

2022

SERVE 360 REPORT:

Environmental, Social, and Governance Progress



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A Message From Our CEO



While the last few years have transformed our industry, the resilience of Marriott associates and their dedication to *Serve Our World* has not only put us on the path to recovery but renewed our support to the communities and environments where we live and work. Even during times of great challenge, including war, increasing climate crises, and the unprecedented impact of the pandemic, I am proud of Marriott's continued dedication to its sustainability and social impact journey and commitment to our many stakeholders.

Providing Support and Relief

Supporting associates, guests, owners, and communities has always been, and will remain, a priority for Marriott. With many still facing continuing impacts from COVID-19, our company, associates, and hotels continue to step up to provide critical support. Marriott has been providing flexible funding to UNICEF, which contributed to the procurement and transportation of over 400 million COVID-19 vaccines to over 100 countries around the globe. Marriott was also named a top blood drive sponsor of the American Red Cross, holding over 600 blood drives at U.S. hotels in 2021.

This year, the world also faced a new humanitarian crisis — the war in Ukraine. The Marriott Disaster Relief Fund (MDRF) contributed to humanitarian relief organizations, like World Central Kitchen, to help aid impacted communities. The MDRF also supported affected associates and members of their families. More than 85 Marriott hotels have provided free lodging to refugees from Ukraine and over \$3 million in hotel-level financial and in-kind support has been provided to relief efforts and organizations operating on the ground. Marriott is also focused on providing career opportunities to Ukrainian refugees, with more than 440 associates hired across 80+ hotels so far. We will continue to provide support as we hope for a peaceful resolution.

Diversity, Equity, and Inclusion

Since our company's founding in 1927, Marriott has valued the principles of diversity, equity, and inclusion (DEI). This includes a workforce and leadership team that reflects the guests we serve and the communities where we operate. A majority of Marriott's Board are minorities or women and in 2021, the company announced an accelerated goal to achieve global gender parity in executive positions by 2023 — two years ahead of the original goal — and established a new goal to achieve 25 percent people of color representation in executive positions in the U.S. by 2025.

In 2021, along with The J. Willard and Alice S. Marriott Foundation and Howard University, we established the Marriott-Sorenson Center for Hospitality Leadership to help build a pipeline of diverse talent by inspiring Black students to enter the hospitality industry. The company also sponsored the Women Business Enterprise Network Council's (WBENC) Women of Color Incubator, a six-week program to assist Black women student entrepreneurs at Historically Black Colleges and Universities, aimed at having a pipeline of women talent for companies everywhere.

Marriott continues to create opportunities to build a more diverse owner and franchise community, and in 2022, committed up to \$50 million to support women and underrepresented entrepreneurs, who typically face barriers in owning and developing hotels in North America. This new program, "Marriott's Bridging The Gap," also supports our company's goal of achieving 3,000 diverse-owned hotels by the end of 2025.

Ambition to Go Net-Zero

As climate impacts intensify across the globe, Marriott remains committed to making a positive and sustainable

impact on the environment. Our latest action on climate stewardship demonstrates the company's core values with ambitious commitments to set a science-based target and reach net-zero greenhouse gas (GHG) emissions by 2050, at the latest. Achievement will require partnerships across our organization and beyond to help our communities remain vibrant and resilient for future generations.

Human Rights Awareness

In 2021, Marriott continued to further our company's human rights efforts. We launched Marriott's next iteration of our human trafficking awareness training, which uses real-life scenarios to support our 2025 goal to train 100% of on-property associates to recognize and respond to potential situations of human trafficking. We have also donated this training to the hospitality industry to help other hotels and workers do the same.

Looking Ahead

On behalf of Marriott associates and hotels around the world, I am excited to share our company's continued environmental, social, and governance progress, including programs, initiatives, and engagement activities that help to address some of the globe's most critical issues. The stories in this Report are truly inspiring and exemplify our core values to *Put People First, Pursue Excellence, Embrace Change, Act With Integrity, and Serve Our World*.

Together, we can make a difference for our world, in our communities, and by supporting one another.



Anthony Capuano

Anthony Capuano
Chief Executive Officer
Marriott International

Introduction

About This Report

Information and data within this 2022 Serve 360 Report: Environmental, Social, and Governance Progress (“Report”) represent Marriott International, Inc.’s (“Marriott”) global operations from our full portfolio of owned, leased, managed, and franchised hotels, unless otherwise indicated. Human Resources information applies to managed associates, unless otherwise stated. Human capital data, including employee count metrics may be rounded. Greenhouse gas (GHG) emissions, energy (including renewable energy), water, and waste data, and progress against those targets, does not include Marriott Vacations Worldwide (MVW), unless otherwise stated. Any specific highlights, projects, programs, or initiatives in the Report may apply only to select regions, hotels, or associates. Please refer to the specific descriptions within this Report for further details on the scope for each of these highlights, projects, programs, or initiatives.

This Report reflects information and performance data for year-end 2021, unless otherwise indicated. Financial metrics are reported in U.S. dollars.

Please note that information contained in this Report does not constitute a guarantee, commitment, or promise with regard to business activities, performance, or future results.

COVID-19 has had an unprecedented impact on the travel industry and Marriott; and it may continue to have significant impacts for a period of time that we are currently unable to predict. These impacts are reflected in our sustainability and social impact performance and progress against our Serve 360 Goals, as well as other environmental, social, and governance (ESG) programs and metrics.

This Report uses the Global Reporting Initiative (GRI) Standards and includes recommendations from the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD) frameworks.

Forward-Looking Statements

This Report contains certain forward-looking statements based on Marriott management’s current assumptions and expectations, including statements regarding our ESG targets, goals, commitments, and programs and other business plans, initiatives, and objectives. These statements are typically accompanied by the words “aim,” “hope,” “believe,” “estimate,” “plan,” “expect,” “aspire,” “goal,” “commit,” or similar words. Numbers and percentages used in this Report are estimates or approximations and may be based on assumptions. All such statements are intended to enjoy the protection of the safe harbor for

forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized or other risks, uncertainties, and factors. Such risks, uncertainties, and factors include the risk factors discussed in Item 1A of our most recent annual report on Form 10-K and in our subsequent quarterly reports on Form 10-Q filed with the Securities and Exchange Commission. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this Report. Marriott cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. The forward-looking statements in this Report are made as of the date of this Report, unless otherwise indicated, and we undertake no obligation to update these forward-looking statements to reflect subsequent events or circumstances.

Company Overview & Highlights

Global Reach

Marriott is a worldwide operator, franchisor, and licensor of hotel, residential, and timeshare properties. At year-end 2021, we had 2,007 company-operated properties, 5,788 franchised and licensed properties, 92 timeshares, and 102 branded residential communities. Consistent with our focus on management, franchising, and licensing, Marriott owned or leased only 64 Marriott-branded lodging properties as of year-end 2021.

Year-End 2021 Company Reach

30 Brands	7,989 Properties
139 Countries & Territories	1,479,179 Rooms

Marriott Bonvoy™

Twenty-nine out of Marriott's 30 brands participate in our loyalty program, Marriott Bonvoy. As of year-end 2021, Marriott Bonvoy had over 160 million members.

Human Capital

At year-end 2021, Marriott managed approximately 325,000 associates globally. This includes approximately 205,000 associates who are employed by hotel owners and approximately 120,000 associates who are employed by Marriott. Approximately 97,000 of these associates are located in the U.S.

Human Capital Metrics*

Global**

	2021	2020	2019
Total Global Managed Associates	325,000	321,000	418,000
% Non-management	85%	85%	86%
% Management	15%	15%	14%
% Women	43%	44%	53%
% Men	57%	56%	47%

CEO Direct Reports

	2021	2020	2019
% People of Color	0%	13%	11%
% Women	57%	50%	44%
% Men	43%	50%	56%

Global Executives***

	2021	2020	2019
% Women	45%	44%	42%
% Men	55%	56%	58%

United States****

	2021	2020	2019
Total U.S. Employees (#)	97,000	98,000	136,000
% Non-management	81%	83%	83%
% Management	19%	17%	17%
% Full-time	87%	85%	85%
% Part-time	13%	15%	15%
% Women	54%	54%	53%
% Men	46%	46%	47%

United States Managers

	2021	2020	2019
% Women	54%	55%	56%
% Men	46%	45%	44%

* Metrics represent year-end data.

** Includes associates at Marriott managed hotels outside the U.S. who are owner employees.

*** Global Executives are defined as VP and above roles.

**** Includes Marriott employees at properties, headquarters, corporate offices, customer engagement centers (CECs), and managed and owned/leased hotels.

Awards & Recognition

DiversityInc Hall of Fame Companies, DiversityInc



Best Workplaces for Parents™, Great Places to Work



Top 250 Best-Managed Companies of 2021,
The Wall Street Journal

THE WALL STREET JOURNAL

Best Places to Work for Disability Inclusion, Disability:IN and
American Association of People with Disabilities (AAPD)



GEI Member Company, 2022 Bloomberg Gender-
Equality Index



100 Best Corporate Citizens List of 2022, 3BL Media



Best Places to Work for LGBTQ Equality (100% Corporate
Equality Index), Human Rights Campaign Foundation™



World Changing Ideas Awards 2022, Corporate Social
Responsibility Honorable Mention, Fast Company



100 Best Companies to Work For®
in 2022 by Great Place to Work® and
Fortune Magazine

50 Best Companies for Latinas to
Work for in the U.S., LATINA Style

America's Best Employers for
Diversity, Forbes

America's Best Employers for
Women, Forbes

America's Best Employers for
Veterans, Forbes

World's Best Employers, Forbes

World's Most Admired Companies,
Fortune

Serve 360:

Doing Good in Every Direction

Inspired by Marriott's core values to *Serve Our World* and *Put People First*, our sustainability and social impact platform, *Serve 360: Doing Good in Every Direction*, guides the company's efforts to make a positive, sustainable impact wherever we do business.

Marriott's Serve 360 platform is guided by four coordinates — Nurture Our World; Sustain Responsible Operations; Empower Through Opportunity; and Welcome All and Advance Human Rights — each with dedicated focus areas. Following this framework, Marriott activates compelling, impactful initiatives around the world to drive positive change and support global frameworks and targets, including the United Nations Sustainable Development Goals (SDGs).

To execute on Serve 360 and Marriott's broader environmental, social, and governance (ESG) strategy, a series of complementary councils, committees,

teams, and Serve 360 Regional Leaders provide structure and oversight. At the Board-level, our dedicated Inclusion & Social Impact (ISI) Committee assists the Board in providing oversight of the company's strategy, efforts, and commitments related to ESG matters. At the management level, the Serve 360 platform is guided by various governing bodies that each maintain their own priorities and objectives to make progress toward the companywide goals.

For additional information on Marriott's ESG governance structure, please see pages 63–64.





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 helping to mitigate climate-related risk, we are working to reduce environmental impacts, design and operate sustainable hotels, and source responsibly.



EMPOWER THROUGH OPPORTUNITY

Committed to a culture of inclusion in our workforce, supply chain, and beyond, we provide access to opportunity to populations that have faced historical barriers to education and employment, including youth*, women, people with disabilities, veterans, refugees, and other diverse populations.



WELCOME ALL AND ADVANCE HUMAN RIGHTS

While working to foster a safe and inclusive world for travel for all people, we prioritize the fight against some of the industry's highest-risk and most pressing issues, including human trafficking, child exploitation, and forced labor.





* Youth refers to the United Nations definition of youth, which is 18–24 years old.

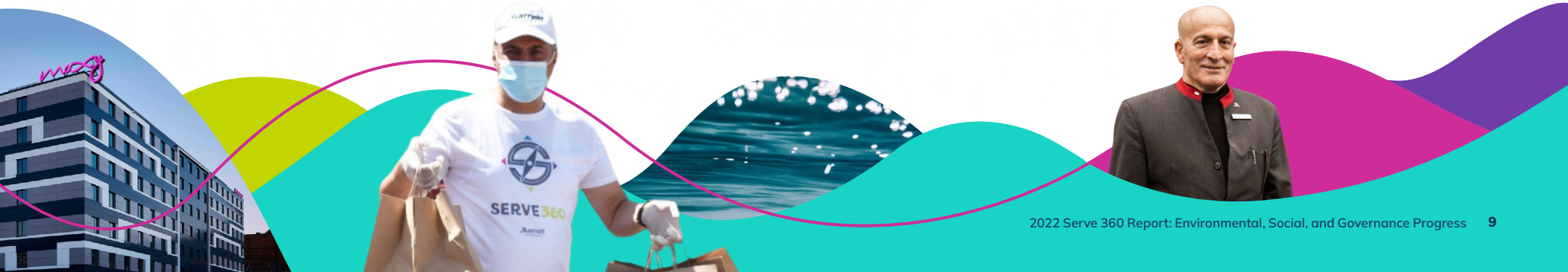
Through Marriott's Serve 360 platform, we seek to support the United Nations SDGs that are represented on this page.

2025 Sustainability & Social Impact Goals

In 2021, progress on Marriott's sustainability and social impact goals continued to be affected by the COVID-19 pandemic. Marriott remains committed to these goals and plans to continue to implement programs to advance toward their achievement.

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2021 Progress
 NURTURE OUR WORLD	15 million cumulative volunteer hours	 BEHIND SCHEDULE	6.3+ million volunteer hours contributed since 2016
	50% of volunteer hours will serve children and youth	 BEHIND SCHEDULE	33.3% of cumulative volunteer hours served children and youth since 2016
	50% of volunteer activities will be skills-based	 BEHIND SCHEDULE	29.2% of cumulative volunteer activities were skills-based since 2017
 SUSTAIN RESPONSIBLE OPERATIONS	15% water intensity reduction from 2016 baseline	 BEHIND SCHEDULE	4.7% increase from 2016*
	30% carbon intensity reduction from 2016 baseline	 ON TRACK	25.6% decrease from 2016*
	45% waste-to-landfill (and 50% food waste) reduction from 2016 baseline	 BEHIND SCHEDULE	Finalized the Hotel Waste Measurement Methodology (HWMM)

* Due to the impacts of COVID-19 on our company, including decreased occupancy, Marriott experienced an increase in our water intensity and decrease in our carbon intensity metrics in 2021.



2025 Sustainability & Social Impact Goals *(continued)*

Serve 360 Coordinates

2025 Sustainability and Social Impact Goals

Status

2021 Progress



**SUSTAIN
RESPONSIBLE
OPERATIONS**

30% renewable electricity

BEHIND SCHEDULE

0.30% sourced from renewable electricity

100% of hotels certified to a recognized sustainability standard

BEHIND SCHEDULE

30% of hotels certified

650 LEED®, BREEAM®, or Estidama certified or registered hotels

BEHIND SCHEDULE

227 certified or registered hotels

250 adaptive reuse projects

AHEAD OF SCHEDULE

211 opened projects since 2016

95% responsible sourcing in our top 10 priority categories (measured by total spend)

BEHIND SCHEDULE

Engaged with existing suppliers to grow responsible sourcing markets

Locally source **50%** of all produce, in aggregate (measured by total spend)

BEHIND SCHEDULE

Continued engaging and sourcing products from local suppliers









Top 10 furniture, fixtures, and equipment (FF&E) product categories sourced are in the top tier of the MindClick Sustainability Assessment Program (MSAP) for Marriott

ON TRACK

55% of the products evaluated scored in the top tier "Leader" category



2025 Sustainability & Social Impact Goals *(continued)*

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2021 Progress
 <p>EMPOWER THROUGH OPPORTUNITY</p>	<p>\$35 million invested to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities</p>	 BEHIND SCHEDULE	<p>\$11.8+ million invested since 2016</p>
	<p>Achieve global gender parity in executive positions by 2023*</p>	 BEHIND SCHEDULE	<p>45.0% of global executive positions (at the vice president level and above) held by women</p>
	<p>Increase the representation of people of color in U.S. executive positions to 25%</p>	 ON TRACK	<p>21.4% of U.S. executive positions (at the vice president level and above) held by people of color</p>
 <p>WELCOME ALL AND ADVANCE HUMAN RIGHTS</p>	<p>100% of on-property associates completed human rights training</p>	 ON TRACK	<p>900,000+ on-property associates have completed training since 2016</p>
	<p>Enhance or embed human rights criteria in our recruitment and sourcing policies and work with our industry to address human rights risks in the construction phase</p>	 ON TRACK	<p>127 contracts negotiated and signed by Marriott's central procurement group included human rights criteria in 2021</p>
	<p>\$500,000 toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding</p>	 ON TRACK	<p>\$150,000 invested since 2019</p>

* In 2021, Marriott announced the acceleration of this goal, and aims to achieve gender representation parity for global leadership by 2023 — two years ahead of the original goal.

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



Stakeholder Engagement

As a global travel company with managed and franchised lodging operations and licensing arrangements, Marriott has a range of stakeholder groups. We collaborate with these stakeholders to understand their priorities through global forums and industry associations, develop policies and programs, and report on our most shared, critical ESG interests.

Associates: Marriott's long history of service, innovation, and growth is built on a commitment to put people first. We invest in associates, with a focus on development, recognition, compensation, career opportunity, and skills training. We also engage our associates on how to embed Serve 360 and drive ESG progress across the company.

Customers: Marriott engages with corporate customers to support the company's Serve 360 Goals and ESG strategy, while also providing environmental data, collaborating on sustainability practices, and providing information on diversity, equity, and inclusion programs to support customers in achieving their own goals.

Guests: Through Marriott's guest satisfaction survey and reviews, we aim to provide guests opportunities to be heard and to generate superior guest satisfaction and more memorable stays at Marriott properties.

We also engage guests through our loyalty program, Marriott Bonvoy, which allows guests to earn and redeem points for staying at Marriott properties and provides guests the option to donate their points to specific Serve 360 partners.

Hotel Owners & Franchisees: Through various owner and franchise forums, Marriott encourages participation from owners, franchisees, and management companies on relevant initiatives, collaboration opportunities, and overall progress and learnings around ESG.

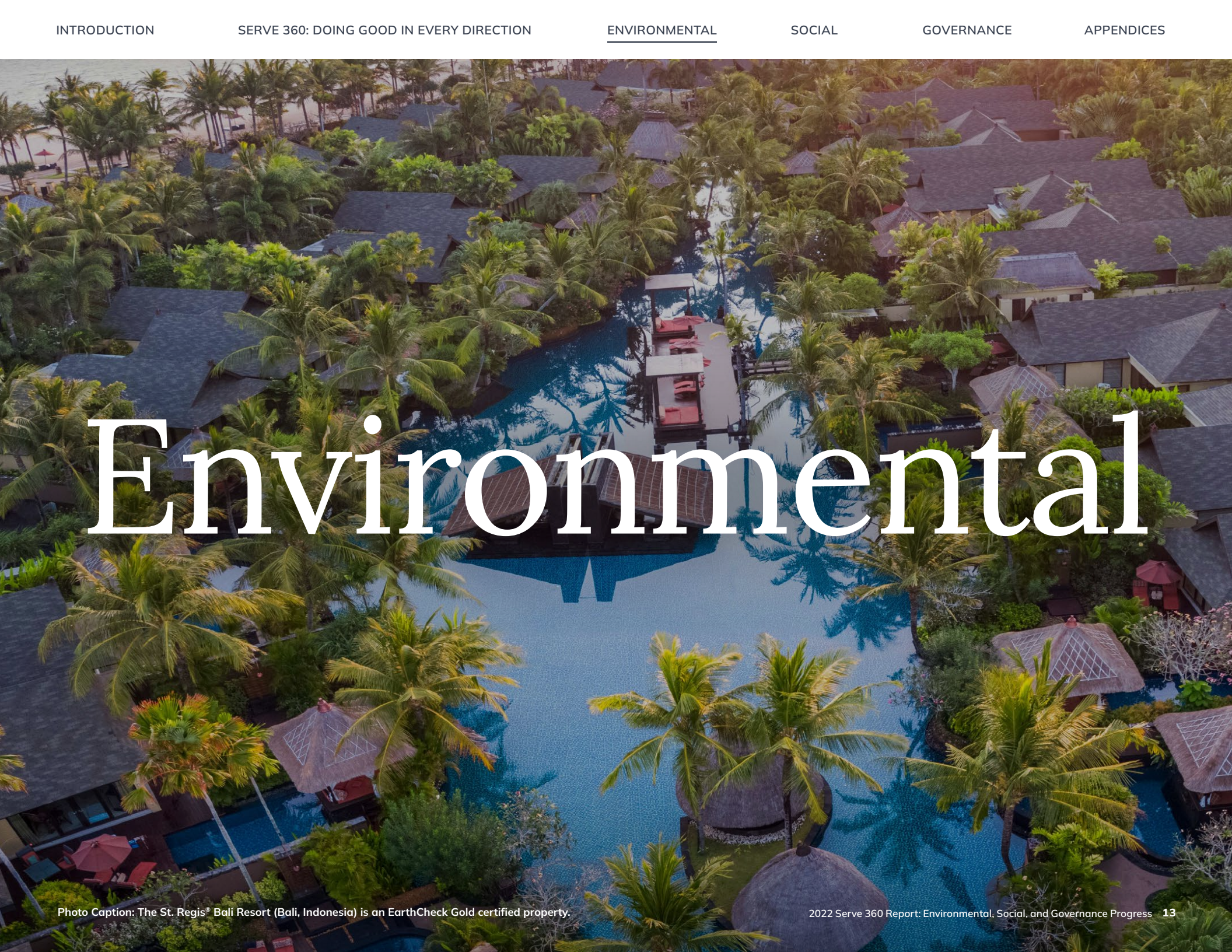
Suppliers: Marriott engages with suppliers through our sustainable procurement and supplier diversity programs. This includes working with suppliers to drive

progress toward our responsible and local sourcing goals, and collaborating with minority-, women-, LGBT-, people with disabilities-, and veteran-owned businesses.

Communities: Along with associates, hotels, and our Business Councils, Marriott engages with local communities and community organizations through investment and volunteer activities. We also support communities through our disaster relief program and biodiversity investments.

Industry Associations & Nongovernmental Organizations: Marriott and our leadership team regularly participate with allied trade associations and nongovernmental organizations through leadership roles on boards and executive committees. Marriott executives hold leadership roles at organizations including the World Economic Forum, the Business Roundtable, the World Travel & Tourism Council (WTTC), the Sustainable Hospitality Alliance (The Alliance), 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. Marriott also engages with diversity, equity, and inclusion organizations, and participates at the board level for Disability:IN, Out & Equal, WEConnect International, and many others.

Investors: Marriott communicates with investors through various channels to share updates on a variety of ESG-related topics and provide information and data on our Serve 360 platform and progress toward our 2025 Serve 360 Goals. Marriott also participates in select ESG rating agency surveys and disclosures.



Environmental

Energy & Emissions

Marriott's approach to reducing hotel greenhouse gas (GHG) emissions is centered around the implementation of technologies to track energy consumption, investments in efficiency projects, and the increased use of renewable energy.

Managing the Environmental Footprint of Hotels

To assist with the effective management of carbon emissions and energy consumption, the Marriott Environmental Sustainability Hub (MESH), our internal environmental reporting platform, supports the tracking and management of environmental data across Marriott's portfolio of hotels. Marriott's Engineering Global Leadership Team, which includes cross-regional representation, conducts regular engagement exercises to drive MESH data integrity and participation.

To further execute on the company's energy and emissions reduction strategy, Marriott's Engineering Business Leadership Councils and teams, composed of hotel-based Engineering Discipline Leaders and Facility Services Directors from specific geographic markets, meet quarterly to review the company's performance against the Serve 360 carbon reduction and renewable energy goals.

Science-Based Targets

In September 2021, Marriott submitted a letter to the Science Based Targets initiative (SBTi), committing to set a science-based emissions reduction target, in line with 1.5°C emissions scenarios, and set a long-term science-based target to reach net-zero value chain GHG emissions by no later than 2050. As part of this commitment, the company also signed on to the Race to Zero via the most ambitious standard, Business Ambition for 1.5°C.

The company is currently preparing the submission for Marriott's near-term targets and developing longer-term strategies to support those targets. This includes reviewing Scope 1 and 2 data and time horizons and evaluating Scope 3 emissions for baseline, tracking, and reporting.

Improving Energy Efficiencies

Globally, Marriott properties and their ownership groups evaluate energy efficiency investment opportunities, including the implementation of energy and environmental action plans, signature projects, retro-commissioning, lighting retrofits, and building automation systems. For example, in 2021, numerous Marriott managed hotels implemented energy efficiency projects, saving approximately 130,000 MWhs of energy.



The Halifax Marriott® Harbourfront Hotel (Nova Scotia, Canada) installed the Ecopilot® North America – AI for Commercial HVAC System to reduce energy usage and costs and improve indoor occupant comfort. The system resulted in an **electricity savings of approximately 20% and natural gas savings of nearly 18% in 2021.**

The JW Marriott Washington, DC (Washington, D.C., U.S.) was recognized with the **2021 global Energy Management Leadership award**, one of the highest accolades in energy management and conservation, for **reducing approximately 725 metric tons of carbon emissions** over three years.

In 2021, Marriott engaged with Convergence Energy Services Limited in India to **install Electric Vehicle (EV) charging units across hotels in India.** This project plans to expand to 100 hotels in 2022.



