

2019 Serve 360 Highlights

Sustainability and Social Impact
at Marriott International



Serve 360: Doing Good in Every Direction

“Our sustainability and social impact efforts continue to evolve as we adjust to the changing needs of the planet. With Serve 360 guiding our path, we are doing our part to address our world’s most critical social, environmental and economic issues — from shrinking our environmental footprint, to tackling unemployment by investing in workforce training to advocating for human rights — and we are fully committed to do good in every direction.”

Arne Sorenson, President and CEO, Marriott International

Guided by our Serve 360 platform and goals, we continue to work to address significant global issues by collaborating with Nongovernmental organizations (NGOs), our industry peers, associates, guests, corporate customers, owners, suppliers, and other business stakeholders to implement actionable solutions across our value chain and enhance impactful programs, allowing us to do good for our business, our communities, and the environment.

In 2018, we continued to: engage associates through support of their overall health and wellbeing; expand our inclusive growth strategy and youth engagement programs; implement company-wide responsible operations initiatives, including progress related to waste reduction; support local communities and environments through reforestation activities and other natural capital investments; and advance our human trafficking awareness and prevention program and collaboration.

Our Serve 360 Highlights Report features our progress and achievements as of year-end 2018 against Marriott’s 2025 Sustainability and Social Impact Goals across Serve 360’s four coordinates, each with dedicated focus areas.

As J.W. Marriott always said, “Success is Never Final.” We remain committed to collaborating with stakeholders and working to address the world’s most pressing social, environmental, and economic issues. To learn more about our progress and journey, as we continue to *Serve Our World*, we invite you to see our full [2019 Serve 360 Report](#).



Above: Marriott associates conduct a cleanup volunteer activity to support their local environment.



Serve 360: Doing Good in Every Direction

SUSTAINABLE DEVELOPMENT GOALS

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



Nurture Our World

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



Sustain Responsible Operations

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



Empower Through Opportunity

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



Welcome All and Advance Human Rights

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



Our Company and Stakeholders

OUR GLOBAL REACH

Marriott International, Inc. ("Marriott") operates, franchises, and licenses hotel, residential, and timeshare properties. At year-end 2018, Marriott's portfolio included more than 6,900 properties in 130 countries and territories.



2018 Top Markets*

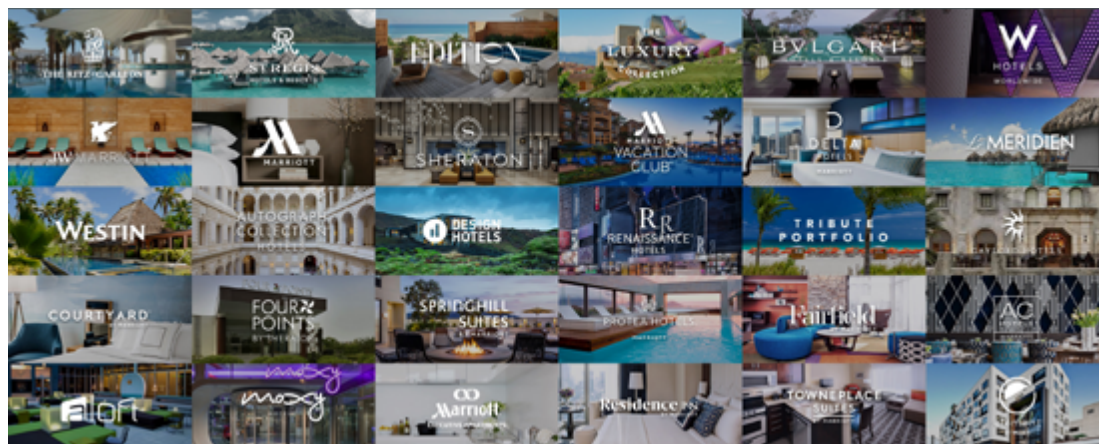
	TOTAL ROOMS	TOTAL PROPERTIES
United States	830,263	4,871
China	109,126	322
Canada	51,227	233
India	23,154	111
United Kingdom	18,554	93
Germany	18,200	75
United Arab Emirates	16,889	57
Mexico	16,767	85
Spain	13,911	93
Japan	12,718	45



2018 Regional Presence

	TOTAL PROPERTIES	COMPANY-OPERATED PROPERTIES**	FRANCHISED HOTELS	UNCONSOLIDATED JV HOTELS	TIMESHARE	TOTAL ROOMS
Americas	5,355	968	4,249	59	79	935,276
Asia Pacific	717	614	98	0	5	207,382
Europe	582	240	246	91	5	116,626
Middle East & Africa	252	198	53	1	0	58,084
TOTAL	6,906	2,020	4,646	151	89	1,317,368

* Top markets are determined using total room counts. ** Company-operated properties include managed, owned, and leased hotels.



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

At year-end 2018, our loyalty program had nearly 125 million members.

About This Report: In this Report, we have incorporated data and information from our full portfolio of owned, leased, managed, and franchised hotels, unless otherwise indicated. Financial metrics are reported in U.S. dollars. Please note that information contained herein does not constitute any guarantees or promises with regard to business activities, performance, or future results.



