (FAS) and the Government of Amazonas through our **Juma REDD+ Project**, which has worked to curb deforestation and associated greenhouse gas emissions in a **2,770-square-mile** (7,174-square-kilometer) area with significant land-use pressure in Brazil's northwestern Amazon rainforest
- **80 trees** planted in the endangered Pterocarpus Forest at The Dorado Beach, A Ritz-Carlton Reserve®. With only 1% of this type of wetland ecosystem remaining in Puerto Rico, the hotel aims to preserve the 30+ acres on property
- Approximately **4,000 trees** planted by eight properties across Algeria, as part of the local Algerian initiative: One Tree Per Citizen
- **82,000+ trees** planted in partnership with the Arbor Day Foundation across the United States
- Marriott became a **founding member of the Evergreen Alliance**, a select group of Arbor Day Foundation partners and collaborators committed to advancing trees and forests as natural solutions for corporate sustainability and citizenship goals. Through this group, we commit to support the planting of **100 million trees** by 2022



Marriott Golf: Certified Audubon Cooperative Sanctuaries

Marriott Golf aims to engage our guests and associates in environmental stewardship, furthering our commitment to promote the game of golf in an eco-conscious manner. We enabled a number of our managed courses in North America and the Caribbean to become Certified Audubon Cooperative Sanctuaries, as well as gained Audubon Certification for our European golf venues. In order to achieve certification, these golf facilities are required to maintain the highest degree of environmental quality. As of year-end 2019, approximately 94% of U.S. Marriott golf properties and 100% of U.K. managed golf venues are Audubon Certified.

All U.S. and U.K. managed golf properties also participate in Operation Pollinator, an international biodiversity program to boost the number of pollinating insects.

Above: Hammock Bay Golf & Country Club (Marco Island, Florida) is recognized as a "Gold Certified Signature Sanctuary" by Audubon International, the highest level of the Audubon Signature Programs.





2019 Coral Restoration and Reef Protection Highlights

Considered the “rainforests of the ocean,” coral reef ecosystems protect shorelines from damage and erosion. Our hotels seek to implement projects and programs to ensure the conservation of species, as well as the livelihoods of communities who depend on these reefs for food and local tourism economies.



Marriott International Fiji Resorts partnered with The Ministry of Fisheries, Fiji to sustain, manage, and protect Fiji’s important marine ecosystems through the launch of **Marriott International for Mangroves, Rivers, & Reefs**. Guests across five resorts in Fiji attend events to participate in coral and mangrove planting, view thriving marine life, and see how they can make a difference



The Andaman, a Luxury Collection® Resort, Langkawi launched its **Gamat Regeneration Project** as the next phase of its ongoing marine conservation initiatives, expanding their focus to other marine life in the ocean. This project will focus on the regeneration of sea cucumbers to ensure they do not become extinct in the region



433 turtle nests protected and **60,000 baby turtles** were released back into the sea by the Marriott Puerto Vallarta Resort & Spa in Mexico



882 lbs. (over 400kg) of litter has been collected by the Qatar Junior Business Council as part of the ‘Sea the Change’ beach clean-up event in Doha since 2018



Right: Reef Nursery at the The Andaman, a Luxury Collection Resort, Langkawi.



SUSTAIN RESPONSIBLE OPERATIONS

While integrating sustainability across our global value chain and mitigating climate-related risk, we continue to reduce our environmental impact through our company-wide responsible operations initiatives. We *Serve Our World* to make a positive and sustainable impact wherever we do business.

In 2019, Marriott launched our enhanced Sustainability Policy, in which we commit to responsible and sustainable business practices that benefit the environment and the communities in which our hotels are located. Our signature Make a Green Choice program continued to expand across the portfolio in 2019, with a refresh that allows guests at participating properties the opportunity to receive points or contribute to a regionally-relevant sustainability project. For each night a guest participates and forgoes housekeeping, they help us to reduce the use of water, energy, and waste, joining our sustainability journey.



Image: The Westin® Denarau Island Resort & Spa, Fiji sources produce for the property from the Denarau organic farm.



SUSTAINABLE HOTELS

From hotel design to the guest experience, sustainability is embedded into our business strategy. We collaborate with associates, hotel owners, franchisees, brands, suppliers, business partners, customers, and guests to actively reduce our environmental impact and potential business risks by constructing and operating sustainable hotels.

Sustainability Certifications

	2019	2025 Serve 360 Goals
 PROPERTIES CERTIFIED TO A RECOGNIZED SUSTAINABILITY STANDARD	36%	100%
 LEED®, BREEAM®, OR ESTIDAMA CERTIFIED OR REGISTERED HOTELS	294	650



With the support of the U.K. South Business Council, 17 of our hotels in the U.K. joined forces and resources to achieve Green Key International certification in 2019.

Building Design Standards

Marriott continuously improves our building design standards to drive efficient use of energy in our hotels. As technologies continue to improve over time, efficiency is gained from enhanced standards. In 2019, internal analysis showed that our newly built hotels that opened between 2012 and 2019 had an energy intensity value 6.68% lower than that of new build hotels that opened before 2012. These efficiency standards will be applied for new and renovated hotels in order to move more of the portfolio toward less energy-intensive buildings.

Adaptive Reuse Projects

By 2025, we aim to collaborate with owners to develop 250 adaptive reuse projects. Through these projects, we are able to reuse and breathe new life into existing land or buildings — rather than destroying old sites and rebuilding using new materials. In 2019, we opened 27 new adaptive reuse projects totaling 180 adaptive reuse hotels globally since 2016.




Below: AC Hotel® Tuscon Downtown earned LEED® Gold certification.



REDUCE ENVIRONMENTAL IMPACTS

In 2019, we introduced energy and water reduction targets for all managed Marriott properties globally. The target development process factors in average annual energy and water reduction from 2016 (the baseline year) to present-day and compares each hotel's energy and water intensity to that of similar hotels within the same climate zone, region, and hotel type. Additionally, all global franchised hotels received suggested energy and water reduction targets for the first time in 2019.

2019 Global and Regional Environmental Performance

	 ENERGY INTENSITY KWhs per m2 of conditioned space	 CARBON INTENSITY Kilograms per m2 of conditioned space	 WATER INTENSITY m3 per occupied room
Global	2016: 332.54 2019: 324.39 ↓ 2.45% reduction from baseline	2016: 124.07 2019: 113.43 ↓ 8.58% reduction from baseline	2016: 0.702 2019: 0.701 ↓ 0.15% reduction from baseline
Asia Pacific	2016: 334.11 2019: 326.30 ↓ 2.34% reduction from baseline	2016: 155.44 2019: 145.35 ↓ 6.49% reduction from baseline	2016: 1.207 2019: 1.174 ↓ 2.71% reduction from baseline
Canada	2016: 403.59 2019: 405.17 ↑ 0.39% increase from baseline	2016: 73.09 2019: 69.51 ↓ 4.90% reduction from baseline	2016: 0.608 2019: 0.552 ↓ 9.17% reduction from baseline
Central & Latin America	2016: 317.84 2019: 306.15 ↓ 3.68% reduction from baseline	2016: 93.61 2019: 90.11 ↓ 3.74% reduction from baseline	2016: 1.021 2019: 0.979 ↓ 4.09% reduction from baseline
Europe	2016: 351.52 2019: 316.52 ↓ 9.96% reduction from baseline	2016: 102.79 2019: 84.14 ↓ 18.14% reduction from baseline	2016: 0.559 2019: 0.515 ↓ 7.90% reduction from baseline
Middle East & Africa	2016: 379.95 2019: 371.02 ↓ 2.35% reduction from baseline	2016: 173.70 2019: 171.36 ↓ 1.35% reduction from baseline	2016: 1.107 2019: 1.159 ↑ 4.70% increase from baseline
United States	2016: 316.19 2019: 312.39 ↓ 1.20% reduction from baseline	2016: 110.02 2019: 94.02 ↓ 14.54% reduction from baseline	2016: 0.578 2019: 0.569 ↓ 1.64% reduction from baseline



Investing in Renewable Energy



2025 Serve 360 Goal

By 2025, we aim to achieve a minimum of

30% RENEWABLE ELECTRICITY USE

Marriott aims to minimize our environmental footprint by implementing technologies to track energy consumption and increase the use of renewable energy with the goal of mitigating climate-related risks. In 2019, Marriott hotels completed four on-site renewable energy projects throughout the Asia Pacific region, including solar hot water and solar lighting. Additionally, W[®] Muscat installed solar panels on its rooftop for hot water heating. Throughout India, several hotels also purchased electricity from wind farms in the region.



Water: Think Globally, Act Locally

Marriott's global water strategy includes deploying programs and initiatives that are tailored for each property. We also aim to manage water-related risks across the lifecycle of properties, from site development to construction and operations. In 2019, Marriott hotels completed 31 water-specific signature projects globally, expected to save nearly 770,000 cubic meters annually. For example, the Hong Kong Ocean Park Marriott Hotel installed two rainwater storage tanks, which are expected to reduce irrigation usage by 56% and domestic water consumption by 13%.

Marriott also has an established standard for water submetering for cooling towers and irrigation at its managed, full-service properties in the Americas. Where installed, these meters give a more detailed view of water consumption and aid in the early detection of leaks. In addition, automated meter-reading platforms have been installed at properties with high water and sewer rates, acute/chronic drought conditions, and/or above-average irrigation consumption with improved diagnostic platforms, including leak alert detection and reporting functionalities.

Waste Reduction

In 2019, we continued our global waste reduction programs including guest room recycling, "Skip the Straw," and residential-sized amenities, while further educating our hotels about the most impactful and cost-effective options to manage waste. When fully implemented across the globe, Marriott's expanded residential-sized amenity program is expected to prevent about 500 million tiny, single-use toiletry bottles annually from going to landfills. Our global waste reduction strategy considers all aspects of the waste stream, including construction waste. For example, during a renovation project at the Renaissance[®] Esmeralda Resort & Spa, Indian Wells, the hotel collaborated with the Carpet America Recovery Effort (CARE) and GIS Consulting to use a product called CareCrete[™] made from discarded carpet and recycled solid waste from the property, and upcycled as material for various resort projects. As a result of the project, 150 tons of carpet and 100 dumpsters of cardboard and Styrofoam were diverted from landfills.

Food Waste

In 2019, our hotels worked to implement internal resources and tools, including a back-of-house food waste reduction poster available in 14 languages. Our hotels also launched manual and digital food waste tracking solutions, including Leanpath and Winnow, to track food waste generation and diversion. The Leanpath tracking system pilot of 10 hotels in Europe resulted in a 64% reduction in annualized food waste across the hotels over a four-month period. Meanwhile in the United States, Marriott secured a grant from the state of California's CalRecycle program to allow nine hotels to begin the journey of using the Leanpath system to measure, analyze, and modify their processes in an effort to reduce food waste.

Left: W[®] Muscat in Oman installed rooftop solar panels for the hotel's hot water heating.



RESPONSIBLE SOURCING

In 2019, we achieved internal global alignment on the responsible sourcing requirements across the top 10 categories of animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles. This critical step was vital prior to communicating Marriott's expectations to the suppliers of those categories and working with them to achieve our responsible sourcing goals. We also launched our updated [Global Procurement Supplier Conduct Guidelines](#), which outline our commitment to responsible business practices and operations, including engaging with vendors and suppliers that are dedicated to similar principles.

Source Responsibly

2019 Responsible Sourcing Milestones



70.56%

Forest Stewardship Council-certified personal paper products*



30%

Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood*



91%

of furniture, fixtures, and equipment (FF&E) purchased from suppliers that reduce, reuse, or recycle packaging**



OVER 5,000

associates globally completed procurement training to support company efforts to promote responsible sourcing

* Based on data from our procurement partner, Avendra, at managed properties in the Americas.

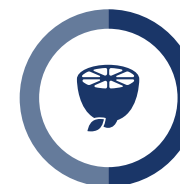
** Based on North American suppliers.

2025 Serve 360 Goals



95%

responsible sourcing across our top 10 priority categories



50%

locally sourced produce, in aggregate



THE TOP 10 FF&E
PRODUCT CATEGORIES

sourced are in the top tier of the Marriott Sustainability Assessment Program (MSAP)

Responsible Seafood and Animal Welfare Commitments

In 2019, we made our [Responsible Seafood](#) and [Animal Welfare](#) Position Statements public to communicate our continued commitment to improving our seafood procurement practices and raising the standard of animal welfare across our operations and supply chain.

As of year-end 2019, 99% of hotels globally comply with our responsible seafood program requirement to ban the purchasing of specific species including bluefin tuna, Chilean sea bass, marine mammals, orange roughy, sea turtles, and sharks (inclusive of shark fin). Additionally, 8.4% of pork purchased by hotels in the U.S., Canada, and CALA was classified as either gestation crate-free or group-housed.* Our procurement teams are working to identify more pork products and vendors who supply gestation crate-free and group-housed pork in order for us to meet our 2025 goals.*

* Based on available owned, managed and franchised data from our procurement partner, Avendra. Continent-level data for other regions is not available and supply in those regions is expected to be lower than in the U.S., Canada and CALA.

Below: Sheraton® Manila Hotel's farm supplies plant-based menu offerings to promote mindful and sustainable dining at the hotel.



Cage-Free Egg Commitment

In support of our commitment to purchasing 100% cage-free eggs by 2025, our procurement teams globally are working diligently to identify new suppliers to provide more cage-free eggs in markets where supply is low and increase the purchase of cage-free eggs by educating and tracking the progress of our continent teams.



2019 Global Cage-Free Eggs Procurement

APAC*	0% Communicated available suppliers to hotels
CALA*	0% Working to identify cage-free eggs suppliers
Canada Managed**	20.3%
Canada Franchised**	18.6%
Europe***	59%
MEA*	0% Working to identify cage-free eggs suppliers
U.S. Managed**	55.1%
U.S. Franchised**	29.4%

* Based on available owned, managed and franchised data.
** Based on available data from our procurement partner, Avendra.
*** Based on data from 287 hotels. Percentage reflects number of hotels using cage-free eggs and not percent of spend on cage-free eggs.



2019 Responsible and Local Sourcing Highlights



The Sheraton® Manila Hotel partnered with Nurture Farmacy to farm a 300-square-meter plot of land that will **fulfill the majority of the hotel's herbs and vegetable needs**



The Athenee Hotel, a Luxury Collection® Hotel, Bangkok purchased **organic rice directly from farms in the Amnet Charoen Province in Northeastern Thailand** and **tea from a local producer** committed to responsible farming and cultivation methods



The JW Marriott Cancun Resort & Spa and Marriott Cancun Resort purchased **honey from KB, an artisan company committed to socially and environmentally responsible operations**, including employing local people from the Yucatan



EMPOWER THROUGH OPPORTUNITY

Marriott's people-first culture and our TakeCare commitment provide opportunity, community, and purpose, creating the foundation of a great workplace for all. We are honored to be recognized as a leader in advancing diversity, equity, and inclusion, most recently as one of the World's Best Workplaces™ by Great Place to Work® and #1 on DiversityInc's 2020 Top 50 Companies for Diversity list.

Image: Women Food and Beverage associates from around the U.S. gather at The Ritz-Carlton, Fort Lauderdale.



GLOBAL DIVERSITY, EQUITY, AND INCLUSION

Global diversity, equity, and inclusion are integral to not only how we provide an inclusive environment for associates, but also to how we do business every day. Marriott's success begins with our commitment to help provide a world of opportunity.

Our Global Diversity, Equity, and Inclusion objectives are to:

- Open doors of opportunity to welcome all from the communities in which we operate and serve across the globe
- Establish a supportive and inclusive work environment where associates are brought together by a common desire to experience opportunity, community, and purpose
- Increase the presence of women and people of color in the highest levels of management and other key decision-making positions

Our Commitment: Our formal, company-wide diversity, equity, and inclusion program has been in place for over 30 years, with a range of programs, partnerships, initiatives, and accountability to ensure all – associates, guests, owners, and suppliers – feel welcome. We were also one of the first companies in any industry, nearly two decades ago, to establish a Board of Directors-led Committee for Excellence (recently renamed Inclusion and Social Impact Committee) focused on advancing inclusive opportunities, with accountability metrics at the highest levels.

As our company faces one of the most incredible hardships and business challenges due to COVID-19, we are facing another crisis and recognize that taking a stand against racial injustice must also be a top priority. While we have a long history as a diversity champion, we know there is more we can – and must – accomplish to contribute to a society where everyone experiences equity, justice, and inclusion.

The Conversation Starts With Us: CEO Arne Sorenson and senior leaders kicked off a series of global town halls – TakeCare Community Talks – attended by thousands of associates to openly share associate feedback and senior leader perspectives on our fight against racism, advancement of equality and justice in society, and Marriott's role in those efforts.

“ Our company was built on the idea that everyone is welcome, that our strength lies in the diversity of our workforce and our community of customers, and that being radically inclusive is the only path for us. We are in the hospitality business, after all, and the very definition of hospitality is a 'friendly and generous reception.' ”

–ARNE SORENSON, PRESIDENT AND CEO

Workforce Engagement: Living Our Core Values (LOCV), our annual signature engagement program, is facilitated by General Managers with all associates at our managed properties. LOCV energizes and engages associates while giving them an opportunity to share their ideas, insights, and experiences. Our 2019-2020 LOCV installment – Respect for All – included discussions around understanding conscious and unconscious biases to help associates recognize how their unique view of the world could result in unconscious biases and what they can do to ensure they are providing the same warm welcome and level of service to all.

On-Ramps to Leadership: Our Emerging Leadership Program (ELP) was created to ensure the development of our bench strength talent – high-performing front-line leaders, senior leaders, and other managers who have demonstrated the ability to excel to higher levels of responsibility. Since its inception, ELP has been instrumental in building and increasing the number of people of color and women in leadership roles. Over 1,600 have completed the program and nearly 100% have been promoted or selected for strategic developmental management and P&L roles since joining the program.

We are expanding this program to bring an even sharper focus on the career development needs of our diverse leadership pipeline while creating exciting new pathways for the next generation to begin their careers with us.

Working With Our Partners: Marriott is an active and engaged corporate member of global nongovernmental organizations across many different diverse segments that support the development of opportunities for our key stakeholders including diverse and historically underrepresented suppliers, current and potential associates, hotel owners, and customers. We partner with groups such as Asia Society, Asian American Hotel Owners Association (AAHOA), the Canadian Aboriginal and Minority Supplier Council, the Canadian Gay and Lesbian Chamber of Commerce (CGLCC), Capital Region Minority Supplier Development Council, Disability:IN, Hispanic Association on Corporate Responsibility (HACR), Human Rights Campaign, Out and Equal, National Association of Black Hotel Owners,



Operators, and Developers (NABHOOD), NAACP, National Black MBA Association (NBMBA), National Center for Lesbian Rights, National Hispanic Corporate Council, National LGBT Chamber of Commerce (NGLCC), National Organization on Disability, National Urban League, Parents, Families, and Friends of Lesbians and Gays (PFLAG), UnidosUS, United Negro College Fund (UNCF), VetFran, WEConnect International, Women's Business Enterprise National Council (WBENC), WomenCorporateDirectors (WCD), and Women Presidents' Educational Organization (WPEO-DC).