2025 Carbon Reduction Goal

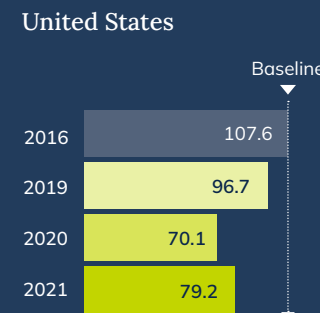
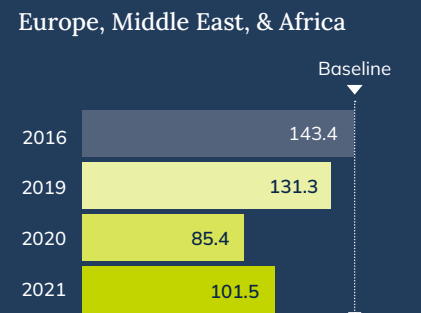
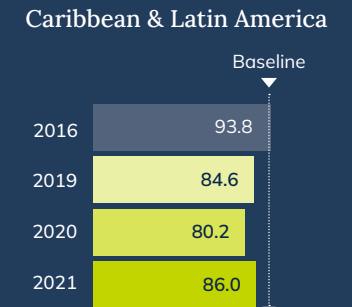
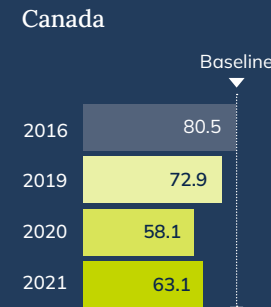
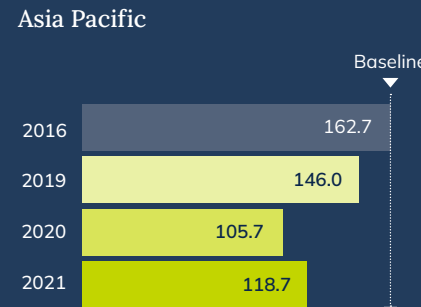
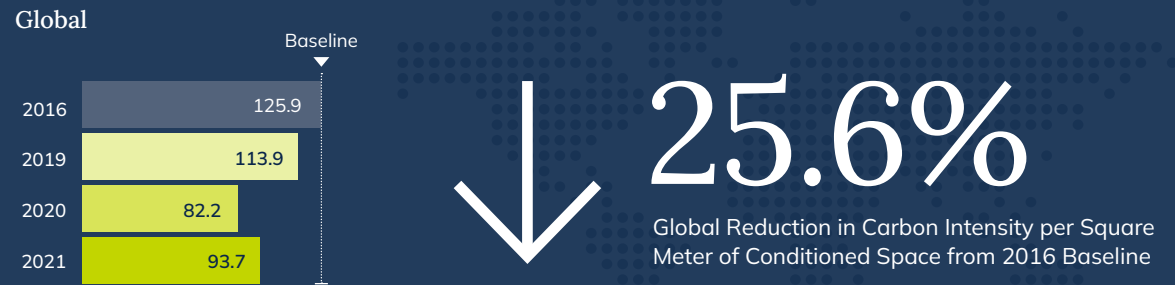
As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to **reduce carbon intensity per square meter of conditioned space by 30%** from a 2016 baseline. Due to the impacts of the COVID-19 pandemic, Marriott has experienced decreases in carbon intensity across all regions since 2016, which has impacted the progress toward this goal.

Marriott will continue to reevaluate its progress, as normal operating conditions return, and determine opportunities to implement programs to reduce energy usage at Marriott hotels. Following the company's submission and approval of its science-based emissions reduction target, Marriott expects to retire the 2025 carbon reduction goal and move to an absolute carbon reduction goal, as we aim to reach net-zero greenhouse gas emissions by 2050 at the latest.



Global and Regional Environmental Performance

Carbon Intensity | Kilograms per m2 of conditioned space



Marriott Infrastructure Resilience and Adaptation Program

Marriott hotel locations are subject to the physical effects of climate change. Risks include rising sea levels, flooding, water shortages, droughts, and extreme weather events. To evaluate climate-related risks to physical assets, the company launched the Marriott Infrastructure Resilience and Adaptation (MIRA) Program.

Beginning in 2020, Marriott performed a climate scenario analysis for over 5,200 open and over 1,300 pre-open U.S. hotels to identify physical climate change risks and seismic risks across three time periods — 2030, 2050, and 2080. During 2021, Marriott expanded its climate scenario analysis to include over 3,200 open and pre-open international hotels. As a result of this initial analysis of both U.S. and international properties, the top at-risk managed hotels were identified for in-depth future desk studies, site visits, or vulnerability assessments.

In 2021, Marriott also conceptualized the MIRA Climate Scorecard to support improved climate resiliency. This tool is intended to generate a climate score for evaluated hotels based on two components — climate exposure and adaptive capacity. The scores for these hotels are then reported internally, annually, and support adaptive capacity improvements, including engagement activities with local communities to improve overall area resiliency.

To increase company awareness around extreme weather events and resiliency efforts, MIRA is also included as a topic in Marriott's leadership webinars. Marriott will evaluate opportunities to implement future climate resiliency training programs based on existing and future climate threats, with input from property leadership.



Photo Caption: Wailea Beach Resort – Marriott, Maui's (Wailea, Hawaii, U.S.) solar PV system.

Renewable Energy

Marriott properties and their ownership groups continue to invest in on-site renewable energy solutions. These investments have proven to be beneficial, as hotels gain increased energy security and control over supply and costs. For example, the Wailea Beach Resort — Marriott, Maui (Hawaii, U.S.) finalized the installation of a solar photovoltaic (PV) system in 2021, which is expected to produce over 650 MWh of renewable energy, annually.

Marriott hotels in Jordan have installed more than 400 evacuated thermal solar panel collectors that have enabled the Dead Sea Marriott Resort & Spa (Sweimeh, Jordan) and Amman Marriott Hotel (Amman, Jordan) to officially switch to thermal solar energy in 2007 and 2014, respectively. At the Amman Marriott Hotel, the property also installed a solar hot water system in 2021, which is expected to reduce carbon emissions by over 300 metric tons, annually.

The Ritz-Carlton® Maldives, Fari Islands (Male, Maldives) installed over 2,000 solar panels on-site, generating approximately 3,000 kWh daily. The system is expected to save the hotel over 200,000 liters of diesel and reduce carbon emissions by 650 metric tons annually. Beginning in 2022, the hotel aims to expand the system to include new solar panels on back-of-the-house rooftop premises with an estimated capacity to generate 2,500–3,000 kWh daily.



Preparing for Climate Risks

Since 2018, Marriott has worked with a meteorological service, StormGeo, to **support planning procedures in advance of climate-related risks**. StormGeo provides weather awareness and alerting solutions for hotels and Marriott offices located in the Caribbean and Latin America region. This assists properties in making informed, proactive decisions to prepare for weather emergencies.



2025 Renewable Energy Goal

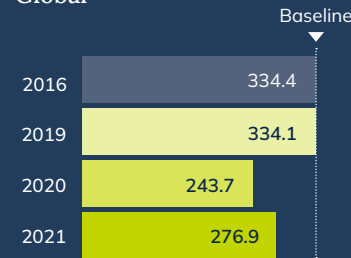
As part of the 2025 Sustainability and Social Impact Goals, Marriott aims to **source a minimum of 30% of its overall electricity from renewable energy by 2025**. In 2021, we enhanced our renewable energy tracking protocols and sourced 0.30% of our electricity consumption from renewable energy. To increase renewable energy consumption, Marriott is undertaking an analysis of 1,300 properties in the U.S. The first round of this analysis revealed that over 800 properties had the potential for on-site solar installations. Marriott is also developing a possible low-cost capital solution to incentivize properties to install on-site solar.

Over 5,500 EV chargers are installed at Marriott properties worldwide.

Global & Regional Environmental Performance

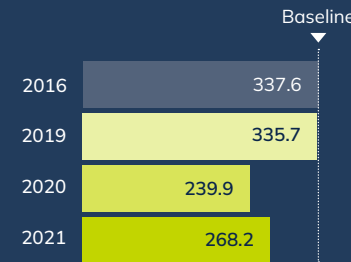
Energy Intensity | kWh per m2 of Conditioned Space

Global

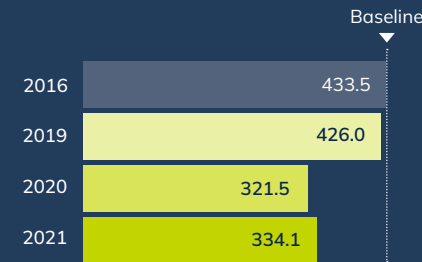


17.2%
Global Reduction in Energy Intensity per Square Meter of Conditioned Space from 2016 Baseline

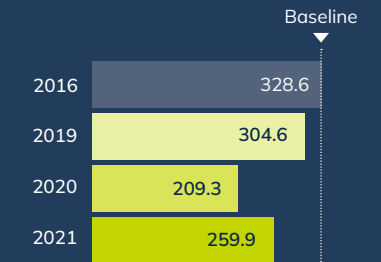
Asia Pacific



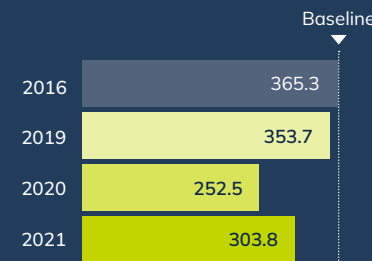
Canada



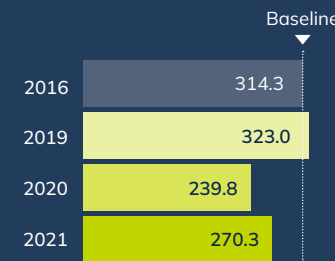
Caribbean & Latin America



Europe, Middle East, & Africa



United States



Water

Marriott's global water strategy includes deploying programs and initiatives that are tailored for each property, based on attributes including size and location. The company and Marriott hotels aim to manage water-related risks across the lifecycle of properties, from design to development to operations.

Managing the Environmental Footprint of Hotels

Water is a global issue that is best addressed locally. This includes deploying water conservation initiatives that target specific aspects of hotel operations, including dishwashing and water service at restaurants and events; central plant operations; landscaping and irrigation; pools and fountains; and golf course maintenance/operation. Marriott also implements action plans, utilizes technology to reduce water leaks, and establishes standards to better manage water withdrawal at properties.

In 2021, Marriott continued to increase compliance requirements with MESH to effectively manage the portfolio's water footprint. In the near-term, Marriott expects to resume "by property" water reduction targets for all managed hotels globally, and suggested targets for all franchised hotels based on the Serve 360 global water goal. Following the re-implementation of these "by property" targets, Marriott expects to reward hotels with the most notable water conservation practices and performance.

In the U.S. and Canada, managed properties benefit from an outlier analysis program based on billing data, which flags unusual water usage. If properties are unable to mitigate the high usage pattern, a water performance call is conducted to troubleshoot the issue.

Marriott also has an established brand standard for water submetering for cooling towers and irrigation at its managed, full-service properties in North America, the Caribbean, and Latin America. Automated meter-reading platforms are 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 that transmit 15-minute interval water consumption data nightly to an online diagnostic platform with leak alert and reporting functionalities.



Since 2014, Marriott has worked with Ecolab's 3D Traser Technology to implement the platform at managed full-service hotels, globally. This system provides smart sensor technology for cooling water management, resulting in **an estimated savings of over 425 million gallons of water globally in 2021.**

In 2021, we updated our water risk assessment using the World Resources Institute (WRI) Aqueduct Water Risk Atlas. Based on this assessment, **approximately 43.6% of our water withdrawals** from owned, managed, and leased properties are located in areas of "High," "Extremely High," or "Arid" baseline water stress, as defined by WRI.



2025 Water Reduction Goal

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to **reduce water intensity per occupied room by 15% from a 2016 baseline.**

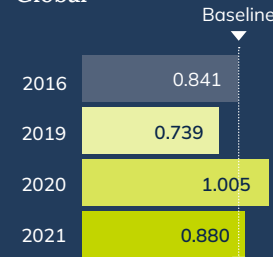
To support the water reduction target, across the globe, Marriott's full-service, managed properties can elect to use a water conservation action item for their annual signature project, such as the installation of low-flow faucets, toilets and showerheads, smart irrigation controllers, laundry water reuse systems, and high-efficiency irrigation spray nozzles.

Due to occupancy reductions associated with the COVID-19 pandemic, Marriott saw an increase in water intensity per occupied room in 2021, compared to 2016 as well as compared to the last pre-COVID business year, 2019. We will continue to reevaluate our progress, as normal operating conditions return, and implement programs to reduce water usage at Marriott hotels.

Global & Regional Environmental Performance

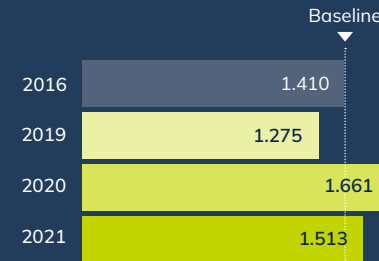
Water Intensity | Cubic Meters per Occupied Room

Global

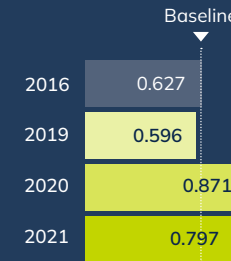


↑ 4.7%
Global Increase in Water Intensity per Occupied Room from 2016 Baseline

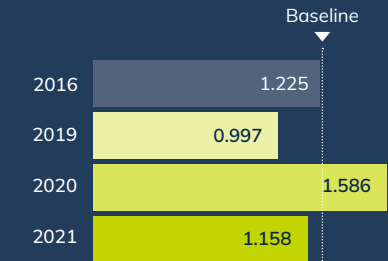
Asia Pacific



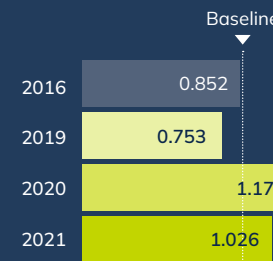
Canada



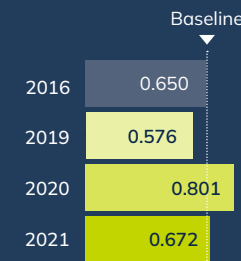
Caribbean & Latin America



Europe, Middle East, & Africa



United States



Waste

Marriott engages with our stakeholders, including hotels, guests, corporate customers, and local and global organizations, to pilot and implement waste reduction programs and initiatives, with a focus on the reduction of single-use plastics and disposables, as well as food waste reduction, to support our companywide goals.

Global Waste Reduction Strategy

Our global waste reduction strategy is designed to assist Marriott hotels in first preventing waste, and then disposing of waste in an environmentally sound and cost-effective manner. Based on the types of products used at Marriott hotels, and available waste management services, hotels are guided to purchase products that can be reused, recycled, composted, or donated to avoid sending waste to landfills. In addition, Marriott focuses on local, state, and national regulations and global waste management trends to guide hotels in making appropriate waste diversion choices.

Marriott's global guest room recycling brand standard also guides our strategy and requires hotels across the portfolio to collect recyclable items in guest rooms.

Phasing Out Single-Use Plastics

Marriott continues to execute on the first phase of the residential-sized amenities program, switching from small toiletry bottles to larger pump-topped bottles

of shampoo, conditioner, and body gel. This roll-out is targeted for completion in all hotels globally by the end of 2022. The company is also considering implementing large-format bottling options for sink-side soaps and lotions. More responsibly sourced offerings of other single-use toiletry items such as shaving kits, dental kits, and make-up remover cloths are being reviewed and expected to be ready for purchase by hotels in 2023.

Reducing Waste Impacts

Marriott hotels continue to utilize local tools and resources to reduce waste. For example, since 2019, The Westin® Kuala Lumpur (Kuala Lumpur, Malaysia) has worked with EcoPure Waters to remove single-use plastic water bottles from guest rooms and replace them with reusable glass bottles. This program is estimated to eliminate approximately 400,000 single-use plastic bottles annually.

Additionally, Marriott hotels engage with Nespresso to recycle used Nespresso capsules from guest rooms. For example, in Japan, nearly 40 Marriott hotels

participated in this program; and in 2022, aim to return 1 million capsules back to Nespresso as part of their efforts to reduce environmental impacts. Other efforts underway include 119 Greater China Marriott hotels that have enrolled in a soap recycling project with Soap Cycling, to send cleaned and repacked soap to local communities for hygiene needs.



Over **1,200** owned, leased, managed, and franchised hotels in the U.S. and Canada utilize My Digital Office, a cloud-based document management solution to eliminate the use of paper for hotel reporting processes, preventing the harvesting of more than **8,000** trees for paper production in 2021.

Measuring & Managing Food Waste

Marriott hotels typically measure food waste via manual separation, measurement techniques, or digital food waste tracking systems such as Leanpath and Winnow. After hotels paused digital waste tracking due to the impacts on operations during the COVID-19 pandemic, eight hotels across Africa and the Middle East reactivated the Winnow food waste solution system. After the systems were reactivated throughout 2021, those hotels reduced an average of approximately 34,000 lbs. (15,300 kg.) of food waste per hotel per year.

2025 Waste Reduction Goals

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to **reduce waste-to-landfill by 45% and food waste by 50% from a 2016 baseline**. In 2021, in collaboration with World Wildlife Fund (WWF) and other industry members and peers, Marriott supported the finalization and publication of the Hotel Waste Measurement Methodology (HWMM). The HWMM provides an agreed upon approach by the hotel industry, to collect, measure, and report on waste data.

In 2022, Marriott expects to begin implementing the HWMM across our global portfolio of hotels to establish a baseline and begin measuring progress toward the 2025 waste-to-landfill and food waste reduction goals. This process will also include engaging waste consultants to focus on right-sizing, right-streaming, and auditing data prior to uploading metrics into our MESH platform.

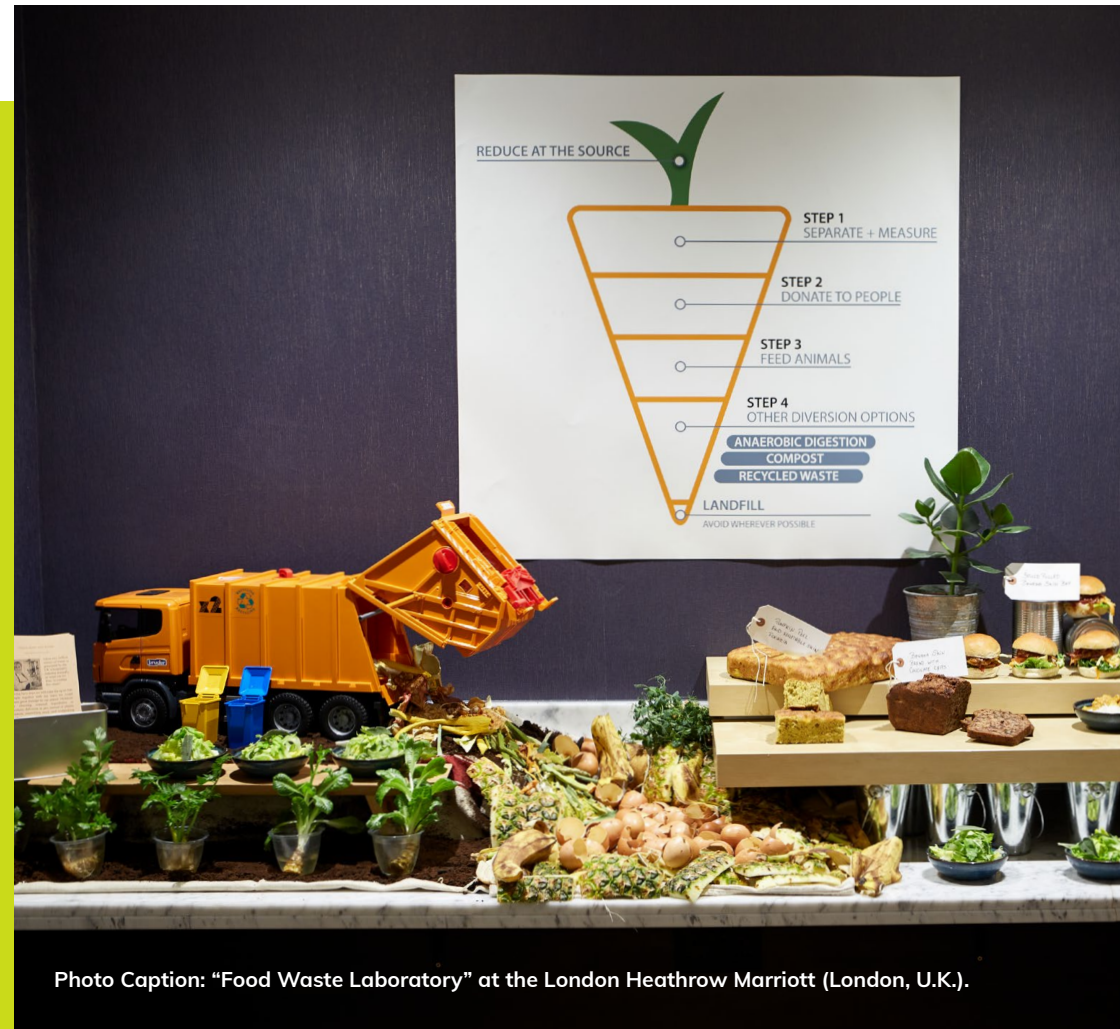


Photo Caption: "Food Waste Laboratory" at the London Heathrow Marriott (London, U.K.).

Managing Food Waste Through Innovation

Marriott hotels continue to implement innovative food waste reduction practices and programs across the globe. For example, the team at London Heathrow Marriott (London, U.K.) launched a series of waste reduction initiatives, including a “Food Waste Laboratory,” to reduce, reuse, and recycle food waste. The hotel innovates to use food that would have been potentially discarded, such as creating fresh jam from passion fruit skin. In one month alone, the hotel reused nearly 400 lbs. (180 kg.) of potential food waste through these practices.

Marriott hotels in Hong Kong worked with O-Park, the city’s first organic resources recovery center, to convert food waste into electricity. Through this collaboration, the Hong Kong Ocean Park Marriott Hotel and Sheraton® Hong Kong Tung Chung Hotel (Hong Kong, China) diverted approximately 70,000 lbs. (32,260 kg.) of food waste from landfills between September and December 2021. In 2021, both the Renaissance® São Paulo Hotel (São Paulo, Brazil) and The Ritz-Carlton, Pentagon City (Virginia, U.S.) installed bio-digesters to process food waste, with The Ritz-Carlton, Pentagon City diverting over 10 tons of food waste from landfills within the first six months after the system was installed.

In South Africa, 10 Protea hotels participated in the Chefs with Compassion’s #67000litres Challenge, which called upon all individuals and businesses with access to a kitchen to dedicate their 67 minutes on Mandela Day to raising awareness surrounding the excessive volume of food wastage seen annually in South Africa. Protea Hotels by Marriott® contributed over 8,000 liters of soup to communities in need across the country.

At the W® Bali-Seminyak and Fairfield by Marriott Bali Kuta Sunset Road (Bali, Indonesia), the properties offer guests a perspective on the circular economy and how food waste can be used for good. The hotels work with Scholars of Sustenance (SOS) on a regular food donation initiative that delivers surplus food to local organizations including orphanages, foundations, churches, and other community enterprises in need. Guests work with hotel staff to prepare nutritious meals using leftover food and unused ingredients, which is then delivered to those in need across Bali.

Waste Management Education

To support Marriott’s progress toward the companywide waste reduction goals, we provide hotels with tools and resources to reduce waste, including a back-of-house food waste reduction poster that is available in 14 languages.

Marriott hotels around the globe also conduct training programs to support our Serve 360 Goals. For example, regional teams in Europe, Middle East, & Africa and Asia Pacific conducted educational webinars to inform culinarians and other associates about global food waste issues, including how to begin or improve food waste reduction programs.

Additionally, in 2021, the Renaissance Cancun Resort & Marina (Cancun, Mexico) conducted a training on the property’s Waste Management Plan to show the progress of strategies and actions and introduce proposals to further improve waste collection, compaction, storage, and disposal.



Sustainable Buildings & Adaptive Reuse

From hotel design to the guest experience, sustainability is embedded into our business strategy. We evaluate opportunities for collaboration with our stakeholders to reduce environmental impacts and potential business risks through the design and operation of sustainable hotels.

Responding to Our Customers & Guests

In 2021, Marriott received numerous customer inquiries requesting hotel-level sustainability information — most notably details on third-party sustainability certifications. To respond to these requests, Marriott expanded the company's external stakeholder collaboration efforts to enhance our ability to transparently report on hotel-specific sustainability practices and drive toward more responsible travel.

Marriott's above-property teams continue to execute on our Serve 360 Goal that all properties have a Serve 360 section on their [marriott.com](https://www.marriott.com) website. The new website section launched in 2022, and provides information on hotels' third-party sustainability certifications, carbon and water footprint data, and select environmental practices.



Photo Caption: Delta Hotels by Marriott Whistler Village Suites (Whistler, BC, Canada) is a Green Key Eco-Rating certified property.

2025 Sustainability Certification Goals

By 2025, we aim to have **100% of our properties** certified to a recognized sustainability standard and **650 LEED®, BREEAM®, or Estidama certified or registered hotels** in the portfolio.

2021 PROGRESS:

30% of hotels certified to a recognized sustainability standard

227 LEED®, BREEAM®, or Estidama certified or registered hotels



SUSTAIN RESPONSIBLE OPERATIONS

Marriott's New Global Headquarters

In 2022, Marriott's new global corporate headquarters in Bethesda (Maryland, U.S.) achieved LEED Gold Core and Shell Certification. The building includes a high-efficiency HVAC system, energy-efficient light fixtures with smart lighting controls, more than 60 Electric Vehicle (EV) charging stations, and 100 bicycle parking/cages in the garage. The company is also seeking LEED Gold Certification for Commercial Interiors and Fitwel Certification for the building.

Sustainable Design Standards

Marriott's Global Design Standards provide requirements for all project types including new builds and adaptive reuse.

The Global Design Team evaluates building design standards with an initial focus on energy efficiency, including building envelope performance, HVAC systems and unitary equipment, building automation systems, and renewable energy.

For hotels under development, Marriott also shares comprehensive Design Guides with franchise and managed developers for reducing water use in new hotels. These standards include the use of greywater or stormwater for irrigation, maximum fixture flowrates, and metering of irrigation water, among other criteria.

Photo Caption: Rendering of Marriott's new corporate headquarters in Bethesda, Maryland, U.S.

2025 Sustainable Building Standards Goal

By 2025, we aim to **collaborate with owners to develop 250 adaptive reuse projects**. Through these projects, we can reuse and breathe new life into existing land or buildings — rather than destroying old sites and rebuilding using new materials. The embodied energy of the existing building reduces the overall carbon footprint compared to constructing that same building from the ground up.

2021 PROGRESS:

211 open adaptive reuse projects since 2016



SUSTAIN RESPONSIBLE OPERATIONS



Biodiversity

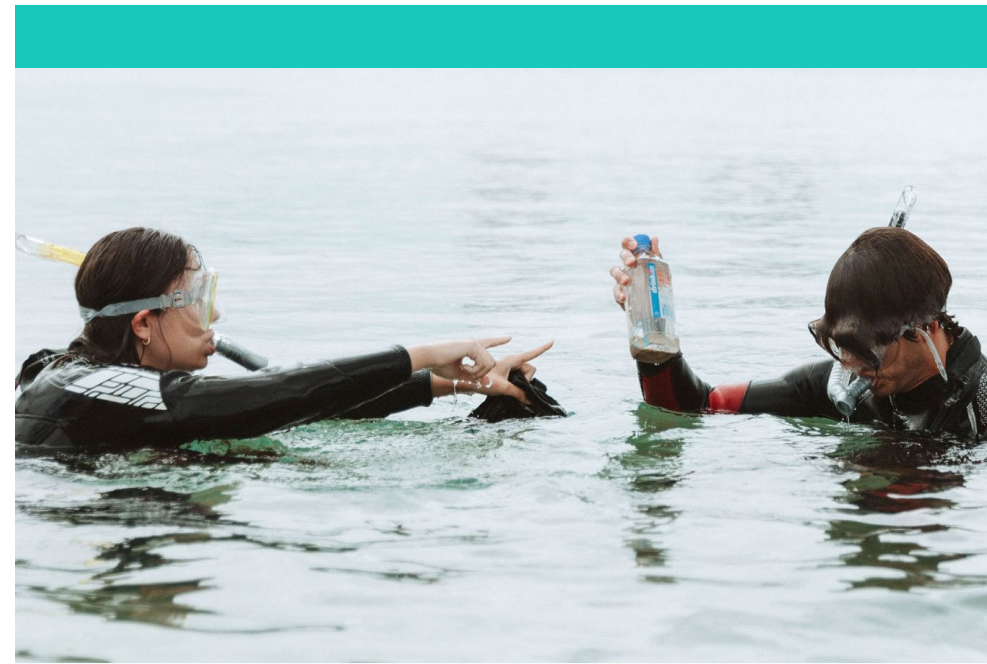
At Marriott, we believe protecting, restoring, and enhancing the ecosystems in which properties are located increases the sustainability and resiliency of the communities where we do business, so they can remain places where people want to live, work, and visit.

Preserving Biodiversity

Marriott works to address biodiversity challenges by financing scalable, replicable projects to support the world's natural capital resources. This includes investing in pilot projects around the globe to advance Marriott's sustainability goals. For example, as part of our climate action efforts, the company's internal climate working group is exploring nature-based solutions to advance our commitment to reach net-zero by 2050 (at the latest), while increasing the resiliency of our hotel portfolio and surrounding communities.

Engaging Guests to Protect, Restore, and Appreciate Nature

In 2021, Marriott continued to implement programs to provide guests opportunities to protect, restore, and appreciate nature. For example, Marriott Bonvoy expanded its Annual Choice Benefit for members who earn at least 50 Elite Night Credits in one calendar year, to include the option of a \$100 donation to support World Wildlife Fund (WWF). Additionally, at the Sheraton Samui Resort (Koh Samui, Thailand), guests can support the local ecosystem and help restore resources for the fisheries of Koh Samui, by replenishing the depleted numbers of blue swimmer crabs.



Good Travel With Marriott Bonvoy

Good Travel with Marriott Bonvoy **provides guests the opportunity to create a positive impact across communities** in the Asia Pacific region through environmental protection, community engagement, and marine conservation. The program launched in early 2021 and has expanded to nearly 100 properties in 2022.

For example, at the Sheraton Grand Mirage Resort, Gold Coast (Queensland, Australia), guests can join a local marine expert for a snorkeling cleanup of the Gold Coast Seaway's waters to boost the habitat, allowing marine life the chance to flourish.

Life on Land

Understanding the vital role trees play in the fight against climate change, Marriott hotels continued to invest in reforestation efforts across the globe.

Trees

As a founding member of the Evergreen Alliance, Marriott supports the advancement of trees and forests as natural solutions for corporate sustainability and citizenship goals. In 2021, Marriott reforested 34 acres by planting 20,000 trees in GreenTrees, the largest North American reforestation program, through its collaboration with the Arbor Day Foundation. The project focuses on restoring degraded agricultural lands back to a highly beneficial, native forest ecosystem, improving the health of the watershed, and revitalizing the habitat for threatened and endangered wildlife.

In Nur-Sultan, Kazakhstan, The Ritz-Carlton, Astana and Sheraton Nur-Sultan Hotel teams joined together to plant tree seedlings at a botanical garden in the country's capital. The Botanical Garden of Nur-Sultan is a protected natural territory for research and scientific development on the protection, reproduction, and use of flora, including rare and endangered plant species.

Mangroves

Mangroves play a critical role in protecting coastlines from severe storms, providing livelihoods to coastal communities, conserving biodiversity, storing carbon, and serving as nurseries of the sea.

In 2021, the Sheraton Cebu Mactan Resort (Cebu, Philippines) teamed up with the Olango Island Eco-Tour Association (OIETA) to plant 500 mangroves and 500 trees to rehabilitate areas impacted by typhoons in the region. Hotels across the Caribbean and Latin America also participated in cleanup efforts to protect local mangrove species. The Marriott Cancun Collection (Cancun, Mexico) team along with a local organization collected over 850 lbs. (394 kgs.) of plastics and garbage from a mangrove ecosystem.

Rainforests

Marriott continues to build on our 10+ year partnership with the Foundation for Amazon Sustainability (FAS) and the Government of Amazonas. Marriott provides funding to FAS' Juma REDD+ project, which aims to curb deforestation, support community livelihoods, and decrease greenhouse gas emissions in a 2,770-square-mile (7,174-square-kilometer) reserve with significant land-use pressure in Brazil's northwestern Amazon rainforest. As of year-end 2021, 97% of the Reserve remains conserved.



Environmental Stewardship in Golf

As of 2021, **93%** of Marriott's U.S. golf properties and **100%** of Marriott's U.K. managed golf venues were Audubon Certified.



Life Below Water

As oceans cover over 70% of Earth's surface, the sustainable use of oceans and marine resources is essential for life. Marriott hotels continue to support conservation efforts to responsibly manage oceans and waterways, globally.

Protecting Turtles

Across the Caribbean and Latin America, Marriott hotels host year-round programs to protect turtle nesting sites and educate guests and associates about the importance of conserving nesting beaches and the environment to help promote a safe ecosystem for turtle species to live. Since 2005, properties have successfully operated on-site sea turtle rescue programs, and in 2021, hotels across the region supported the successful release of approximately 70,000 baby turtles.

Fishery Improvement Projects

Marriott continues to partner with WWF to provide fishery improvement project (FIP) support. In Thailand, the Blue Swimming Crab FIP aims to address challenges including overexploitation of the species, harvesting of undersized crabs, and lack of enforcement capacity. While reductions in fishing activity were imposed due to the COVID-19 pandemic, this FIP continued to execute on its action plan, including undertaking research on the impacts of ghost gear on the environment and target species in three different areas of Surat Thani, with differing fishing intensity and resources. In Peru, the mahi-mahi FIP aims to mitigate the impacts of ineffective international and national management of mahi-mahi, unlicensed vessels, and sea turtle and shark bycatch. With the Peru Mahi Alliance's establishment as a result of this FIP, 11 mahi-mahi exporting companies, representing almost 80% of Peru's mahi-mahi exports, have joined the Alliance and have conducted several FIP activities, including how to use WWF's mobile electronic catch documentation and traceability system, which allows companies to be able to digitally receive catch and fishing data being input by fishers.



Cleaning Up Seaweed to Remove Carbon

The spread of sargassum algae across Latin America and the Caribbean continues to have devastating impacts on the hospitality and tourism industries and the environment. To mitigate these impacts, Marriott joined with The Ocean Foundation (TOF) to support the Insetting Carbon Through Sargassum Mitigation Pilot Project.

After the initial success of the pilot project, which converted sargassum seaweed into organic compost and enabled the sequestration of carbon, avoided landfill emissions, and produced higher quantity and quality crops, TOF expanded the project to St. Kitts and Nevis, in collaboration with the St. Kitts Marriott Resort & The Royal Beach Casino (Frigate Bay, St. Kitts & Nevis). The hotel will provide its property as the primary location to collect and repurpose sargassum, which will be used by a local farm to grow food for the community of St. Kitts.

In addition to the pilot project, Marriott invested to identify a pathway to certify the project under the Verified Carbon Standard's (VCS) VM0042 Methodology for Improved Agricultural Land Management, v1.0. As the concept is designed to remove the seaweed from beaches and sequester and store carbon in the soil, TOF conducted soil sampling at its pilot sites under cultivation to determine which soil building activities occurred over the course of the year.

While the application of compost encourages soil health and plant growth, the study found that it is not as effective for the sequestration of carbon into soil if it is being simultaneously used for the production of agricultural crops. Therefore, this part of the project has shifted from field-based agriculture to agroforestry applications for more cost-effective carbon credit generation.



Environmental Cleanup Activities



Marriott properties continue to support local programs and host events to protect and enhance ecosystems. For example, in 2021, **over 200** cleanup projects were conducted by properties and Marriott Business Councils in the U.S.

Responsible Sourcing

Marriott integrates leading environmental and social practices into our supply chain by collaborating with like-minded suppliers. To reduce negative environmental and social impacts of business activities, we focus our programs and policies on responsible and local sourcing.

Supplier Assessments

Through Avendra, Marriott's procurement services provider in North America, the Caribbean, and Latin America, our suppliers and their products are screened on environmental and social attributes. Avendra's contracts outline the requirement for suppliers to follow our Supplier Conduct Guidelines, which set baseline expectations around social and environmental responsibility. Avendra also requires suppliers to submit a sustainability policy that is relevant to that supplier's industry impacts, including environmental and social business practices.

In 2021, we continued our focus on procuring more environmentally and socially responsible products within our top 10 categories. Together with Avendra, we assessed the environmental and social business aspects of our existing North America, Caribbean, and Latin America suppliers, within our top 10 categories, via the Ecovadis sustainability assessment platform. Through this platform and survey, Avendra engaged

89% of contracted spend with manufacturers and 80% of contracted spend with distributors within Marriott's top 10 categories in North America, the Caribbean, and Latin America. As of year-end 2021, 52% of manufacturers and 32% of distributors have completed the Ecovadis assessment.

Through 2023, Marriott plans to continue to evaluate our remaining global suppliers using the Ecovadis platform. This information will be used to develop improvement plans for suppliers that are deemed "underperformers" to help them meet the responsible sourcing requirements that have been determined for each of the top 10 categories by the end of 2025.

To support Marriott's efforts to promote responsible sourcing, associates with procurement and purchasing responsibilities are also required to complete the Procurement 101 online training, which includes information on Marriott's human rights policies.



Monitoring Deforestation & Climate Impacts

Through Avendra, Marriott **engages with major suppliers regarding the four highest deforestation impact commodities** (paper, soy, palm, and beef) on their no-deforestation programs and policies. In 2022, Avendra expects to survey the suppliers whose products or operations have high GHG emissions intensities and engage with them to understand current and future planned efforts to reduce their carbon footprints.

2025 Responsible Sourcing Goals

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to responsibly source 95% by spend within our top 10 categories. 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 also set a goal to require all contracted suppliers in the top 10 categories to provide information on product sustainability, inclusive of social and human rights impacts by 2023.

2021 PROGRESS:

In 2021, we published requirements and supporting guidance in Marriott's [Responsible Sourcing Guide](#) and have disseminated the guide internally and externally. Per the [Global Procurement Supplier Conduct Guidelines](#), we may take steps to assess a supplier's adherence to the principles, standards, and guidelines.

Marriott continues to engage with suppliers to grow responsible sourcing markets and search for new suppliers to meet our responsible product requirements. This includes our goal to survey all global suppliers within our top 10 categories to gather information on product sustainability by year-end 2023.

Marriott hotels also support the company's global responsible sourcing targets on a regional level. For example, over 100 hotels in Greater China began using Marine Stewardship Council-certified (MSC) seafood suppliers to support Marriott's Serve 360 Goal.

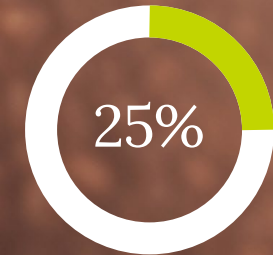
2021 KEY PERFORMANCE INDICATORS

2021 PERFORMANCE

Forest Stewardship Council-certified (FSC) paper products*



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



* Based on available owned, leased, managed, and franchised data from Avendra. FSC products are inclusive of personal paper products, office paper, and napkins.

Cage-Free Eggs and Responsible Pork


By 2025, Marriott aims to **source 100% of eggs (shell, liquid, and egg products) from cage-free sources and increase the percentage of spend on responsible pork** throughout our global operations for owned, managed, and franchised hotels where we can track spend.

Marriott continues to engage with existing suppliers and organizations to understand market conditions across the globe that currently limit the supply of responsible products including cage-free eggs and group-housed and gestation crate-free pork.

Due to the ongoing impacts of COVID-19, hotels have experienced supply chain disruptions and price increases for these responsible products. Our procurement teams are actively working to support the rebuilding of these markets to supply Marriott hotels. The Lever Foundation produces country-level cage-free egg directories that are used by Marriott's Asia Pacific, Europe, Middle East & Africa, and Caribbean and Latin American teams to identify potential cage-free egg suppliers. In addition to the Lever Foundation, Greater China is also working with Integrated Quality Consulting, a Sino-German management consulting company, to assist with identifying cage-free egg vendors. We also continue to work with Avendra to frequently reinforce our demand for cage-free eggs and responsible pork to existing and new suppliers in North America, the Caribbean, and Latin America.


2021 Global Cage-Free Egg Procurement by Region

REGION	CAGE-FREE PERCENTAGE OF TOTAL EGGS SPEND
Global	15.40%
Africa	1.54%
Asia Pacific (excluding China)	4.23%
Greater China	1.76%
Canada Managed	24.67%
Canada Franchised	9.60%
Caribbean & Latin America Managed	5.32%
Caribbean & Latin America Franchised	0%
Europe	39.09%
Middle East	0.32%
U.S. Managed	35.74%
U.S. Franchised	16.07%



2021 Global Responsible Pork Procurement by Region

REGION	RESPONSIBLE PORK PERCENTAGE OF TOTAL PORK SPEND
Global	1.17%
Africa	0%
Asia Pacific (excluding China)	0.92%
Greater China	0%
Canada Managed	0%
Canada Franchised	0%
Caribbean & Latin America Managed	1.20%
Caribbean & Latin America Franchised	0%
Europe	5.87%
Middle East	0%
U.S. Managed	2.76%
U.S. Franchised	0.75%



Responsible Pork Progress Plan

Our eventual goal remains a gestation crate-free pork supply chain. As part of our 2025 animal proteins responsible sourcing goal, we are **working to support a reduction in the number of days sows are housed in gestation crates and increase the percentage of spend on responsibly sourced pork** throughout our global supply chains. Below are action items we are working on in four key areas.

Evaluate Corporate Programs

- ⦿ Complete broad review of pork product specifications
- ⦿ Benchmark other companies that source pork to identify best practices
- ⦿ Enhance global responsible pork tracking and reporting

Enhance Supplier Collaboration

- ⦿ Evaluate activities underway impacting responsible pork sourcing to identify opportunities to increase supply
- ⦿ Establish a cadence of engagement to measure progress and address challenges

Engage Owners, Franchisees, and Hotels

- ⦿ Develop guidance and tools to educate owners, franchisees, and associates about responsible sourcing
- ⦿ Identify ways for hotels to purchase responsibly sourced pork products more easily

Support Customer Demand

- ⦿ Educate customers about responsibly sourced pork products
- ⦿ Partner with hotels to highlight responsibly sourced pork products for customers



Local Sourcing Across the Globe

In 2021, Marriott hotels continued to source from local suppliers to meet their procurement needs. For example, at Le Méridien® Phuket Beach Resort (Phuket, Thailand), the hotel's Green Council, culinary team, and gardeners created an herb garden on a repurposed plot on the resort's grounds. Every month, the associates hold a Harvest Day to supply part of the resort's herb and vegetable needs. The Johannesburg Marriott Hotel Melrose Arch (Johannesburg, South Africa) engages with a South African-based, global social enterprise, ABALOBI, to support equitable, climate change resilient, and sustainable small-scale fishing communities. Through this engagement, the hotel sources local fish from small-scale fishermen and women.

AC Hotel® by Marriott San Juan Condado (San Juan, Puerto Rico) also promotes local sourcing from around the island of Puerto Rico. Local beer represents 50% of their total beer sales at their venues, while other local producers and distributors—Bayoya LLC Benitez Provisions, Suiza Dairy, and Gusto's Coffee Vendors—make up 20% of the hotel's food purchases. Eighty-five percent of the rum sold at the hotel's venues is also sourced from local distilleries on the island.

2025 Local Sourcing Goal

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to **locally source 50% of produce**.

In 2022, Marriott plans to draft global local sourcing guidance to provide hotels with additional assistance to support our Serve 360 Goal.



SUSTAIN RESPONSIBLE OPERATIONS

Photo Caption: Chefs at the JW Marriott Hotel Hanoi (Hanoi, Vietnam) harvesting herbs and vegetables from the hotel's garden.

MSAP for FF&E

In 2013, Marriott International joined the Hospitality Sustainable Purchasing Consortium, led by MindClick, to create an annual assessment of furniture, fixtures, and equipment (FF&E) suppliers and their products, now known as MSAP.

On an annual basis, Marriott Global Design Procurement's FF&E suppliers complete a rigorous product lifecycle evaluation with MindClick, a global leader in environmental and social impact data and analytics. Suppliers' products specified for Marriott's prototypical brands are rated based on leading globally accepted standards for environmental and social responsibility. Ratings address healthy materials, manufacturing footprint, carbon emissions, waste reduction, fair labor, and human rights. Reporting and analytics, provided to suppliers, Marriott, and design teams through Design for Health™, support the selection and performance improvement process for the health of people and the planet.

In 2021, MSAP began to align with Marriott's science-based targets (SBT) commitment by helping to reduce the embodied carbon of products specified and purchased for Marriott hotels. Based on annual reporting of energy footprint and production data collected from the manufacturing facilities, MindClick calculates the embodied carbon following GHG reporting protocols. Manufacturers are also rated on efforts to set and achieve carbon reduction targets. In 2021, participating carpet and flooring manufacturers across 14 Marriott prototypical brands reduced the manufacturing related carbon emissions of products produced for Marriott by a combined 31% as compared to their baseline carbon footprint.



Design for Health

Design for Health by MindClick continues to provide hotel owners and their design teams access to products rated in MSAP to support environmental and social responsibility through design. The program provides access to the environmental and social impact profiles of hundreds of vendors and their products, as well as easy-to-use comparative analytics in support of people and the planet for every design specification.

To further align with Marriott's Sustainability and Social Impact Goals, the Global Design U.S. and Canada Team and contracted design firms are utilizing MindClick's Design Impact Report™ to evaluate the environmental and social responsibility of new builds and renovations based on specified interior furnishings, operating supplies, and equipment products.

The Global Design U.S. and Canada Team is currently piloting MindClick's Design Impact Report for a new build project underway at the Moxy® Virginia Beach Oceanfront (Virginia, U.S.). Using the MSAP data, team members can evaluate the environmental and social impact of FF&E, architectural building products, and operating supplies and equipment to obtain an overall impact assessment quantifying reductions in embodied carbon and waste, and the contribution to healthy interiors.

Photo Caption: Renaissance Paris La Defense Hotel (Paris, France) is a BREEAM-certified property.

2025 FF&E Sourcing Goal

As part of the 2025 Sustainability and Social Impact Goals, Marriott aims to have the **top 10 FF&E product categories sourced in the top tier of MSAP.**

Additionally, we aim to have 95% of FF&E products specified for all prototypical brands reach the highest rating in MSAP.

2021 PROGRESS:

4,000+ FF&E products evaluated across the top product categories

55% of evaluated FF&E products scored in the “leader” level of MSAP

43% of FF&E products specified for all prototypical brands reached the “leader” MSAP rating

 SUSTAIN RESPONSIBLE OPERATIONS





Social

Photo Caption: An associate at the Amsterdam Marriott Hotel (Amsterdam, Netherlands) bakes cakes as a sign of appreciation for hospital workers.

Diversity, Equity, and Inclusion

Since Marriott's founding in 1927, our core value of putting people first and our commitment to the principles of diversity, equity, and inclusion (DEI) have guided how we do business.

Integrating DEI Across Our Business

Infusing DEI into our business operations is integral to our success. Our core value, *Put People First*, continues to be vital to our DEI journey. It serves as the guidepost for how we engage with people and do business every day. Every action and interaction are seen as opportunities to instill a sense of belonging for those who enter our doors. Marriott is committed to creating an environment where associates, suppliers, owners, customers, and all key stakeholders feel valued and included. The hospitality industry is known as the welcoming business; at Marriott, we take things a step further to be in the belonging business.

Our CEO and senior leadership team have established longstanding, comprehensive diversity, equity, and inclusion performance metrics that are part of their annual management business objectives and compensation plans. Marriott's DEI strategy, commitment, and efforts are directly overseen by our Board-level Inclusion & Social Impact (ISI) Committee. Additionally, the Board-level Human Resources and Compensation Committee considers progress against diversity and inclusion metrics as part of its determination of executive compensation. To further support accountability, Marriott has established a leadership governance structure for DEI, which includes a Global Inclusion Council. The Global Inclusion Council is a CEO-led council established with senior executives to drive ownership and accountability to promote inclusive opportunities globally. Regional Councils drive regional strategies aligned to our global diversity, equity, and inclusion strategy and regional shared business priorities.

Marriott executives also serve as champions, and are part of our Diversity and Inclusion Talent Council. The Council, comprised of cross-discipline senior leaders, supports our diverse recruitment initiatives and talent strategy. The Council develops and sponsors innovative strategies and initiatives that strengthen relationships with external organizations.



Our DEI Objectives

- ⦿ **Create** an inclusive environment not only for associates, but also for customers, suppliers, and owners where all people belong, have access to opportunity, and can achieve success with Marriott
- ⦿ **Increase** the presence of women and people of color at the vice president level and above
- ⦿ **Establish** a supportive and inclusive work environment for associates where we recognize the whole person and give them the tools, resources, and support they need to be their best and continue to grow, both professionally and personally
- ⦿ **Provide** diverse-owned suppliers with access and equity in our supply chain
- ⦿ **Increase** the number of hotels owned by Historically Underrepresented Groups
- ⦿ **Excel** at serving and marketing to welcome diverse travelers

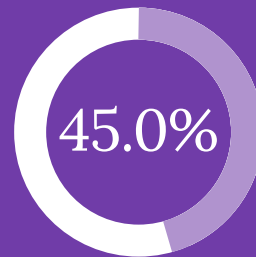
2025 DEI Goals

Achieve **gender representation parity** for global company leadership by 2023*

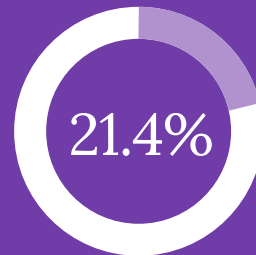
Increase representation of people of color in executive positions in the U.S. to **25%** by 2025

2021 KEY PERFORMANCE INDICATORS 2021 PERFORMANCE

Gender representation parity across global company leadership (at the vice president level and above)



Representation of people of color at the vice president level and above in the U.S.



EMPOWER THROUGH OPPORTUNITY

* In 2021, Marriott announced the acceleration of this goal, and aims to achieve gender representation parity for global leadership by 2023 — two years ahead of the original goal.

Photo Caption: Food and Beverage Director at the Renaissance Santo Domingo Jaragua Hotel & Casino (Santo Domingo, Dominican Republic).

Associates

Marriott believes our strength lies in our ability to embrace differences and create opportunities for all. Our company is proud of our diverse and inclusive workforce, and we value the differences of Marriott associates as a strategic business priority.