This year, we have strengthened engagement with our partners in the Black community – organizations we have worked with for decades, such as NAACP and National Urban League, and also new organizations including NAACP Legal Defense and Educational Fund, Inc. and My Brother's Keeper Alliance, an initiative of the Obama Foundation. We are providing financial support to help them pursue their missions of equality and social justice, and reduce the opportunity gaps facing boys and young men of color. Additionally, our Marriott Bonvoy™ members can donate loyalty points to organizations focused on advancing racial equality and social justice, which we will convert to monetary donations.

Using Our Voice: Marriott continues to be an outspoken public voice for equality and opportunity. In a press release – [We Stand Against Racism](#) – Executive Chairman Bill Marriott, CEO Arne Sorenson, and Global CHRO David Rodriguez shared our beliefs in equality and justice, and committed to making more progress within Marriott and the community.

CEO Arne Sorenson is a long-standing member of the Business Roundtable and is working with its Special Committee on Racial Equity and Justice, chairing its healthcare subcommittee. As some of the country's largest employers, Business Roundtable CEOs believe they have a role to play in driving real change. On July 1, 2020, the Special Committee outlined proposals for federal policing reform legislation and launched an effort to persuade Congress to pass a bipartisan bill.

We continue to listen to our community partners and are in dialogue with policymakers to advance new solutions that address barriers to opportunity.

Focusing on Pay Equity

Marriott is committed to ensuring that associates' compensation is equitable and competitive. We regularly conduct pay equity reviews in the U.S. and make pay adjustments where appropriate. To ensure that our recruitment process reflects fair and equitable pay practices, we use a competitive local market wage scale and establish a starting rate of pay with fixed or defined pay increases based on tenure for the vast majority of our U.S.-based hourly paid hotel positions. Additionally, salary history inquiries have been banned in the U.S.



2019 Highlights

2019 Serve 360 Goal Progress



\$6+ MILLION

invested in programs and partnerships that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees (since 2016)



RANKED #1

on DiversityInc's 2020 Top 50 Companies for Diversity list



100%



Human Rights Campaign® Corporate Equality* score for the past seven years

* Human Rights Campaign Foundation's Corporate Equality Index rates U.S. workplaces on LGBTQ equality and inclusive practices across operations and the value chain.

Supplier Diversity

Over the past 10 years, \$6 billion has been spent with diverse suppliers. In 2019, Marriott met and exceeded its goal to spend \$500 million with women-owned businesses ahead of schedule, achieving over \$600 million in spend.

2019 Supplier Diversity Milestones

	2019	2020 Goals
 INCLUSIVE PURCHASING	\$995M	\$1B
 PURCHASED WITH WOMEN-OWNED BUSINESSES	\$613M	\$500M



WOMEN'S EMPOWERMENT

We aim to achieve gender representation parity for global company leadership by 2025. For over 20 years, our Women's Leadership Development Initiative has engaged women in programs focused on leadership development, networking and mentoring, and work-life integration. Our concerted efforts have helped increase the number of women in executive leadership roles and built a strong pipeline of women leaders.

2019 Women's Empowerment Milestones



OVER 40%

of the global top 1,000 leaders are women

56%

of managers and executives in the United States are women

51%

of our company's top 20% of earners in the United States are women

Diverse- and Women-Owned Hotels

Our commitment to promoting diverse owners includes introducing successful diverse and women business owners to the hospitality industry and educating them on potential investment opportunities. In 2019, we continued to progress towards our goal to reach 1,500 diverse- and women-owned open hotels by the end of 2020, with 1,451 diverse- or women-owned open hotels, and an additional 1,001 diverse- or women-owned hotel projects in our development pipeline, as of year-end 2019.



2019 Women's Empowerment Highlights

Each year, in honor of International Women's Day (IWD) on March 8, Marriott celebrates achievements toward gender equality and women's empowerment around the world. We use this time to raise awareness of issues that uplift women globally. In 2019, thousands of associates participated in events such as career talks, town halls, podcasts, networking and learning sessions, recognition events, and volunteer activities focused on celebrating and empowering women. Associates shared photos and videos of their celebrations to amplify the message on social media. Additionally, we globally livestreamed a panel discussion from the Great Place to Work For All™ Summit in the U.S. featuring women from Marriott's Board of Directors and senior leadership team.

“ **Each story and career choice are different. But the underlying traits of each woman are the same: fearless, risktaker, ambitious, bold, hardworking, smart and creative. As we salute inspiring women who have courageously changed neighborhoods, countries, industries and hearts and minds, we must continue to focus on the drive toward global gender parity and the fulfillment of human rights for all...** ” – ARNE SORENSON, PRESIDENT AND CEO

Across the globe, Marriott hotels support equality and women's empowerment.

- In Jakarta, Indonesia, our hotels organized an exclusive session for our women chefs with the purpose of inspiring these chefs and helping them identify the challenges they may face in pursuit of their career aspirations
- The Caribbean and Latin America region partnered closely with WEConnect International to continue to discuss ways to increase our hotels' spend with businesses owned by women
- In Canada, our *Women Supporting Women* group supports women at the executive level in our industry including women owners, suppliers, consultants, and industry leaders, and looks for ways to remove barriers that exist across the hospitality industry for women at all levels
- In Europe, we launched two new leadership acceleration programs and focused on women and local leader participation, achieving over 40% women representation in both categories
- Hotels throughout the U.K. featured products from Rubies in the Rubble, a women-owned and managed, sustainable food brand that specializes in ketchups, mayos, and relishes. Properties across the U.K. sourced approximately 26 metric tons of ketchup from the ethical brand, which has supported our supplier diversity goals
- In the Middle East and Africa, we launched the Female Leadership Initiative to foster a confident and successful community of women leaders in the company
- In partnership with the Akilah Institute for Women, a Kigali-based women's college in Rwanda, the Kigali Marriott Hotel hired two associates and took on 11 interns to gain experience across Housekeeping, Front Office, Human Resources, and Food & Beverage



YOUTH

Marriott is committed to global youth development, with programs across all continents. In the United States, our largest market, Marriott engages in hundreds of local efforts, connecting with schools and youth-based organizations to provide career mentoring, career exploration, job shadowing, and high school work-study opportunities.

Commitments to Youth Across the Globe

Marriott continues to support programs that strive to prepare youth for jobs in the hospitality industry. Through our work with The Global Travel & Tourism Partnership (GTTP), we aim to inspire and enable hundreds of thousands of young people in secondary schools and universities around the world to build careers in travel and tourism. Over 709,000 students in 4,400 schools participated in the GTTP in 2019.

In 2017, Marriott and several other hotel companies collaborated with the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership) to create an industry goal to give young people the opportunity to build a better future through employability programs. To support industry and company efforts in this space, globally we support the Youth Career Initiative (YCI), a three-to-six month employability program, equipping vulnerable young people with the skills and experience they need to take the first step in their career. In 2019, 423 youth were engaged.

Americas

The Global Voyage Leadership Development program, initially launched by Marriott in 2013, was designed with the next generation of university graduates in mind, and offers a combination of hands-on, discipline-specific training and a leadership-focused curriculum, all accessed through custom technology. In 2019, 589 youth in the U.S. and Canada were hired into the Voyage program.

Marriott's Spark program was launched in partnership with the Puerto Rico Departments of Education and Labor and aims to raise awareness about the hospitality industry among young students from vocational schools and low-income families in Puerto Rico, while developing their skills and offering internship and future job opportunities at our properties. In 2019, 20 students graduated from the "Spark" class.

In Canada, nearly 75 youth were engaged through The Prince's Trust, which offers hospitality training and job shadowing to young people aged 18 to 30 from underserved backgrounds.

In 2017, we pledged to provide \$50,000 each year over the next five years to the American Hotel & Lodging Foundation's Opening Doors to Opportunity campaign to support academic scholarships, professional development, and research programs in the travel and tourism industry. Marriott's support has enabled the Foundation to triple its investment in career development programs and increase the number of individuals served by nearly 1,000%. In 2019, the Foundation served over 5,200 individuals through its portfolio of programs.

The Ritz-Carlton's signature Succeed Through Service program mentors students in disadvantaged communities to understand the value of giving back to their community, and learn valuable life skills that will help them forge a path of success. In 2019, we engaged 9,100 youth.

Commitments to Youth in China

In China, our second largest market, we support programs that prepare youth for jobs in our industry.



CHEI* and Marriott hotels in China impacted over
370,000 STUDENTS
from 2013 to 2019



* China Hospitality Education Initiative (CHEI) was a project of The J. Willard and Alice S. Marriott Foundation.

Marriott launched a pilot program across five states and Washington, D.C. in 2019 with the National Restaurant Association Educational Foundation's ProStart program. Initially, nearly 20 properties partnered with dozens of schools to support career exploration in restaurant management and culinary arts. Marriott provided coaches, mentors, and volunteers, participated in chef demos and school visits, and hosted property visits and job shadowing programs. By year-end 2019, over 1,000 students participated in the ProStart pilot program. Marriott also hired ProStart students, and participated in the National ProStart Invitational where company officials served as judges, participated in a career fair, and sponsored and mentored competing teams.

Asia Pacific

In Asia, we continue to collaborate with universities and other institutions to support youth in the next steps of their careers. Since 2017, the region has been supporting Asian University for Women (AUW) in Bangladesh through mentoring, internships, and scholarships, with an average of 50 of the region's women leaders serving as mentors for professional and career development and placing several AUW students in short-term internships in Marriott's Asia Pacific office in Hong Kong each year. In 2019, we received four intern students in Hong Kong as well as successfully placed 10 additional students in our hotels in India and Dhaka, Bangladesh for internship.

Through our partnership with the Yaowawit School Project in Thailand, 120 youth were engaged in 2019. Additionally, through Mahindra Pride, an organization based in India that prepares disadvantaged youth for jobs in our industry, 20 youth were engaged.

Europe

In Europe, we continued our commitment to support young people with career opportunities by progressing toward our continent-wide goal of providing 40,000 opportunities by 2020. At the end of 2019, we had progressed 84% toward our goal, providing 33,482 career opportunities to youth in collaboration with key partners such as SOS Children's Villages and The Prince's Trust.

Middle East & Africa

In 2019, in South Africa, we remained involved in programs that prepare disadvantaged youth for jobs in the hospitality industry. The Accelerate program recruits high school students for a five-year training program focusing on either hospitality management or culinary skills. In 2019, over 125 students were engaged through Accelerate. Additionally, as part of the first GTTP-South Africa outreach project in November 2019, Protea® Hotel by Marriott Cape Town Waterfront Breakwater Lodge hosted 25 disadvantaged tourism learners in order to enhance their awareness of the hospitality industry and the career growth available in this sector. We also continued to partner with the Akilah Institute for Women, a Kigali-based women's college, in Rwanda, and engaged with nearly 15 youth in 2019.

In the Middle East, we continued to grow our Tahseen program – a hospitality management development plan focused on fast-tracking Arab nationals as the next generation of leaders and General Managers within the region's hospitality industry. In 2019, we continued to grow the program in Saudi Arabia and Egypt and introduced Tahseen in the UAE and Bahrain.

Above Right: Prince's Trust Canada's Get Into Hospitality program participant, Isabella.
Right: Tahseen graduation in Saudi Arabia.



PEOPLE WITH DISABILITIES

We continuously explore ways to improve access for people with disabilities who work in and visit our hotels. Marriott was recognized as a 2020 Leading Disability Employer by the National Organization on Disability and as one of the Best Places to Work for People with Disabilities as part of the Disability Equality Index – a joint initiative of Disability:IN and the American Association of People with Disabilities.

Our flagship partnership with Bridges from School to Work® was established by The Marriott Foundation for People with Disabilities in 1989. Bridges helps more than 1,000 young people with disabilities each year prepare for the workplace and find a job that matches their interests and abilities.



2019 People with Disabilities Highlights



500+

students hired by Marriott since the inception of Bridges from School to Work® and **38** students hired by Marriott in 2019



Continued “Project Arch” pilot program in the Atlanta market to increase the number of students recruited for the Bridges hospitality training program and hired by local Marriott properties and other employment partners



\$2+ MILLION

spent with businesses owned by people with disabilities



Our U.K. properties were accredited with ‘Disability Confident Level 2’ status, acknowledging the job opportunities our hotels provide for people with disabilities



Room for All

In 2019, we created an accessible guest room mock-up in our Innovation Lab at Marriott International corporate headquarters. The “Room for All” project focused on enhancing the experiences of business and leisure guests with a range of mobility, hearing, vision, and sensory abilities. We worked with Disability:IN to identify customers to provide feedback, and visited their homes to learn the modifications they deployed in living and bath spaces. We also invited these customers to tour our hotels to understand how rooms are used as well as our mock-up room to provide feedback.

Above: Winnie, Bridges counselor, introduces the program to students at Lincoln High School in San Francisco.

VETERANS

We actively work to recruit and support U.S. military veterans. Our company culture and values are well-suited and aligned for those who have served, and we in turn value their skills and experience. To support our veteran hiring goals and objectives, we developed various partnerships with veteran organizations in the local communities where we do business, and have created tools and resources to assist hiring managers with veteran recruitment efforts. In addition, we work with organizations, including VetFran, to promote working with veteran-owned businesses to source products and services for hotels and engage veterans in hotel ownership opportunities.



2019 Veteran Highlights



1,265

veterans hired, exceeding our goal to hire at least 1,000 veterans annually



\$8 MILLION

purchased from veteran- and service-disabled veteran-owned businesses



Walt Disney World's Swan and Dolphin Resort became the first Marriott-branded hotel in the U.S. to forge a **partnership with the U.S. Army to hire veterans**



Through the Warrior Canine Connection, the Gaithersburg Marriott Washingtonian Center donates **hotel rooms to veterans who travel to the D.C. area to train therapy dogs**

Marriott's President and CEO, Arne Sorenson, visited Georgetown University to speak to veteran students enrolled in the Warrior-Scholar Project (WSP), which offers collegiate transitional training to veterans at university campuses across the country.



Hotels for Heroes

Through our partnership with the Fisher House Foundation's [Hotels for Heroes](#) program, 2,450 rooms nights were provided to military service members undergoing surgery in the U.S. through nearly 9,500,000 loyalty points donated, and over \$550,000 spent at Marriott properties in 2019.

Above: Walt Disney World Swan and Dolphin Resorts became the first Marriott-branded hotel in the U.S. to forge a partnership with the U.S. Army to hire veterans.



REFUGEES

By providing skills development and training for jobs in our industry, we help empower resettled refugees to create a positive future for themselves, their families, and their communities in the U.S. and beyond.



2019 Refugee Highlights



146 REFUGEE CLIENTS

representing 24 countries, were served through a partnership with the International Rescue Committee (IRC), a global humanitarian aid, relief, and development nongovernmental organization, through the Hospitality Link training programs conducted in San Diego, California; Dallas, Texas; and Elizabeth, New Jersey in 2019. 50% of the participants were women and 50% were men, **achieving gender parity for the program**

140 IRC CLIENT JOB PLACEMENTS

from Marriott-supported Hospitality Link programs in 2019, and **345** job placements since 2016

466 IRC CLIENTS

have been served by Marriott-supported Hospitality Link programs since 2016

40 PARTICIPANTS

hired in Canada following the launch of our “Destination Employment” program with the Hotel Association of Canada (HAC)



Supporting Resettled Refugees

Globally, Marriott associates and hotels support refugees. At the Tijuana Marriott Hotel, associates volunteered to build walls and install doors for a local shelter that was housing recently resettled refugees in Mexico, as well as donated sheets, blankets, food, and toys for children.

In 2019, JW Marriott Venice Resort & Spa continued to collaborate with Fondazione Adecco, a local organization, by supporting young refugees through training and job opportunities. The hotel is committed to offering at least three training opportunities each year, and placed eight refugees in 2019. The trainees work across different hotel departments including Maintenance, Housekeeping, Spa and Leisure, and Stewarding. In 2019, the hotel received an award from the United Nations High Commissioner for Refugees (UNHCR) for creating an inclusive society and efforts in supporting young refugees.

Above: Marriott associates at the Tijuana Marriott Hotel volunteer to support refugees.





WELCOME ALL AND ADVANCE HUMAN RIGHTS

Marriott is committed to upholding and respecting human rights and to addressing forced labor risks across our value chain. We aim to *Act with Integrity*, as we hold ourselves to uncompromising ethical standards. Our initiatives to foster greater understanding and awareness of diverse cultures are core to our activities and business strategy. We continue to expand our Cultural Competence programming to better welcome guests to our hotels. In 2019, we launched a new partnership with the United States Institute of Peace (USIP) to promote peace in communities around the globe.

Image: Marriott associates celebrating at Stonewall 50 – WorldPride NYC 2019, where Marriott International was the proud Global Advocate of the event.



HUMAN RIGHTS

As an industry leader in the fight against human trafficking, we implemented an ongoing risk management process to identify, prevent, and mitigate relevant human rights risks. In addition to our human rights associate training program, we expanded our training to a broader audience by partnering with End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT-USA) to create and provide cost-free training materials to our other industry partners.

Marriott continues to prioritize the protection of human rights across our network. We participated in the Sustainable Hospitality Alliance Human Rights Working Group and have made progress in designing and rolling out trafficking awareness training and signage resources across our hotels.

In 2019, Marriott updated its [Global Procurement Supplier Conduct Guidelines](#) to outline human rights standards for all suppliers in Marriott's operations globally. The Guidelines set forth the principles that are expected of all suppliers, vendors, and third-party contractors.

Through our collaboration with our nonprofit partners and associates, we remain committed to uphold and respect human rights in support of our company's core values.

2019 Serve 360 Goal Progress



OVER 725,000

associates have received human trafficking awareness training since 2016 **toward our goal of training 100% of on-property associates**



OVER 90%

of associates across managed properties globally have completed human trafficking awareness training



2019 Human Rights Highlights

- **Marriott is a founding member of the World Travel & Tourism Council's (WTTC) Human Trafficking Task Force**, the first global industry-wide initiative to share best practices in the prevention of human trafficking and to provide a forum for collective action
- In partnership with the Global Fund to End Modern Slavery, we developed the **first-ever skills-based hospitality sector curriculum, designed specifically, for survivors of human trafficking**. The goal of this curriculum is to create a career readiness initiative that provides market-based skills training to introduce survivors to the hospitality industry
- In partnership with Polaris, ECPAT-USA, and A21, we created [posters](#) as a public resource to **raise awareness on common indicators to enable travelers to spot potential sex or labor trafficking**
- St. Pancras Renaissance Hotel London hosted **two modern slavery awareness training conferences** in collaboration with the Metropolitan Police to highlight the issue of human trafficking and exploitation, and how the hospitality industry has a role in preventing these issues. Over 400 participants from local businesses, peer hotels and brands, U.K. law enforcement, local council representatives, corporate business partners, and suppliers attended the events

ECPAT-USA Freedom Awards

In 2019, Marriott's President and CEO, Arne Sorenson, received ECPAT-USA's Visionary Award for his leadership and support of the company's work to fight human trafficking.

Supporting LGBTQ Asylum Seekers

Marriott continued its partnership with Immigration Equality (IE) to support their work to extend free legal services to LGBTQ asylum seekers fleeing persecution from their countries of origin. In 2019, Marriott's support helped IE assist 763 individuals through legal services and field over 2,500 calls through their hotline. Marriott's #LoveTravels platform also donated an additional \$100,000, the largest corporate donation the nonprofit has ever received, to help expand services, including IE's ability to advocate and litigate on behalf of LGBTQ immigrants.