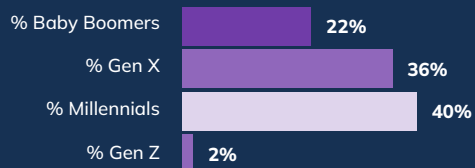
As part of our efforts to advance women and people of color, Marriott has accelerated our objectives to diversify our leadership and business opportunities. In 2021, we announced the acceleration of our efforts to achieve global gender parity in company leadership by 2023 — two years earlier than the original goal. We also established a new objective to increase the representation of people of color at the vice president level and above in the United States.

In 2021, to further strengthen how Marriott defines priorities across regions and drives performance, the company restructured the U.S./Canada Inclusion Council. The Council's efforts are now focused on launching a new Leadership Talent Inventory, establishing new diverse talent strategies to engage and retain talent, creating diverse candidate slates for vice president and general manager positions, and launching innovative diverse talent recruiting efforts to increase the representation of women and people of color in leadership.

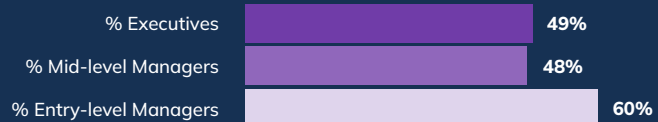


2021 U.S. Workforce*

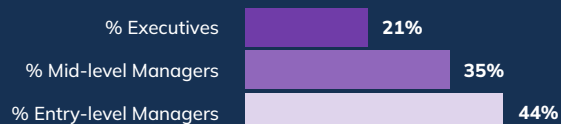
Generation



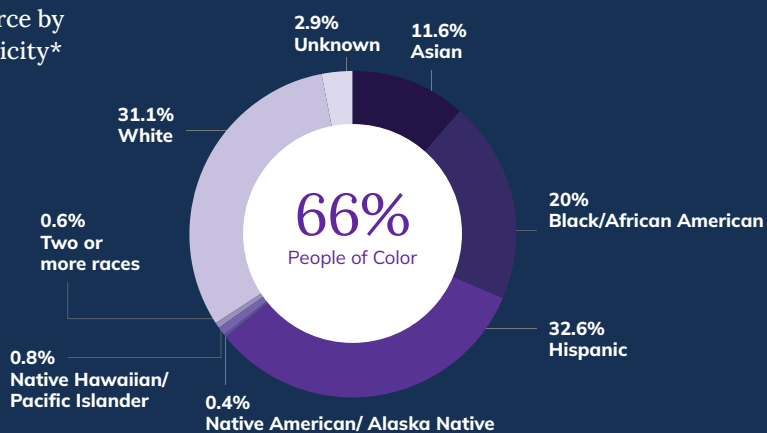
Women



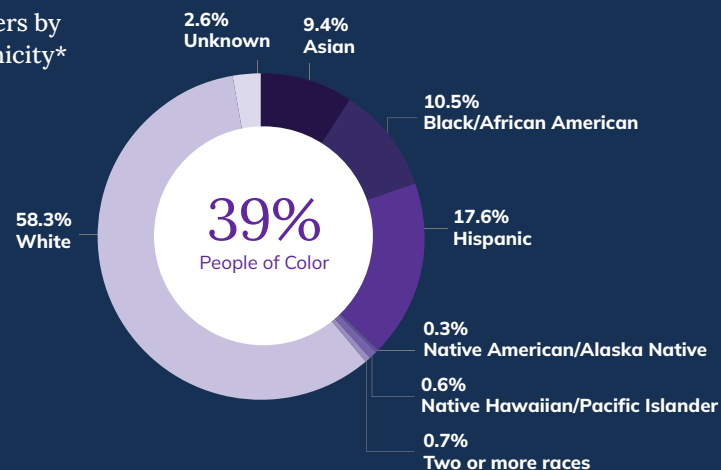
People of Color



U.S. Workforce by Race / Ethnicity*



U.S. Managers by Race / Ethnicity*



* Includes Marriott employees at properties, headquarters, corporate offices, customer engagement centers (CECs), and managed and owned/leased hotels.

Photo Caption: Associates at the Gaylord® National Resort & Convention Center (National Harbor, Maryland, U.S.).

Focusing on Culture, Talent, & Organization

Marriott's global, holistic associate DEI strategy — Culture, Talent, & Organization — defines company actions and aims to increase cultural engagement, inclusive opportunity, and talent development. We work to provide managed associates with easy access to the many resources already in place to support this strategy, and to communicate new materials and updates through a range of engaging channels.

Respect For All: Our “Respect For All: Putting People First Since 1927” initiative offers a platform that leverages resources, training, best practices, and content related to DEI. Resources include videos focused on unconscious bias and guest behaviors to help associates and managers navigate unfamiliar or challenging situations while providing the same level of exceptional customer service to all. All videos have accompanying conversation cards to use at team meetings or daily standups with thought-provoking questions to reinforce key messages and facilitate conversations.

Living Our Core Values (LOCV): LOCV, an annual signature engagement program, is facilitated by general managers with associates at our managed properties. Our 2021–2022 LOCV installment — Here to Stay/Growing Forward — included discussions around the power in working together, understanding conscious and unconscious biases, and ensuring we are extending the same warm welcome and level of service to all.

Community Talent Network Teams (TNTs): In 2021, Marriott launched a cross-functional working group for global managers to further the company's culture of inclusion and help to build real, sustainable change. Through webinars and small group brainstorming sessions, the Community TNT engaged more than 500 global managers to enhance their DEI knowledge; participate in focused and transparent conversations about how to strengthen inclusivity and belonging at Marriott; and network with colleagues to influence change. Over 2,300 insights were compiled and categorized from the TNT.

Diversity, Equity, and Inclusion Observances: To celebrate associates during recognized cultural and heritage observance months, Marriott developed and

implemented a series of resources, including planning and educational tools, communications, and videos. The company also formed the Diversity, Equity, and Inclusion (DEI) Observance Work Group, which was composed of cross-regional Human Resources leaders, to further elevate and expand the program in 2022 and beyond.

Black Legacy Video: Marriott created and promoted a legacy video featuring influential Black leaders who championed Marriott's culture of inclusion and belonging and created meaningful change along the way.

Community Talks & Virtual Town Halls: In 2021, Marriott hosted a speaker series designed to showcase leaders, as they shared their personal insights, experiences, and lessons learned with associates from across the globe. The series featured speakers including Marriott's CEO, President, and Board Members. Attended by over 5,000 associates, the series addressed topics such as how to be a changemaker, the impact of women in business, prioritizing wellbeing, and navigating your career journey.

Community Hub: Marriott enhanced one of our internal resource platforms, Community Hub, to create a more engaging user experience that provides global leaders with on-demand tools to promote respect and kindness, mutual appreciation, and an uplifting sense of belonging among associates.

Inclusion and Belonging Community Toolkit: An Inclusion and Belonging Community Toolkit was developed to support locations following the pandemic to drive team effectiveness with resources that build connections and strengthen belonging.

Empowering Women at Marriott

For over 20 years, Marriott's Women's Leadership Development Initiative has guided our efforts to increase the presence of women at the highest levels of management and in other decision-making positions, developing a strong pipeline of women leaders.



Women's Leadership Development Initiative

- ⦿ **Increase** the presence of women at Marriott at the highest levels of management and in other decision-making positions
- ⦿ **Strengthen** the career development process for women at Marriott
- ⦿ **Ensure** a role for senior management to play in the advancement of women
- ⦿ **Capitalize** on engaging today's women leaders in driving success of the organization

Women's Executive Mentorship Program

In 2021, Marriott launched a new Women's Executive Mentorship Program in the Eastern Region of the U.S. to focus on providing one-on-one mentoring for high potential women who are interested in a general manager role on property. The region collaborated with the Marriott Learning and Development Team to create the 12-month program, including group activities and one-on-one discussions with mentors. The program launched in June 2021, and by January 2022, 63% of participants had received promotions.

Women's Leadership Groups

In the U.S. Marriott has established leadership groups to further engage and provide opportunities for women leaders. For example, ALiCE (Accomplished Ladies in Collaborative Excellence) was developed in the Western Region of the U.S. to honor Alice S. Marriott, the co-founder of Marriott. ALiCE is a local organization of women leaders from all brands and disciplines located in Arizona and Southern California. In 2021, the group hosted multiple virtual and in-person events focusing on leadership development, wellbeing, and community.

JEWEL (Joining Exceptional Women & Engaging Leaders), created in the Midwest and Texas markets of the U.S., provides learning and development opportunities for women leaders. In 2021, JEWEL sponsored virtual Lunch & Learns focusing on skills critical to ongoing success in leadership roles including mindfulness and emotional intelligence, building trust, and the importance of financial and revenue management during business recovery.

Supporting Women Globally

Marriott's regions are also engaged in empowering and promoting women. For example, the Canada region set a bold goal to consider women and people of color candidates for 100% of our director-level, general manager, and vice president positions. In 2021, 98% of such openings included a woman or person of color candidate on the interview slate, and of those senior level positions, 76% were filled by either a woman or person of color leader.

In 2021, the Caribbean and Latin America region launched the Let's Talk Forum, creating a venue to provide women leaders the opportunity to provoke, inspire, educate, and empower. In 2021, nearly 700 women participated and engaged in discussions with notable guest speakers and regional leaders, while reflecting on critical career development questions and building connections.

Pay Equity

Marriott is committed to equitable and competitive compensation in our employment policies. Each year, Marriott conducts a detailed statistical analysis with third parties to review gender and racial pay equity in the U.S. Additional reviews of pay and processes throughout the year are designed to support the company in making adjustments due to market conditions and providing consistency to associates. To help our recruitment process reflect 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., hourly-paid hotel positions.

Our compensation 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. Globally, during the application process, Marriott only requests the applicant's desired rate of pay and prohibits HR professionals from collecting or utilizing compensation history when establishing starting pay for new hires.

Providing Job Opportunities Across Marriott

Marriott has a longstanding commitment to hiring and retaining a diverse workforce, which reflects our company's core value to *Put People First*.

Veteran Hiring

Marriott actively recruits and supports 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 collaborate 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 2021, Marriott hired over 700 veterans in the U.S.

Bridges From School to Work®

The transformative power of a job is one of the most impactful ways to serve people with disabilities. For over 30 years, our flagship partnership with Bridges From School to Work, established by The Marriott Foundation for People with Disabilities, has supported skills development, training, and job placement for young people with disabilities, making a positive impact by creating and supporting opportunities. Each year, Bridges helps more than 1,000 young people with disabilities prepare for the workplace and find a job that matches their interests and abilities.

In 2021, Marriott's support helped enable Bridges to respond to the COVID-19 pandemic and continue its mission of serving young people with disabilities. This included coordinating vaccine compliance for Bridges personnel working in high schools across the country and sharing tools, resources, and guidance for effective remote and hybrid work practices.



In 2022, **Marriott was named one of the “Best Places to Work for Disability Inclusion”** as part of the Disability Equality Index (DEI) — a joint initiative of Disability:IN and the American Association of People with Disabilities (AAPD). Marriott was also recognized as a Leading Disability Employer by the National Organization on Disability (NOD).

Marriott hotels actively engage with organizations to provide job opportunities for people with disabilities. For example, since 2019, the Budapest Marriott Hotel (Budapest, Hungary) has worked with the Hungarian Down Foundation, and hired six employees as of 2022.



Photo Caption: A chef at the Atlanta Marriott Marquis® (Atlanta, Georgia, U.S.), who is a graduate of the Bridges program.

Supplier Diversity

Marriott's commitment to diverse suppliers helps drive economic empowerment around the world, supports our customers, expands our global footprint with minority-, women-, veteran-, people with disabilities-, and LGBT-owned businesses, fosters an exchange of ideas, spurs innovation, and inspires us all to do business better. Marriott also continues to leverage our supplier diversity platform, Exchanges, to increase associate engagement, awareness, and education on the importance of supplier diversity. Over the past 11 years, Marriott has spent more than \$6 billion with diverse suppliers.

2021 Diverse Supplier Spend

DIVERSE SUPPLIER CATEGORY	2021 METRIC
Total Inclusive Purchasing	\$542,292,846
Purchased from minority-owned businesses	\$264,206,209
Purchased from women-owned businesses	\$260,106,787
Purchased from veteran- and service-disabled veteran-owned businesses	\$9,018,176
Purchased from people with disabilities-owned businesses	\$4,946,283
Purchased from LGBT-owned businesses	\$4,015,391

We continued to invest in the growth and development of businesses owned by people from historically disadvantaged communities through our collaborations with National Minority Supplier Development Council, Women's Business Enterprise National Council, National LGBT Chamber of Commerce, Disability:IN, WEConnect International, Canadian Aboriginal and Minority Supplier Development Council, and Canadian Gay and Lesbian Chamber of Commerce. These groups are essential to Marriott's work to promote a more equitable supply chain.

Supporting Diverse-Owned Businesses

Along with Marriott hotels, our company works to elevate diverse businesses. For example, at our newly constructed corporate headquarters in Bethesda, Maryland, and* construction, a Women's Business Enterprise National Council (WBENC) certified women-owned business led by Linda Rabbitt, served as the general contractor for the internal build-out of the facility.

The Renaissance São Paulo Hotel (São Paulo, Brazil) also works with WEConnect International to support women business owners by enabling them to compete in the global marketplace. The hotel is also an active member of WEConnect International, and participates in the organization's meetings at the property.



Photo Caption: Marriott International was named by WBENC to the America's Top Corporations for Women's Business Enterprises Hall of Fame. Photo Credit: Hope Productions Unlimited, Inc.

Promoting Hotel Owner Diversity

Marriott promotes the diversity of hotel owners by introducing successful diverse and women business owners to the hospitality industry and educating them on potential investment opportunities.

By 2025, Marriott aims to achieve 3,000 diverse- or women-owned hotels in the U.S. & Canada. To achieve this goal, the company launched “Marriott’s Bridging the Gap” Program in 2022. This new multifaceted owner incentive program aims to assist historically underrepresented ownership groups including Black, Native American/First Nation, Hispanic/Latino, and Women owners in the U.S. & Canada overcome specific obstacles to hotel ownership. Marriott’s program will start by offering financial incentives to qualified historically underrepresented owners and franchisees that will have a controlling equity interest in select branded projects. Through this program, Marriott expects to commit \$50 million to continue building a more diverse owner and franchise community.



At year-end 2021, there were approximately **1,800** open diverse- or women-owned hotels in the U.S. & Canada.



Photo Caption: An associate at the Capital Pride Parade in Washington, D.C., U.S.

She Has a Deal

In 2021, Marriott continued to engage with “She Has a Deal,” an education and investment platform for aspiring women hotel investors and developers. Marriott was a sponsor of the “She Has a Deal” hotel investment pitch competition for early-career women, in which \$50,000 in deal equity was provided to the winner. Celeste Companies was awarded the grand prize for a Delta Hotels® conversion project, which included detailing the process of negotiating key money and identifying a management company.

Welcoming Diverse Travelers

Across Marriott hotels, we aim to create an environment that welcomes all guests. #LoveTravels remains the cornerstone of Marriott’s Purpose Driven Marketing efforts and is an embodiment of who we are, what we believe in, and how we connect with guests, to make the world a better place.

Welcoming Travelers With Disabilities

Marriott actively explores opportunities to access at our hotels for people with disabilities. We continue to work closely with the disability community during our development of the “Room for All” initiative, to evaluate room design concepts to dramatically improve the travel experience for guests with disabilities.

In 2021, Marriott also worked with Disability:IN to help prepare associates to provide the best possible service to guests with disabilities, through a self-paced digital learning platform. The “Services for Guests with Disabilities” Program includes an introduction to Marriott and ADA accessibility requirements, people-first language, the accessibility features of each hotel, and how to prepare for and respond to the needs of guests with disabilities. With the American Hotel & Lodging Association, the company also developed a video-based training program, “Enabling Independence: Services for Guests with Disabilities,” which provides guidance on enabling the independence of guests with disabilities.

Supporting Diversity in Our Industry & Communities

Marriott’s support for diversity extends beyond our company to our industry and into communities. We aim to empower youth, diverse populations, women, people with disabilities, veterans, and refugees through programs, partnerships, and engagement activities around the globe.

2025 Empower Through Opportunity Goal

As part of the 2025 Sustainability and Social Impact Goals, Marriott aims to **invest \$35 million in programs and partnerships** that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans, and refugees.

As of year-end 2021, Marriott has invested over **\$11.8 million** in supporting programs and partnerships.



Marriott-Sorenson Center for Hospitality Leadership

On February 24, 2021, The J. Willard and Alice S. Marriott Foundation announced a \$20 million endowment to establish the Marriott-Sorenson Center for Hospitality Leadership in honor of Marriott's beloved former president and CEO Arne Sorenson who passed away on February 15, 2021 from pancreatic cancer. The J. Willard and Alice S. Marriott Foundation endowment will launch the Center at Howard University, one of the leading Historically Black Colleges and Universities (HBCUs) in the United States. In addition, Marriott announced the creation of the Arne M. Sorenson Hospitality Fund that will support the critical programmatic and career development elements of the Center. This Fund is dedicated to helping the industry build leadership talent in hospitality, with Marriott pledging the first donation of \$1 million.

In celebration of the Center and efforts to create a pipeline of Black leadership and a more diverse and inclusive industry, Marriott hosted a case competition for current students at Howard University in 2021. Purpose Driven Marketing led the initiative, where eight students were awarded a full scholarship for the 2022–2023 academic year.

In 2021, Marriott also collaborated with Women's Business Enterprise National Council (WBENC) to bring a Women of Color Business Incubator program to two HBCUs — Howard University and North Carolina A&T University. The Incubator is a six-week program designed to assist Black women student entrepreneurs by providing business curriculum and professional feedback on business plans and prototypes. Marriott's Chief Global Officer, Global Operations judged the incubator contest and Marriott provided seed funding for the winning entrepreneurs.

Supporting Veterans in Our Communities

Through Marriott's partnership with the Fisher House Foundation Hotel for Heroes Program, Marriott hotels provided over 600,000 points to help support the over 1,800 Marriott room nights that Fisher House Foundation provided to the families of military service members undergoing surgery in the U.S. in 2021. These room nights provided 173 families a cost savings of over \$414,000. Since the beginning of Marriott's collaboration with Fisher House Foundation in 2012, nearly 4,000 families have been provided over 15,800 nights of lodging, saving those families over \$3.6 million.

Globally, Marriott hotels also engage in activities to support veterans and people with disabilities. For example, each year, the African Pride Irene Country Lodge, Autograph Collection® (Pretoria, South Africa) hosts a day for people with disabilities, including veterans, to enjoy fishing and refreshments at the dam on the property.

LGBTQ+ Support

Marriott continues to engage with True Colors United through its #LoveTravels platform. In 2021, Marriott announced a contribution of \$250,000 to further elevate and expand its support of True Colors United's work internationally. This effort is intended to be at the forefront of driving change on the issue of LGBTQ+ homelessness globally.

In June of 2021, Marriott's support helped True Colors United visit Ljubljana, Slovenia to present on LGBTQ+ youth homelessness at a conference organized by Ljubljana Pride. Marriott also engaged with other organizations at Ljubljana Pride to discuss future work together both in Slovenia and across Europe.

Associate Development, Support, & Wellbeing

Marriott's long history of service, innovation, and growth is built on a commitment to putting people first. We are dedicated to investing in associates, with a focus on leadership development, recognition, compensation, career opportunity, and skills training.

Our Strategy for Developing Associates

Marriott's learning strategy is rooted in a balance of formal education/training, on-the-job learning experiences, and exposure through relationships. A strong foundation at the start of a new hire's journey with Marriott combined with continuous learning throughout an individual's career is essential to maintaining our renowned culture that focuses on growing great leaders, investing in associates, and providing access to opportunity. All of this results in high associate engagement, and proven business impact through higher levels of guest service and member loyalty. Additionally, to meet the demands of Marriott's global growth, we invest in talent development to maintain a strong leadership pipeline, preparing associates to assume advanced leadership roles.

In 2021, Marriott continued elevating its learning experience for managed and franchised associates by focusing on building digital learning paths customized for their role, and access to learning on-demand

as needed. The company's learning site, the Digital Learning Zone (DLZ), personalizes and simplifies the identification and assignment of training by region, brand, and associate role. The DLZ also offers associates the ability to pull learning content when needed as refreshers.

Functional-Based Training

Marriott has focused on making learning simpler for associates across all areas of the business. We provide a foundation to all associates focused on loyalty, service, and brand. Functional-based training is provided to associates including our sales, front-of-house, engineering & facilities management, housekeeping/rooms, food & beverage, culinary teams, and other functional focus areas.

Management & Leadership Development

Marriott's core management, leadership development, and leadership acceleration programs are critical

to our success. These programs range from providing foundational management skills needed to successfully lead teams or advanced programming aimed at cultivating longer-term leadership skills to drive the business forward. As many of these leverage a cohort-based learning approach, these programs were adapted in 2021 to virtual or digital delivery to support continued access and development, despite travel restrictions and budget constraints.

To help prepare managed 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, including profiles that feature each individual's past accomplishments, current contributions, development areas, and readiness for new or expanded responsibilities. To develop our high-potential talent, we also maintain a series of proprietary programs.

In 2021, associates completed an average of over **50 hours** of formal, documented Marriott-provided learning ranging from functional to skills building and leadership training.

95% of managed associates participated in career- or skills-related training.

Training Resources

Associates have access to approximately 25,000 formal, self-paced, and informal learning options for developing professional and personal skills. More than 78% of our formal learning programs are digital learning, with the balance being instructor-led or blended programs.

Marriott's TakeCare Grow Platform was launched in early 2020 and offers a library of learning experiences designed to help all 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 15 unique learning pathways.

In 2021, we also prepared the launch of Become by Marriott International, a new career growth program. Through Become, Marriott aims to help associates think beyond the job they have, to who they want to become, based upon specific skills and experiences. Become was developed to be accessible to managed and franchised associates, globally. The tools include videos, workbook-style guides, a Become Types quiz and assessment, and a gallery of global associate career stories based on Become Types.

Additionally, Marriott offers managed associates 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.

Inclusive Leadership Training

We are committed to unleashing the potential of our people by creating pathways for advancement. These pathways support associate development by providing them with growth and leadership skills, available when and how they need them. Associates can leverage tools and programs such as the Digital Learning Zone,

TakeCare Grow, Marriott Development Academy, and the Talent Development Inventory to accelerate their talent at all levels and build our leadership pipeline. These efforts are complementary to our other signature programs, including the Emerging Leader Program and our high potential programs.

Marriott's Emerging Leader Program (ELP) was created to develop our bench strength talent — our high-performing front-line leaders, senior leaders, and other managers who have demonstrated the ability to excel to higher levels of responsibility. ELP is instrumental in building and increasing the number of women and people of color in leadership roles.

Engaging Associates

In 2021, all global associates at managed hotels, customer engagement centers (CECs), and corporate offices were invited to participate in the annual (with the exception of 2020 due to the COVID-19 pandemic) Marriott Associate Engagement Survey to share their feedback on their work environment and the company. The survey's results are used to drive improvements at all levels and assess associates' engagement with Marriott's sustainability and social impact programs. The 2021 Associate Engagement Survey results indicated that 86% of associates who responded agreed that the company has a strong commitment to operate sustainably; and 89% agreed that the company has a strong commitment to making a positive social impact. Overall, Marriott is recognized as a Global Best Employer, based on its scores for employee engagement, agility, engaging leadership, and talent focus.

Performance Reviews

For managed associates, performance management is accomplished through ongoing conversations between associates and their managers and yearly formal reviews are conducted with all associates.

Associates create both performance goals and personal development plans at the beginning of each year, helping them to track their performance and personal development contributions.

Under Marriott's Leadership Performance Acceleration (LPA) program, supervisors and management associates are encouraged to engage throughout the year and create development plans, chart a course for achieving those plans, and monitor progress. The LPA program also allows for just-in-time feedback that any leader or peer can include directly on the associate's review.

Employee Assistance & Benefits

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 ARL, “Assistance and Resources for Life,” providing all U.S. and Canadian managed associates and their families 24/7 access to consultations, resources, and referrals for virtually any work or life need. ARL provides numerous online resources, many of which targeted challenges due to the pandemic, such as the “COVID-19 Toolkit,” with tips for caring for self and others and maintaining mental wellbeing. The “Managing Uncertainty with Family Guide” offers tips on how to talk with young children, teens, and older adults about the uncertainty caused by the pandemic, while the “Family Wellbeing Toolkit” helps parents enhance their children’s learning during these challenging times.

Throughout 2021, we enhanced and elevated our focus on mental health to provide associates strong support over and above what is provided in health benefit plans. For example, Marriott created mental health toolkits that gave our leaders tools to be able to promote emotional wellbeing. This included additional mental health resources, self-care tips, coping strategies, guidelines to recognize depression, tips to stay connected, and ideas for personal growth.

Supporting Associates During COVID-19

In March 2021, Marriott introduced the Vaccination Care Program to managed hotels in the U.S. & Canada. The program aims to provide vaccination education and awareness, tools to allow flexibility when scheduling vaccination appointments, and a financial award equal to four hours of pay (half day) to eligible U.S. & Canada associates for each vaccination dose and each booster shot.

Eligible U.S. associates who were on furlough or temporary layoff due to the COVID-19 pandemic continued to receive company-subsidized healthcare through April 9, 2021.