CULTURAL UNDERSTANDING

Travel is one of the most powerful tools for promoting peace and cultural understanding. Through our inclusive guest experiences, we continue to grow cultural competence and deliver tailored, inclusive experiences for the diverse populations of guests that we serve.

2019 Cultural Understanding Milestone



2019

Partnered with United States Institute of Peace (USIP) to launch Youth Peacebuilding Fund

2025 Serve 360 Goals

\$500,000

toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding

Youth-Led Peacebuilding

In 2019, we launched a new partnership with the USIP, focused on expanding the Generation Change Fellows Program, a youth-led and youth-focused peacebuilding program in conflict-affected countries. The partnership with USIP will help launch the Youth Peacebuilding Fund to support Generation Change Fellows who are demonstrated bridge-builders, dedicated to promoting peace in their communities.

Canada's Unity and World Culture Days

In celebration of Unity and World Culture Days, Marriott hotels in Canada hosted virtual meetings highlighting customs, norms, and protocols in Mexico, India, China, Japan, the Middle East, Germany, U.S., and Brazil. The purpose of these meetings was to help associates better understand how to work with guests, clients, and fellow colleagues, with an aim to promote cultural awareness and inclusivity.

Above Right: Marriott associates celebrating culture at JW Marriott Mumbai Juhu.



2019 Cultural Understanding Highlights

- Over **17,000** associates and guests reached through Marriott's Cultural Competence Program
- 34** 'Culture Days' sessions conducted in more than **25** cities
- Expanded our 'Culture Days' program to include **14 regions, countries, and cultures**, including Brazil, Canada, China, Germany, India, Japan, Mexico, the Middle East, Russia, South Korea, and U.S., as well as curriculum around Jewish, LGBTQ, and Native American cultures
- Launched 'Culture Day' programs in Macau and Tokyo, Japan



Success Is Never Final

At Marriott, we strongly believe that “success is never final.” Since our humble beginnings as a nine-stool root beer stand in 1927, this belief has helped transform Marriott into the world’s leader in hospitality.

Guided by our core values, as well as our Serve 360 platform and goals, we will continue to address significant global issues by implementing actionable solutions and enhancing impactful programs for our environment and the communities where we do business.

Through our efforts, and with support from our partners, we will continue to fulfill our commitment of “doing good in every direction.”

Connect with Us

We invite you to connect, learn more, and partner with us on our journey to *Serve Our World* and achieve our 2025 Sustainability and Social Impact Goals.



[Facebook](#)



[Instagram](#)



[Twitter](#)



[LinkedIn](#)



[YouTube](#)

[Heart of the House](#)

[Chairman Bill Marriott's Blog](#)

[CEO Arne Sorenson's Blog](#)

Serve 360 Coordinates

2020–2022 Priorities



NURTURE

Nurture Our World

1. Identify and provide training that supports volunteerism reporting
2. Engage with Business Councils and their associated hotels to set year-over-year goals to support regional Serve 360 goals
3. Continue to identify, evaluate, and pursue opportunities to support longer-term disaster relief efforts that foster resiliency and economic development in our local communities



SUSTAIN

Sustain Responsible Operations

1. Develop a tracking and reporting protocol for renewable energy
2. Develop an industry methodology for waste reduction calculation and continue to implement food waste tracking solutions
3. Communicate responsible sourcing requirements for the top 10 categories to all suppliers with contracts that extend through 2025



EMPOWER

Empower Through Opportunity

1. Partner with key external organizations and the community to support efforts to help eradicate racism and provide equitable opportunities
2. Champion company actions to increase cultural engagement, inclusive opportunity, and leadership development
3. Partner with stakeholders to engage women entrepreneurs in developing countries while growing diverse spend in the United States



WELCOME

Welcome All and Advance Human Rights

1. Launch additional human rights-related training programs, including an updated Procurement 101 training with enhanced content around human rights, supplier diversity, and sustainability
2. Develop scenario-based human trafficking awareness trainings to enhance our human rights education to associates and managers
3. Continue to expand Marriott’s cultural competency programs to include additional markets and cultures



GRI Index: General Disclosures

Our General Disclosures aim to provide stakeholders with information on our operations, strategy, and governance, as well as our approach to stakeholder engagement and reporting on environmental, social, and governance topics.

Organizational Profile

Number	Description	Response and/or Report Location	Additional References
102-1	Name of the organization	Marriott International, Inc. ("Marriott")	2019 Annual Report ("Form 10-K", p. 1)
102-2	Activities, brands, products and services	<p>Marriott is a worldwide operator, franchisor, and licensor of hotel, residential, and timeshare properties under numerous brand names at different price and service points.</p> <p>Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties.</p> <p>We offer two overall styles of hotels — Classic and Distinctive — each of which we group into three quality tiers: Luxury, Premium, and Select:</p> <div> <div> Luxury Hotel Brands <ul style="list-style-type: none"> JW Marriott® The Ritz-Carlton® St. Regis® W® Hotels The Luxury Collection® EDITION® Bulgari® </div> <div> Premium Hotel Brands <ul style="list-style-type: none"> Marriott Hotels® Sheraton® Delta Hotels by Marriott (Delta Hotels®) Marriott Executive Apartments® Marriott Vacation Club Westin® Renaissance® Hotels Le Méridien® Autograph Collection® Hotels Gaylord Hotels® Tribute Portfolio® Design Hotels™ </div> <div> Select Hotel Brands <ul style="list-style-type: none"> Courtyard by Marriott® Residence Inn by Marriott® Fairfield by Marriott® SpringHill Suites by Marriott® Four Points® by Sheraton TownePlace Suites by Marriott® Protea Hotels by Marriott® Aloft Hotels® AC Hotels by Marriott® Element® Hotels Moxy® Hotels </div> </div>	2019 Annual Report ("Corporate Structure and Business," and "Brand Portfolio," p. 3 and 5)
102-3	Location of headquarters	Our corporate headquarters is located at 10400 Fernwood Road, Bethesda, Maryland, in the United States.	Corporate Overview
102-4	Location of operations	At year-end 2019, Marriott operated or franchised hotels and resorts in 134 countries and territories under 30 brand names.	2019 Annual Report ("Overview" p. 25)



Organizational Profile continued

Number	Description	Response and/or Report Location	Additional References										
102-5	Ownership and legal form	<p>Marriott is a publicly traded corporation in the United States.</p> <p>Founded by J. Willard and Alice Marriott and guided by Marriott family leadership for more than 90 years, we were organized as a corporation in Delaware in 1997 and became a public company in 1998 when we were “spun off” as a separate entity by the company formerly named “Marriott International, Inc.”</p>	<p>2019 Annual Report (“Item 1. Business”, p. 3 to 9)</p>										
102-6	Markets served	<p>We serve global consumers in the luxury, premium, and select hotel markets across the world.</p> <p>In 2019, we grouped our operations into segments: North American Full-Service, North American Limited-Service, and Asia Pacific. Our Europe, Middle East and Africa, and Caribbean and Latin America operating segments did not individually meet the criteria for separate financial disclosure as reportable segments.</p> <p>The United States is our largest market. The hotels we operate or franchise outside of the United States and its territories represented more than a third of the rooms in our system at year-end 2019.</p>	<p>2019 Annual Report (“Item 1. Business” and “Properties and Rooms”, p. 3, 5, 11 and 28)</p> <p>Corporate Overview</p>										
102-7	Scale of the organization	<p>As of year-end 2019, Marriott operated, franchised, or licensed 7,349 properties worldwide with 1,380,921 rooms.</p> <p>In 2019, we earned over \$20.9 billion in revenue, and at year-end 2019, we employed approximately 174,000 associates. Globally, Marriott managed approximately 420,000 associates in 2019, including non-U.S. hotels who may be owner-employees. Approximately 745,000 associates at managed and franchised properties wear the Marriott name badge globally.</p>	<p>2019 Annual Report (“Employee Relations”, “Item 6. Selected Financial Data” and “Properties and Rooms”, p. 9, 23, 24, 28 and 33)</p> <p>Investor Fact Book</p>										
102-8	Information on employees and other workers	<p>As of year-end 2019, Marriott managed 420,000 associates across the Americas, Asia Pacific, and Europe, Middle East and Africa. Of these associates, 174,000* were Marriott International employees.</p> <table><thead><tr><th>Location/Region</th><th>Associates</th></tr></thead><tbody><tr><td>Americas</td><td>178,000</td></tr><tr><td>Asia Pacific</td><td>147,000</td></tr><tr><td>Europe, Middle East and Africa</td><td>95,000</td></tr><tr><td>Total</td><td>420,000</td></tr></tbody></table> <p>Additional details on the company’s workforce can be found on page 6 in the “Our Company and Stakeholders” section of the 2020 Serve 360 Report.</p>	Location/Region	Associates	Americas	178,000	Asia Pacific	147,000	Europe, Middle East and Africa	95,000	Total	420,000	<p>2019 Annual Report (“Employee Relations”, p. 9)</p> <p>2020 Serve 360 Report (“Our Company and Stakeholders”, p. 6)</p>
Location/Region	Associates												
Americas	178,000												
Asia Pacific	147,000												
Europe, Middle East and Africa	95,000												
Total	420,000												

* Does not include associates at Marriott managed hotels outside the U.S. who are owner employees.



Organizational Profile continued

Number	Description	Response and/or Report Location	Additional References
102-9	Supply chain	<p>Globally, our hotels procure from thousands of suppliers. Products and services are centrally contracted and locally sourced by hotels. Key procurement categories include furniture, fixtures, and equipment; operating supplies and equipment; food and beverage; hotel amenities; and corporate services.</p> <p>We are committed to responsible business practices, including engaging with vendors and suppliers that are dedicated to similar principles. In 2019, we continued our focus on our top 10 responsible sourcing categories including: animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles. Please refer to our Supplier Conduct Guidelines, Animal Welfare Position Statement, and Responsible Seafood Position Statement for additional information on our responsible supply chain efforts.</p> <p>In 2019, our hotel and headquarters' spend was approximately \$12 billion.</p>	<p>Animal Welfare Position Statement</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Responsible Seafood Position Statement</p>
102-10	Significant changes to the organization and its supply chain	<p>In 2019, we added 516 properties with more than 78,000 rooms, including our 7,000th hotel. In 2019, we acquired the Elegant Hotels Group, a collection of seven luxury hotels and one beachfront restaurant on the island of Barbados. Two of the properties are expected to be rebranded under Marriott's The Luxury Collection®, while the remaining five properties are expected to join Autograph Collection® Hotels.</p>	<p>2019 Annual Report ("Acquisition of Elegant", p. 3 and 27)</p> <p>Marriott International to Acquire Elegant Hotels Group</p>
102-11	Precautionary principle or approach	<p>From hotel design to the guest experience, we embed sustainability throughout our strategy. In 2017, Marriott launched our 2025 Serve 360 Sustainability and Social Impact Goals to reduce water intensity, carbon intensity, waste to landfill intensity, and food waste by 15%, 30%, 45%, and 50%, respectively, from a 2016 baseline. Guided by our Serve 360 Goals, as well as the UN Sustainable Development Goals, we commit to creating positive and sustainable impact wherever we do business.</p> <p>Marriott's Internal Audit department coordinates an annual Enterprise Risk Assessment process through which senior leadership identifies the top business and emerging risks facing the company, along with key mitigating action plans for addressing those risks.</p> <p>Additional information on how Marriott applies a precautionary approach to reduce environmental impacts can be found on the "Sustain Responsible Operations" page on our corporate website, as well as in our CDP Climate Change, Water Security, and Forests responses.</p>	<p>2020 CDP Climate Change Response</p> <p>2020 CDP Forests Response</p> <p>2020 CDP Water Security Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts")</p>



Organizational Profile continued

Number	Description	Response and/or Report Location	Additional References
102-12	External initiatives	<p>Marriott acknowledges and respects the principles contained in the Universal Declaration of Human Rights. Marriott also participates in leading industry initiatives, including our affiliations with the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership) and World Travel & Tourism Council (WTTC), to advance sustainability and social impact within the travel and tourism industry. In 2019, Marriott became a founding member of WTTC's Human Trafficking Task Force, the first travel & tourism industry-wide working group committed to sharing best practices and working on sector-wide collective action. Marriott also belongs to the Business Roundtable, the U.S. Council for International Business and participates in their CSR and Human Rights Committee, as well as the U.S. Chamber of Commerce Task Force to Eradicate Human Trafficking. Additionally, to maintain and continuously improve our commitment to diversity, equity, and inclusion, Marriott's President and CEO, Arne M. Sorenson, is a signatory of the CEO Action for Diversity & Inclusion.</p> <p>Marriott also supports the United Nations Sustainable Development Goals and has listed relevant goals alongside our sustainability and social impact coordinates on our Serve 360 website.</p>	<p>Human Rights Policy Statement</p> <p>Sustainable Hospitality Alliance – Industry Position on Human Rights</p> <p>Welcome All and Advance Human Rights ("Human Rights")</p>
102-13	Membership of associations	<p>Our company and our executives regularly engage with allied trade associations and nongovernmental organizations through leadership roles on boards and executive committees. Marriott executives hold outside leadership roles at the World Economic Forum, WTTC, the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership), U.S. Council for International Business (USCIB), U.S. Travel Association, U.S. Travel and Tourism Advisory Board, Brand USA, and the American Hotel & Lodging Association (AHLA), including its state-level affiliates.</p> <p>Marriott also holds membership in numerous organizations to promote diversity, equity, and inclusion. We are an active and engaged corporate member of several global nongovernmental organizations across many different diverse segments that support the development of our key stakeholders, including diverse and historically underrepresented suppliers, current and potential associates, hotel owners, and customers.</p> <p>To support our key stakeholders, Marriott also partners with groups such as Asia Society, Asian American Hotel Owners Association (AAHOA), the Canadian Aboriginal and Minority Supplier Council, the Canadian Gay and Lesbian Chamber of Commerce (CGLCC), Capital Region Minority Supplier Development Council, Disability:IN, Hispanic Association on Corporate Responsibility (HACR), Human Rights Campaign, Out and Equal, National Association of Black Hotel Owners, Operators, and Developers (NABHOOD), NAACP, National Black MBA Association (NBMBA), National Center for Lesbian Rights, National Hispanic Corporate Council, National LGBT Chamber of Commerce (NGLCC), National Organization on Disability, National Urban League, Parents, Families, and Friends of Lesbians and Gays (PFLAG), UnidosUS, United Negro College Fund (UNCF), VetFran, WEConnect International, Women's Business Enterprise National Council (WBENC), WomenCorporateDirectors (WCD), and Women Presidents' Educational Organization (WPEO-DC). Please see our Partners in Diversity & Inclusion webpage for additional partnership information.</p>	<p>2020 CDP Climate Change Response ("Engagement", p. 38 to 43)</p> <p>Partners in Diversity and Inclusion</p>



Strategy

Number	Description	Response and/or Report Location	Additional References
102-14	Statement from senior decision-maker	The 2020 Serve 360 Report begins with a letter from Marriott's President and CEO, Arne M. Sorenson, on pages 3 and 4. Mr. Sorenson also provides statements on the relevance of economic, social, and environmental topics on an ongoing basis through his LinkedIn blog. Additionally, Mr. Sorenson provides a statement each year in our Annual Report.	2019 Annual Report ("Letter to Stockholders", p. i to iv) 2020 Serve 360 Report ("A Message from Our President and CEO", p. 3 and 4) Voice of Marriott: Arne Sorenson's Blog
102-15	Key impacts, risks, and opportunities	<p>Marriott actively manages and measures key impacts from our programs to address business ethics; human rights; climate change; water risk; global diversity, equity, and inclusion; health, safety, and wellbeing; responsible sourcing; women's empowerment; workforce development; carbon, energy and water use; waste & food waste reduction and management (inclusive of the reduction of single-use plastics/disposables); sustainable buildings and operations; natural capital and resource use; community engagement and workforce readiness, especially for youth coming from challenging backgrounds, underserved populations, or developing countries.</p> <p>Marriott's sustainability and social impact strategy is guided by our Serve 360 coordinates and 2025 goals. To meet the responsibility of a global business, such as Marriott, we must grow and operate more sustainably, taking an equitable and accountable approach. This includes identifying related environmental and social risks and opportunities, establishing policies, setting targets, driving performance, and reporting transparently, along with engaging a wide variety of stakeholders to ensure we are connecting our Environmental, Social, and Governance (ESG) strategy to impacts on the society and the environment.</p> <p>We provide details on specific economic, environmental, and social risks in our annual 10-K, quarterly 10-Q filings and other relevant SEC filings, and CDP Climate Change, CDP Water Security, and CDP Forests responses.</p> <p>To further act upon our key sustainability and social impact risks and opportunities, Marriott developed 2025 Sustainability and Social Impact Goals, which support the following company priority areas, or coordinates: Nurture Our World, Sustain Responsible Operations, Empower Through Opportunity, and Welcome All and Advance Human Rights.</p>	2019 Annual Report ("Item 1A. Risk Factors", p. 9 to 19) 2020 CDP Climate Change Response 2020 CDP Forests Response 2020 CDP Water Security Response 2025 Sustainability and Social Impact Goals Serve 360 Microsite



Ethics and Integrity

Number	Description	Response and/or Report Location	Additional References
102-16	Values, principles, standards, and norms of behavior	<p>Our core values make what we do more meaningful. These values power our purpose and provide the foundation for our success:</p> <div> <div> Put People First We provide opportunity to and take care of our associates, even in the most challenging times. </div> <div> Embrace Change We are committed to innovate and remain relevant to meet the evolving needs. </div> <div> Pursue Excellence We have an unwavering passion for providing outstanding service and customer experiences. </div> <div> Act with Integrity We are proud of our reputation for honesty and fairness. </div> <div> Serve Our World Our purpose and global reach give us real opportunities to make a difference in communities around the world. </div> </div> <p>At Marriott, our compliance program's theme is <i>"How We Do Business Is as Important as the Business We Do."</i> This motto enunciates our company's commitment to acting with integrity in all business dealings.</p> <p>We also define our principles, standards, and norms of behavior in our Business Conduct Guide. We make our associates aware of the company's ethical policies, compliance programs, and related training programs. The company's Business Conduct Guide is available in 15 languages at managed properties, to managers worldwide. An abridged pocket companion to the Guide is also available in 31 languages, at managed properties, to all nonmanagerial associates. All associates are required to adhere to the standards outlined in the Business Conduct Guide and this theme is clearly articulated in our policy on Ethical Conduct. Marriott's General Counsel and Global Compliance Counsel provide oversight and executive responsibility for our Business Conduct Guide.</p> <p>Our Internal Audit department conducts an annual Legal and Ethical Conduct Survey among all officers and senior leaders.</p> <p>Additional policies include our Human Rights Policy, Sustainability Policy, and Supplier Conduct Guidelines, among other documents, available on our website.</p>	<p>Business Conduct Guide ("Introduction", p. 2 to 6)</p> <p>Core Values & Heritage</p> <p>Serve 360 Policies and Position Statements</p>
102-17	Mechanisms for advice and concerns about ethics	<p>We provide associates with a variety of means, some anonymous, to seek advice and report unethical behavior, including Marriott's Business Integrity Line.</p> <p>Marriott respects the confidentiality of associates who report potential Business Conduct Guide violations and has a No Retaliation Policy for associates who raise a concern honestly and in good faith.</p>	<p>Business Conduct Guide ("Confidential Reporting and No Retaliation" and "Where to Go for Help", p. 4 and 5)</p> <p>Business Integrity Line</p>