Supporting Parents

Marriott offers 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 continue to receive an additional seven weeks of partial pay for a total of 15 weeks of leave benefits. We provide financial assistance up to \$12,000 to help with adoption fees. In addition, Marriott offers a free maternity assistance program for associates and their family members enrolled in our medical programs.

In certain locations, Marriott and Marriott hotels offer a lactation room for mothers. Marriott also provides a milk delivery reimbursement to support new mothers who are traveling for work. To assist with backup childcare when the need arises, associates can rely on access to emergency back-up care at certain national daycare providers for children ages six weeks to 12 years.



TakeCare Programs

Marriott's people-first, inclusive culture and our TakeCare commitment focuses on associates' physical, mental, and financial wellbeing. In 2021, we developed TakeCare Programs to promote strong associate experiences and wellbeing that were truly local and flexible.

Mental Health: Marriott provides associates with additional support for emotional wellbeing, stress management, money management, mindfulness, and more. Marriott has an arrangement with meQuilibrium, a proven, clinically validated resilience platform that is synchronized with our other mental health resources and proactively refers managed associates to our employee assistance program who need help managing stress. In 2021, over 20,000 managed associates were enrolled in this platform and taking advantage of the self-care resources provided.

TakeCare Playbook: To support managed and franchised locations, we collaborated with our senior executives to launch a blueprint for driving associate engagement in a local/flexible manner. The Playbook includes actionable ideas to create highly engaged teams and prioritize associate wellbeing.

Level30 Global Challenge: We challenged associates at managed and franchised locations, as well as the general public, to focus on personal and holistic wellbeing with a refreshed Level30 digital app. The three-month global campaign led to 65,000+ individuals competing in the challenge.

TakeCare Certification: TakeCare Certification recognizes locations that have gone above and beyond to create exceptional associate experiences. Despite the many challenges brought on by the global pandemic, over 1,250 applications were received and of those, 943 received TakeCare certification.



Marriott's TakeCare Champion Network was **approximately 13,000 members strong** as of the end of 2021.

Promoting a Safe & Healthy Workplace

In 2021, Marriott continued to modify and enhance COVID-19 protocols in hotels in support of both guest and associate health and safety. For example, at Marriott headquarters and above property, Marriott's Health Services Team collaborated with HR and IT to develop and implement a vaccine attestation program to track vaccination statuses and reduce COVID-19 exposures.

Marriott continued to utilize 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 U.S. Marriott's Be Safe Program requires that each hotel has an Executive Level Leader assume the role of Be Safe Champion. One aspect of this role is to promote the ongoing success of an active Safety Committee. It is common practice that associates from various departments participate in the committees.

Marriott's Global Safety & Security Team

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 customers, associates, stakeholders, and the business. The team is trained to assess and respond appropriately to potential threatening situations and hotels work closely with local, state, federal, and international authorities. We work with local security authorities, including the U.S. Department of State and Department of Homeland Security, when establishing security protocols for hotels where needed. Hotels also tailor individual security measures for their own circumstances and review those measures often.

Marriott's Global Safety & Security Team is also responsible for conducting regular Safety/Security Assessments at managed hotels globally, based on the individual hotel's risk ratings. The team is responsible for implementing comprehensive Hazard Communication Plans in accordance with Occupational Safety and Health Administration (OSHA) requirements in the U.S. and several other international jurisdictions.

Marriott provides and requires safety training for all associates at managed hotels.

Safety Alert Devices

Marriott continued to execute on the company's 2018 Associate Alert Devices Program by making the devices a standard across managed and franchised hotels in the U.S. and Canada, with an ongoing technology rollout through 2023.

Harassment Prevention

Marriott has a longstanding expectation that all associates working at Marriott hotels are treated with dignity and respect. A central part of those policies is Marriott's goal of an environment free from sexual harassment by any associate, supervisor, manager, guest, vendor, client, or customer. Marriott's policy is to train nonmanagement 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.

Food Safety

Through our comprehensive food safety management system, Marriott mandates compliance with Food Safety Brand Standards for all hotel brands. These standards encompass food handling, personal hygiene, training and certification, facility cleanliness and condition, as well as HACCP monitoring to proactively identify risks that may lead to foodborne outbreaks. Compliance is required for hotels through a quarterly food safety property self-audit and verified by a third-party independent audit once per year.

We also implement active managerial controls, including food manager certification, employee illness guidelines, food handler training, potentially hazardous foods specifications, food allergen training, date marking, and a policy of no bare hand contact with ready-to-eat foods.



Community Impact

Marriott believes in making the communities where we operate better places to live, work, and visit. Around the world, associates show their commitment to doing good through charitable giving and volunteerism programs, supporting the vitality of children, and responding to those impacted by disasters.

Volunteerism & Community Events

Marriott empowers hotels, offices, and our Business Councils to support their communities where and when it makes sense to meet local needs. In 2021, associates contributed over 630,000 volunteer hours across the globe, focusing on environmental and social issues that impact their communities. Marriott also exceeded one of the company's Serve 360 Goals by nine percentage points, with 89% of managed hotels participating in community service activities since 2016.

In 2022, Marriott plans to launch a Serve 360 Nurture campaign called Serve 360/365 — Doing Good in Every Direction, Every Day, going beyond the concept of a single, traditional day of service and encouraging associates to give back throughout the year.



2025 Volunteerism Goals



15 million volunteer hours

6.3+ million volunteer hours since 2016



50% volunteer hours serving children and youth

33.3% of hours served children and youth since 2016



50% skills-based volunteer hours

29.2% of hours were skills-based since 2017



80% of managed hotels participated in community service activities

89% of managed hotels participated since 2016



50% of franchised hotels participated in community service activities

34.9% of franchised hotels participated since 2016



NURTURE OUR WORLD

Marriott's Business Councils

Comprised of general managers and other hotel leaders representing managed and franchised properties globally, Marriott's Business Councils support business strategies and add value to our markets by promoting our core values and culture, participating in government advocacy, and implementing Marriott's community partnerships and Serve 360 initiatives. As of year-end 2021, there were a total of 106 Business Councils across all continents and brands, representing 101 countries and territories, over 5,300 hotels, and more than 1.1 million rooms.

In 2021, Marriott's Business Councils continued to mobilize and contribute to Marriott's charitable giving and volunteerism programs. The Caribbean Business Council collaborated with the International Women's Club in Santo Domingo, Dominican Republic to organize a fundraising dinner, raising nearly \$10,000 for local children's education programs. The Jordan Business Council delivered 200 lunch boxes to the Amman Field Hospital in appreciation of their work at the front line of the pandemic response. The Greater China Business Councils raised approximately \$360,000 for the Yao Foundation to support China youth educational development.

In celebration of Arne Sorenson's life and legacy, Business Councils around the world also organized fun runs, charity walks, and other outdoor activities on what

would have marked Arne's Quarter Century Anniversary with Marriott. This initiative combined his love of being active and the passion he had for people and community.

Community Investments

In 2021, Marriott, along with associates, Business Councils, and guests, continued to support our communities, partners, and philanthropic causes through cash and in-kind donations. In 2021, these contributions totaled over \$23 million.

The Ritz-Carlton Community Footprints

The Ritz-Carlton's social and environmental responsibility program, Community Footprints®, aligns with the issues that are important to the communities where it operates. The Ritz-Carlton was the first Founding Partner of IMPACT2030, which is a private sector led initiative founded in collaboration with the United Nations and other global stakeholders, that marshaled corporate volunteering actions to help advance the achievement of the UN Sustainable Development Goals.

In 2021, associates at The Ritz-Carlton hotels volunteered 57,000+ hours in support of the Community Footprints program and provided more than \$380,000 in cash and approximately \$715,000 through in-kind donations.



2021 CONTRIBUTIONS

\$11.55 million* donated through cash contributions

\$11.57 million* donated through in-kind donations

66+ million** loyalty points donated to support featured Marriott philanthropic causes

* Reported figures include Marriott Corporate Headquarters giving, as well as contributions reported through our properties, offices, and Business Councils.

** Donations supported numerous organizations including the American Red Cross, World Wildlife Fund, Marriott Disaster Relief Fund, World Central Kitchen, and UNICEF.



Global Community Activities & Investments

Capital Area Food Bank

To help address significant issues around food insecurity, Marriott associates, our CEO, and executive leadership team volunteered their time at a Here to Serve Event at Capital Area Food Bank (CAFB). In addition to associates sorting 10,000 lbs. (4,536 kgs.) of food and packing over 1,400 boxes of emergency and senior meal kits, Marriott and The J. Willard and Alice S. Marriott Foundation funded the construction of an outdoor kitchen.

Coldest Night of the Year

In 2021, properties across Canada participated in the Coldest Night of the Year event to raise money and awareness for communities in need. For example, one team of associates walked to raise awareness and funds for the homeless, hungry, and needy and raised over \$10,000 for Eden Food for Change.

Road to Awareness

Each year, associates across the Middle East & Africa organize fundraising events to support the vital work of charities and organizations to improve the lives of children, through the Road to Awareness associate fundraising campaign. Since 2008, Middle East & Africa hotel teams and associates have raised nearly \$10 million and the cycle challenge has continued to be an anchor of the campaign every year. In 2021, the cycle challenge stretched coast to coast, from Jebel Hafeet to Liwa Desert (United Arab Emirates), and raised more than \$25,000 for the Al Jalila Foundation's pediatric "Farah" project. Road to Awareness also raised additional funds through campaign events, auctions, and dinners to support charities.

Run to Give

As part of Marriott's Asia Pacific region's annual Run to Give virtual charity run event in 2021, markets across the region participated to raise funds for local communities. For example, in the Philippines, hotels raised nearly \$30,000 for Marriott associates in need and Save The Children Philippines. In Indonesia,

hotels raised over \$40,000 for the Bali Children Foundation to support children at school and improve their employment opportunities and overall living standards.

World Central Kitchen

Property associates in Puerto Rico volunteered to participate in activities with local farms under the World Central Kitchen's (WCK) Food Producer Network to strengthen local food systems and food security in the Caribbean and Central America. The volunteers supported small-scale farmers by preparing the land and planting breadfruit trees with WCK grantees at Amasar Farm in Jayuya, Puerto Rico. Following the volunteer event, the Aloft® San Juan (San Juan, Puerto Rico) sold local products from the Amasar Farm at the hotel to provide additional financial support.



Photo Caption: Associates from the Aloft San Juan (San Juan, Puerto Rico) volunteering with WCK to support small-scale farmers.

Vitality of Children

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

Marriott is Children's Miracle Network Hospitals' longest-standing corporate partner. Children's Miracle Network Hospitals provide comfort, treatment, and hope to millions of sick and injured children and their families across the United States and Canada. Over nearly 40 years, Marriott has raised more than \$143 million to support the 170 local Children's Miracle Network Hospitals. In 2021, over \$2.5 million was provided in support from hotels, associates, and Marriott guests.

Marriott also continues to support UNICEF, an organization that works in 190 countries and territories to save children's lives, defend their rights, and help them fulfill their potential from birth through adolescence. Since 1995, our support for UNICEF has raised over \$49 million, and has helped to improve the lives of more than 4.5 million children.

In 2021, more than \$585,000 was contributed to UNICEF's work by Marriott associates, guests, loyalty members, and the Marriott Disaster Relief Fund. This support provided UNICEF with flexible funding needed to support its vital work, including procuring and organizing the transportation of over 400 million COVID-19 vaccines to 109 countries, and helping over 130 low- and middle-income countries improve their health systems.



In 2021 on behalf of guests, the Zadun, a Ritz-Carlton Reserve® (San Jose del Cabo, Mexico), provided **\$40,000** to the Los Cabos Children's Foundation to promote, strengthen, and advance the health and wellbeing of children in Baja California Sur, for a better quality of life.



Disaster Relief Support

When disaster strikes, Marriott works with local hotels and established relief organizations to evaluate and respond to the needs of the communities. Across the globe, we aim to support associates and local communities by providing immediate- and long-term aid, including funding for development and resiliency.

Marriott Disaster Relief Fund

The Marriott Disaster Relief Fund (MDRF) 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, especially Marriott associates, affected by significant crises. The MDRF has the flexibility to provide grants to support the immediate needs of Marriott associates and international, national, and local organizations working in support of relief and recovery efforts in impacted areas. The MDRF receives support from the company, The J. Willard and Alice S. Marriott Foundation, the TakeCare Relief Fund, Marriott Bonvoy points donations, and business partner and associate contributions.



Between March 2020 and September 2021, the MDRF provided nearly **\$2.5 million** to support humanitarian organizations and more than 21,000 managed and franchised associates, in 21 markets impacted by the global COVID-19 pandemic and other disasters.

For example, in Barbados, the MDRF supported over **800** associates impacted by the pandemic and severe volcanic ash fall by providing food and essential item vouchers.

TakeCare Relief Fund

The TakeCare Relief Fund (TCRF) is a 501(c)(3) public charity sponsored by Marriott. In 2021, the TCRF continued to provide charitable support, including need-based grants (of up to \$3,000 each) to eligible associates at managed Marriott locations who faced financial hardship caused by a natural disaster or other qualifying personal hardship events.

Support for TCRF comes from Marriott associates and hotel guests who donate to TCRF as part of their Explore discounted rate stays at participating properties, and also from other sources, including Marriott, and direct donations from the public.

Over the past year, TCRF has continued to expand its reach to locations outside the U.S., and approved new types of grants to help mitigate the impact of COVID-19, such as impending evictions or foreclosures. For the year, TCRF provided \$500,000 in funding to the Marriott Disaster Relief Fund, and provided more than \$850,000 in needs-based individual grants to eligible associates facing financial hardships, most of which were caused by natural disasters around the world.



11+ million loyalty points donated to support disaster relief in 2021

Disaster Relief Support Across the Globe

Across the globe, Marriott, our Business Councils, and hotels continued to lend support to communities. In response to the American Red Cross blood shortages across the U.S., Marriott worked with hotels to hold over 600 blood drives, making Marriott the Red Cross’ #2 top blood drive sponsor of 2021. Business Councils in Asia Pacific excluding China (APEC) held fundraising events throughout 2021 and donated over \$1 million in in-kind donations to support associates and families impacted by the COVID-19 pandemic.

In response to the damage caused by Hurricane Ida in Louisiana, the Texas Business Councils and hotels mobilized to support associates and communities. Four Business Councils across Texas collected approximately \$15,000 of supplies for associates in New Orleans.

Additionally, Marriott’s South Florida Business Council worked with the Florida Restaurant and Lodging Association to provide over 2,000 meals to the first responders following the collapse of the condo tower in Surfside, Florida, U.S.

Youth

Marriott believes in youth development and empowerment across the globe, supporting global, national, and local partnerships that connect with schools and youth-based organizations to provide career mentoring, career exploration, job shadowing, skills training, and work-study opportunities.

Supporting Youth Through Educational & Career Opportunities

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), Marriott aims 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. In 2021, Marriott's funding helped provide training for more than 1,800 teachers across 15 countries, benefiting more than 4,000 schools and over 690,000 students. In response to the COVID-19 pandemic, there was also an increased focus on online training and webinars, which allowed an additional 6,000 students from more than 100 countries to access the curriculum entirely online.



Nearly **700,000** students were provided hospitality-related training through Marriott's work with GTTP in 2021.

Marriott's support of GTTP included donating access to Marriott's Grow Program, a collection of over 300 online learning resources the company uses for associates. Marriott updated Grow in five different languages for students worldwide to access

via GTTP's dedicated education and training portal, helping to provide youth with the skills needed for a successful career in the sector, including learning professional skills, exploring career options, and building a mindset for continuous learning and development.

As part of a collaboration with the Sustainable Hospitality Alliance (the Alliance), Marriott and other hotel companies developed an industry-relevant skills curriculum to better prepare young people for on-the-job training and improve opportunities for job placements. To support industry and company efforts in this space, Marriott supported the Alliance's Youth Employment Program, a three-month employability program, equipping vulnerable young people with the core skills and practical experience they need to start their career. In 2021, over 30 young people were trained at 12 Marriott hotels across India, Nigeria, and Kenya, including people with disabilities and survivors of human trafficking. Over 70% of these graduates received employment opportunities in their communities following completion of the program, including many in the hospitality industry.

The Ritz-Carlton's signature Succeed Through Service program mentors students in disadvantaged communities to help them learn valuable life skills to forge a path of success. In 2021, the program engaged over 1,800 students.

Youth Programs Around the Globe

Across the globe, and with support from Marriott hotels, and industry and community organizations, our company helps to prepare the next generation by engaging youth in educational and career opportunities. These programs represent examples of youth engagement activities across Marriott.

Asia Pacific

In 2021, Marriott signed a memorandum of understanding with 12 universities in Vietnam to help provide better access to equal job opportunities for youth.

Caribbean and Latin America

In collaboration with Costa Rica's INA (National Learning Institute), The Westin Reserva Conchal, an All-Inclusive Golf Resort & Spa helps to prepare youth in Costa Rica for jobs in the hospitality industry through a holistic learning experience program called the "Dual Education." To date, over 260 students have graduated from the program, with 31 students enrolled in 2021. After graduation, 100% of students have secured full-time jobs, with 63% at The Westin Reserva Conchal and the remaining at other nearby hotels and restaurants.

The Solaz, a Luxury Collection Resort (Cabo, Mexico) also helped to support the next generation of students through the Green Hospitality Program. Thirty hotel associates prepared to be instructors of the next class for young adults between the ages of 18 and 25.

Europe, Middle East, & Africa

In the Middle East, we continued to grow our Tahseen program — a hospitality management development plan focused on fast-tracking Saudi Arabia's next generation of leaders and general managers within the region's hospitality industry. In collaboration with Helwan University and the Professional Development Foundation, Marriott has created a Bachelor of Hotel Operations Management Degree program to further enhance tourism education in Egypt.

The program aims to provide students with practical exposure to working within the industry in addition to theoretical learning. As of year-end 2021, nearly 150 students at 12 participating Marriott hotels in Egypt were undergoing training. Eighty-two students are midway through their fourth year in 2021, and after successful completion of their final exams, are expected to graduate with a bachelor's degree in hospitality in 2022.

United States and Canada

Through Marriott's substantial financial support of the AHLA Foundation's Opening Doors to Opportunity program, we have bolstered the AHLA Foundation's academic scholarships and workforce development programs like Apprenticeship and Empowering Youth Program. In 2021, our funding performed a vital role in helping the Foundation achieve its objectives of helping close to 1,000 individuals propel their careers through university and professional development programming. We continue to play a pivotal part in helping advance the AHLA Foundation's five-year, \$5 million pledge toward supporting DEI throughout the industry by having a representative serve on the Foundation's DEI Task Force, as well as the AHLA Foundation's Board of Trustees.

The Global Voyager Leadership Development Program, initially launched by Marriott in 2013, is designed with the next generation of university graduates in mind. The program offers a combination of hands-on, discipline-specific training and a leadership-focused curriculum, all accessed through custom technology. In 2021, nearly 120 Voyagers completed the program in the U.S. and Canada and were hired into the company.

Refugees

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

Refugee Support & Training

To support refugees in the U.S., Marriott works with the International Rescue Committee (IRC). The IRC responds to the world's worst humanitarian crises, with programming to support economic recovery, education, health, and skills training for resettled refugees to recover and thrive. Marriott has supported IRC in training over 600 refugees since 2016.

In 2021, Marriott continued to support IRC's Hospitality Link program, launching new programs in Salt Lake City, Utah and San Jose, California (U.S.). 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. Due to the impacts of the COVID-19 pandemic, the IRC also continued to conduct hybrid learning environments, training program participants in digital literacy and providing digital access where needed.

Hospitality Link's Salt Lake City and San Jose programs served 35 resettled refugees, placing 71% in jobs, 72% of which were in the hospitality sector. Representing 17 countries, 51% of the participants were women and 49% were men.

As a result of the influx of Afghan refugees to the U.S. during the summer of 2021, IRC adapted its programming to meet the unique needs of the Afghan evacuees and increase accessibility to the program. These adaptations included bringing the training to the evacuees' short-term housing facilities, adjusting the curriculum to "bootcamp" style intensive trainings, and putting a stronger focus on vocational English skills.

Across the U.S., Marriott hotels also supported Afghan refugees through hiring opportunities. For example, as of March 2022, the Sheraton Phoenix Downtown (Arizona, U.S.) hired over 40 Afghan refugees in collaboration with local nonprofits.

Supporting Refugees Through Marriott Bonvoy

In 2021, with support from loyalty members' Marriott Bonvoy points donations, the company also supported the IRC in developing new Afghan Job Readiness Training programs in U.S. cities with some of the highest Afghan refugee populations. These programs will develop workforce curriculum tailored to Afghans, factoring in varying levels of English, education, and skills, and will eventually be able to be scaled across the broader IRC network.



Human Rights

As a leader in the travel and tourism industry, Marriott 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.

Human Rights Governance

Marriott's executive-level Human Rights Council guides and advances the company's human rights policies and programs and leads successful execution of the company's broader human rights strategy. Human rights initiatives and progress toward our Serve 360 Goals are also reported to the Board of Directors and its Inclusion and Social Impact (ISI) Committee.



Since 2020, Marriott has been recognized as a Top Member of The Code (The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism) for the company's commitment to help prevent child sexual exploitation and our work to **integrate child protection practices into all aspects of our business.**

2025 Human Rights Goals

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to have **100% of on-property associates complete human rights training**, including on human trafficking awareness, responsible sourcing, and recruitment policies and practices.

We also aim to enhance or embed human rights criteria in our recruitment and sourcing policies and work with our industry to address human rights risks in the construction phase.

2021 PROGRESS:

In 2021, approximately **83,000** additional associates across both managed and franchised properties globally were trained on human trafficking awareness during the calendar year, for a total of over **900,000** associates trained since 2016.

Additionally, over **5,000** associates worldwide have completed procurement training, which includes content on human rights, and nearly **130** contracts negotiated and signed by Marriott's central procurement group included human rights criteria in 2021.



WELCOME ALL AND ADVANCE HUMAN RIGHTS

Human Trafficking Awareness Training

Since 2017, Marriott has mandated human trafficking awareness training for all on-property associates across both managed and franchised hotels. The company's comprehensive training addresses human trafficking, sexual exploitation, and forced labor with the goals of raising awareness of all forms of human trafficking and teaching associates how to recognize and respond to potential indicators of human trafficking.

In 2021, Marriott launched the next generation of its human trafficking awareness training, "Recognize and Respond: Addressing Human Trafficking in the Hospitality Industry," using feedback from on-property associates and managers and nonprofits. The new training, which was developed in consultation with Polaris and survivors of human trafficking, features separate learning paths for associates and managers, increased guidance on responding to potential situations of human trafficking, and authentic scenarios that help associates apply the knowledge they learned and practice their decision-making skills.

We continue to provide our cost-free training materials to a broader audience within our industry by collaborating with the American Hotel & Lodging Association (AHLA) Foundation and ECPAT-USA. Between 2020 and 2021, ECPAT-USA reported that over 600,000 additional hotel workers have completed the human trafficking awareness training since it was made available. In 2022, Marriott continued working with ECPAT-USA and the AHLA Foundation to make the enhanced training available to the entire hospitality industry.

Human Rights Risk Assessments

Marriott implements an ongoing risk management process to identify, mitigate, and aim to prevent human rights risks. Marriott's Internal Audit department typically coordinates an annual Enterprise Risk Assessment process through which senior leadership identifies the top business and emerging risks facing the company and conducts an annual Ethical Conduct Survey across a broad section of managed associates to assess compliance with the company's Ethical Conduct Policy. In the event of a potential human rights issue, Marriott also investigates and responds, as appropriate, to inquiries.

As we have identified human trafficking as a priority workforce risk that can impact our business operations and supply chains, Marriott plans

to continue to mandate our human trafficking awareness training program for managed and franchised properties globally and enhance our training and resources to meet the evolving needs of our stakeholders and emerging trends in the field. Marriott also expects to continue to collaborate with external experts and industry peers to combat human trafficking and identify and address other relevant human rights issues that affect the hospitality industry.

Marriott conducts due diligence on prospective owners to help assure they will uphold our commitment to human rights. Marriott also expects vendors, suppliers, and subcontractors to comply with the human rights standards outlined in its [Global Procurement Supplier Conduct Guidelines](#) and hold their own suppliers and subcontractors to the same standards and practices.



In 2021, Marriott **designed, developed, and translated four new human trafficking awareness posters** to accompany the next generation of its human trafficking awareness training. The new posters provide potential human trafficking indicators by area, including front desk and lobby, guest rooms, and other public areas.

Marriott's **enhanced human trafficking awareness training** was recognized by Fast Company's 2022 World Changing Ideas Awards.

Collaborations to Advance Human Rights

In 2021, Marriott continued to engage and collaborate with industry peers and associations to support and develop innovative programs that combat human trafficking and advance human rights.

Marriott and the Global Fund to End Modern Slavery (GFEMS) worked with the University of Maryland Support, Advocacy, Freedom, and Empowerment (SAFE) Center to pilot a skills-based hospitality training curriculum, designed specifically for survivors of human trafficking. In 2021, the SAFE Center piloted the curriculum with two cohorts of three human trafficking survivors.

We also collaborated with Polaris and survivor consultants to develop the next generation of Marriott's human trafficking awareness training, which includes four scenarios informed by cases reported to the National Human Trafficking Hotline and Marriott's Global Safety and Security Team.

Marriott is a founding member of the Sustainable Hospitality Alliance (the Alliance) and currently participates in active working groups on human rights, youth employment, and diversity, equity, and inclusion, among others. In 2021, Marriott continued our collaboration with the Alliance and the International Organization for Migration (IOM) on the "Promoting Ethical Recruitment in the Hotel and Tourism Industry" project to develop relevant training resources for the hospitality industry. As part of this project, IOM and the Alliance developed training for key internal stakeholders with the aim to establish ethical recruitment standards in cross-border labor migration and make international recruitment fair for everyone involved.

Marriott hotels in India also participated in the Alliance's youth employment program for survivors and people at-risk of human trafficking, where 21 trainees were inducted and graduated, and 17 are now employed across companies in the hospitality sector, including Marriott.

Supporting Human Rights for The LGBTQ+ Community

Marriott continued its work 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 2021, Marriott's support helped IE screen, vet, and directly represent or place 139 clients with pro bono counsel. Marriott's support also enabled staff to answer over 5,000 calls for help to their international hotline, supported attorneys in answering over 980 international inquiries from LGBTQ+

people fleeing persecution, and helped enable IE to serve their community at an especially crucial time, as the COVID-19 pandemic caused IE's volume of hotline calls to double. Despite this, IE was still able to support LGBTQ+ individuals from 31 states and 80 countries, maintaining a 99%-win rate in their cases.

Supporting Human Rights Around the Globe

Across our company, Marriott hotels, associates, and Business Councils are actively engaged in advancing human rights through training, prevention initiatives, and collaboration with key partners.

In 2021, Marriott participated in human trafficking awareness conferences and workshops both in the U.S. and internationally. For example, Marriott leaders attended AHLA Foundation's World Day Against Trafficking in Persons Awareness Event to discuss human trafficking awareness training for the hospitality industry. Marriott representatives also presented on panels in recognition of World Tourism Day, including ECPAT-USA's "Protecting Children as We Mark World Tourism Day" and the U.S. Chamber of Commerce's "Transportation and Hospitality Industries Against Human Trafficking" virtual events.



In 2021, **more than 850 associates at more than 40 properties around the world have contributed volunteer hours and donations** towards human rights and anti-trafficking efforts.

Since 2019, the Northern Spain Business Council has collaborated with A21, an organization that **works to fight human trafficking**. In addition to organizing human trafficking awareness sessions for associates, the Business Council also **participated in the Walk for Freedom and collected approximately \$4,000** to support the organization.

Marriott plans to continue to enhance efforts to address human rights and forced labor issues throughout Marriott's operations and supply chains. As we look ahead, we will strive to advance training and resources to meet the evolving needs of stakeholders.

Peace & Cultural Understanding

The simple act of travel is one of the most powerful tools for advancing peace and cultural understanding. Through our inclusive guest experiences, we grow cultural competence and deliver tailored experiences for the diverse populations of guests that we serve.

Promoting Global Peace

In 2021, Marriott continued engaging with the U.S. Institute of Peace (USIP), supporting the Generation Change Fellows Program, a peacebuilding program that works with youth leaders in conflict-affected countries. The partnership with USIP helped launch the Youth Peacebuilding Fund to support Generation Change Fellows who are demonstrated bridge-builders, dedicated to promoting peace in their communities and working to build bridges across social divides.

Marriott's support helped to enable nine youth-led organizations, each of which is a Peacebuilding Fund recipient, to launch projects, which included teaching youth conflict management skills in Delhi, India and facilitating dialogues to combat xenophobia between communities in Venezuela and Colombia. In 2022, Marriott continues to work with USIP to support their next round of youth-led projects for the Generation Change Fellows.

Inclusive Guest Experiences

Marriott believes that providing inclusive guest experiences is a competitive advantage in every market that we serve and works with properties around the world to help them understand and respect the various cultures they serve. For example, in 2021, Marriott hosted an LGBTQ+ Culture Day at the Aruba Marriott Resort & Stellaris Casino (Noord, Aruba) to further educate its associates and guests about the importance of diversity and inclusion.

2025 Cultural Understanding Goal

As part of our 2025 Sustainability and Social Impact Goals, Marriott aims to provide \$500,000 toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding.

2021 PROGRESS:

\$150,000 provided to expand the work of youth peacebuilders around the world since 2019

 WELCOME ALL AND ADVANCE HUMAN RIGHTS



Governance

Board & ESG Oversight

Marriott's Board of Directors has six standing committees: Audit, Human Resources and Compensation, Nominating and Corporate Governance, Inclusion and Social Impact, Technology and Information Security Oversight, and Executive, each of which has adopted a written charter.

Board Composition & Diversity

Marriott's Board is composed of 12 directors, nine of whom are independent. The Audit, Human Resources and Compensation, Nominating and Corporate Governance, and Technology and Information Security Oversight committees are composed solely of independent directors. The independent directors oversee critical items, including the company's financial statements, executive compensation, the selection and evaluation of directors, the development and implementation of our corporate governance programs, and technology, information security, and privacy.

The Board believes that the directors, considered as a group, should provide a mix of backgrounds, experience, knowledge, and abilities, and should reflect the diversity of the company's stockholders, associates, customers, and guests, and the communities in which we operate. As part of the annual review process, the Nominating and Corporate Governance Committee considers the appropriate mix of members that represents a diversity of background and experience. The Board believes that its current members embody a diverse range of viewpoints, backgrounds, and skills, including with respect to age, tenure, gender, and race/ethnicity.

67%

of **Board Directors** are Women and/or Minorities.

4 out of 6

Board Committees are Chaired by a Woman and/or Minority.

ESG Governance

Cascading from our Board, CEO, and executive team to associates at hotels across our 30 brands, a series of complementary councils, committees, teams, and regional leaders provide structure and oversight to support our 2025 Serve 360 Goals and broader ESG strategy.

The Board and its Inclusion & Social Impact (ISI) Committee oversee the company's strategy, efforts, and commitments related to its people-first culture, associate wellbeing and inclusion, and other environmental, social, and governance (ESG) matters.

At the management level, our Serve 360 platform is guided by various governing bodies, which each maintain their own priorities and objectives to make progress toward our companywide goals. These bodies are integral in executing on our strategy globally.

Serve 360 Executive Leadership Council

The Serve 360 Executive Leadership Council is comprised of senior executives representing each discipline and global division, and typically meets two times each year. This Council reviews progress toward the Serve 360 Goals and discusses Serve 360-related investment decisions and recommendations. Additionally, the Council leadership are responsible for reporting to the ISI Committee.

Serve 360 Advisory Council

The Serve 360 Advisory Council consists of direct reports of C-Level executive leaders and one level below, representing each discipline and global division, and typically meets four times each year. Among its responsibilities, this Council assesses Serve 360 Goal performance, provides updates on regional and discipline initiatives, and develops recommendations for the Serve 360 Executive Leadership Council. This Advisory Council is also responsible for reviewing regional and global Serve 360 Goal scorecards.

Owner Advisory Councils

Owner Advisory Councils and Committees represent the voice of the ownership/franchise/management company community and provide input, feedback, and advice. Each region determines the most appropriate way to discuss owner-relevant initiatives, collaboration opportunities, and overall progress and learnings around sustainability and social impact.

Serve 360 Regional Councils and Leaders

Regional Serve 360 Leaders assist in pulling through the company's sustainability and social impact strategy at the regional level. Additionally, regions can incorporate Serve 360 Regional Councils to better address the company's risks and opportunities locally, and drive progress toward their respective Serve 360 Regional Goals.

Serve 360 Champions

Serve 360 Champions are passionate individuals or teams volunteering to be the face and energy of Serve 360 on- and above-property. At managed hotels, Serve 360 Champion responsibilities have been included as part of the TakeCare Champion role, forming a powerful network where best practices and lessons learned can be shared. The Serve 360 Champions are responsible for organizing events, educating and collaborating with on-property departments, and reporting on and sharing best practices to achieve the Serve 360 Goals. In 2021, the TakeCare Champion Network was approximately 13,000 members strong.

Photo Caption: The Westin Lima Hotel & Convention Center (Lima, Peru) is a LEED Gold certified property.

Climate Strategy Oversight

To support Marriott's climate action efforts, which include setting a science-based target (SBT) and working toward our goal of net-zero value chain GHG emissions by no later than 2050, Marriott introduced a new governance structure.

Core leadership and working teams manage various workstreams and are supported by the Climate Strategy Advisory Group, which is chaired by the company's Chief Global Officer, Global Operations. The Corporate Growth Committee (CGC) Climate Strategy Subcommittee is the executive-level forum charged with providing the CGC with recommendations on the overall strategic direction including the SBT application submission and required investments and commitments.



Business Ethics

Marriott maintains policies and training programs targeting anti-corruption as a key component of our robust Global Ethics and Compliance Program. The company uses a risk-based approach to perform anti-corruption risk assessments, determine proper internal controls, provide multilayered training, and assess the program's effectiveness.

Policies and Procedures

Marriott maintains policies and training programs targeting several critical risk areas, such as anti-corruption, anti-money laundering, antitrust, and global trade sanctions. We strive to maintain our strong tradition of integrity in everything we do. This commitment to ethical conduct is reflected in our Ethical Conduct Policy.

We also maintain policies prohibiting commercial bribery and bribery of government officials. These policies require associates to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act ("FCPA"), the U.K. Bribery Act, the PRC Anti-Unfair Competition Law (China), and the laws of other countries where we have business operations. Our policies prohibit making or receiving improper payments or gifts,

and further prohibit giving or offering anything of value to foreign officials for the improper purpose of influencing any decision to benefit the company or to encourage unlawful conduct.

In 2021, we updated our Antitrust and Competition Law Policy to enhance the understanding by our associates of our commitment to fair competition and fair dealing around the world. Additional guidance and expectations regarding our commitment to ethical conduct, honesty, fair dealing, and legal compliance are described in our code of conduct, the [Business Conduct Guide \(BCG\)](#). The BCG, and a companion pamphlet designed for hourly associates, provide an overview of key ethics and legal compliance policies, as well as guidance on not only what is legal but also what is right. Associates are required to fully adhere to our ethics and legal compliance policies to uphold our tradition of integrity.



Business Conduct Guide

Marriott's *Business Conduct Guide* is available in **15** languages globally at managed properties and to managers worldwide; an abridged, quick reference companion pamphlet is also available in **31** languages globally at managed properties for nonmanagerial associates.



Ethics and Integrity Oversight

In 2021, with the support of the Audit Committee of the Board of Directors, an executive level Ethics & Global Compliance Governance Board comprised of the CEO's direct reports was created.

The Ethics & Global Compliance Governance Board is co-chaired by Marriott's CFO & EVP, Business Operations and EVP & General Counsel. This Board meets quarterly and provides executive-level oversight and strategic risk management with respect to our Ethics & Global Compliance Program. Preexisting governance committees, which oversee

the implementation and management of our program, including those operating at the regional level, continue to function and now report directly into the Ethics & Global Compliance Governance Board. The Ethics & Global Compliance Governance Board provides a report at least once annually to the Audit Committee.

Risk Assessments

Marriott monitors ethics and compliance risk through various processes with second and third lines of defense by using a risk-based sampling methodology and giving consideration to properties where any business ethics matters or concerns have been raised. The company's

Internal Audit Department performs an annual risk assessment of owned, leased, and managed hotels, and identifies properties to be audited based on specific anti-corruption and other risk factors.

The Internal Audit Department, in coordination with Marriott's Law Department, has also developed and deployed a global anti-corruption property review program and toolkit designed to detect issues and provide remediation actions as needed at the hotel level. Periodically, Marriott also issues property-level guidance to address anti-corruption risk, including protocols to mitigate third-party risk. We expect to continue to evaluate opportunities to improve

Marriott's compliance posture by focusing on methods and tools for measuring, assessing, and auditing effectiveness of the compliance program, including periodically using third-party consultants and external benchmarking data.

To investigate and address ethics and compliance concerns, Marriott employs a multidisciplinary approach. The company uses a triage process for the initial assessment and assignment including standard investigative practices such as witness interviews and reviews of evidentiary materials. The investigation process includes appropriate discipline and remediation as needed.

Training and Awareness

Marriott employs a multilevel approach to training and awareness, including in-person instructor-led training, online training courses, and instructor-led webinars. The company's anti-corruption and trade sanctions focused training includes all these modalities. Most associates who are manager level and above at Marriott managed hotels globally are required to certify completion of online anti-corruption training annually, while a more targeted audience based on job function is required to certify completion of online trade sanctions training annually. Additionally, our online anti-corruption training program was updated in 2021.

The company's instructor-led webinar training program is delivered periodically to key managers in high-risk jurisdictions on a risk-based basis. In addition, new executive and leadership team members receive small group training sessions to promote discussion and full understanding of our anti-corruption policies. We reinforce our training and Marriott's culture of integrity with awareness messages directly from our leadership to our global workforce. Additionally, associates upon their hiring are required to review a mandatory Ethics and Compliance video, "How We Do Business," that describes the company's longstanding tradition of uncompromising ethics and integrity based on Marriott's founding philosophy that "how we do business is as important as the business we do."

On an annual basis, our Internal Audit Department also conducts an Ethical Conduct Audit. As part of this audit, Internal Audit uses two surveys. The first survey is administered to more than 1,800 associates, which includes Marriott's Top 250 leaders and all general managers of managed, leased, and owned hotels, as well as our Board of Directors. The purpose of this survey is to certify their awareness of and compliance with select Marriott policies related to ethics and various legal and regulatory requirements. The second survey, which is an anonymous survey, is administered to all non-hourly associates at a manager level or above, excluding those who participate in the first survey. This survey is designed to understand associate perceptions of Marriott's ethical culture more broadly.

As of year-end 2021, approximately 26,000 managers (87% of the required audience) completed our online global anti-corruption training. In addition, as part of our business ethics training, approximately 8,500 associates (78% of the required audience) completed the online global trade sanctions training. Thousands of other leaders attended instructor-led webinar trainings that covered anti-corruption, trade sanctions, antitrust, Marriott's *Business Conduct Guide*, our Ethical Conduct Policy, and expectations for maintaining a high level of security.

Reporting Concerns

Associates are encouraged to report suspected legal, ethical, and policy violations through a number of reporting channels, including the Business Integrity Line or via email to Internal Audit. The Business Integrity Line is operated globally by a third-party provider (Navex), provides for anonymous reporting, and is available via online resources 24 hours a day, seven days a week. Marriott has a "No Retaliation" Policy and prohibits retaliation against associates who in good faith report suspected violations of our ethical standards or violations of law through any of our reporting channels or to government regulators or law enforcement agencies. Marriott also does not permit retaliation against an associate who refuses to participate in an activity that would result in a violation of our ethical standards, company policy, or a violation of law.

The Business Integrity Line is also publicly available and can be accessed by any of Marriott's stakeholders. Third parties can use the resource to directly contact Internal Audit to raise ethics or compliance concerns.



Data Privacy & Cybersecurity

Marriott's comprehensive global privacy and information security programs include policies and procedures governing the collection, use, disclosure, sharing, retention, and security of its customers' personal data.

Data Privacy Governance

Marriott's Data Privacy Governance Program is a fundamental part of the Global Privacy Office's framework. Marriott's Board of Directors' Technology and Information Security Oversight Committee (established in 2021) oversees the company's information security, privacy and technology-related risks, and assists the Board in overseeing management efforts to monitor and mitigate those risks.

Marriott's Global Privacy and Information Security Governance Board (Governance Board) is responsible for providing executive-level oversight and strategic risk management with respect to the Global Privacy and Global Information Security Programs.

The company's Global Privacy and Information Security Oversight Committee and its Regional Committees, in the U.S. & Canada; the Caribbean and Latin America; Europe,

Middle East & Africa; and Asia Pacific implement the privacy and security risk management strategy set by the Governance Board, by working to confirm that Marriott has effective policies, procedures, and practices in place.

Marriott also continues to establish additional governance forums as necessary to meet evolving business needs, which includes establishing subcommittees to address concerns in specific high-risk jurisdictions and complex areas of the privacy program.

Data Privacy Program

Marriott maintains a robust data privacy program that employs a risk-based approach to the application of privacy requirements globally. The company works to communicate and adhere to privacy principles that are consistent with legal and regulatory standards embedded within privacy laws globally. Marriott also has established standard

operating procedures, policies, and guidelines governing the collection, use, disclosure, transfer, storage, and retention of its customers' personal data.

Marriott's Privacy Center includes the company's Global Privacy Statement, which explains how the company collects, uses, discloses, transfers, and retains customer data. The Privacy Center also provides customers with the opportunity to exercise their privacy rights and update communication preferences. Marriott has a dedicated Global Privacy Office, which operates under the leadership of Marriott's Global Compliance Counsel and Privacy Officer. The Global Privacy Office oversees functions such as handling customer privacy inquiries, conducting Privacy Impact Assessments (PIAs), and monitoring the company's overall compliance with evolving global privacy laws and regulations.

The Global Privacy Office is subject to regular audits and assessments by Internal Audit and independent third parties. In addition, Marriott's European Union (EU) General Data Protection Regulation (GDPR) Data Protection Officer has conducted annual reviews of Marriott's privacy program since 2019.

In 2021, Marriott continued to invest in the company's privacy program by increasing the program's budget, hiring additional resources, and expanding support technology tools. The Global Privacy Office also expanded and formalized its privacy business partner program, which embeds privacy liaisons within the business disciplines. The country Data Protection Officer (DPO) Program was also expanded, and the Global Privacy Office established additional DPOs in South Korea, Nigeria, Singapore, the Philippines, and Germany.

Data Privacy Training

Data privacy training and awareness continues to be a primary focus for the Global Privacy Office. Marriott's Global Privacy Office provides training and awareness about the importance of data privacy throughout the company. Marriott provides mandatory Global Privacy online training for above-property and managed hotel associates, and for franchise associates who are likely to handle personal data. Marriott reviews its Global Privacy Training on an annual basis and offers the training in eight languages.

In addition to the required online Global Privacy Training, the Global Privacy Office hosts privacy awareness initiatives on a quarterly basis, which can involve panel discussions and privacy-related reminder communications. Tailored privacy training is also offered on an ad hoc basis.

Nearly **39,000** Marriott associates completed the annual Global Privacy training in 2021.

Cybersecurity Program

Marriott maintains a robust cybersecurity program that employs a risk-based approach to the application of cybersecurity requirements globally. The company takes a multilayered approach to protecting company information and assets, which includes controls on the Marriott network, systems that connect to the Marriott network (e.g., servers, PCs, and mobile devices), and business applications on a global basis.

Marriott employs technical and organizational measures and processes to help control and protect Marriott's network, applications, and information — including customer data held on Marriott's systems. Marriott has a dedicated Global Information Security Team under the leadership of Marriott's Chief Information Security Officer (CISO), which focuses on application, network, and system security. This team is also responsible for information security compliance, training and awareness, monitoring, and incident response. Marriott's information security program is designed to implement a multilayered approach to security and employs various technologies and processes to protect systems and data and includes NIST

800-53 and ISO 27001 controls and ISO 27002 guidelines in its overall framework. Among other measures, Marriott is Payment Card Industry (PCI) compliant where required and maintains a documented vulnerability management program, endpoint monitoring and alerting capabilities, and with an up-to-date global incident response plan.

Marriott's Global Information Security (GIS) Risk Management Team conducts risk assessments against Marriott's critical applications at least annually and with significant changes to the internal operating or external environments. Monthly risk metrics based on the National Institute of Standards in Technology (NIST) Cybersecurity Framework are tracked and reported to senior management. The GIS Team is also responsible for conducting third-party vendor security assessments. This includes performing security vulnerability scans on third-party vendor websites and other public-facing servers where Marriott data may be stored or transmitted.

Marriott's Global Information Security & Privacy Incident Response Plan includes provisions regarding compliance with applicable laws and regulations requiring notifications to government authorities, individuals, and/or other relevant third parties related to data security incidents.

Cybersecurity Training

Marriott's Global Information Security Team provides training and awareness about the importance of information security throughout the company. More specifically, Marriott provides mandatory Information Security & Protection Training (ISPT) for associates who use a computer or handle guest payment card information. To help achieve continuous improvement and compliance, Marriott reviews the ISPT online training program at least annually.

Additional training and awareness programs include phishing simulation exercises at least monthly that are delivered globally, quarterly information security email updates, communications on emerging risks, and annual programming during Cybersecurity Awareness Month in October.

More than **175,000** Marriott associates completed ISPT training in 2021.

Public Policy

Marriott maintains a robust public policy agenda and engages leaders on a wide range of issues. We believe in transparency in our practices and that political participation at all levels of government is important to our business.

Advocating for the Future

In 2021, the majority of our advocacy was focused on supporting our business, owners, franchisees, and impacted associates in COVID-19 pandemic-related relief and recovery measures at the local, state, and federal level. While we understand nothing can replace a robust travel economy, the policies we pursued helped provide a bridge and government support for stakeholders and the industry.

Marriott is committed to participating in the political process to promote its interests and business

objectives, without regard to the political preferences of its executives. We support candidates seeking elected office at the federal, state, and local level in the United States through Marriott's employee-funded Political Action Committee (PAC).

Marriott is a member of numerous industry and business associations, including the Business Roundtable, U.S. Chamber of Commerce, the World Travel & Tourism Council, American Hotel & Lodging Association, International Franchise

Association, the World Economic Forum, and the U.S. Travel Association. Some of these U.S.-based associations also participate in lobbying and policy advocacy activities in the U.S. Marriott is also a member of the Business Continuity Coalition, an industry organization dedicated to protecting jobs and businesses during the COVID-19 pandemic and preparing for the impact of future public health emergencies.

Sustainability Advocacy

In 2021, Marriott joined industry partners and associations including the Business Roundtable, U.S. Travel Association, and the American Hotel & Lodging Association in pushing for Congress to pass measures that would provide tax incentives for EV charging station installation and commercial building energy efficiency upgrades.



Marriott Political Action Committee

The Marriott International, Inc. Political Action Committee (MARPAAC) is a nonpartisan PAC (funded by voluntary contributions made by associates). We strive for a 50/50 split in contributions to Democratic and Republican federal candidates. In the most recent complete 2019–2020 election cycle, MARPAAC's total disbursements were \$417,816, with \$204,000 distributed directly to federal candidates, of which 56% went to Democrats and 44% to Republicans.

Following the events at the U.S. Capitol on January 6, 2021, the company made the decision to pause MARPAAC contributions to Members of Congress who did not vote to certify the presidential election results. The pause implemented in January 2021 is still in effect, as we continue to evaluate the policy, including when any changes may be made.

Marriott worked with an industry coalition, the U.S. Administration, and Members of Congress, to help secure fair federal per diem rates for fiscal year 2022. Fair federal per diem rates are important to continued recovery for Marriott, owners and franchisees, and the broader hospitality industry.

CPA-Zicklin Index of Corporate Political Disclosure and Accountability

In 2021, the CPA-Zicklin Index designated Marriott as a Trendsetter, its highest-ranking group for corporate political transparency. Marriott received an overall score of 91.4 out of a possible 100 points.

Social Advocacy Positions

Through our public policy support, we aim to engage in a wide range of issues that are important to key stakeholders.

LGBTQ+ Equality

Marriott is a member of the HRC Global Business Coalition, a forum for major multinational businesses to advance workplace protections for LGBTQ+ associates worldwide. We have endorsed the Equality Act to promote fair treatment and workplace protections under the law for members of the LGBTQ+ community.

Support for Dreamers

In 2017, Marriott joined business leaders from across the country to sign an open letter calling for the immediate passage of legislation to protect "Dreamers." Since that time, Marriott has continued to advocate for a permanent legislative solution to this issue as a member of the Coalition for the American Dream and recently supported passage of the American Dream and Promise Act.

Access to Voting

Marriott has always encouraged civic engagement and voting in the U.S. on the local and national level. We believe that voting and access to free and fair elections are fundamental underpinnings of our democracy and reinforce our country's stability. To support access to voting, Marriott has deployed associate communications campaigns in advance of elections in the United States, including providing resources on where to register and vote. Marriott believes expanding access to voting will increase voter participation, strengthen our democracy, and make certain that more voices are heard. We oppose any effort to restrict voting rights or access to polls as contrary to the spirit of democracy.

Guest Engagement, Wellbeing, & Satisfaction

Marriott's dedication to our guests shows in everything we do. Our company is driven to continually challenge the status quo and anticipate our customers' changing needs with new brands, new global locations, and new guest experiences.

Marriott Bonvoy™

Our award-winning loyalty program [Marriott Bonvoy](#) allows members to earn points at participating properties, with our credit cards, and with select partners. Marriott Bonvoy members have the option to donate their points to specific [Serve 360 partners](#), or redeem points for travel, experiences, and other products.

Marriott Bonvoy [Tours & Activities](#) further engages guests through activities that enhance and enrich their trip and make their travel more memorable. This includes providing cultural and outdoor activities, allowing guests to further experience their destinations.

Guest Satisfaction

Day in and day out, we work to generate superior guest satisfaction and enable more memorable stays at our properties. Among our many efforts to improve satisfaction, Marriott continues to develop technology to deliver immersive, personalized experiences to our guests. We remain focused on growing engagement levels with millions of guests by interacting with them through our mobile application and digital guest channels across our hotel portfolio.

Keeping Guests Safe & Healthy

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. In 2021, the company enhanced health and safety programs and protocols to address ongoing global challenges.

Teams across Marriott continued to play an integral part in the development and execution of Marriott's COVID-19 Response Plan during 2021. As we continue to welcome guests back to Marriott hotels, we work with evolving guidelines and measures to help provide a safe environment. Our Commitment to Clean is designed to take efforts to minimize risk and enhance safety, as we aim to monitor and evolve our solutions to promote the health and safety of our guests.