Governance

Number	Description	Response and/or Report Location	Additional References
102-18	Governance structure	<p>Structure and Committees: Marriott's Board of Directors is our highest governance body, and includes the following committees: Audit Committee, Human Resources and Compensation Committee, Nominating and Corporate Governance Committee, Executive Committee, and the Inclusion and Social Impact Committee (formerly the Committee for Excellence).</p> <p>Our Board of Directors oversees management and, through this oversight, enhances the long-term value of the company. A formal infrastructure of a range of councils comprised of executives and associates (assisted by external experts) guides us in making everyday decisions that affect our work environment, our sustainability and social impact practices, and our business strategy. Marriott's Inclusion and Social Impact Committee assists the Board in carrying out its commitment and responsibilities relating to Marriott's people-first culture and the company's efforts to foster associate wellbeing and inclusion, and to promote this focus with customers, owners, vendors, communities, and other key stakeholders. Furthermore, the committee is also responsible for overseeing, encouraging, and evaluating Marriott's efforts to address ESG issues.</p> <p>Our Serve 360 Executive Leadership Council is an executive-level committee that evaluates Marriott's sustainability and social impact initiatives and tracks objectives in different areas of business, in collaboration with several other Serve 360 councils, including our Serve 360 Advisory Council, Serve 360 Champions, Owner Advisory Council and Regional Serve 360 Councils & Leaders. The Executive Leadership Council reports progress and performance to the Board of Directors, while several other councils across the company work to ensure the Serve 360 goals and programs are successfully delivered and communicated throughout Marriott.</p> <p>Comprised of General Managers and other hotel leaders representing managed and franchised properties in a given city, state, country, or region, the Business Councils support business strategies and add value to their markets by perpetuating our core values and culture, participating in government advocacy, and implementing Marriott's community partnerships and Serve 360 initiatives.</p> <p>Engineering Business Leadership Councils and teams, composed of Directors of Engineering and Cluster Engineering Managers for specific geographic markets, are global and typically meet every quarter to discuss the Serve 360 carbon, water, and waste reduction goals, among other topics.</p> <p>The Global Diversity and Inclusion Council is led by our CEO and is comprised of all continent presidents and C-suite Marriott global officers. They may also sit on the Inclusion and Social Impact Committee (formerly known as the Committee for Excellence) to advance Marriott's commitment to diversity, equity, and inclusion around the world and driving ownership and accountability to achieve business results. It is also responsible for ensuring the integration of a diverse and inclusive lens throughout all aspects of our global business operations and strategy.</p> <p>The Multicultural Affairs Team is a dedicated group that advances our cultural competency program and works in close collaboration with individual properties. This team also manages many of our relationships and engagements with external diversity partners.</p> <p>Our executive-level Human Rights Council advances Marriott's human rights policies and programs, including driving accountability and leading successful execution of the company's broad human rights strategy.</p> <p>For additional information on Marriott's Serve 360 councils and teams, please see page 9 in the "Management and Governance" section of the 2020 Serve 360 Report.</p>	<p>2020 Serve 360 Report ("Management and Governance", p. 9)</p> <p>Board of Directors</p> <p>Committee Charters</p> <p>Committee Membership</p>



Governance continued

Number	Description	Response and/or Report Location	Additional References
102-19	Delegating Authority	<p>Marriott's President and CEO, Arne M. Sorenson, co-founded Marriott's Global Sustainability Council in 2007, which has now evolved into the Serve 360 Executive Leadership Council. With oversight from the Board, the council identifies and develops relevant ESG strategies, programs, policies, and procedures. Furthermore, the Serve 360 Advisory Council, Serve 360 Champions, and Owner Advisory Council also provide structure and oversight to support our 2025 Sustainability and Social Impact Goals.</p> <p>More information on our councils that support our Serve 360 platform is available on page 9 in the "Management and Governance" section of the 2020 Serve 360 Report.</p>	2020 Serve 360 Report ("Management and Governance", p. 9)
102-20	Executive-level responsibility for economic, environmental, and social topics	Our Serve 360 Executive Leadership Council is co-chaired by Marriott's Chief Global Officer, Global Operations and Executive Vice President and Global Chief Communications & Public Affairs Officer. Both of these individuals also serve as non-Board members of Marriott's Inclusion and Social Impact Committee (formerly known as the Committee for Excellence).	Corporate Governance
102-21	Consulting stakeholders on economic, environmental, and social topics	To develop our 2025 Sustainability and Social Impact Goals, Marriott executives were interviewed and participated in workshops that included more than 80 internal subject matter experts. Furthermore, the Serve 360 Report and GRI Index were informed by a prior sustainability and social impact materiality assessment, which included interviews with owners, customers, industry associations, and nongovernmental organizations.	Serve 360 Microsite
102-22	Composition of the highest governance body and its committees	Information on the composition of Marriott's highest governance body and its committees can be found on the "Corporate Governance" section of our website.	Board of Directors Committee Membership Corporate Governance
102-23	Chair of the highest governance body	J.W. Marriott, Jr. is the Executive Chairman and Chairman of the Board. Mr. Marriott was elected Executive Chairman in 2012, having relinquished his position as Chief Executive Officer. Mr. Marriott plans to transition to the role of Chairman Emeritus in 2022.	Board of Directors
102-24	Nominating and selecting the highest governance body	<p>In addition to identifying individuals who have the highest personal and professional integrity and have demonstrated exceptional ability and judgment, criteria regarding personal qualifications for Board membership such as background experience, technical skills, affiliations, and personal characteristics are considered.</p> <p>Our Governance Principles also require that at least two-thirds of the directors shall be independent, and the Board has established guidelines to assist it in determining director independence.</p>	Governance Principles J.W. Marriott Jr. Nominating and Corporate Governance Committee Charter

Governance continued

Number	Description	Response and/or Report Location	Additional References
102-25	Conflicts of interest	<p>Marriott's Conflicts of Interest Policy can be found in our Business Conduct Guide.</p> <p>The Board of Directors expects Marriott's directors, officers, and associates to act ethically at all times and acknowledge their adherence to Marriott's Code of Ethics, encompassed in our Business Conduct Guide.</p>	<p>2020 Annual Proxy Statement ("Transactions with Related Persons", p. 62 to 64)</p> <p>Business Conduct Guide ("Conflicts of Interest", p. 32)</p> <p>Board of Directors</p> <p>Governance Principles</p>
102-28	Evaluating the highest governance body's performance	The Board and each of its committees perform an annual self-evaluation. This annual self-evaluation will be used by the Nominating and Corporate Governance Committee to evaluate whether to recommend changes to the Board practices or composition.	Governance Principles
102-33	Communicating critical concerns	The Company maintains enterprise-wide procedures for reporting ethical violations or violations of law on a confidential basis (the "Business Integrity Line"). The Business Integrity Line is administered by Internal Audit and the Chief Audit Executive. Associates may report to the Business Integrity Line, without fear of retaliation, any known or suspected violations of law or Company policy. The system includes, an email reporting function and a toll-free telephone number "hot line" that is available 24 hours a day, seven days a week. The Company respects the confidentiality of associates who report a known or suspected violation and has a "zero tolerance" policy against retaliation and will not tolerate any kind of retaliation against an associate for reports made in good faith or with reasonable grounds to believe that the information reported is accurate.	Governance Principles
102-35	Remuneration policies	<p>Our executive compensation program is designed to drive performance through a combination of near-term financial and operational objectives and long-term focus on our stock price performance. We believe that the consistency in how we manage our executive compensation program and our goals under that program has proven to be an important factor in the company's long-term success in the highly cyclical hospitality industry.</p> <p>Marriott emphasizes long-term pay and performance alignment by having long-term equity represent the largest component of target total direct compensation. Furthermore, compensation clawback requirements are also utilized in determining executive and director compensation. Additional details are outlined in our annual Proxy Statement.</p>	<p>2020 Annual Proxy Statement ("Executive Compensation Best Practices" and "Executive and Director Compensation", p. 7 and 32 to 58)</p> <p>Executive And Director Compensation</p>
102-36	Process for determining remuneration	Each year, we describe our process for determining executive and director compensation in our annual Proxy Statement.	<p>2020 Annual Proxy Statement ("Executive and Director Compensation", p. 32 to 58)</p> <p>Executive And Director Compensation</p>
102-37	Stakeholders' involvement in remuneration	At the company's 2020 Annual Meeting, stockholders again expressed substantial support for the compensation of our NEOs, with approximately 98% voting for approval of the "say-on-pay" advisory proposal relating to NEO compensation.	Executive And Director Compensation



Stakeholder Engagement

Number	Description	Response and/or Report Location	Additional References
102-40	List of stakeholder groups	<p>As a global travel company with managed and franchised lodging operations, Marriott has a range of stakeholder groups, including associates, customers, guests, investors, hotel owners and franchisees, suppliers, business partners, local communities, community organizations, and industry associations, as well as governmental and nongovernmental entities.</p> <p>Additional information can be found on page 5 to 7 in the “Our Company and Stakeholders” section of the 2020 Serve 360 Report.</p>	<p>2020 Serve 360 Report (“Our Company and Stakeholders”, p. 5 to 7)</p> <p>Serve 360 Microsite</p>
102-41	Collective bargaining agreements	<p>As of year-end 2019, approximately 22,000 of our associates were represented by labor unions in the United States.</p>	<p>2019 Annual Report (“Employee Relations”, p. 9)</p> <p>Serve 360 Policies and Position Statements</p>
102-42	Identifying and selecting stakeholders	<p>We identify and engage with stakeholders with consideration of our business impacts and activities. Our stakeholders are diverse — some operating globally and others operating at the regional and local levels. We aim to engage with customers and associates through internal management processes, such as the Guest Satisfaction Survey through our guest satisfaction feedback program, GuestVoice, and our annual Associate Engagement Survey, to help drive continuous improvement. We also aim to collaborate with stakeholders and understand their priorities through global forums and industry associations to develop policies that address some of their most critical social and environmental concerns. Our primary aim is to educate and communicate with key influencers to ensure they understand our business and create an environment conducive to travel growth. Finally, we maintain a robust public policy agenda, engaging leaders on a wide range of issues, including visa and entry policies that facilitate travel, immigration reform, civil rights and nondiscrimination policies, transportation, and sustainability.</p> <p>Further information can be found on page 5 to 7 in the “Our Company and Stakeholders” section of the 2020 Serve 360 Report.</p>	<p>2020 Serve 360 Report (“Our Company and Stakeholders”, p. 5 to 7)</p> <p>Serve 360 Microsite</p>



Stakeholder Engagement continued

Number	Description	Response and/or Report Location	Additional References
102-43	Approach to stakeholder engagement	<p>We inform stakeholders about our priorities and actions, seek to understand evolving expectations and viewpoints, and create opportunities to address substantive issues through partnerships and collaboration.</p> <p>As such, Marriott actively:</p> <ul style="list-style-type: none"> Engages with guests, customers, and associates through management processes, such as the Guest Satisfaction Survey through our guest satisfaction feedback program, GuestVoice, and our annual Associate Engagement Survey, to help drive continuous improvement. Collaborates with stakeholders to understand their priorities through global forums and industry associations in order to develop policies and programming that address some of their most critical social and environmental concerns. Educates and communicates with key influencers to ensure they understand our business and create an environment conducive to travel growth. <p>Our company and executives also regularly engage with allied trade associations and nongovernmental organizations through leadership roles on boards and executive committees. Marriott executives hold outside leadership roles at the World Economic Forum, the WTTC, the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership), U.S. Council for International Business (USCIB), U.S. Travel Association, U.S. Travel and Tourism Advisory Board, Brand USA and the AHLA, including its state-level affiliates.</p> <p>We aim to ensure that our guests are heard and generate superior guest satisfaction and more memorable stays at our properties. In 2019, our verified guest reviews indicated that 80% of reviews are 4-star and higher, on a 5-star scale, and 88% of reviewers would recommend Marriott properties to a friend. Marriott's 2019 Guest Satisfaction Survey, through GuestVoice, indicated that 64.2% of respondents rated their overall experience at least nine out of 10¹.</p> <p>Further information can be found on page 5 to 7 in the "Our Company and Stakeholders" section of the 2020 Serve 360 Report.</p> <p><small>¹ Approximately one in six queried guests have responded. All brands are represented.</small></p>	<p>2020 Serve 360 Report ("Our Company and Stakeholders", p. 5 to 7)</p> <p>Serve 360 Microsite</p>
102-44	Key topics and concerns raised	<p>Understanding the needs, key issues, and priorities of our stakeholders helps inform the development of our business strategy, products, and services, as well as our sustainability and social impact programming and reporting.</p> <p>To develop our 2025 Sustainability and Social Impact Goals, Marriott executives were interviewed and participated in workshops that included more than 80 internal subject matter experts to brainstorm specific goals. We then presented our goals to key stakeholders for review. We also conducted a materiality assessment to inform our GRI disclosures as well as how we plan to execute on our 2025 Sustainability and Social Impact Goals.</p> <p>We continue to engage a wide variety of stakeholders (guests, customers, associates, investors, business partners, nongovernmental organizations, and communities) to understand their expectations of our company. In 2019, our Investor Relations team continued to engage with investors around sustainability and social impact. Furthermore, a study was undertaken in 2019 to understand investor priorities and their key tools for tracking our performance, and risks and opportunities, including sustainability and social impact.</p>	<p>Serve 360 Microsite</p>



Reporting Practice

Number	Description	Response and/or Report Location	Additional References
102-45	Entities included in the consolidated financial statements	A list of subsidiaries is provided in our annual 10-K filing.	2019 Annual Report ("Exhibits and Financial Statement Schedules", Exhibit 21, p. 95)
102-46	Defining report content and topic boundaries	<p>The Serve 360 Report and GRI Index were informed by a prior sustainability and social impact materiality assessment, which included interviews representing owners, customers, industry associations, and nongovernmental organizations. We also considered topics and information prioritized by ESG research firms, which represent the investment community.</p> <p>We selected a broad range of nongovernmental organizations to obtain perspectives on issues, including labor, climate change, water, waste, biodiversity, sustainable aquaculture, health and wellness, human rights, women's empowerment, and workforce readiness, especially for disadvantaged youth.</p> <p>Our goal for the assessment was not only to ensure that Marriott is addressing the right sustainability and social impact topics but also to identify how we can continue to improve our sustainability and social impact strategies, programs, and reporting.</p> <p>The topic-specific disclosures in the GRI Index reflect the outcomes from our sustainability and social impact materiality assessment, which covered our role as both an operator and franchisor of hotel properties.</p>	GRI disclosures
102-47	List of material topics	<p>In this GRI Index, we provide management approach disclosures for the following topics:</p> <ul style="list-style-type: none"> • Economic: Economic Performance, Indirect Economic Impacts, and Anti-Corruption • Environmental: Energy, Water, Biodiversity, Emissions, Effluents & Waste, and Supply Chain Environmental Assessment • Social: Employment, Occupational Health & Safety, Training & Education, Diversity and Equal Opportunity, Human Rights Assessment, Local Communities, Supply Chain Social Assessment, Customer Health & Safety, and Data Privacy <p>Through our 2025 Sustainability and Social Impact Goals, we aim to address the four coordinates that we have prioritized within our sustainability and social impact strategy.</p>	GRI disclosures
102-48	Restatements of information	The 2016 baseline data for energy and carbon were restated in the 2020 Serve 360 Report due to the availability of more comprehensive data, leading to a more accurate baseline. Unless otherwise noted, there are no other known, significant restatements of information.	GRI disclosures
102-49	Changes in reporting	In 2019, we began aligning with Hotels & Lodging standards, prepared by the Sustainability Accounting Standards Board (SASB).	GRI disclosures
102-50	Reporting period	Unless otherwise noted, our reporting period is for the calendar year 2019.	GRI disclosures



Reporting Practice continued

Number	Description	Response and/or Report Location	Additional References
102-51	Date of most recent report	In 2020, we published our most recent Serve 360 Report, inclusive of our GRI Index and Sustainability Accounting Standards Board (SASB) Hotels & Lodging Standards.	GRI disclosures
102-52	Reporting cycle	<p>We provide economic, environmental, and social performance data on an annual basis.</p> <p>Please note that we also publish GRI reports annually. In 2019, we began aligning with the SASB Hotels & Lodging Standards.</p>	GRI disclosures
102-53	Contact point for questions regarding the report	For more information, contact us at sustainability@marriott.com .	
102-56	External assurance	We received third-party assurance for our greenhouse gas emissions, energy, and water performance data during the reporting period.	2020 CDP Climate Change Response LRQA Independent Assurance Statement



Management Approach Disclosures: Economic

As the world's largest hotel company, it is important that we manage our economic impacts to provide value to stakeholders such as our associates, guests, and communities, owners and franchisees, and stockholders as well as support inclusive growth in our global markets.

In this section, we provide management approach disclosures for the following GRI topics: Economic Performance, Indirect Economic Impacts, and Anti-Corruption.

Economic

Number	Description	Response and/or Report Location	Additional References
201	Economic Performance	<p>Strategy and Approach: We remain focused on doing the things that we do well; that is, selling rooms, taking care of our guests, and making sure we control costs both at company-operated properties and at the corporate level ("above-property"). Our brands remain strong due to our skilled management teams, dedicated associates, superior guest service with an emphasis on guest and associate satisfaction, significant distribution, loyalty program, multichannel reservation systems, and desirable property amenities. We strive to leverage our size and broad distribution effectively. We, along with owners and franchisees, continue to invest in our brands by means of new, refreshed, and reinvented properties, new room and public space designs, and enhanced amenities and technology offerings. We address, through various means, hotels in our system that do not meet standards. We continue to enhance the appeal of our proprietary, information-rich, and easy-to-use websites, and of our associated mobile smartphone applications, through functionality and service improvements.</p> <p>Business Model: We earn base management fees and, in many cases, incentive management fees from the properties that we manage, and we earn franchise fees from the properties that others operate under franchise agreements with Marriott. Our emphasis on long-term management contracts and franchising tends to provide more stable earnings in periods of economic softness. Adding new hotels to our system generates growth, typically with little or no investment by the company. This strategy has driven substantial growth while minimizing financial leverage and risk in a cyclical industry. In addition, we believe minimizing our capital investments and adopting a strategy of recycling our investments maximizes and maintains our financial flexibility.</p> <p>Productivity: Our profitability, as well as that of owners and franchisees, has benefited from our approach to property-level and above-property productivity. Properties in our system continue to maintain very tight cost controls. We also control above-property costs, some of which we allocate to hotels, by remaining focused on systems, processing, and support areas.</p>	<p>2019 Annual Report ("Business and Overview", p. 25 to 27)</p> <p>2020 CDP Climate Change Response</p> <p>2020 CDP Water Security Response</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Serve 360 Microsite</p>



Economic continued

Number	Description	Response and/or Report Location	Additional References
201	Economic Performance <i>continued</i>	<p>Sustainability and Social Impact Strategy: Our strategy supports business growth while reducing negative impacts and protecting and enhancing our communities and planet. Our sustainability and social impact strategy is driven by a wide range of initiatives that have been fostered throughout our history of putting people first, giving back to communities, and operating more sustainably to <i>Serve Our World</i>. This includes efforts such as creating resource-efficient hotels, providing job readiness training to underserved youth, empowering diverse business owners through our supply chain, advocating for policies that facilitate travel, purchasing sustainable products, training our associates on human rights and the protection of children, and supporting innovative environmental initiatives.</p> <p>Our 2025 Sustainability and Social Impact Goals build upon these efforts and target environmental and social impact based on our business model and greatest opportunities. The goals also support our sustainability and social impact platform: Serve 360: Doing Good in Every Direction.</p> <p>These are next-generation goals that build upon our many years of progress achieved across our portfolio to improve environmental and social performance and develop targeted sustainability and social impact programs.</p> <p>Engagement on Environmental and Social Impact Issues: To support our sustainability and social impact strategy, we actively engage with industry associations — including the WTTC, the Sustainable Hospitality Alliance (formerly known as International Tourism Partnership), AHLA, U.S. Chamber of Commerce, U.S. Council for International Business, and the Global Business Travel Association (GBTA) — and participate in their industry working groups to more robustly address and measure issues critical to our planet and industry, including carbon emissions, water risk, human rights, and youth employment.</p>	<p>2019 Annual Report ("Business and Overview", p. 25 to 27)</p> <p>2020 CDP Climate Change Response</p> <p>2020 CDP Water Security Response</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Serve 360 Microsite</p>
203	Indirect Economic Impacts	<p>Marriott's Serve 360: Doing Good in Every Direction sustainability and social impact platform is anchored by a keen awareness of the opportunity that exists for us to understand and maximize positive indirect economic impacts from our business.</p> <p>Our 2019 management approach disclosures can be found on page 52 to 72 of the 2020 Serve 360 Report.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Creating an Inclusive Environment</p> <p>Global Diversity and Inclusion</p> <p>Serve 360 Microsite</p>



Economic continued

Number	Description	Response and/or Report Location	Additional References
204	Procurement Practices	<p>In 2019, we achieved internal global alignment on the responsible sourcing requirements across our top 10 priority categories. As we share these requirements and receive additional information about the business operations of our suppliers, we will continue to engage with them on our heightened commitment to a more environmentally and socially responsible global supply chain. In addition to communicating our product requirements, we highlight our Animal Welfare and Responsible Seafood position statements and preferred third-party certifications. We also work with our suppliers to identify capacity planning opportunities to help them improve their own supplier relationships and subsequently drive improvements in their supply chains. The results of our 2020 supplier surveys will further bolster these efforts toward our 2025 responsible sourcing goals.</p> <p>In 2019, we also began to incorporate our responsible sourcing requirements into request for proposals (RFPs) that are administered by our Americas procurement partner, Avendra. We worked closely with Avendra to ensure the responsible sourcing requirements and our preferred third-party certifications were communicated to potential suppliers and supplier responses were aligned with our responsible sourcing goals. Throughout 2020 and 2021, we will continue to incorporate these requirements into all future RFPs within our top 10 categories to identify the most responsible suppliers with the highest quality products.</p> <p>On our journey towards our 2025 100% cage-free eggs goal, in 2020 and continuing into 2021, we will engage our continent teams through direct webinars and presentations, provide robust information regarding suppliers that have cage-free egg products, and when available, measure progress through various reporting and compliance pathways.</p> <p>For locations where no cage-free egg products are available, we will continue to seek suppliers and work to provide the demand for those suppliers.</p> <p>In 2020, we engaged our top U.S. and Canadian pork supplier that accounts for over 60% of our pork spend and asked them to complete a 3rd-party ESG scorecard. We will continue to work with this, and the other suppliers we have identified, to grow their supply of gestation crate-free and group-housed pork and will communicate those opportunities to hotels as they become available.</p> <p>In the U.S. and Canada for Marriott's managed hotels, we have provided clear product specification guidance for cage-free eggs and gestation crate-free and group-housed pork and are measuring compliance towards those specifications on a regular basis.</p> <p>Further detail can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	<p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>Animal Welfare Position Statement</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Responsible Seafood Position Statement</p> <p>Sustain Responsible Operations ("Source Responsibly")</p>



Economic continued

Number	Description	Response and/or Report Location	Additional References
205	Anti-Corruption	<p>Scope and Importance: It is critical that Marriott engages in responsible business practices and complies with laws and regulations that address bribery and corruption. Unless otherwise noted, the scope of this policy applies to all brands and business activities across our global operations.</p> <p>Policies and Procedures: We aim to observe our fundamental values and ethical standards in everything we do in order to provide our associates with an honest and ethical work environment. We have a policy that requires associates to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act ("FCPA") and the U.K. Bribery Act. This policy is also referenced in the Business Conduct Guide. The company's Business Conduct Guide is available in multiple languages, to all managers at managed locations, worldwide. The "Business Conduct Guide—Quick Reference Companion" is also available in multiple languages and is designed for non-management associates to ensure that they are aware, understand, and comply with all of Marriott's legal and ethical standards when carrying out their job responsibilities.</p> <p>Training: We train our associates on the company's relevant policies, including ethics, supplier conduct, anti-corruption laws, and the economic and trade sanctions laws administered by the U.S. Treasury Department's Office of Foreign Assets Control, also known as OFAC. We also perform due diligence on key business partners in order to maintain our integrity worldwide, including in regions where corruption is perceived to be pervasive. Given the global pandemic and with travel curtailed in 2020, we emphasized webinar trainings in place of the in-person trainings.</p> <p>We deliver annual online anti-corruption training globally to all managers at managed hotels (outside of the United States) as well as an in-person, instructor-led training program, which is delivered periodically to key managers at managed locations. These training programs help to ensure that all Marriott managers in key positions such as General Managers, Directors of Finance, and Sales & Marketing leaders worldwide attend in-person training in small group sessions.</p> <p>2019–2020 Focus Areas: In 2019, our primary focus was the continued management post-merger and continuing the successful transition and integration of Starwood compliance operations into Marriott's compliance program. We continued our online training module to educate our on-property and above-property managers on dealing with the economic and trade sanctions laws administered by OFAC. In 2020, we will continue to evaluate and seek ways to improve Marriott's compliance posture by continuously focusing on opportunities, methods, and tools for measuring, assessing, and auditing effectiveness of the compliance program; assessing compliance risks; reviewing and revising existing policies and promulgating policies based on new legal requirements or new business needs; and looking for increased opportunities for training and heightening awareness of compliance program objectives. We will continue to respond to issues that require investigation, remediation, and corrective action as necessary.</p>	<p>2019 Annual Report ("Code of Ethics and Business Conduct Guide", p. 86)</p> <p>Business Conduct Guide ("Interacting Honestly with the Government", p. 18 to 23)</p> <p>Business Integrity Line</p>



Management Approach Disclosures: Environmental

We remain committed to reducing our environmental impacts, building more sustainable hotels, and sourcing responsibly. We also actively support natural capital initiatives across the globe.

In this section, we provide management approach disclosures for the following GRI topics: Energy and Emissions, Water, Biodiversity, Effluents & Waste, and Supply Chain Environment Assessment.

Environmental

Number	Description	Response and/or Report Location	Additional References
302	Energy	<p>Marriott aims to minimize our environmental footprint by implementing technologies to track energy consumption and increase the use of renewable energy with the goal of mitigating climate-related risks.</p> <p>As part of our 2025 Sustainability and Social Impact Goals, Marriott plans to source a minimum of 30% of its overall electricity from renewable energy by 2025.</p> <p>To further reduce our operational footprint, we execute globally with targeted strategies across hotels: Energy and Environmental Action Plans, Signature Projects, Retro-Commissioning, Lighting Retrofits, and Building Automation Systems.</p> <p>2019 was the first year that all global managed Marriott properties received a 2019 energy reduction target, which was developed within the Marriott Environmental Sustainability Hub (MESH), our environmental reporting platform. The target-development process factors in average annual energy reduction from 2016 to present-day and compares each hotel's energy intensity to that of similar hotels within the same climate zone, region, and property type. Additionally, all global franchised hotels received suggested energy reduction targets for the first time in 2019.</p> <p>Further detail can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	<p>2020 CDP Climate Change Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts" and "Build and Operate Sustainable Hotels")</p>
303	Water	<p>Because water is a local issue, we deploy a strategy that is tailored for each property:</p> <p>Targeted Approach: Marriott's water conservation initiatives target specific aspects of hotel operations, including: laundry and linen/terry reuse programs; dishwashing and water service at restaurants and events; central plant operations; landscaping/irrigation; and golf course maintenance/operation. Hotel owners also invest in low-flow fixtures across the global portfolio of properties.</p>	<p>2020 CDP Water Security Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts")</p>



Environmental continued

Number	Description	Response and/or Report Location	Additional References
303	Water <i>continued</i>	<p>Anomaly Management: All U.S. and Canada managed properties benefit from an outlier analysis program based on billing data. As bills are received, unusual water usage is flagged and properties are notified that they may have a leak or another issue that needs to be addressed. If properties are not able to mitigate the high usage pattern, a water performance call is conducted to help the property troubleshoot the issue. In 2019, the Anomaly Management program helped identify water leaks at 25 properties and saved an estimated 20,963 cubic meters of water.</p> <p>Action Plans: Marriott properties use an audit tool, the Energy and Environmental Action Plan (EEAP), to identify opportunities to increase operational efficiency. The EEAP covers a range of water conservation items from corporate linen/terry reuse policies to simple best practice behaviors for food service, housekeeping, landscaping, irrigation, HVAC, and central plant conservation and efficiency.</p> <p>Signature Projects: Using Energy and Environmental Action Plans as a roadmap, full-service, managed properties globally can elect to use a water conservation action item for their annual signature project, such as the installation of low-flow toilets and showerheads, smart irrigation controllers, laundry water reuse systems, and high-efficiency irrigation spray nozzles.</p> <p>Integration with Energy Efficiency Measures: Many of our projects designed to improve energy efficiency also conserve water. For example, cooling tower upgrades reduce both water and energy use by central plants. Similarly, water treatment equipment upgrades also improve the energy efficiency and water savings of this activity.</p> <p>Water Recycling: Many hotels use recycled water for landscaping, cooling tower makeup water, first wash laundry, and flushing. Systems to capture greywater and rainwater for appropriate uses are implemented at numerous properties.</p> <p>Submetering: Marriott has an established standard for water submetering for cooling towers and irrigation at its managed, full-service properties in the Americas. Where installed, these meters give a more detailed view of water consumption and aid in the early detection of leaks. In addition, automated meter-reading platforms have been installed at properties with high water and sewer rates, acute/chronic drought conditions and/or above-average irrigation consumption. The Automated Water Meter-Reading & Diagnostics Program involves installing cellular endpoints on irrigation and cooling tower water submeters. The endpoints transmit 15-minute interval water consumption data nightly via a cellular connection to an online diagnostic platform with leak alert and reporting functionality.</p> <p>Collaboration with Owners: In 2019, the Americas Engineering Team continued collaborating with owners to assess a variety of water conservation projects.</p> <p>Water risks are managed across the lifecycle of properties, from site development to construction and operations:</p> <p>Site Development: For some hotels under development, Marriott assesses environmental resources, conducting feasibility studies during site development and considering the choice of construction materials during design. Once open, each managed hotel will have a water conservation action plan to manage and reduce water usage.</p>	<p>2020 CDP Water Security Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts")</p>



Environmental continued

Number	Description	Response and/or Report Location	Additional References
303	Water <i>continued</i>	<p>Water Supply: When the municipal water supply is not available or sufficient, our hotel partners install water systems, including bore, desalination, reverse osmosis, and filtration.</p> <p>Drought Risks: Each full-service, managed property is required to develop a site-specific water conservation plan and also complete irrigation efficiency audits on their landscaped acreage, identifying further opportunities. In response to drought risks, additional water conservation measures have been implemented immediately by our properties, including cutbacks of landscape irrigation. Associates and guests are also notified of the water shortage to promote further conservation. A portfolio-wide water risk assessment is planned for the near future.</p> <p>Flooding Risks: To address flooding risks, we have enterprise-wide business continuity plans, task forces, an executive-led Crisis Relief Committee, our Marriott Disaster Relief Fund, TakeCare Relief Fund, and long-standing relationships with the International Federation of Red Cross and Red Crescent Societies, the American Red Cross and other organizations that offer assistance to communities in times of disaster. These relationships and programs help us to coordinate relief efforts when flooding occurs in regions where we operate hotels.</p> <p>Tools and Resources: As a part of our materiality and goal-setting process used in developing our Serve 360 sustainability and social impact platform, we reviewed data from Ecolab's Water Risk Monetizer, the WRI Aqueduct Tool, and other tools to assess the performance of our properties in water-stressed regions. Our analysis showed that the water intensity of properties in those regions was generally lower than comparable hotels in other areas. 2019 was the first year in which all global managed Marriott properties received a water reduction target for the year, which was developed within MESH. The target-development process factors in average annual water reduction from 2016 to present-day and compares each hotel's water intensity to that of similar hotels within the same hotel type and region. Additionally, all global franchised hotels received suggested water reduction targets for the first time in 2019.</p> <p>Goals and Targets: Our Serve 360 water intensity reduction goal builds upon Marriott's first-generation goal to reduce water consumption per occupied room by 20% from 2007–2020, and Starwood's first-generation goal to reduce water consumption by 20% from 2008–2020.</p> <p>Further detail can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	<p>2020 CDP Water Security Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts")</p>



Environmental continued

Number	Description	Response and/or Report Location	Additional References
304	Biodiversity	<p>After formalizing natural capital investments as part of our sustainability and social impact strategy to protect and enhance the ecosystems that make our properties vibrant destinations, we have taken the beginning steps to better quantify the return on investment from natural capital projects. We aim to focus on environmental challenges from deforestation to bycatch to reef degradation and more, investing in projects that can be scaled and replicated in the long term to help protect and enhance the world's natural capital resources.</p> <p>We engage stakeholders across our portfolio such as associates, customers, guests, and business partners, local governments, communities, and nongovernmental organizations in these efforts. We have a long-standing commitment to support and enhance natural capital with projects and initiatives such as the Juma REDD+ (reduced emissions from deforestation and forest degradation) project in Brazil's Amazon rainforest, mangrove and coral restoration as well as reforestation efforts, and participating in fishery improvement projects in South America and Asia Pacific.</p> <p>Further detail can be found in the "Nurture Our World" section of the 2020 Serve 360 Report, on page 12 to 19.</p>	<p>2020 CDP Forests Response</p> <p>2020 Serve 360 Report ("Nurture Our World", p. 12 to 19)</p> <p>Foundation of Amazon Sustainability</p> <p>IUCN and Marriott Partnership</p> <p>Nurture Our World ("Natural Capital Investment")</p> <p>Sustainability Policy</p> <p>The Evergreen Alliance</p>
305	Emissions	<p>Acute physical climate-related risks, such as severe weather events, are managed and updated annually through our enterprise-wide approach to business continuity planning, including risk identification, readiness, response, and recovery relative to operational disruptions. Our corporate risk department develops and updates policies for insurance coverage for both owners and franchisors, as well as business interruption coverage for our operations in regions prone to events such as tropical storms, flooding, and wildfires. Identification of transition and chronic physical climate-related risks and assessing the degree to which they could affect Marriott's business is integrated into the governance structure of and the materiality assessments which underpin our sustainability and social impact platform, Serve 360. Additionally, Global Engineering is working in concert with Risk Management and external partners to evaluate and address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience across the global portfolio of properties. In 2019, Marriott launched the Marriott Infrastructure Resilience Adaptability (MIRA) project, which evaluates the growing related risks to the physical assets managed by Marriott and creates resilient strategies, programs, and training to help mitigate losses associated with these events. As part of our Serve 360 sustainability and social impact platform, by 2025, we aim to reduce carbon intensity per square meter of conditioned space by 30% from a 2016 baseline. Our carbon intensity goal builds upon Marriott's first-generation goal to reduce energy consumption per square meter of conditioned space by 20% from 2007–2020, and Starwood's first-generation goal to reduce energy consumption and greenhouse gas emissions by 30% from 2008–2020. Additionally, as part of Serve 360, we set a target to evaluate the opportunity to set a science-based target. We are using the 2°C Scenario to model and evaluate a science-based emissions reduction target, using the pathway modelled for the Service Buildings sector of Sectoral Decarbonization Approach (SDA). The SDA approach requires inputs for area growth, and in 2019, Marriott was able to develop defensible growth rates for the company (4% for hotels managed by Marriott and 6.8% for hotels that will be franchised). Additionally, Marriott has begun to analyze which non-franchise Scope 3 emissions to include. Moving forward, Marriott aims to proceed down the following pathway to create a science-based target. First, Marriott will re-evaluate the potential for a science-based target using SBTi's new framework. Next, Marriott will determine what the Scope 1 & 2 target should be using the new framework. After that, Marriott will need to determine which parameters need to be included, in addition to franchise hotels, within its Scope 3 tracking and reporting. At that point, Marriott will look to align on setting a science-based target.</p> <p>Further detail can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	<p>2020 CDP Climate Change Response</p> <p>2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations ("Reduce Environmental Impacts" and "Build and Operate Sustainable Hotels")</p>



Environmental continued

Number	Description	Response and/or Report Location	Additional References
306	Waste	<p>Marriott collaborates with hotels, guests, corporate customers, and global organizations to continue implementing waste reduction programs and initiatives, focusing on single-use plastics elimination and food waste reduction to support our company-wide goals. In 2019, we continued to explore options to reduce the use of single-use disposables such as water dispenser systems to replace bottled water and residential-sized amenities.</p> <p>Our global waste strategy is designed to assist our hotels in disposing of their waste in the most environmentally sound and cost-effective manner. We focus on local, state, and national regulations and global waste management trends to guide our hotels in making the most appropriate waste diversion choices.</p> <p>We aim to reduce waste-to-landfill by 45% from 2016 to 2025, and food waste by 50%. In 2019, our hotels worked to implement the internal resources and tools available, including a Marriott-created back-of-house poster translated into 14 languages, to set up food waste reduction programs tailored to their operations. Across all our regions, hotels continued to improve planning and purchasing practices to reduce the amount of food produced in the first place and strategically divert food waste from landfills via food donation, composting, and other diversion options.</p> <p>In 2020, our hotels will continue to implement balanced approaches to reduce food waste such as offering half portions at our food and beverage outlets, and designing interactive messaging to educate our guests about the global food waste issue and how we are helping to identify and implement solutions.</p> <p>Further detail can be found in the “Sustain Responsible Operations” section of the 2020 Serve 360 Report, on page 23.</p>	<p>2020 Serve 360 Report (“Sustain Responsible Operations”, p. 23)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations (“Reduce Environmental Impacts”)</p>
308	Supplier Environmental Assessment	<p>Marriott is committed to integrating leading environmental and social practices into our supply chain and partnering with like-minded suppliers. In addition, we aim to collaborate with our partners to reduce the negative environmental and social impacts of business activities by focusing on sustainable, responsible, and local sourcing.</p> <p>We aim to source 95% of each of our top 10 categories responsibly by 2025. Our top 10 categories include: animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles. We have established responsible procurement requirements for each category that suppliers will have to adhere to in the future. Per the Global Procurement Supplier Conduct Guidelines, we may take steps to assess a supplier’s adherence to the principles, standards, and guidelines.</p> <p>We continually seek to identify products with new and existing suppliers that exhibit responsible environmental and social attributes and offer a high-quality experience for our guests. We will refine our searches to incorporate our new responsible sourcing requirements across our top 10 categories as we engage with existing and new suppliers in the future.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Marriott Sustainability Assessment Program</p> <p>Sustainability Policy</p> <p>Sustain Responsible Operations (“Source Responsibly”)</p>



Management Approach Disclosures: Social

Our 2025 Sustainability and Social Impact Goals are driving our efforts to inspire our guests and associates, invest in communities, and support the United Nations Sustainable Development Goals (UN SDGs).