2021 GuestVoice Satisfaction Survey

62.3% of guest respondents rated their overall experience at **least nine out of 10***

* Approximately one in six queried guests have responded. All brands are represented.

2021 Marriott Verified Reviews

65%** of guest reviews are **4-star** or higher (on a 5-point scale)

** Marriott Verified Reviews were reinstated on January 5, 2021.

SERVE 360 COORDINATES

FUTURE PRIORITIES

Success Is Never Final

At Marriott, we strongly believe that “success is never final,” and this belief has helped transform Marriott into the world’s leader in hospitality.

In 2021, Marriott continued to face the impacts of the global COVID-19 pandemic. However, we remained resilient and innovative by setting new targets and continuing to make progress across our Serve 360 platform and broader ESG strategy.

Through our efforts, and with support from stakeholders, we remain committed to “doing good in every direction” and making progress toward achieving our 2025 Serve 360 Goals.

Connect With Us

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


[Facebook](#)

[Instagram](#)

[Twitter](#)

[LinkedIn](#)

[YouTube](#)

[Heart of the House](#)

[Chairman David Marriott’s Blog](#)

[CEO Anthony Capuano’s Blog](#)



Nurture Our World

- Launch campaign to encourage year-round volunteerism and coach properties how to set and achieve their own volunteerism goals
- Engage franchised properties in community service activities through Business Councils
- Explore nature-based solutions to advance our commitment to reach net-zero by 2050, at the latest



Sustain Responsible Operations

- Submit for approval our science-based target to the Science Based Targets initiative (SBTi) and develop longer-term strategies to support this commitment
- Increase renewable electricity through on-site projects
- Implement Hotel Waste Measurement Methodology to develop waste baselines and track progress toward waste and food waste reduction goals



Empower Through Opportunity

- Increase the number of diverse associates, leaders, suppliers, and owners throughout the company
- Provide opportunity by collaborating with nonprofits that serve populations who face barriers to education, training, and employment



Welcome All and Advance Human Rights

- Advance our human rights training and resources to meet the evolving needs of our stakeholders
- Share our human rights training and resources with the broader industry to create greater awareness
- Expand our inclusive experiences that embrace the rich diversity of our guests and associates around the world

Performance Tables

Property Data

2021 TOP MARKETS

MARKETS	TOTAL PROPERTIES	TOTAL ROOMS
United States	5,516	909,114
China	428	134,199
Canada	266	55,522
India	128	25,972
United Kingdom	122	23,123

MARKETS	TOTAL PROPERTIES	TOTAL ROOMS
Mexico	109	22,440
Germany	94	21,199
United Arab Emirates	70	20,004
Japan	73	16,715
Spain	94	14,074

2021 REGIONAL PRESENCE

REGIONS	TOTAL PROPERTIES	COMPANY-OPERATED*	FRANCHISED/LICENSED	RESIDENTIAL	TOTAL ROOMS
United States & Canada	5,712	664	4,983	65	945,987
Asia Pacific	911	723	175	13	249,999
Europe, Middle East, & Africa	978	501	464	13	198,542
Caribbean & Latin America	296	119	166	11	61,950
Timeshares	92	–	92	–	22,701
Total	7,989	2,007	5,880	102	1,479,179

* Company-operated properties include managed, owned, and leased hotels. Metrics do not include Homes & Villas by Marriott International®.

Economic Data

REVENUE AND INVESTMENTS

	2021	2020	2019
Total Revenue (million USD)	\$13,857	\$10,571	\$20,972
Community Investments (cash and in-kind donations million USD)	\$23.1	\$21.2	\$53.7

Environmental Data**

GHG EMISSIONS

	2021	2020	2019	BASELINE (2016)
Scope 1 GHG Emissions (MT CO ₂ e)	1,104,234	972,725	1,326,481	1,245,733
Scope 2 GHG Emissions — Location-Based (MT CO ₂ e)	4,708,713	4,152,757	5,479,818	5,303,856
Scope 2 GHG Emissions — Market-Based (MT CO ₂ e)	4,726,284	4,193,307	5,482,582	–
Scope 3 GHG Emissions (Franchised Properties) — Location-Based (MT CO ₂ e)	4,089,425	3,469,091	4,843,479	4,784,617
Scope 3 GHG Emissions (Franchised Properties) — Market-Based (MT CO ₂ e)	4,277,697	3,682,984	4,889,251	–
GHG Emissions Intensity** (kg per m ² of conditioned space)	93.7	82.2	113.9	125.9

** For a regional breakdown of GHG emissions intensity metrics, please see the "Energy & Emissions" section of the 2022 Serve 360 Report (page 15).

Environmental Data** (continued)

ENERGY CONSUMPTION	2021	2020	2019	BASELINE (2016)
Total Energy Consumption (million MWh)	30.05	25.45	33.78	29.41
Energy Consumption — Managed Properties (million MWh)	16.22	13.83	18.49	16.39
Energy Consumption — Franchised Properties (million MWh)	13.83	11.62	15.29	13.02
Energy Intensity*** (kWh per m2 of conditioned space)	276.9	243.7	334.1	334.4

** For a regional breakdown of GHG emissions intensity metrics, please see the "Energy & Emissions" section of the 2022 Serve 360 Report (page 15).

*** For a regional breakdown of energy intensity metrics, please see the "Energy & Emissions" section of the 2022 Serve 360 Report (page 17).

WATER CONSUMPTION	2021	2020	2019	BASELINE (2016)
Total Water Consumption** (million m3)	115.3	101.3	133.2	130.7
Water Intensity*** (m3 per occupied room)	0.880	1.005	0.739	0.841

** Total water consumption represents managed properties only.

*** For a regional breakdown of water intensity metrics, please see the "Water" section of the 2022 Serve 360 Report (page 19).

Human Capital Data****

GLOBAL*****	2021	2020	2019
Total Associates	325,000	321,000	418,000
Nonmanagement Associates	85%	85%	86%
Management Associates	15%	15%	14%
Total Voluntary Turnover (includes retirements)	26%	19%	20%

U.S.*****	2021	2020	2019
Total Employees	97,000	98,000	136,000
Nonmanagement Employees	81%	83%	83%
Management Employees	19%	17%	17%
Men	46%	46%	47%
Women	54%	54%	53%
Employees Represented by Labor Unions	18%	20%	16%

BY REGION*****	2021	2020	2019
Asia Pacific	120,000	120,000	147,000
Caribbean & Latin America	20,000	17,000	25,000
Europe, Middle East, & Africa	77,000	73,000	94,000
United States & Canada	108,000	111,000	152,000

**** For additional metrics related to employee diversity, please see the "Company Overview & Highlights" (page 5) and "Diversity, Equity, and Inclusion" (page 38) sections of the 2022 Serve 360 Report.

***** Includes associates at Marriott managed hotels outside the U.S. who are owner employees.

***** Includes Marriott employees at properties, headquarters, corporate offices, customer engagement centers (CECs), and managed and owned/leased hotels.

GRI Index

Marriott's Serve 360 Report follows the [Global Reporting Initiative](#) (GRI) disclosure framework. In this Report, Marriott references the updated GRI Universal Standards and adapted GRI topic standards.

The 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 (ESG) topics.

GRI 2: General Disclosures

Disclosure	Indicator	Description	Response and / or Location
The Organization and its Reporting Practices	2-1	Organizational details	2022 Serve 360 Report (Company Overview & Highlights, page 5) Corporate Overview 2021 Annual Report (Business, pages 9–16; Properties, pages 24–26; Corporate Information, page 89) Investor Fact Book
	2-2	Entities included in the organization's sustainability reporting	2022 Serve 360 Report (About This Report, page 4)
	2-3	Reporting period, frequency, and contact point	2022 Serve 360 Report (About This Report, page 4) Marriott's Serve 360 Report: Environmental, Social, and Governance Progress is published annually. sustainability@marriott.com
	2-4	Restatements of information	None during the reporting period.
	2-5	External assurance	2022 Serve 360 Report (Assurance Statement, pages 97–98)
Activities and Workers	2-6	Activities, value chain, and other business relationships	2022 Serve 360 Report (Company Overview & Highlights, page 5; Stakeholder Engagement, page 12; Responsible Sourcing, pages 29–34) 2021 Annual Report (Business, pages 9–16) Marriott and Marriott's hotels' key procurement categories include furniture, fixtures, and equipment (FF&E); operating supplies and equipment; food and beverage; hotel amenities; and corporate services. Products and services are generally centrally contracted and locally sourced by hotels. In 2021, Marriott managed hotel and headquarters' supply chain spend was approximately \$8.8 billion.

GRI 2: General Disclosures *(continued)*

Disclosure	Indicator	Description	Response and / or Location
Activities and Workers <i>(continued)</i>	2-7	Employees	2022 Serve 360 Report (Company Overview & Highlights, page 5; Global Diversity, Equity, and Inclusion, page 38; Performance Tables, page 75) 2021 Annual Report (Human Capital Management, pages 14–15) EEO-1 Form
	2-8	Workers who are not employees	2021 Annual Report (Human Capital Management, pages 14–15)
Governance	2-9	Governance structure and composition	2022 Serve 360 Report (Board & ESG Oversight, page 63) 2022 Proxy Statement (Corporate Governance, pages 24–42) Board of Directors Committee Membership Documents & Charters
	2-10	Nomination and selection of the highest governance body	2022 Proxy Statement (Selection of Director Nominees, page 30; Nominees to our Board of Directors, pages 31–36) Governance Principles (Board Composition and Director Qualifications, pages 1–2) Nominating and Corporate Governance Committee Charter
	2-11	Chair of the highest governance body	Board of Directors Committee Membership
	2-12	Role of the highest governance body in overseeing the management of impacts	2022 Serve 360 Report (Board & ESG Oversight, page 63) 2022 Proxy Statement (Corporate Governance, pages 38–42) Governance Principles (Ethics and Conflicts of Interest, page 6)
	2-13	Delegation of responsibility for managing impacts	2022 Serve 360 Report (Board & ESG Oversight, page 63) 2022 Proxy Statement (Corporate Governance, pages 38–42)
	2-14	Role of the highest governance body in sustainability reporting	2022 Serve 360 Report (Board & ESG Oversight, page 63) Inclusion and Social Impact Committee Charter Marriott's Board of Directors was provided the opportunity to review the company's 2022 Serve 360 Report.
	2-15	Conflicts of interest	Audit Committee Charter (Related Parties; Conflict of Interest, page 5) Governance Principles (Ethics and Conflicts of Interest, page 6)

GRI 2: General Disclosures *(continued)*

Disclosure	Indicator	Description	Response and / or Location
Governance <i>(continued)</i>	2-16	Communication of critical concerns	2022 Proxy Statement (Risk Oversight, page 42) Governance Principles (Reporting Concerns to Independent Director or the Audit Committee, page 6)
	2-17	Collective knowledge of highest governance body	2022 Serve 360 Report (Board & ESG Oversight, page 63) 2022 Proxy Statement (Corporate Governance, pages 24–36)
	2-18	Evaluation for the performance of the highest governance body	2022 Proxy Statement (Board Evaluation Process, pages 41–42) Governance Principles (Annual Evaluation, page 5) Nominating and Corporate Governance Committee Charter
	2-19	Remuneration policies	2022 Proxy Statement (Executive and Director Compensation, pages 45–73) Human Resources and Compensation Committee Charter
	2-20	Process to determine remuneration	2022 Proxy Statement (Executive and Director Compensation, pages 45–73) Human Resources and Compensation Committee Charter
	2-21	Annual total compensation ratio	2022 Proxy Statement (CEO Pay Ratio, pages 68–69)
Strategy, Policies, and Practices	2-22	Statement on sustainable development strategy	2022 Serve 360 Report (A Message From Our CEO, page 3)
	2-23	Policy commitments	2022 Serve 360 Report (Business Ethics, page 65) Business Conduct Guide Policies and Position Statements Human Rights Policy Sexual Harassment Policy Prevention Statement Modern Slavery Statement 2020 Global Procurement Supplier Conduct Guidelines Core Values & Heritage

GRI 2: General Disclosures *(continued)*

Disclosure	Indicator	Description	Response and / or Location
Strategy, Policies, and Practices <i>(continued)</i>	2-24	Embedding policy commitments	2022 Serve 360 Report (Board & ESG Oversight, page 63; Business Ethics, page 65) 2022 Proxy Statement (Risk Oversight, page 42) Business Conduct Guide Policies and Position Statements
	2-25	Processes to remediate negative impacts	2022 Serve 360 Report (Business Ethics, pages 65–67) 2022 Proxy Statement (Risk Oversight, page 42) Governance Principles (Reporting of Concerns to Independent Director or the Audit Committee, page 6; Stakeholder Engagement, page 8) Business Conduct Guide Modern Slavery Statement 2020 (page 7)
	2-26	Mechanisms for seeking advice and raising concerns	2022 Serve 360 Report (Business Ethics, page 67) Business Conduct Guide Business Integrity Line Core Values & Heritage
	2-27	Compliance with laws and regulations	SEC Filings In 2021, there were no known instances of noncompliance with laws and regulations that the company believed could be material to the company taken as a whole, except as disclosed in the company's SEC filings.
	2-28	Membership associations	2022 Serve 360 Report (Stakeholder Engagement, page 12; Human Rights, page 60; Public Policy, pages 70–71) Partners in Diversity, Equity, & Inclusion Modern Slavery Statement 2020 (page 11)
Stakeholder Engagement	2-29	Approach to stakeholder engagement	2022 Serve 360 Report (Stakeholder Engagement, page 12)
	2-30	Collective bargaining agreements	2022 Serve 360 Report (Performance Tables, page 75) 2021 Annual Report (Human Capital Management, pages 14–15)

GRI 3: Material Topics

Indicator	Description	Response and / or Location
3-1	Process to determine material topics	<p>2022 Serve 360 Report (Stakeholder Engagement, page 12)</p> <p>The Serve 360 Report and GRI Index were informed by a prior sustainability and social impact assessment, which included interviews representing owners, customers, industry associations, and nongovernmental organizations.</p> <p>Marriott considered topics and information prioritized by ESG research firms.</p> <p>Marriott 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>
3-2	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, Procurement Practices, and Anti-Corruption • Environmental: Energy, Water and Effluents, Biodiversity, Emissions, Waste, and Supply Chain Environmental Assessment • Social: Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Child Labor, Forced or Compulsory Labor, Local Communities, Supply Chain Social Assessment, Customer Health and Safety, and Data Privacy

Material Topics: Economic

Topic	Indicator	Description	Response and / or Location
Economic Performance	3-3	Management of material topics	2021 Annual Report (Business, pages 9–16; Management's Discussion and Analysis of Financial Condition and Results of Operations, pages 28–38)
	201-1	Direct economic value generated and distributed	<p>2022 Serve 360 Report (Community Impact, pages 50–54)</p> <p>2021 Annual Report (Management's Discussion and Analysis of Financial Condition and Results of Operations, pages 28–38)</p>
	201-2	Financial implications and other risks and opportunities due to climate change	<p>2022 Serve 360 Report (TCFD Report, pages 91–96)</p> <p>2022 CDP Climate Change Response</p>
	201-3	Defined benefit plan obligations and other retirement plans	<p>2021 Annual Report (Retirement Savings Plan, page 53)</p> <p>Marriott Retirement Savings Plan</p>

Material Topics: Economic *(continued)*

Topic	Indicator	Description	Response and / or Location
Indirect Economic	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Community Impact, pages 50–54) 2025 Sustainability and Social Impact Goals Nurture Our World
	203-1	Infrastructure investment and services supported	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Community Impact, pages 50–54) Nurture Our World
Procurement Practices	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, pages 29–34) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines Responsible Sourcing Guide Sustainability Policy
	204-1	Proportion of spending on local suppliers	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, page 33) Sustain Responsible Operations (Source Responsibly)
Anti-Corruption	3-3	Management of material topics	2022 Serve 360 Report (Business Ethics; pages 65–67) Business Conduct Guide Business Integrity Line
	205-2	Communication and training about anti-corruption policies and procedures	2022 Serve 360 Report (Business Ethics; pages 65–67) Business Conduct Guide Business Integrity Line

Material Topics: Environmental

Topic	Indicator	Description	Response and / or Location
Energy	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–17) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy 2022 CDP Climate Change Response
	302-1	Energy consumption within the organization	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, page 17; Performance Tables, page 75; Assurance Statement, pages 97–98)
	302-3	Energy intensity	2022 Serve 360 Report (Energy & Emissions, page 17; Performance Tables, page 75; Assurance Statement, pages 97–98)
	302-4	Reduction of energy consumption	2022 Serve 360 Report (Energy & Emissions, pages 14 and 16–17; Performance Tables, page 75) 2022 CDP Climate Change Response
	302-5	Reductions in energy requirements of products and services	2022 Serve 360 Report (Energy & Emissions, pages 14 and 16–17; Performance Tables, page 75) 2022 CDP Climate Change Response
Water and Effluents	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Water, pages 18–19) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy 2022 CDP Water Security Response
	303-1	Interactions with water as a shared resource	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Water, pages 18–19) 2022 CDP Water Security Response
	303-3	Water withdrawal	2022 Serve 360 Report (Water, page 19; Performance Tables, page 75; Assurance Statement, pages 97–98) 2022 CDP Water Security Response

Material Topics: Environmental *(continued)*

Topic	Indicator	Description	Response and / or Location
Biodiversity	3-3	Management of material topics	2022 Serve 360 Report (Biodiversity, pages 25–28) Nurture Our World (Natural Capital Investment) Sustainability Policy 2022 CDP Forests Response Evergreen Alliance Foundation for Amazon Sustainability
	304-3	Habitats protected or restored	2022 Serve 360 Report (Biodiversity, pages 25–28) Nurture Our World (Natural Capital Investment)
Emissions	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–17) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy 2022 CDP Climate Change Response
	305-1	Direct (Scope 1) GHG emissions	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–15; Performance Tables, page 74; Assurance Statement, pages 97–98) 2022 CDP Climate Change Response
	305-2	Energy indirect (Scope 2) GHG emissions	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–15; Performance Tables, page 74; Assurance Statement, pages 97–98) 2022 CDP Climate Change Response
	305-3	Other indirect (Scope 3) GHG emissions	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–15; Performance Tables, page 74; Assurance Statement, pages 97–98) 2022 CDP Climate Change Response
	305-4	GHG emissions intensity	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, page 15; Performance Tables, page 74; Assurance Statement, pages 97–98) 2022 CDP Climate Change Response
	305-5	Reduction of GHG emissions	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–15; Performance Tables, page 74) 2022 CDP Climate Change Response

Material Topics: Environmental *(continued)*

Topic	Indicator	Description	Response and / or Location
Waste	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Waste, pages 20–22) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy
	306-2	Management of significant waste-related impacts	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Waste, pages 20–22) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Reduce Environmental Impacts) Sustainability Policy
	306-4	Waste diverted from disposal	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Waste, pages 20–22)
Supplier Environmental Assessment	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, pages 29–34) 2025 Sustainability and Social Impact Goals Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement Responsible Sourcing Guide Sustainability Policy
	308-1	New suppliers that were screened using environmental criteria	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, page 29) Sustain Responsible Operations (Source Responsibly) Global Procurement Supplier Conduct Guidelines

Material Topics: Social

Topic	Indicator	Description	Response and / or Location
Employment	3-3	Management of material topics	2022 Serve 360 Report (Company Overview & Highlights, page 5; Diversity, Equity, and Inclusion, pages 36–41; Associate Development, Support, & Wellbeing, pages 45–48; Performance Tables, page 75) Business Conduct Guide Awards and Recognition Careers
	401-1	New employee hires and employee turnover	2022 Serve 360 Report (Performance Tables, page 75)
	401-3	Parental leave	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, page 47) Careers
Occupational Health and Safety	3-3	Management of material topics	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, pages 47–49; Guest Engagement, Wellbeing, & Satisfaction, page 72) Business Conduct Guide (Health, Safety, and Security, page 41) Sexual Harassment Policy Prevention Statement Heart of the House Commitment to Clean Vaccination Care Program
	403-2	Hazard identification, risk assessment, and incident investigation	Marriott's Global Safety and Security Team conducts regular Safety/Security Assessments at hotels globally, based on the individual hotel's risk ratings.
	403-5	Worker training on occupational health and safety	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, page 49)
	403-6	Promotion of worker health	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, pages 47–49)
	403-9	Work-related injuries	In 2021, Marriott had no known work-related fatalities. In 2021, Marriott's injury frequency rate was 5.20; and Marriott's lost time injury rate was 1.70 (injuries per 200,000 man-hours).

Material Topics: Social *(continued)*

Topic	Indicator	Description	Response and / or Location
Training and Education	3-3	Management of material topics	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, pages 45–46) Awards and Recognition Careers Heart of the House
	404-1	Average hours of training per year per employee	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, page 46)
	404-2	Programs for upgrading employee skills and transition assistance programs	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, pages 45–46)
	404-3	Percentage of employees receiving regular performance and career development reviews	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, pages 45–46)
Diversity and Equal Opportunity	3-3	Management of material topics	2022 Serve 360 Report (Company Overview & Highlights, page 5; Diversity, Equity, and Inclusion, pages 36–41; Board & ESG Oversight, page 63) Diversity & Inclusion Partners in Diversity, Equity, & Inclusion
	405-1	Diversity of governance bodies and employees	2022 Serve 360 Report (Company Overview & Highlights, page 5; Diversity, Equity, and Inclusion, pages 37–38; Board & ESG Oversight, page 63; Performance Tables, page 75) 2022 Proxy Statement (Board Composition and Diversity, pages 27–29) EEO-1 Form
Child Labor	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 11; Human Rights, pages 58–60) 2025 Sustainability and Social Impact Goals Human Rights Policy Modern Slavery Statement 2020
	408-1	Operations and suppliers at significant risk for incidents of child labor	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 11; Human Rights, pages 58–60) Modern Slavery Statement 2020 Global Procurement Supplier Conduct Guidelines

Material Topics: Social *(continued)*

Topic	Indicator	Description	Response and / or Location
Forced or Compulsory Labor	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 11; Human Rights, pages 58–60) 2025 Sustainability and Social Impact Goals Human Rights Policy Modern Slavery Statement 2020
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 11; Human Rights, pages 58–60) Modern Slavery Statement 2020
Local Communities	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Community Impact, pages 50–54) 2025 Sustainability and Social Impact Goals Nurture Our World TakeCare Relief Fund Children's Miracle Network The Ritz-Carlton Community Footprints Partners in Diversity, Equity, & Inclusion
	413-1	Operations with local community engagement, impact assessments, and development programs	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 9; Community Impact, pages 50–54) Nurture Our World Community engagement activities occur across Marriott.
Supplier Social Assessment	3-3	Management of material topics	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, page 29; Human Rights, page 58) 2025 Sustainability and Social Impact Goals Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement Responsible Sourcing Guide
	414-1	New suppliers that were screened using social criteria	2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, page 10; Responsible Sourcing, page 29; Human Rights, pages 58–59) Global Procurement Supplier Conduct Guidelines

Material Topics: Social *(continued)*

Topic	Indicator	Description	Response and / or Location
Public Policy	3-3	Management of material topics	2022 Serve 360 Report (Public Policy, pages 70–71) Political Activity — Policies, Oversight, and Disclosure
	415-1	Political contributions	2022 Serve 360 Report (Public Policy, pages 70–71) Political Activity — Policies, Oversight, and Disclosure
Customer Health & Safety	3-3	Management of material topics	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, page 45; Guest Engagement, Wellbeing, & Satisfaction, page 72) Business Conduct Guide (Health, Safety, and Security, page 41) Sexual Harassment Policy Prevention Statement Commitment to Clean
	416-1	Assessment of the health and safety impacts of product and service categories	2022 Serve 360 Report (Associate Development, Support, & Wellbeing, page 49; Guest Engagement, Wellbeing, & Satisfaction, page 72)
Customer Privacy	3-3	Management of material topics	2022 Serve 360 Report (Data Privacy & Cybersecurity, pages 68–69) Privacy Center In accordance with the company's Global Information Security & Privacy Incident Response Plan, Marriott is committed to complying with applicable laws and regulations requiring notifications to government authorities, individuals, and/or other relevant third parties related to data security incidents.
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2022 Serve 360 Report (Data Privacy & Cybersecurity, pages 68–69) 2021 Annual Report (pages 24–25 and 58–59) As a public company, Marriott makes required disclosures regarding its cybersecurity risks and material security incidents. In 2021, Marriott did not report any substantiated complaints concerning breaches of customer privacy and losses of customer data.

SASB Disclosures

SASB Standards guide the disclosure of financially material sustainability information by companies to their investors.

Marriott's SASB disclosures include topics and metrics related to the Hotel and Lodging industry.

Accounting Metrics

Topic	Code	Metric Description	Response and / or Location
Energy management	SV-HL-130a.1	Total energy consumed	In 2021, Marriott's total energy consumption was 30.05 million MWh. 2022 Serve 360 Report (Energy & Emissions, page 17; Performance Tables, page 75)
		Percent total energy from grid electricity	In 2021, 61% of energy consumed was from grid electricity. 2022 Serve 360 Report (Energy & Emissions, page 17)
		Percent total energy from renewables	In 2021, 0.30% of electricity consumed was from renewables. 2022 Serve 360 Report (Energy & Emissions, page 17)
Water management	SV-HL-140a.1	Total water withdrawn	In 2021, 115,252,760 cubic meters of water was withdrawn from managed properties.
		Total water consumed, percentage of each in regions with high or extremely high baseline water stress	In 2021, approximately 50 million cubic meters (43.6%) of water was consumed at managed properties in regions with high, extremely high, or arid baseline water stress. 2022 Serve 360 Report (Water, page 18)
Ecological impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	2022 Serve 360 Report (Biodiversity, pages 25–28) Nurture Our World (Natural Capital) Sustainability Policy Global Procurement Supplier Conduct Guidelines Animal Welfare Position Statement Responsible Seafood Position Statement
Labor practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	In 2021, Marriott's voluntary turnover rate was 26% for hotel associates.* 2022 Serve 360 Report (Performance Tables, page 75)

* Voluntary turnover calculation includes associates at Marriott managed hotels outside the U.S. who are owner employees and includes retirements.