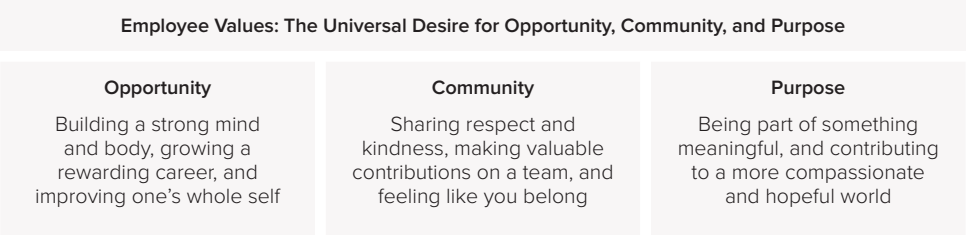
In this section, we provide management approach disclosures for the following GRI topics: Employment, Occupational Health & Safety, Training & Education, Diversity and Equal Opportunity, Human Rights Assessment, Local Communities, Supplier Social Assessment, Public Policy, Customer Health & Safety, and Data Privacy.

Social

Number	Description	Response and/or Report Location	Additional References
401	Employment	<p>Strategy and Objectives: At Marriott, we are focused on being an employer of choice and providing a world of opportunity to our associates. In 2019, Marriott was recognized for the sixth consecutive year as a Kincentric Global Best Employer (formerly Aon), the only company to receive this recognition every year since the inception of this certification program in 2014.</p> <p>Policies and Procedures: Fair policies and procedures, including our Global Employment Principles, are in place to protect our associates' rights, promote safe and respectful working conditions, and promote positive relationships between labor and management.</p> <p>Benefits That Support Families: In 2019, we continued to enhance our portfolio of benefits and initiatives that support all families. Effective January 1, 2019, Marriott offers industry-leading paid parental leave in the U.S. that includes eight fully paid weeks for birth and adoptive moms and dads. Full-time and part-time associates, who work a minimum number of hours, are eligible. Birth moms will continue to receive an additional seven weeks of partial pay for a total of 15 weeks of leave benefits. We provide financial assistance to help with adoption fees of up to \$12,000.</p> <p>In the U.S., other work/life support includes flexible work arrangements, work-at-home, paid and unpaid time off, lactation support, breast milk shipping reimbursement, new-parent coaching, infertility coverage, on-site child care, child and elder care discounts, and flexible staffing for professional career breaks. Benefits vary by location outside of the U.S.</p> <p>Engagement Survey: Associates globally in all managed hotels, CECs, and corporate offices participated in the 2019 Associate Engagement Survey to share their feedback on their work environment and the company. Survey results are used to drive improvements at all levels, enabling Marriott to innovate and better serve associates and customers. The Associate Engagement Survey is also used to assess our sustainability and social impact programs. Our 2019 Associate Engagement Survey results indicated that 89% of associates were proud of the company's commitment to operate sustainably (e.g., reducing our waste, water, and energy usage). In addition, 91% indicated they were proud of the company's commitment to making a positive social impact (e.g., associate volunteerism, advancing human rights, disaster relief).</p> <p>We hold managers accountable for sharing survey results, conducting feedback sessions, and creating action plans to deliver continued improvement.</p>	<p>Awards and Recognition</p> <p>Careers</p> <p>Heart of the House</p> <p>Principles of Responsible Business ("Global Employment Principles", p.2)</p>



Number	Description	Response and/or Report Location	Additional References
401	Employment <i>continued</i>	<p>Long-standing, Robust Employee Assistance and Work/Life Resources: Nearly 30 years ago, Marriott launched a groundbreaking resource and referral service to meet the specific needs of hourly associates in the U.S. who might not be well served by a traditional employee assistance program. Today, we continue to offer myARL, “my Assistance and Resources for Life,” providing all associates and their families 24/7 access to consultations, resources, and referrals for virtually any work or life need.</p> <p>TakeCare: TakeCare is a branded collection of resources helping to fuel our culture and commitment to wellbeing and improve our business performance. We engage and support managed hotels, CECs, and corporate associates through TakeCare, ensuring that our people-first culture is vibrant, personal, and relevant. In 2010, we created TakeCare for our associates as a primary focus of Marriott’s healthcare strategy. TakeCare empowers the journey of our associates to feel inspired to better their physical and emotional health, pursue their career goals, strengthen relationships among coworkers, and promote Serve 360 activities. TakeCare improves self-confidence, morale, and helps our associates feel inspired to work each day feeling fully accepted, respected, and supported. Our associates know they truly matter to the company and are part of a greater purpose. Today, TakeCare has evolved from its roots in physical wellness to become that and so much more. TakeCare was activated by our hotels at an all-time high level in 2019. With the launch of TakeCare externally, we’ve invited anyone to join us in order to reach an optimal balance in living a happy and meaningful life.</p> <p>TakeCare focuses on distinct employee pillars that are fundamental to living a happy and meaningful life.</p>	<p>Awards and Recognition</p> <p>Careers</p> <p>Heart of the House</p> <p>Principles of Responsible Business (“Global Employment Principles”, p.2)</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
403	Occupational Health and Safety	<p>In addition to providing a safe environment, we believe that health and productivity are linked and that a healthy workforce leads to a healthy bottom line. Our management approach is guided by our signature “Be Safe” and “TakeCare” culture.</p> <p>Our “Be Safe” Occupational Health & Safety Program and Oversight: In 2019, Marriott continued to enhance the Be Safe program initially rolled out in 2017, which has increased accountability at the leadership level for implementing and supporting safety initiatives in the United States.</p> <p>Our Global Safety and Security team provides training, policy enforcement, and technical expertise in safety and security management to help minimize harm and losses to associates at managed properties. Our staff is trained to assess and respond appropriately to potential threatening situations and our hotels work closely with local, state, federal, and international authorities.</p> <p>Training and Awareness to Prevent Workplace Injuries and Accidents: As part of the Be Safe program, we have continued safety training for all U.S. associates at managed properties, as well as observation, reporting, and recognition programs. In 2019, we successfully continued the Be Safe learning series consisting of quarterly webinars focused on various aspects of hotel safety programs. For international associates, we introduced daily task-management tools to assist with managing a safe property environment.</p> <p>In 2019, we continued our strong approach to safety for associates and guests by making associate alert devices a new standard across managed and franchised hotels in the U.S. and Canada, with an ongoing technology rollout through 2021. Additionally, Marriott has well-defined and long-standing policies and practices to ensure that our associates are treated with dignity and respect. A central part of those policies is Marriott’s commitment to an environment free from sexual harassment by any associate, supervisor, manager, guest, vendor, client, or customer. Marriott’s policy is to train non-management and management associates in harassment prevention and the company offers online and classroom training courses. Marriott does not require mandatory arbitration of sexual harassment claims.</p> <p>On-site and Telephonic Medical Services: Since 1985, we have maintained an Occupational Health Services program, which employs a team of dedicated nurses that serve the health needs of our associates in the United States. Our team of nurses provides telephonic care and case management services to associates at managed properties around the country. At several managed properties around the country, on-site nurses provide care to associates including emergency response, treatment of work-related and non-work-related injuries and illnesses, travel health consultations and immunizations, and health screenings. They assist with case management for associates at managed properties and complete health promotion programs at these properties and at our corporate headquarters.</p> <p>Onboarding Process: In 2019, the Occupational Health Services team worked to improve the onboarding process for the on-property Occupational Health Nurses (OHN) by reviewing and editing the OHN training manual. The goal was to streamline the onboarding process, centralize pertinent information, and provide a resource for properties to better understand the scope and role of the OHN.</p> <p>In 2019, the OHNs continued to promote a TakeCare culture by hosting health promotion events focused on the health and wellbeing of associates including administration of flu vaccines, and organizing group exercises, classes and challenges to provide education regarding nutrition and disease risk reduction.</p>	<p>Business Conduct Guide (“Protecting and Respecting Customers and Associates”, p. 35 to 37)</p> <p>Heart of the House (“TakeCare”)</p> <p>Harassment Prevention</p> <p>TakeCare Relief Fund</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
403	Occupational Health and Safety <i>continued</i>	<p>TakeCare: In 2010, we created TakeCare for our associates as a primary focus of Marriott's healthcare strategy. TakeCare empowers the journey of our associates to feel inspired to better their physical and emotional health, pursue their career goals, strengthen relationships among coworkers, and promote Serve 360 activities. TakeCare improves self-confidence, morale, and helps our associates feel motivated to work each day feeling fully accepted, respected, and supported. Our associates know they truly matter to the company and are part of a greater purpose. Today, TakeCare has evolved from its roots in physical wellness to become that and so much more. TakeCare was activated by our hotels at an all-time high level in 2019. With the launch of TakeCare externally, we've invited anyone to join us in order to reach an optimal balance in living a happy and meaningful life.</p> <p>The Role of Our TakeCare Champions: The reach of TakeCare is magnified by the grassroots efforts of nearly 15,000 TakeCare Champion volunteers around the world who are passionate about wellbeing, relationship building, and sustainability and social impact. Champions are encouraged to get creative and to adapt TakeCare tools and resources to meet the needs of their local culture. Champions plan Challenges and coordinate teambuilding activities, as well as collaborate on Serve 360 projects. Many properties form a Champion committee to ensure Champions represent multiple disciplines at each location, share the planning, and encourage involvement. Champions stay in-the-know via the Happiness Hub, our digital home to inspire and connect the Champion community, as well as through virtual town halls and a monthly package of digital and printable resources to help spread the word and build momentum locally.</p> <p>2019 TakeCare Milestones: In 2019, TakeCare launched to the general public. Programs that are available to our associates are also available to all managed and franchised hotels as well as to the general public.</p> <p>TakeCare rolled out the first-ever digital global Challenge: Level30. Level30 was designed to help associates track healthy behaviors for 30 days. Associates completed Challenges to improve personal health, spread kindness, improve mindfulness, decrease their environmental footprint, and do good in the world. Over 122,000 players around the globe participated, the highest engagement in any TakeCare Challenge to-date.</p> <p>TakeCare also enhanced the activation of TakeCare programming at Marriott headquarters including Associate Appreciation Week events and TakeCare Unplugged — a wellness event attended by the majority of headquarters associates.</p> <p>Our comprehensive TakeCare Certification, an annual program aimed at recognizing properties that go above and beyond to create an inspirational experience and foster a culture of wellbeing for their associates, returned. In 2019, we expanded the program to include questions that support the Community and Purpose pillars. New questions around associate volunteerism, sustainability, teambuilding, and diversity, equity, and inclusion were added. Also new in 2019 was a Titanium level, which is inspired by our customer loyalty program, Marriott Bonvoy™. The additional TakeCare Certification level is designed to propel motivation to lean in and promote wellbeing for all. In 2019, 99% of Marriott International managed properties applied for certification, with 93% of applicants achieving certification. More than half of respondents achieved either a Platinum or Titanium award for their efforts.</p>	<p>Business Conduct Guide ("Protecting and Respecting Customers and Associates", p. 35 to 37)</p> <p>Heart of the House ("TakeCare")</p> <p>Harassment Prevention</p> <p>TakeCare Relief Fund</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
404	Training & Education	<p>For Marriott to grow and continue to be successful, our associates must also be committed to training for professional advancement. Training is also an essential way to maintain our renowned culture that focuses on associate engagement, participative management, and outstanding customer service. To meet the demands of Marriott's global growth, we also need to continue our investment in a strong leadership pipeline to ensure associates are ready to assume advanced leadership roles.</p> <p>Strategies and Programs: Through skills training programs, professional development opportunities, other learning experiences, and growth in the number of hotels, we provide associates with a multitude of choices for career and personal growth.</p> <p>In 2019, Marriott continued the development of an unparalleled learning experience for associates that focuses on building digital learning paths customized for their role. A revamped learning site, the Digital Learning Zone (DLZ), was developed throughout 2019 and launched in the new year to support this experience. Our DLZ platform personalizes and simplifies the identification and assignment of training by region, brand, and associate role.</p> <p>Performance Reviews: Performance development is accomplished through ongoing conversations between associates and their managers and periodic formal reviews are conducted with all associates at managed properties. Since 2018, under our updated Leadership Performance Acceleration program, managers and associates are encouraged to have ongoing performance and development conversations throughout the year to help associates develop career plans, chart a course for achieving those plans, and monitor progress. These process updates also allow for just-in-time feedback that any leader or peer can include directly on the associate's annual review. We also have a variety of vehicles in place to encourage open dialogue with associates, such as Living Our Core Values/Living Our Employee Promise meetings, walk-around management, daily stand-ups, and world tour town hall meetings.</p> <p>Training and Development: Associates have access to approximately 20,000 formal, self-paced, and informal learning options for developing professional and personal skills. More than 85% of our formal learning programs are digital learning, with the balance being instructor-led or blended programs.</p> <p>Functionality of the DLZ includes auto assignment of all required training for all associates, easy-to-follow training plans sorting by due date, and dynamic team management for managers of others and leaders to track how their teams are progressing. This helps to streamline all training efforts across numerous roles on property, including Front Office, Event Management, and property leadership associates, as well as above-property associates. In addition, to support Marriott's global presence, our learning systems are available in 16 languages: English, Spanish, Chinese Traditional, Chinese Simplified, Japanese, Korean, Thai, Russian, Turkish, Arabic, French, German, Italian, Polish, Portuguese, and Vietnamese.</p> <p>Functional-Based Training: We provide functional-based training to our associates, including our sales, front-of-house, engineering & facilities management, food & beverage, and culinary teams. Marriott has focused on making learning simpler for our associates across all areas of the business. Through the Digital Learning Zone, associates select the function in which they work, as well as any additional work duties, and the system assigns the required and recommended trainings to them. Through skills and discipline training programs, professional development opportunities, other learning experiences, and growth in the number of hotels, we provide associates with a multitude of choices for career and personal growth.</p>	<p>Awards and Recognition</p> <p>Careers</p> <p>Heart of the House</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
404	Training & Education <i>continued</i>	<p>Tuition Reimbursement and Support for Continuing Education: Additionally, in 2019, we offered tuition reimbursement and flexible schedules to attend school and cross-training to gain experience and skills in various departments, as well as work-at-home options.</p> <p>Succession Planning: To help prepare leaders for more senior positions with greater scope and complexity, Marriott conducts structured talent development discussions to provide our senior leadership team with information on bench strength, with profiles that include each individual's past accomplishments, current contributions, development areas, and readiness for new or expanded responsibilities. Additionally, we maintain a series of proprietary programs to develop our high-potential talent.</p> <p>Innovation: We organize Innovation Days where corporate headquarters and regional offices globally, transform to host thought leaders, innovation challenges, and creative skill building. During multiday events, associates participate in interactive sessions to learn design-thinking approaches to problem solving, and experience brand storytelling and rapid prototyping of physical and digital ideas. We also have an Innovation Speaker Series and utilize Underground U, a peer-to-peer learning and teaching exchange. Part design garage, part research lab, part test track, Underground U enables real-time experimentation and feedback from our customers before we go to market.</p>	Awards and Recognition Careers Heart of the House
405	Diversity and Equal Opportunity	<p>Global diversity, equity, and inclusion is integral to not only how we provide an inclusive environment for associates, but also to how we do business every day. We have established a holistic approach to ensure a high level of engagement with our key stakeholders, which includes: associates, customers, owners, and suppliers. Mr. Sorenson also chairs Marriott's Global Diversity and Inclusion Council.</p> <p>Marriott is focused on creating programs and opportunities that benefit our communities, help strengthen our business, and demonstrate how operating responsibly can create economic opportunity. Furthermore, our approach to diversity, equity, and inclusion is focused on accountability and achieving results. We also recognize the importance of cultivating a supply chain that includes diverse- or women-owned businesses. In 2019, we continued to progress towards our goal to reach 1,500 diverse- and women-owned open hotels by the end of 2020, with 1,451 diverse- or women-owned open hotels, and an additional 1,001 diverse- or women-owned hotel projects in our development pipeline, as of year-end 2019. In 2019, Marriott spent approximately \$995 million in inclusive sourcing, including \$613 million with women-owned businesses, \$364 million with minority-owned businesses, \$8 million with veteran- and service-disabled veteran-owned businesses, \$8 million with LGBTQ-owned businesses, and \$2 million with businesses owned by people with disabilities. We are proud to showcase our commitment to diversity, equity, and inclusion, and social good through our #LoveTravels purpose-driven marketing campaign, which aims to advance people pursuing inclusion, equality, peace, and human rights.</p> <p>Focusing on Pay Equity: Marriott is committed to ensuring that associates' compensation is equitable and competitive. Our policies and practices are designed to avoid pay inequities throughout an associate's career. Associates can raise issues regarding pay equity through their manager, Human Resources, or the Business Integrity Line.</p>	2019 UK Gender Pay Gap Report 2025 Sustainability and Social Impact Goals Awards and Recognition Creating an Inclusive Environment Empower Through Opportunity ("Diversity and Inclusion") Global Diversity and Inclusion We Stand Against Racism Welcome All and Advance Human Rights ("Human Rights")



Social continued

Number	Description	Response and/or Report Location	Additional References
405	Diversity and Equal Opportunity <i>continued</i>	<p>Marriott regularly conducts pay equity reviews in the U.S. and makes pay adjustments where appropriate.</p> <p>To ensure that our recruitment process reflects fair and equitable pay practices, we use a competitive local market wage scale and establish a starting rate of pay with fixed or defined pay increases based on tenure for the vast majority of our U.S.-based hourly paid hotel positions. We also removed compensation inquiries from the U.S. employment application process and stopped considering salary history when establishing starting pay for new associates in the U.S. and Canada.</p> <p>Active Involvement: Marriott also holds membership in numerous organizations to promote diversity, equity, and inclusion. We are an active and engaged corporate member of several global nongovernmental organizations across many different diverse segments that support the development of our key stakeholders including diverse and historically underrepresented suppliers, current and potential associates, hotel owners, and customers. To support our key stakeholders, Marriott partners with groups such as Asia Society, Asian American Hotel Owners Association (AAHOA), the Canadian Aboriginal and Minority Supplier Council, the Canadian Gay and Lesbian Chamber of Commerce (CGLCC), Capital Region Minority Supplier Development Council, Disability:IN, Hispanic Association on Corporate Responsibility (HACR), Human Rights Campaign, Out and Equal, National Association of Black Hotel Owners, Operators, and Developers (NABHOOD), NAACP, National Black MBA Association (NBMBA), National Center for Lesbian Rights, National Hispanic Corporate Council, National LGBT Chamber of Commerce (NGLCC), National Organization on Disability, National Urban League, Parents, Families, and Friends of Lesbians and Gays (PFLAG), UnidosUS, United Negro College Fund (UNCF), VetFran, WEConnect International, Women's Business Enterprise National Council (WBENC), WomenCorporateDirectors (WCD), and Women Presidents' Educational Organization (WPEO-DC). To maintain and continuously improve our commitment to diversity, equity, and inclusion, Marriott's President and CEO, Arne M. Sorenson, is also a signatory of the CEO Action for Diversity & Inclusion.</p> <p>We are proud to have achieved our 2025 goal ahead of schedule, in early 2019, with over \$6 million invested as of year-end 2019. Our revised 2025 goal is to invest \$35 million* in partnerships and programs that support hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees (2016-2025).</p> <p><small>* Investment is calculated by corporate contributions and hotels' self-reporting.</small></p>	<p>2019 UK Gender Pay Gap Report</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Awards and Recognition</p> <p>Creating an Inclusive Environment</p> <p>Empower Through Opportunity ("Diversity and Inclusion")</p> <p>Global Diversity and Inclusion</p> <p>We Stand Against Racism</p> <p>Welcome All and Advance Human Rights ("Human Rights")</p>
412	Human Rights Assessment	<p>As a leader in the travel and tourism industry, Marriott International has prioritized the fight against some of the industry's highest-risk and most pressing issues, including human trafficking, child sexual exploitation, and forced labor. We remain committed to upholding and respecting human rights through our human trafficking awareness and prevention initiatives and collaboration with key partners. Since 2017, human trafficking awareness training has been a requirement for all on-property associates across both managed and franchised properties. Marriott's comprehensive training addresses human trafficking, child exploitation, and forced labor. The "Your Role in Preventing Human Trafficking: Know the Signs" training is available in 17 languages. The purpose of the training is to raise awareness of all forms of human trafficking and educate associates on the indicators and what they can do should they suspect potential issues.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Human Rights Policy Statement</p> <p>UK Human Trafficking Transparency Statement</p> <p>Welcome All and Advance Human Rights ("Human Rights")</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
412	Human Rights Assessment <i>continued</i>	<p>We have set an important goal to have 100% of on-property associates complete human rights training, including on human trafficking awareness, responsible sourcing, and recruitment policies and practices. We are currently on track to have 100% completion of our human trafficking awareness training by 2025. In 2019, approximately 186,916 additional associates across both managed and franchised properties globally were trained on human trafficking awareness during the calendar year, for a total of over 725,000 associates trained since 2016.</p> <p>Industry Collaboration on Risks Arising in the Labor Supply Chain and During Construction: As part of our 2025 Sustainability and Social Impact Goals, we are committed to work with our industry to address human rights risks in the construction phase and throughout our global supply chain. Through our participation in the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership) Human Rights Working Group, we participated in a series of co-creation workshops with industry peers to harmonize policies and practices that address forced labor and migrant labor in the hospitality labor supply chain.</p> <p>The Importance of Incident Reporting: We provide associates with a variety of means, including anonymous channels, to report illegal or unethical behavior. This includes a toll-free international Business Integrity Hotline. The company does not tolerate any retaliation against individuals who raise concerns in good faith and has policies in place to protect such individuals.</p> <p>For the past 20 years, Marriott has implemented a crisis reporting protocol that includes a 24-hour Crisis Hotline managed by independent third parties and available for global properties to access. Since 2006, Marriott has implemented the Marriott Incident Reporting Application (MIRA), which is an internal online system for gathering and reporting security-related incidents, including human trafficking, for properties managed by Marriott outside of the United States. These managed properties are required to enter incidents into MIRA within 24 hours after the incident occurred or was reported. Critical incidents, including suspicious activity around human trafficking, are flagged in the system for follow-up and investigated by regional Global Safety and Security Directors.</p> <p>Ongoing Risk Assessments and Compliance Monitoring: Marriott implements an ongoing risk management process to identify, prevent, and mitigate relevant human rights risks. Our internal audit department conducts an annual Ethical Conduct Survey across a broad section of associates, including officers and senior managers. Since 2017, we have included human rights criteria in our internal quality audit property certification survey to ensure compliance with the human trafficking awareness training requirement. These surveys are conducted on a biannual basis to ensure that our properties are meeting specific requirements.</p> <p>In 2020, Marriott will continue to implement our human trafficking awareness program requirement for managed and franchised properties globally and endeavor to evolve our training and resources to meet the needs of our stakeholders. Marriott will collaborate with external expert organizations to identify ways our company can contribute to combating modern slavery and work with our peer colleagues and the broader hospitality industry on efforts to address human rights issues within our sphere of influence.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Human Rights Policy Statement</p> <p>UK Human Trafficking Transparency Statement</p> <p>Welcome All and Advance Human Rights ("Human Rights")</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
413	Local Communities	<p>Marriott International has a deep commitment to taking care of the environment and the communities where we do business. We continue to support the resiliency and sustainable development of local communities and environments through natural capital investments, disaster relief support, charitable giving, and volunteer activations. Additionally, we have established a network of Marriott Business Councils comprised of General Managers and other hotel leaders working together in a given city, state, country, or region to perpetuate corporate culture and drive macro business initiatives, including sustainability, industry advocacy, and social impact efforts.</p> <p>Through collaboration with key stakeholders and Marriott's charitable and associate volunteerism efforts, hotels and associates globally continue to do good and make a meaningful impact in the communities where we do business. Year-round, associates actively volunteer in local communities around the world. Annually, associates, hotels, and Business Councils also participate in a global day of service: Spirit To Serve Our Communities® Day provides associates with the opportunity to share their time and skills-based talents with their local communities.</p> <p>Further detail can be found in the "Nurture Our World" section of the 2020 Serve 360 Report, on page 12 to 19.</p>	<p>2020 Serve 360 Report ("Nurture Our World", p. 12 to 19)</p> <p>2025 Sustainability and Social Impact Goals</p> <p>Marriott Disaster Relief Fund</p> <p>Nurture Our World ("Community Engagement")</p> <p>Partnership with Children's Miracle Network Hospitals</p> <p>TakeCare Relief Fund</p> <p>The Ritz-Carlton Community Footprints</p>
414	Supplier Social Assessment	<p>Marriott's Global Employment Principles and Human Rights Policy are guided by those contained in the United Nations Universal Declaration of Human Rights and related international covenants.</p> <p>Additionally, Marriott's Global Procurement Supplier Conduct Guidelines set forth our expectations that our suppliers uphold the following:</p> <ul style="list-style-type: none"> • Anti-Harassment: Provide a fair and safe workplace that is harassment-free, secure, and that creates a hospitable environment. • Anti-Discrimination: Promote an inclusive environment that fosters mutual respect, diversity, inclusion, and equal opportunity with associates and other stakeholders, including customers and business partners. • Prevention of Forced Labor and Human Trafficking: Support the elimination of all forms of human trafficking and forced, bonded, or compulsory labor, as well as the exploitation of children. • Prevention of Child Labor: Adhere to minimum age provisions of applicable laws and employ only workers who are of the applicable minimum age for employment or the applicable age for completion of compulsory education. • Prevention of Unethical Recruitment: Do not charge recruitment fees as part of the application process or use fraudulent recruitment practices. • Freedom of Association and Collective Bargaining: Respect an employee's freedom of association and right to bargain collectively. • Workplace Conditions: Provide associates with a safe and healthy working environment that meets applicable legal standards or industry workplace standards. 	<p>2025 Sustainability and Social Impact Goals</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Marriott Sustainability Assessment Program</p> <p>Sustain Responsible Operations ("Source Responsibly")</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
414	Supplier Social Assessment <i>continued</i>	<p>Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium (which Marriott helped to develop), the Marriott Sustainability Assessment Program (MSAP) is a required annual assessment of approved Marriott furniture, fixtures, and equipment suppliers and their products. Fair labor and human rights practices are part of the assessment.</p> <p>Suppliers complete surveys assessing the social and environmental practices and sustainability attributes associated with the products sold to Marriott, based on the framework established by the Hospitality Sustainable Purchasing Consortium. Reports by product are provided to both the reporting supplier and to Marriott. Supplier reports are consolidated for overall supply chain analysis for Marriott's use in tracking and selection criteria.</p> <p>We also work through our Americas procurement services provider, Avendra, on supplier screening. As part of a five-year plan with Avendra, a nonprofit environmental group conducted a risk and opportunity assessment, which includes potential child and forced labor risks. As a result of the assessment, more than 20 potential products have been identified as opportunities for responsible sourcing efforts.</p> <p>As part of the company's efforts to promote responsible sourcing, associates with procurement and purchasing responsibilities are required to complete the Procurement 101 online training, which includes information on Marriott's human rights policies. In 2019, an additional 5,000-plus associates globally completed the procurement training.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Global Procurement Supplier Conduct Guidelines</p> <p>Marriott Sustainability Assessment Program</p> <p>Sustain Responsible Operations ("Source Responsibly")</p>
415	Public Policy	<p>As a large global company, we engage in public policy advocacy, both directly and indirectly. We aim to be transparent in our practices. We believe that political participation at all levels of government is important to our business. Public policy decisions often have a significant impact on Marriott, and we believe that being involved in the political process is essential to Marriott's success. Marriott is committed to participating in the political process to promote its interests and business objectives, without regard to political preferences of its executives. We therefore support candidates seeking elected office at the federal, state, and local level in the United States who support issues important to Marriott's business.</p> <p>Boundary: The boundary for our management approach covers corporate public policy advocacy undertaken by Marriott's public affairs department and the company's political action committee.</p> <p>Approach and Objectives: Our overarching public affairs strategy is to educate and communicate with key influencers to create an environment conducive for growth and understanding of our business.</p> <p>Public Policy Priorities: Our objective is to maintain a robust public policy agenda, engaging leaders on a wide range of issues, including visa and entry policies that facilitate travel, immigration reform, civil rights and non-discrimination policies, transportation, and sustainability.</p>	<p>Political Activity — Policies, Oversight, and Disclosure</p>



Social continued

Number	Description	Response and/or Report Location	Additional References
415	Public Policy <i>continued</i>	<p>Political Action Committee: The Marriott International, Inc. Political Action Committee (MARPA) maintains a nonpartisan PAC (funded by voluntary donations made by associates.) We strive for a 50/50 split in contributions to Democratic and Republican candidates.</p> <p>Executive Participation in Public Policy: Marriott's Chief Global Communications & Public Affairs Officer serves as a member of the U.S. Travel & Tourism Advisory Board. Annually, over 50 Marriott executives visit Washington, D.C. for meetings with congressional offices advocating for Marriott's policy priorities.</p> <p>Support for LGBTQ Rights: Marriott is a member of the HRC Global Business Coalition, for major multinational businesses to advance workplace protections for LGBTQ associates worldwide. Our CEO has also spoken out publicly against discriminatory laws.</p> <p>Support for Dreamers: In 2018, Marriott joined business leaders from across the country to sign an open letter calling for the immediate passage of legislation to protect "dreamers." Marriott continues to advocate for a permanent legislative solution to this issue as a member of the Coalition for the American Dream.</p> <p>Industry Associations: Marriott is a member of industry associations, including the Business Roundtable, U.S. Chamber of Commerce, the World Travel & Tourism Council, the Sustainable Hospitality Alliance (formerly known as the International Tourism Partnership), American Hotel & Lodging Association, and the U.S. Travel Association. These associations also participate in lobbying and policy advocacy activities.</p>	Political Activity — Policies, Oversight, and Disclosure
416	Customer Health & Safety	<p>In addition to protecting the safety and security of guests, we also aim to enable guests to promote their health and wellbeing during their stay with us.</p> <p>Global Safety & Security: Marriott's Global Safety & Security team provides training, policy enforcement, and technical expertise in safety and security management to help minimize harm and losses to our customers, associates, stakeholders, and business. The team is trained to assess and respond appropriately to potential threatening situations and our hotels work closely with local, state, federal, and international authorities. In the United States, Marriott's Be Safe program also aims to increase accountability at the leadership level for implementing and supporting safety initiatives.</p> <p>Stakeholder Engagement and Key Issues: We also work with local security authorities, including the U.S. Department of State and Department of Homeland Security when establishing security protocols for some of our hotels. Because each property is unique, including configuration and location, we tailor individual security measures to each hotel and review those measures often. We also focus on food safety and the quality and supply chain integrity of the food we serve to our associates and guests.</p>	Business Conduct Guide ("Protecting and Respecting Customers and Associates", p. 35 to 37)



Social continued

Number	Description	Response and/or Report Location	Additional References
418	Customer Privacy	<p>Marriott International, Inc. has a comprehensive data privacy and data security program in place to protect the personal data of our guests and associates.</p> <p>Privacy Program Overview: As part of its privacy program, Marriott is committed to privacy principles that are consistent with the essential legal and regulatory standards embedded within privacy laws around the world. The company has standard operating procedures, policies, and guidelines governing the collection, use, disclosure, transfer, storage, and retention of personal data. Marriott's Privacy Center, located on our company websites, includes the company's Global Privacy Statement, which explains how the company collects, uses, discloses, transfers, and retains data. The Privacy Center, which operates under the leadership of the Chief Privacy Officer, also provides individuals an opportunity to exercise their privacy rights and update communication preferences.</p> <p>Marriott has a dedicated Privacy Office to manage the privacy inquiries of our guests and associates, execute Privacy Impact Assessments (PIAs) and to comply with global privacy laws and regulations.</p> <p>Security Program Overview: Marriott uses organizational, technical, and administrative measures to protect data. Marriott has a dedicated Global Information Security Organization, which focuses on application, network, and system security. This team is also responsible for security compliance, education, and incident response.</p> <p>The security program is designed to implement a multilayered approach to security and employs various technologies and processes to control and protect user access to the Marriott network, applications, and information, as well as other security capabilities such as monitoring, alerting, and incident response. Marriott is Payment Card Industry (PCI) compliant where required, conducts internal security compliance monitoring, and has annual SSAE 18 reports from its relevant service providers.</p> <p>Policies, Training, and Awareness: Marriott provides education and awareness about the importance of Data Privacy and Security throughout the company. Marriott reviews and updates its privacy and information security policies at least annually. Relevant associates must acknowledge policies on an annual basis. Marriott has a mandatory privacy, security, and PCI training program for all individuals who have access to personal data for work purposes.</p>	<p>2019 Annual Report ("Technology, Information Protection and Privacy Risks", p. 16 to 18)</p> <p>Privacy Center</p>



Topic-Specific Indicators

Marriott reports on GRI indicators to provide our stakeholders with comparable information on our economic, environmental, and social performance.

Economic

Number	Topic	Description	Response and/or Report Location	Additional References
201-1	Economic Performance	Direct economic value generated and distributed	<p>In 2019, over \$20.9 billion in revenue was generated. Proceeds from our operations are distributed to stockholders through dividends and share repurchases, associates through wages and benefits, suppliers through procurement activities, and communities through charitable contributions.</p> <p>2019 cash and charitable contributions are estimated at \$53.7 million. More than 39 million loyalty points were also donated to support featured Marriott charitable causes. Additionally, our associates contributed 1.5 million volunteer hours in 2019.</p>	<p>2019 Annual Report ("Item 6. Selected Financial Data", p. 24)</p> <p>Nurture Our World ("Community Engagement")</p>
201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	In our CDP Climate Change disclosure, we provide details on the potential financial implications of physical, regulatory, and other risks and opportunities associated with climate change.	2020 CDP Climate Change Response
201-3	Economic Performance	Defined benefit plan obligations and other retirement plans	We contribute to tax-qualified retirement plans for the benefit of U.S. associates who meet certain eligibility requirements and choose to participate in the plans. Participating associates specify the percentage or amount of salary they wish to contribute from their compensation, and the company typically makes discretionary and certain other matching or supplemental contributions.	<p>2019 Annual Report ("Retirement Savings Plan" and "Pension and Other Postretirement Benefits", p. 58 and 62)</p> <p>Marriott Retirement Savings Plan</p>
203-1	Indirect Economic Impacts	Infrastructure investments and services supported	<p>Local Economic Development of Nature-Dependent Communities: Through our collaboration with the Foundation of Amazon Sustainability (FAS) and the Government of Amazonas, our Juma REDD+ project aims to curb deforestation and associated greenhouse gas emissions in a 2,770-square-mile (7,174-square-kilometer) area with significant land-use pressure in Brazil's northwestern Amazon rainforest. As of year-end 2019, 98.7% of the Reserve remains preserved.</p> <p>The Juma project also provides education, medical care, employment, social empowerment, capacity building, and a monthly stipend for local residents who voluntarily commit to protect the rainforest. Residents receive training and infrastructure to pursue sustainable livelihoods, such as Brazil nut and fruit tree harvesting, chicken farming, and sustainable fishing. Amazon nut cultivation is traditional to Juma and both a sustainable source of income and incentive to help protect the surrounding forests. Annual grants to FAS from Marriott are primarily directed toward ongoing sustainable livelihood projects and workstreams designed to increase local procurement of Juma products to nearby hotels in support of our 2025 responsible sourcing goals.</p>	<p>Creating an Inclusive Environment</p> <p>Empower Through Opportunity ("Refugees")</p> <p>Global Diversity and Inclusion</p> <p>Nurture Our World ("Community Engagement" and "Natural Capital Investment")</p> <p>Welcome All and Advance Human Rights ("Cultural Understanding")</p>






Economic continued

Number	Topic	Description	Response and/or Report Location	Additional References
203-1	Indirect Economic Impacts <i>continued</i>	Infrastructure investments and services supported	<p>Fundraising for Children’s Miracle Network: For more than 37 years, Marriott has partnered with Children’s Miracle Network Hospitals — raising more than \$130 million in funds to support 170 children’s hospitals across the United States and Canada. In support of the vitality of children, Marriott hotels in Canada achieved a record fundraising amount for Children’s Miracle Network in 2019: \$750,106, an approximate 26% increase over the prior year.</p> <p>Legal Services for Asylum Seekers: In 2019, Marriott supported the work of Immigration Equality (IE) by extending free legal services to LGBTQ asylum seekers fleeing persecution from their countries of origin. In 2019, our support helped IE assist 763 individuals through legal services and field over 2,500 calls through their hotline. Additionally, Marriott’s #LoveTravels platform donated an additional \$100,000 to help expand IE’s services.</p> <p>Refugee Hiring: Marriott is a top employer of International Rescue Committee (IRC) clients in the United States. The IRC responds to the world’s worst humanitarian crises and helps individuals survive, recover, and rebuild their lives. Their programming supports economic recovery, education, health, and skills training to help resettled refugees recover and thrive. Between 2018 and 2019, Marriott hired 168 clients across the IRC network.</p> <p>Capacity Building for Resettled Refugees: In 2019, Marriott continued to support IRC’s Hospitality Link program in Dallas, Texas; San Diego, California; and Elizabeth, New Jersey. The program is designed to provide skills development training to resettled refugees, while introducing them to careers in the hospitality industry, as well as providing life skills and English language classes. In 2019, Hospitality Link’s Dallas, San Diego, and Elizabeth programs served 146 resettled refugees. Representing 24 countries, 50% of the participants were women and 50% were men, achieving gender parity for the program. These participants varied in educational and professional backgrounds, with some never having received formal education, and others having graduate degrees. During the 2019 program year, 140 participants from Marriott-supported sites received job placements, while others continue to work with the IRC on employment opportunities.</p>	<p>Creating an Inclusive Environment</p> <p>Empower Through Opportunity ("Refugees")</p> <p>Global Diversity and Inclusion</p> <p>Nurture Our World ("Community Engagement" and "Natural Capital Investment")</p> <p>Welcome All and Advance Human Rights ("Cultural Understanding")</p>
204-1	Procurement Practices	Proportion of spending on local suppliers	<p>As part of Marriott’s 2025 Sustainability and Social Impact Goals, our hotels aim to purchase 50% of all produce from local sources.</p> <p>While we are at the beginning of our journey, our hotels continue to make strategic sourcing choices to support local suppliers and economies as well as develop their own farming projects on property or through third-party partnerships.</p>	<p>2025 Sustainability and Social Impact Goals</p> <p>Sustain Responsible Operations ("Source Responsibly")</p>
205-2	Anti-corruption	Communication and training about anti-corruption policies and procedures	As of year-end 2019, more than 34,000 of our managers in the Americas, Asia Pacific, Europe, and the Middle East and Africa have received our Global Anti-Corruption training, and approximately 11,000 managers have received our OFAC training.	Business Conduct Guide ("Interacting Honestly with the Government", p. 17 to 23)