Accounting Metrics *(continued)*

Topic	Code	Metric Description	Response and / or Location
Labor practices <i>(continued)</i>	SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	The monetary losses paid in 2021 as a result of legal proceedings in the U.S. associated with labor law violations were approximately \$5.1 million. All but \$378 (less than .01%) of this amount was associated with settlements or other voluntary payments, where there was no finding of a labor law violation. In one instance, the company paid a \$378 penalty on the order of a state agency.
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	2022 Serve 360 Report (Human Rights, pages 58–60) Business Conduct Guide (Protecting and Respecting Customers and Associates, pages 39–42) Sexual Harassment Policy Prevention Statement Global Diversity and Inclusion Creating an Inclusive Environment
Climate change adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	In 2021, 330 managed lodging facilities were located in areas with extremely high ravine and/or coastal flood risk.

Activity Metrics

Code	Metric Description	Response and / or Location
SV-HL-000.A	Number of available room-nights	In 2021, Marriott had approximately 430 million available room nights*.
SV-HL-000.B	Average occupancy rate (%)	In 2021, the average occupancy rate was 51.3%*.
SV-HL-000.C	Total area of lodging facilities	In 2021, the total area of Marriott's lodging facilities was approximately 800 million square feet.
SV-HL-000.D	Number and percentage of managed lodging facilities	In 2021, Marriott had 2,036 managed lodging facilities, which includes 93 managed residences (approximately 25.5% of the portfolio).
	Number and percentage of owned and leased lodging facilities	In 2021, Marriott had 64 owned or leased lodging facilities (approximately 0.8% of the portfolio).
	Number and percentage of franchised lodging facilities	In 2021, Marriott had 5,797 franchised lodging facilities, which includes 9 franchised residences (approximately 72.5% of the portfolio).
	Number and percentage of timeshare lodging facilities	In 2021, Marriott had 92 timeshares (approximately 1.2% of the portfolio).

* For comparable properties only, worldwide systemwide occupancy.

TCFD Report

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

Governance: The Company's Governance Around Climate-Related Risks and Opportunities

(a) Board's Oversight of Climate-Related Risks and Opportunities

The Board, including through its Inclusion & Social Impact (ISI) Committee, oversees, reviews, and provides guidance to management regarding the Company's strategies and policies related to environmental matters, including sustainability and climate-related issues, impacts, and risks.

Marriott's Chief Executive Officer (CEO), who is on our company's Board of Directors, is also a member of the ISI Committee. Our CEO has oversight for assessing and managing climate-related risks and opportunities and confirming the Board is regularly updated on climate-related issues.

(b) Management's Role in Assessing and Managing Climate-Related Risks and Opportunities

At the management level, our Serve 360 platform is guided by the various governing bodies, each maintaining its own priorities and objectives to make progress toward our companywide goals. These Councils and Champions are integral in executing our strategy globally.

To support Marriott's climate action goals, which include setting a science-based target (SBT) and reaching net-zero value chain GHG emissions by no later than 2050, Marriott introduced a new governance structure in 2021. Core leadership and working teams manage various workstreams and are supported by the Climate Strategy Advisory Group, which is chaired by the company's Chief Global Officer, Global Operations. The Corporate Growth Committee (CGC) Climate Strategy Subcommittee is the executive-level forum charged with providing the CGC with recommendations on the overall strategic direction including the SBT application submission and required investments and commitments.

Additional References

2022 Serve 360 Report (Board & ESG Oversight, pages 63–64)

[Inclusion and Social Impact Committee Charter](#)

[CDP 2022 Climate Change Response](#)

Strategy: The Actual and Potential Impacts of Climate-Related Risks and Opportunities on the Organization's Business, Strategy, and Financial Planning

(a) Identified Climate-Related Risks and Opportunities Over Short-Term, Medium-Term, and Long-Term Horizons

Time Horizons: Marriott defines short-term time horizons as less than 2 years, medium-term time horizons by 2–5 years and long-term time horizons by 5–10 years. The short-term time horizon primarily reflects hotel operations and the activities of the Serve 360 Executive Leadership Council. For example, annual energy and water audits help identify opportunities to perform against goals and asset management systems track preventative maintenance and capital expenditure plans in short-term time horizons. Assessing medium-term risks and opportunities includes activities such as monitoring proposed legislation or emerging technologies. The long-term time horizon includes Marriott's annual 10-year capital planning and budgeting exercise, which helps to identify and forecast the needs of a given facility with respect to long-term climate impacts and efficiency. Additionally, most of Marriott's Serve 360 targets were established for the 10-year time frame from 2016 to 2025, helping to envision how to develop responsible business practices to meet climate change risks.

Process to Determine Risks and Opportunities with a Material Financial Impact: Risks are typically reviewed annually by the top 250 executives across the company, as well as by the Board of Directors. All the evaluated risks may be considered to have the potential for substantive impact, and as a part of the annual review, the risks are prioritized, and data is gathered about current and long-term mitigation efforts, challenges, and performance-tracking mechanisms.

Identified Risks:

Categories	Risks	Time Horizons
Transition: Reputation	Increased stakeholder concern or negative stakeholder feedback: One of the core values of our company is to <i>Serve Our World</i> , which means investing in local communities and promoting sustainable development in the environments where Marriott hotels are located. The company has a responsibility and a vested interest in helping to address some of the world's most pressing social, environmental, and economic issues. Consumer travel preferences may shift, including due to sustainability related concerns, which could subject Marriott to increased reputational risks. If Marriott does face increased stakeholder concerns related to sustainability, this could lead to financial implications, including reduced profits.	2–5 years
Physical: Acute	Cyclones, hurricanes, and typhoons: Marriott hotel locations are subject to acute physical climate risks due to the changing climate, such as severe storms, hurricanes, earthquakes, tsunamis, floods, volcanic activity, wildfires, and other natural disasters. Marriott could experience a significant decline in travel and reduced demand for lodging due to the events mentioned above. Additionally, severe weather events could lead to significant financial implications for properties that Marriott owns, manages, or franchises, including reduced profits and property damage. Such events have in the past and could in the future result in increases in related insurance or other operating costs, and insurance may not cover certain damages.	2–5 years
Physical: Chronic	Changes in precipitation patterns and extreme variability in weather patterns: Marriott hotel locations are subject to chronic physical climate risks. In 2020, Marriott performed a scenario analysis to identify physical climate risks to its hotels in the Continental U.S. The identified risks included chronic risks such as coastal flooding due to rising sea levels, drought, energy demand due to cooling degree days (CDD), and heating degree days (HDD). During 2021, Marriott expanded this analysis for its portfolio of hotels internationally, which included the evaluation of over 3,200 open and pre-open hotels. Chronic physical risks can lead to long-term financial implications, including increased operating and compliance costs (including higher energy costs and insurance premiums) and reduced profits.	5–10 years

Identified Opportunities:

Categories	Opportunities	Time Horizons
Resource Efficiency	<p>Move towards more efficient buildings: Through Marriott's Serve 360 platform, the company aims to integrate sustainability across our value chain. Marriott seeks to minimize our environmental footprint by sustainably managing our energy and water use, reducing our waste and carbon emissions, and increasing the use of renewable energy. As such, the company employs innovative technologies, including the Marriott Environmental Sustainability Hub (MESH), the company's environmental reporting platform to plan, implement, track, and communicate how to operate responsibly to mitigate climate-related risk, benefiting the business and the communities where Marriott hotels operate. This includes tracking energy consumption and progress against reduction strategies, renewable installations and property retrofits by utilizing a sustainability survey (which is also integrated into MESH). These initiatives support the company's 2025 Sustainability and Social Impact Goals (including our goal to reduce carbon emissions by 30% by 2025), and our science-based targets commitment, which includes (1) setting a science-based emissions reduction target in line with 1.5°C emissions scenarios, and (2) setting a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050, in line with the criteria and recommendations of the Science Based Targets initiative.</p>	2–5 years
Resilience	<p>Use of lower-emission sources of energy: Through Marriott's Serve 360 platform, the company aims to integrate sustainability across our value chain. As part of our strategy, Marriott aims to minimize our environmental footprint by increasing the use of renewable energy. As part of our Serve 360 Sustainability and Social Impact Goals, Marriott aims to source a minimum of 30% of its overall electricity consumption from renewable energy by 2025. Transitioning to renewable energy and continued focus on energy efficiency will help Marriott reduce energy consumption and related costs.</p>	2–5 years
Products and Services	<p>Shift in consumer preferences: With growing environmental awareness on the part of many travelers and expectations on many other businesses to reduce their travel-associated carbon footprint, hotels providing products and services that respond to changing consumer demand may be better positioned to achieve business goals. The success of growing our brands through development of new properties and franchises is also linked to our ability to adapt to shifting market preferences.</p> <p>Marriott also informs stakeholders about our priorities and actions, seeks to understand evolving expectations and viewpoints, and creates opportunities to address substantive issues through partnerships and collaboration. Through our Serve 360 platform, the company communicates progress against our goals, and other impacts of our business to our guests and corporate customers. Each year, the company also publishes our annual Serve 360 Environmental, Social, and Governance Report that outlines our key sustainability goals, actions, objectives, and progress. Shifts in consumer preferences can lead to increased revenue through demand for lower emissions products and services. For example, Marriott addresses increasing consumer demand by providing carbon data pre-stay, during the RFP process, and post-stay during semiannual reporting upon request.</p>	2–5 years

(b) Impact on Business, Strategy, and Financial Planning**Impact on Business and Strategy**

Products and Services: Marriott's sales teams work hard to better understand and meet the needs of our business travel and group customers. Marriott engages with associates to enable them to effectively communicate sustainability and social impact efforts and progress at the individual hotel and macro levels to their customers. Marriott also communicates regularly with corporate customers about our sustainability goals by typically developing progress slides for use by the Global Sales Organization, attending business review calls, presenting at global customer events, distributing sustainability and social impact information and education to sales teams, empowering guests with carbon and water footprint information, and providing hotel sustainability information during the Request for Proposal (RFP) process.

Supply Chain and/or Value Chain: Severe weather events can impact our suppliers as well as our properties. As such, the company has a large, diversified supply chain, and can source replacement supplies as needed. Additionally, Marriott seeks to identify products with new and existing suppliers that exhibit responsible environmental and social attributes and offer a high-quality experience for our guests.

Investment in R&D: Marriott conducts research and development of products and services, and how best to meet our corporate customers' needs for sustainable meeting services and access to business travel-related emissions data. For example, Marriott's sales teams work to better understand and meet the needs of our business travel and group customers. The company also engages with third-party engineering firms to assist us in managing a formalized energy and water conservation technologies vetting process where vendors can have their technologies piloted and verified at a low cost. Solutions that meet Marriott's typical 10-year lifecycle cost model returns on investment get added to our approved solutions database where they are utilized by properties and owners.

Operations: Marriott properties have developed Business Continuity Plans to prioritize the safety and security of our guests and associates. These plans guide necessary repairs and/or reconstruction to return properties to operating condition. Marriott also requires comprehensive property and liability insurance policies for our managed, leased, and owned properties with coverage features and insured limits, in the event of prolonged property closures for repairs. Beginning in 2020, Marriott performed a climate scenario analysis for over 5,200 open and over 1,300 pre-open U.S. hotels to identify physical climate change risks and seismic risks across three time periods — 2030, 2050, and 2080. During 2021, Marriott expanded its climate scenario analysis to include over 3,200 open and pre-open international hotels. As a result of this initial analysis of both U.S. and international properties, the top at-risk managed hotels were identified for in-depth future desk studies, site visits, and vulnerability assessments.

Impact on Financial Planning

Revenues: Our expertise in implementing projects that create operational efficiencies, including energy and water savings, help lower operating costs and offset risks related to higher costs from carbon taxes. Successfully addressing reputational risks and opportunities could increase market share through attracting additional guests and group/business customers and our ability to secure additional management and franchise contracts.

Indirect Costs: Our focus on energy and water conservation, and our company's related operational goals for all the hotels in our portfolio, help to address both the physical climate and transition risks identified, including those relating to increasing energy and water costs.

Capital Expenditures: Marriott invests in our utility tracking and environmental reporting platform, MESH, and data analysis, to help us more accurately provide individual hotel targets and to give us greater insight into our performance against targets and the impact of climate-related risks such as rising mean temperatures and temperature extremes.

(c) Resilience of Strategy, Including Impact of Different Climate-Related Scenarios

Marriott performed a quantitative scenario analysis to identify physical climate risks to its hotels in the continental U.S. Marriott used the Representative Concentration Pathway (RCP) scenarios RCP 4.5 and RCP 8.5 to evaluate the portfolio's exposure to physical climate risks under a range of potential futures. RCP 8.5 represents a business-as-usual future with increasing GHG emissions through the year 2100 and greater physical impacts from climate change, while RCP 4.5 represents a future with decreasing GHG emissions after mid-century and lesser physical impacts.

The scenario analysis showed that many Marriott U.S. hotels are projected to be exposed to increases in average and extreme temperatures. Overall, impacts were larger in the RCP 8.5 scenario than the RCP 4.5 scenario and in both scenarios, impacts increased in severity progressing from the year 2030 to the 2050- and 2080-time horizons. In 2021, Marriott expanded this climate scenario analysis for the company's portfolio of hotels internationally.

Additional References

2022 Serve 360 Report (Energy & Emissions, pages 14–17)

[CDP 2022 Climate Change Response](#)

Risk Management: The Process to Identify, Assess, and Manage Climate-Related Risks

(a) Process for Identifying and Assessing Climate-Related Risks

Marriott's Internal Audit's Enterprise Risk Assessment process identifies the top business and emerging risks facing the company, including climate-related risks and opportunities. The results of this process are reported to the Board of Directors as well as reviewed annually by key executives across the company. All the risks evaluated may be considered to have the potential for substantive impact, and as a part of the annual review, the risks are prioritized, and data is gathered about current and long-term mitigation efforts, challenges, and performance tracking mechanisms. Please note, consistent with our focus on management, franchising, and licensing, Marriott owns or leases very few lodging properties. This asset-light business model reduces Marriott's direct exposure to climate-related risks to asset ownership.

Acute physical climate-related risks, such as severe weather events, are managed and updated annually through our companywide approach to business continuity planning, including risk identification, readiness, response and recovery relative to operational disruptions. Additionally, Global Engineering actively engages with Enterprise Risk Management and external partners to evaluate and works to address climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience across our global portfolio of properties.

The Marriott Infrastructure Resilience and Adaptation (MIRA) program also evaluates climate-related risks to the physical assets managed by Marriott and creates resiliency strategies, programs, and training to help provide optimal preparedness, planning and to help mitigate losses associated with climate-related events.

(b) Processes for Managing Climate-Related Risks

Increased stakeholder concern or negative stakeholder feedback: Marriott continuously evaluates our environmental performance and communicates our commitments and progress in our annual Serve 360 Environmental, Social, and Governance Report. The company also evaluates future opportunities to meet the needs of our stakeholders. For example, in September 2021, Marriott committed to setting a science-based target via the Science Based Targets initiative (SBTi), and set a goal to reach net-zero emissions by 2050 at the latest.

Cyclones, hurricanes, and typhoons: Physical climate risks, such as severe weather events, are typically managed and updated annually through our enterprisewide approach to business continuity planning, including risk identification, readiness, response, and recovery, relative to operational disruptions.

Additionally, Marriott's Global Engineering Team collaborates with Marriott's Risk Management Team and external stakeholders through a program called Marriott Infrastructure Resilience and Adaptation (MIRA) to evaluate and address growing climate-related risks to the property assets under Marriott's care and to develop strategies, programs, and trainings to promote climate resilience, and mitigate climate-related losses, across the global portfolio of properties. In 2021, the MIRA climate scorecard concept was developed. The scorecard is proposed to include two components — climate exposure and adaptive capacity. This scorecard will provide opportunities to educate associates on climate risks, existing vulnerabilities validating necessary capital expenditure (CapEx) improvements, and ways to engage with surrounding communities to improve resiliency.

Changes in precipitation patterns and types: From design standards for new hotel construction through operations, Marriott focuses on running energy- and water-efficient hotels. Marriott works to follow local water restrictions in drought-affected regions and takes other actions including installation of low-flow fixtures, submetering for leak detection, and desalination plants where local infrastructure is inadequate, to help withstand variation in precipitation patterns, in addition to the implementation of operational conservation-focused programming.

(c) Process Integration Into Overall Risk Management

Marriott's processes for identifying and assessing climate-related risks are integrated into our multidisciplinary companywide risk management process. Marriott's Internal Audit discipline typically coordinates an annual Enterprise Risk Assessment process through which senior leadership identifies the top business and emerging risks facing the company, in addition to key mitigating action plans for addressing those risks. The results of this process are reported to our Board of Directors.

Additional References

2022 Serve 360 Report (Energy & Emissions, pages 14–17)

[CDP 2022 Climate Change Response](#)

Metrics and Targets: The Metrics and Targets Used to Assess and Manage Relevant Climate-Related Risks and Opportunities

(a) Metrics Used by the Organization to Assess Climate-Related Risks and Opportunities

In addition to tracking and reporting on Scope 1, 2, and 3 global greenhouse gas emissions, Marriott also tracks and reports on energy, carbon, and water intensity metrics for each of our regions. As part of our company's 2025 Serve 360 Goals, Marriott is also tracking the percentage of renewable energy consumed in our portfolio.

To further assess climate-related risks and opportunities, and as part of Marriott's Serve 360 platform, Marriott also tracks and reports on the percentage of properties certified to a recognized sustainability standard, the number of LEED®, BREEAM®, or Estidama certified or registered hotels, and the number of implemented adaptive reuse projects.

(b) Scope 1, 2, and 3 Greenhouse Gas Emissions (MT Co2e)

	2021		2021
Scope 1	1,104,234	Waste Generated in Operations	599,000
Scope 2 (market-based)	4,726,284	Business Travel	147,000
Scope 2 (location-based)	4,708,713	Employee Commuting	461,000
Scope 3 emissions (franchised properties) (market-based)	4,277,697	Downstream Transport and Distribution	1,500
Scope 3 emissions (franchised properties) (location-based)	4,089,425	Use of Sold Products	500
Scope 3 Emissions Non-Franchised by Category		End-of-Life Treatment of Sold Products	900
Purchased Goods and Services	3,390,000	Investments	1,500
Capital Goods	937,000	Total Scope 3 emissions	11,035,825
Fuel- & Energy-Related Activities	1,408,000		

(c) Targets Used and Performance Against Targets

To assess and manage relevant climate-related risks and opportunities, Marriott set the following 2025 Serve 360 Goals:

2025 Goals	2021 Progress
30% carbon intensity reduction	25.6% reduction from 2016 baseline
30% renewable electricity	0.30% of our electricity consumption sourced from renewable energy
100% of hotels will be certified to a recognized sustainability standard	30% of properties certified to a recognized sustainability standard
650 LEED, BREEAM, or Estidama certified or registered hotels	227 hotels certified to or pursuing LEED, BREEAM, or Estidama certification
250 adaptive reuse projects	211 open adaptive reuse hotels

Due to the ongoing impacts of COVID-19 on our company, including decreased occupancy, we experienced an increase in our water intensity and decrease in our carbon intensity metrics in 2021.

Marriott has also committed to setting a science-based target via the Science Based Targets initiative (SBTi). As part of the process to set a science-based target, Marriott is reviewing the 1.5°C Scenario to model and evaluate an emissions reduction target. The company also signed on to the Race to Zero via the most ambitious standard, Business Ambition for 1.5. Marriott is currently preparing its submission to the SBTi for the company's near-term targets and developing longer-term strategies to support those targets. This includes reviewing Scope 1 and 2 data and time horizons and evaluating Scope 3 emissions for baseline, tracking, and reporting.

Additional References

2022 Serve 360 Report (2025 Sustainability & Social Impact Goals, pages 9–10; Energy & Emissions, pages 14–17; Performance Tables, pages 74–75; Assurance Statement, pages 97–98)

[CDP 2022 Climate Change Response](#)

Assurance Statement



LRQA Independent Assurance Statement

Relating to Marriott International, Inc. GHG Emission and Environmental Data for the CY2021

This Assurance Statement has been prepared for Marriott International, Inc. in accordance with our contract.

Terms of Engagement

LRQA was commissioned by Marriott International, Inc. (Marriott) to provide independent assurance of its greenhouse gas (GHG) emissions inventory and Environmental Data ("the Report") for calendar year (CY) 2021 against the assurance criteria below to a reasonable level of assurance and materiality of 5% using LRQA's verification procedure and ISO 14064 – Part 3 for greenhouse gas emissions. LRQA's verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered Marriott's global operations and activities using the operational control reporting method, and specifically the following requirements:

- Verifying conformance with:
 - Marriott's reporting methodologies for the selected datasets; and
 - World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD GHG Protocol) for the GHG data*.
- Reviewing whether the Report has been based on:
 - Service sector guidelines.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
 - Direct (Scope 1), Energy Indirect (Scope 2) and Other Indirect (Scope 3) GHG emissions:
 - Scope 3 GHG emissions verified by LRQA only include franchised properties;
 - Energy Use and Water Use; and
 - Environmental Performance Indicators including: GHG emissions intensity (kg CO₂e / square meter of condition space), Water intensity (cubic meters / occupied room), and Energy intensity (kWh/ square meter of conditioned space).

The Report includes Energy use and GHG emissions for both global managed and franchise properties. The Report includes water use and environmental performance indicators for global managed properties only. Our assurance engagement excluded the GHG emissions and water for Marriott's Residences brand properties.

LRQA's responsibility is only to Marriott. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Marriott's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of Marriott.

* <http://www.ghgprotocol.org/>



LRQA's Opinion

Based on LRQA's approach, except for the effect of the matters described in the Basis for Qualified Opinion, we believe that Marriott has, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Table 1 and 2 below.

The opinion expressed is formed on the basis of a reasonable level of assurance and at the materiality of 5%.

Basis for Qualified Opinion

Marriott did not fully address the following issues identified during verification activities:

- The total property counts included in the Report did not include all the properties as per the 10-K report. This does not have a material impact;
- The application of Marriott Specific average emissions factors for energy sources where estimates are made is currently being applied at a relatively broad level. This issue is not material.
- The methodology for calculating emissions from renewable energy is done by multiplying the amount of renewable energy consumed by a fixed emission factor (EF). While the fixed EF is reasonable, the supporting documentation for the EF is limited. This is not material.
- The current methodology for extrapolating renewable energy consumption makes some unsubstantiated assumptions. This issue is not material.

Table 1. Summary of Marriott GHG Emissions and Environmental Data CY 2021

Item	Quantity	Units
Scope 1 Emissions*	1,104,234	MT CO ₂ e
Scope 2 Emissions (Location-Based)**	4,708,713	MT CO ₂ e
Scope 2 Emissions (Market-Based)**	4,726,284	MT CO ₂ e
Scope 3 Emissions (franchised properties only) — location based	4,089,425	MT CO ₂ e
Scope 3 Emissions (franchised properties only) — market based	4,277,697	MT CO ₂ e
Total Water Consumption — Managed Properties only	115.25	Million Cubic Meters
Total Energy Use — Managed Properties only	16.22	Million MWh
Total Energy Use — Franchised Properties only	13.83	Million MWh

* Scope 1 and 2 GHG emissions include managed properties only.

** Scope 2, Location-based and Scope 2, Market-based are defined in the WRI/WBCSD GHG Protocol Scope 2 Guidance, 2015.



Table 2. Summary of Marriott Environmental Performance Indicators CY 2021

Environmental Performance Indicators & Units*	Quantity
Water Intensity Managed Properties only (cubic meters per occupied room)	1.28
Energy Intensity Managed Properties only (kilowatt hours per square meter of conditioned space)*	287.50
GHG Emissions Intensity — Managed Properties only Location Based (kg CO2e per square meter of conditioned space)*	102.75
GHG Emissions Intensity — Managed Properties only Market Based (kg CO2e per square meter of conditioned space)*	103.05

* Environmental performance indicators include managed properties only.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- interviewing relevant employees of the organization responsible for managing GHG emissions and environmental data and records;
- assessing Marriott's data management systems to confirm they are designed to prevent significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control,
- verifying historical GHG emissions and environmental data and records at a source level; and

Observations

Further observations and findings, made during the assurance engagement, are:

- Consider enhancing Marriott's Gap Fill methodology for each non-primary energy and water source type; and
- Continue to increase the percentages of validated sites reporting energy and water.

LRQA's Standards and Competence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases — Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition* and ISO/IEC 17021 *Conformity assessment — Requirements for bodies providing audit and certification of management systems* that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.



LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Neville Dias

Dated: 28 June 2022

LRQA Lead Verifier
On behalf of LRQA, Inc.
1330 Enclave Pkwy, Suite 200, Houston, TX 77077

LRQA reference: UQA00000478

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