Environmental

Number	Topic	Description	Response and/or Report Location	Additional References
302-1	Energy	<p>Energy consumption within the organization</p> <p> ASSURED by third-party verifier</p>	<p>In 2019, at our hotels, energy consumption was 18.49 million megawatt hours. (6.85 million megawatt hours were direct energy. 11.64 million megawatt hours were indirect or purchased energy.)</p> <p>A breakdown of energy consumption from low carbon sources and from electricity, heating, cooling, and steam can be found in our CDP Climate Change response.</p>	<p>2020 CDP Climate Change Response</p> <p>LRQA Independent Assurance Statement</p>
302-3	Energy	<p>Energy intensity</p> <p> ASSURED by third-party verifier</p>	<p>In 2019, at our hotels, global energy intensity was 324.39 kilowatt hours per square meter of conditioned space.</p> <p>Regional energy intensity figures can be found on page 22 of the 2020 Serve 360 Report.</p>	<p>LRQA Independent Assurance Statement</p>
302-4	Energy	<p>Reduction of energy consumption</p>	<p>We actively track the percentage of hotels that report participation in energy reduction practices, including the use of high-efficiency lighting.</p> <p>We also report on annual energy reduction projects in our CDP Climate Change response.</p>	<p>2020 CDP Climate Change Response</p>
302-5	Energy	<p>Reductions in energy requirements of products and services</p>	<p>In 2019, at our hotels, global energy intensity per square meter of conditioned space decreased by 0.14% since 2018.</p>	<p>2020 CDP Climate Change Response</p>
303-1	Water	<p>Water withdrawal by source</p> <p> ASSURED by third-party verifier</p>	<p>In 2019, total water consumption at our hotels was 133.18 million cubic meters.</p> <p>Data is based on municipal consumption at owned, leased, and managed hotels. Some of our properties source water outside municipal water withdrawal, such as from wells, truck deliveries, and desalination plants, as well as rainwater and condensate capture for irrigation, cooling towers, or both.</p>	<p>LRQA Independent Assurance Statement</p>
304-3	Biodiversity	<p>Habitats protected or restored</p>	<p>To support the sustainability and increase the resiliency of the communities where we do business, Marriott invests in and promotes natural capital initiatives, including restoration and reforestation activities through partnerships with global organizations.</p> <p>Coral Restoration: Around the world, Marriott properties are working to protect coral reef habitats. In 2019, the IUCN Thailand provided educational materials about coral bleaching and marine debris to Marriott Thailand Southern properties in order to raise awareness and increase education of marine life among associates and guests. More than 2,800 guests visited the Reef Center at the Phuket Marriott Resort & Spa, Merlin Beach, which provides further educational opportunities throughout the year.</p>	<p>2020 Serve 360 Report ("Nurture Our World", p. 12 to 19)</p> <p>Serve 360 Microsite</p>





Environmental continued

Number	Topic	Description	Response and/or Report Location	Additional References
304-3	Biodiversity <i>continued</i>	Habitats protected or restored	<p>Juma Sustainable Development Reserve: Through a collaboration launched by Mr. Sorenson, with the Foundation of Amazon Sustainability (FAS) and the Government of Amazonas, Marriott's Juma REDD+ project aims to curb deforestation and associated greenhouse gas emissions in a 2,770-square-mile (7,174-square-kilometer) area with significant land-use pressure in Brazil's northwestern Amazon rainforest.</p> <p>Mangrove Restoration: Marriott properties such as the JW Marriott Phuket Resort & Spa, Sheraton® Grande Sukhumvit, a Luxury Collection® Hotel, Bangkok and Renaissance Pattaya Resort and Spa continue to support coastal communities and mangrove restoration efforts in Thailand. Participating hotels in Southern Thailand have been raising funds from guests to support mangrove reforestation at degraded coastal sites around the country. In 2019, associate and community members worked to restore the country's coastal and marine ecosystem by planting 1,500 mangrove seedlings in areas that had been illegally encroached upon by shrimp farms. Since 2013, more than 81,508 mangrove trees have been planted throughout Thailand.</p> <p>Reforestation: Properties across the Marriott portfolio participate in reforestation efforts throughout the year. In 2019, we expanded our partnership with the Arbor Day Foundation to increase reforestation and enhance the resiliency of forests across the United States. Through our Make a Green Choice program and partnership with the Arbor Day Foundation, guests in the U.S. have helped us plant over 82,000 trees in forests across the country including Arkansas Cahce River Refuge (Arkansas), State Forest Lands (Michigan), Econfina Creek Water Management Area (Florida), Wallowa-Whitman National Forest (Oregon), Chequamegon-Nicolet National Forest (Wisconsin), Little River State Forest (Alabama), Vinton County Forest (Ohio), and Maggie Creek (Idaho). Guests at participating properties in Canada can also choose to join our sustainability efforts as well as reforestation activities happening in Alberta, Saskatchewan, and Ontario under the auspices of Make a Green Choice and special events through a partnership with WEARTH.</p> <p>Further detail can be found in the "Nurture Our World" section of the 2020 Serve 360 Report, on page 12 to 19.</p>	<p>2020 Serve 360 Report ("Nurture Our World", p. 12 to 19)</p> <p>Serve 360 Microsite</p>
305-1	Emissions	Direct (Scope 1) GHG emissions  ASSURED by third-party verifier	In 2019, Marriott's Scope 1 emissions were 1.32 million metric tons.	<p>2020 CDP Climate Change Response</p> <p>LRQA Independent Assurance Statement</p>
305-2	Emissions	Energy indirect (Scope 2) GHG emissions  ASSURED by third-party verifier	In 2019, Marriott's Scope 2 emissions were 5.47 million metric tons.	<p>2020 CDP Climate Change Response</p> <p>LRQA Independent Assurance Statement</p>



Environmental continued

Number	Topic	Description	Response and/or Report Location	Additional References
305-3	Emissions	Other indirect (Scope 3) GHG emissions  ASSURED by third-party verifier	Marriott measures its Scope 3 emissions from franchised properties and business travel, which were estimated at 4.87 million metric tons in 2019.	2020 CDP Climate Change Response LRQA Independent Assurance Statement
305-4	Emissions	GHG emissions intensity  ASSURED by third-party verifier	In 2019, Marriott's Scope 1 and 2 emissions intensity was 122.82 kilograms per square meter.	2020 CDP Climate Change Response LRQA Independent Assurance Statement
305-5	Emissions	Reduction of GHG emissions	<p>In 2019, Marriott's Scope 1 and 2 emissions intensity was 122.82 kilograms per square meter, a 1.80% decrease since 2018.</p> <p>Investments to reduce our carbon footprint include those in LED lighting retrofits, HVAC and chiller upgrades, building automation systems, smart technologies, variable frequency drive pumps, fans, air handling units, and other energy efficiency projects.</p> <p>Additionally, in 2019, Marriott launched the Marriott Infrastructure Resilience Adaptability (MIRA) program. This project is focused on evaluating climate-related risks to the physical assets managed by Marriott and creating resiliency strategies, programs, and training to help mitigate losses associated with climate-related events. The project scope also includes developing an assessment of climate-related risks for each individual hotel.</p>	2020 CDP Climate Change Response
306-1	Waste	Waste generation and significant waste-related impacts	<p>At Marriott, we recognize that single-use plastics and food waste are two inherent results of hotel operations. Therefore, we continue to implement waste reduction programs and initiatives, focusing on single-use plastics elimination and food waste reduction to support our company-wide goals. In 2019, the global residential amenities project became Marriott's second global single-use plastics elimination initiative, which highlights our recognition of waste as a consequence of hotel operations and our commitment to continuously finding ways to reduce our hotels' environmental impact.</p> <p>Additional details can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25) Marriott International To Eliminate Single-Use Shower Toiletry Bottles From Properties Worldwide, Expanding Successful 2018 Initiative
306-2	Waste	Management of significant waste-related impacts	Our global waste strategy is designed to assist our hotels in disposing of their waste in the most environmentally sound and cost-effective manner. We focus on local, state, and national regulations, and global waste management trends to guide our hotels in making the most appropriate waste diversion choices.	2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)



Environmental continued

Number	Topic	Description	Response and/or Report Location	Additional References
306-2	Waste <i>continued</i>	Management of significant waste-related impacts	<p>In 2019, we continued to increase data availability from across the portfolio for input into our environmental reporting platform, MESH, in order to establish our 2016 baseline. We are also reviewing volume-to-weight conversion factors to ensure historical data is represented accurately. Additionally, we joined a working group with five other hospitality partners, convened by World Wildlife Fund's Food Loss and Waste group, to develop a waste tracking and reporting methodology that will become the standard for the industry. The results of the working group will be published in 2020 and implemented throughout the Marriott portfolio.</p> <p>Food Waste Tracking: Understanding the type and amount of food waste being generated is key to determining the optimal path to reduction and diversion. Hotels have implemented manual food waste tracking solutions, as well as digital tracking solutions like Leanpath and Winnow, to begin tracking and reporting food waste generation and diversion. Following pilots in the U.S., 10 pilots in Europe resulted in a 64% reduction in annualized food waste generation across the hotels over a four-month period. As of the end of 2019, 14 hotels throughout the Middle East have installed Winnow to track and report food waste while six more properties will have the system installed in 2020.</p> <p>Clean the World®: For over a decade, Marriott has continued its partnership with Clean the World®, a certified B corporation that collects and recycles partially used soaps, and then manufactures and distributes new bars of soap globally to communities in need. In 2019, hotels across the portfolio continued to use Clean the World's amenity recycling services in support of the Serve 360 goal to reduce waste-to-landfill by 45% by 2025. Teams across the company also participated in hygiene kit builds, a volunteer activity using recycled amenities that supports the Serve 360 coordinates: Nurture Our World and Sustain Responsible Operations. In 2019, over 235,000 lbs. (106,594 kilograms) of waste was collected through our partnership with Clean the World.</p> <p>Additional details can be found in the "Sustain Responsible Operations" section of the 2020 Serve 360 Report, on page 20 to 25.</p>	2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)
306-4	Waste	Waste diverted from disposal	In 2019, over 22,926 tons were diverted from landfills for managed North American hotels.	2020 Serve 360 Report ("Sustain Responsible Operations", p. 20 to 25)
307-1	Environmental Compliance	Noncompliance with environmental laws and regulations	In 2019, there were no known material instances of noncompliance with environmental laws and regulations.	Sustainability Policy
308-1	Supplier Environmental Assessment	New suppliers that were screened using environmental criteria	On an annual basis, we review our approved Marriott furniture, fixtures, and equipment vendors' environmentally responsible manufacturing efforts and product sustainability practices using the Marriott Sustainability Assessment Program for metrics and reporting. Additionally, our Supplier Conduct Guidelines provide environmental and social guidelines that our vendors should abide by in order to do business with Marriott.	2020 CDP Climate Change Response ("Engagement", p. 38 to 42) 2025 Sustainability and Social Impact Goals Global Procurement Supplier Conduct Guidelines Marriott Sustainability Assessment Program Sustainability Policy



Social

Number	Topic	Description	Response and/or Report Location	Additional References
401-1	Employment	New employee hires and employee turnover	<p>In 2019, approximately 128,000 associates were hired and global voluntary turnover (including retirements) was 20%.</p> <p>Please note that the number of global new hires as well as the voluntary turnover calculation include associates at Marriott managed hotels outside the U.S. who are owner-employees. Neither metric includes associates at franchised hotels.</p>	Careers
403-1	Occupational Health and Safety	Workers representation in formal joint management-worker health and safety committees	When Safety Committees are formed, it is common practice that associates from various departments participate in the committees.	Business Conduct Guide ("Protecting and Respecting Customers and Associates", p. 35 to 37)
404-1	Training and Education	Average hours of training per year per employee	On average, associates complete 50 hours of training per year.	2020 Serve 360 Report ("Empower Through Opportunity", p. 26 to 34)
404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	<p>Through skills training programs, professional development opportunities, other learning experiences, and growth in the number of hotels, we provide associates with a multitude of choices for career and personal growth. We use a variety of mediums to deliver trainings including videos, simulations and digital learning, providing associates with experiential elements to reinforce the training content.</p> <p>Associates also have access to approximately 20,000 formal, self-paced, and informal learning options for developing professional and personal skills. More than 85% of our formal learning programs are digital learning, with the balance being instructor-led or blended programs.</p> <p>In 2019, Marriott furthered our development opportunities for associates through TakeCare GROW. TakeCare GROW is an online platform that offers a library of learning experiences designed to help all associates, especially hourly associates, prioritize personal development. The platform delivers a personalized learning experience in 17 languages and includes a curated set of educational resources, activities, and videos across 11 unique learning pathways. The offering is just one way Marriott International is delivering on its commitment to create opportunity and inspire associates to live fully.</p> <p>Additionally, we offer tuition reimbursement and flexible schedules to attend school and cross-training to gain experience and skills in various departments, as well as work-at-home options.</p>	Awards and Recognition Careers Heart of the House



Social continued

Number	Topic	Description	Response and/or Report Location	Additional References
404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	Performance development is accomplished through ongoing conversations between associates and their managers and periodic formal reviews are conducted with all associates. Since 2018, under our newly updated Leadership Performance Acceleration program, supervisors and associates are encouraged to have ongoing performance conversations throughout the year to help them develop career plans, chart a course for achieving those plans, and monitor progress. These process updates also allow for just-in-time feedback that any leader or peer can include directly on the associate's review.	
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	At year-end 2019, 44% of the direct reports to our CEO were women. In the U.S., 56% of all management were women. At year-end 2019, our Board of Directors was comprised of 14 members; nine were men; five were women.	2019 Annual Report ("Directors and Officers", p. 95)
412-1	Human Rights Assessment	Employee training on human rights policies or procedures	<p>In 2017, we made human trafficking awareness training a requirement for all on-property associates across both managed and franchised properties. At year-end 2019, approximately 186,916 additional associates globally had completed human trafficking awareness training; bringing the total to over 725,000 since the training launched in 2016.</p> <p>Associates with procurement and purchasing responsibilities are required to complete the Procurement 101 online training, which includes information on Marriott's human rights policies. In 2019, over 5,000 additional associates globally completed the procurement training.</p>	UK Human Trafficking Transparency Statement
413-2	Local Communities	Operations with local community engagement, impact assessments, and development programs	Community engagement activities occur across our portfolio. We have also established a network of Marriott Business Councils comprised of General Managers and other hotel leaders working together in a given city, state, country, or region to perpetuate corporate culture and drive macro business initiatives, including sustainability, industry advocacy, and social impact efforts. Further information can be found on page 9 of the Serve 360 Report.	2020 Serve 360 Report ("Management and Governance", p. 9) 2025 Sustainability and Social Impact Goals Marriott Disaster Relief Fund Partnership with Children's Miracle Network Hospitals Serve 360 Microsite TakeCare Relief Fund The Ritz-Carlton Community Footprints



Social continued

Number	Topic	Description	Response and/or Report Location	Additional References
414-1	Supplier Social Assessment	New suppliers that were screened using social criteria	Based on the Sustainability Index developed by the Hospitality Sustainable Purchasing Consortium (which Marriott helped to develop), the Marriott Sustainability Assessment Program (MSAP) is a required annual assessment of all approved Marriott furniture, fixtures, and equipment suppliers and their products. Fair labor and human rights practices are part of the assessment. Additionally, our Supplier Conduct Guidelines provide environmental and social guidelines that our vendors should abide by in order to do business with Marriott.	2025 Sustainability and Social Impact Goals Global Procurement Supplier Conduct Guidelines Marriott Sustainability Assessment Program
415-1	Public Policy	Political contributions	<p>In 2019, Marriott International, Inc. Political Action Committee (MAR PAC) total disbursements were \$255,854.</p> <p>MAR PAC is a nonpartisan federal PAC in the U.S. that strives for a 50/50 split in contributions between Democratic and Republican candidates.</p>	Political Activity — Policies, Oversight, and Disclosure
416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	Through our Global Food Safety program, we tailor individual safety and security measures to each hotel. We focus on food safety and the quality and supply chain integrity of the food we serve to our associates and guests.	Business Conduct Guide ("Protecting and Respecting Customers and Associates", p. 35 to 37)
418-1	Customer Privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Marriott International maintains a comprehensive Data Privacy and Data Security program to protect the personal information of our guests and associates.	2019 Annual Report ("Technology, Information Protection and Privacy Risks", p. 16 to 18) Privacy Center



Sustainability Disclosure Topics & Accounting Metrics

Table 1. Sustainability Disclosure Topics & Accounting Metrics

SASB Topic	Related SASB Code	SASB Metric	2019	2018	2017
Energy & Water Management	SV-HL-130a.1	Total energy consumed (million GJ)	66.6	67.1	63.6
		Percentage grid electricity (%)	100%	100%	100%
		Percentage renewable (%)	0%	0%	0%
	SV-HL-140a.1	Total water consumed (million m3)	133.1	129.2	122.0
		Percentage of water consumed in regions with High or Extremely High Baseline Water Stress	37.2%	N/A	N/A
Ecological Impacts	SV-HL-160a.2	Environmental management policies and practices to preserve ecosystem services	Sustainability Policy Responsible Seafood Position Statement Animal Welfare Position Statement		
Labor Practices	SV-HL-310a.1	Voluntary employee turnover rate for hotel employees (%)*	20%	20%	19%
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Business Conduct Guide Harassment Prevention Creating an Inclusive Environment Global Diversity and Inclusion		

* Voluntary turnover calculation for Marriott managed hotels outside the U.S. includes hotel owner employees and includes retirements.

Table 2. Activity Metrics*

Related SASB Code	SASB Metric	2019
SV-HL-000.A	Number of available room-nights (in millions)	370
SV-HL-000.B	Average occupancy rate (%)	73.1**
SV-HL-000.D	Number and percentage of lodging facilities that are managed	2,076; 28.2%
	Number and percentage of lodging facilities that are owned and leased	68; 0.9%
	Number and percentage of lodging facilities that are franchised	5,114; 69.6%
	Number and percentage of lodging facilities that are timeshares	91; 1.2%

* Please refer to Marriott International's [Annual Reports](#) for additional information.

** For comparable properties only.