Our Company and Stakeholders

ASSOCIATES AND GUESTS

Our “people first” culture drives our efforts to care for both associates and guests. At our headquarters, corporate offices, and managed properties, we employed approximately 176,000 associates at year-end 2018. In addition, Marriott managed approximately 260,000 associates at non-U.S. hotels, who are employees of the hotel owner. Approximately 730,000 people at managed and franchised properties wear the Marriott name badge globally.

Caring for Associates, Developing Our Human Capital

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



In 2018, Marriott was once again recognized as an Aon Global Best Employer. This is the fifth year in a row that Marriott has received this recognition, the only company to do so since the certification program began in 2014.



2018 Global Workforce*
176,000 ASSOCIATES**

82%
Non-Management

18%
Management

20%***
Voluntary Turnover
(includes retirements)



2018 U.S. Workforce*
136,000 ASSOCIATES

83%
Non-Management

86%
Full-Time

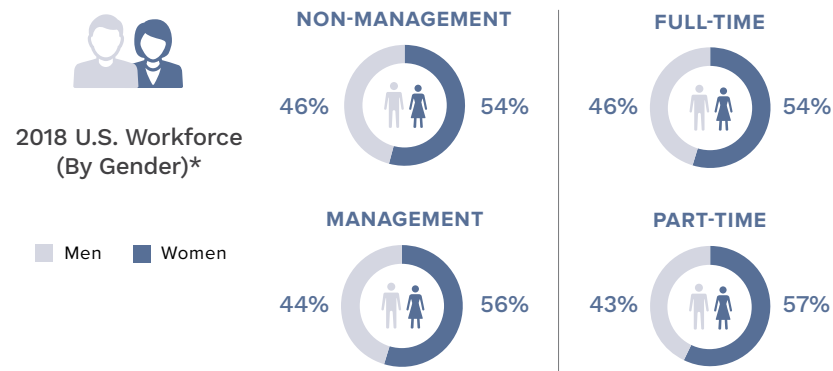
46%
Men

17%
Voluntary
Turnover
(includes
retirements)

17%
Management

14%
Part-Time

54%
Women



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

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

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










Left: J. Willard Marriott Award of Excellence Winner Sharon Gidden embraces a coworker at the Toronto Airport Marriott Hotel.



2025 Sustainability and Social Impact Goals

We have embarked on a multiyear journey to deliver upon a targeted set of 2025 Sustainability and Social Impact Goals. We have made progress across each of our four Serve 360 coordinates, and will continue to identify priorities to reach our Goals:

A full list of Marriott's Sustainability and Social Impact Goals can be found on our [Serve 360 microsite](#). In this Report, we provide further detail on each goal, our progress to date, and future plans to meet Marriott's 2025 Sustainability and Social Impact Goals.

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2018 Progress
 Nurture Our World	15 million volunteer hours	 ON TRACK	3.6 million associate volunteer hours contributed since 2016
	50% of volunteer hours will serve children and youth	 ON TRACK	27.1% of volunteer hours have served children and youth since 2016
	50% of volunteer activities will be skills-based	 ON TRACK	28.1% of volunteer activities have been skills-based since 2017
 Sustain Responsible Operations	15% water intensity reduction	 BEGINNING OF JOURNEY	0.32% reduction from 2016 baseline
	30% carbon intensity reduction	 ON TRACK	4.67% reduction from 2016 baseline
	45% waste-to-landfill (and 50% food waste) reduction	 BEGINNING OF JOURNEY	3.7 million small plastic amenity bottles were avoided, and 98,000 pounds (44,452 kg) of electronic waste was diverted from landfill in 2018
	30% renewable electricity	 BEGINNING OF JOURNEY	Began evaluation of large-scale investments



2025 Sustainability and Social Impact Goals

Serve 360 Coordinates	2025 Sustainability and Social Impact Goals	Status	2018 Progress
 Sustain Responsible Operations	100% of hotels will be certified to a recognized sustainability standard	→ ON TRACK	36% of properties certified to a recognized sustainability standard in 2018
	650 hotels pursuing LEED® certification or equivalent	→ ON TRACK	225 hotels pursuing or having achieved LEED® certification or equivalent
	250 adaptive reuse projects	→ AHEAD OF SCHEDULE	155 open adaptive reuse hotels
	95% responsible sourcing in our top 10 priority categories	+ BEGINNING OF JOURNEY	Finalized top 10 priority categories Continue to track responsible seafood and paper products in select markets 17.2% Marine Stewardship Council- or Aquaculture Stewardship Council-certified seafood and 77% Forest Stewardship Council-certified paper products
 Empower Through Opportunity	\$5 million invested to develop hospitality skills and opportunity among diverse, at-risk, and underserved communities	→ AHEAD OF SCHEDULE	\$4.6+ million invested since 2016
	Gender representation parity for global leadership	→ ON TRACK	In 2018, 50% of our CEO's direct reports were women
 Welcome All and Advance Human Rights	100% of associates completing human rights training	→ ON TRACK	Over 500,000 associates trained on human trafficking awareness since 2017
	\$500,000 toward partnerships that drive, evaluate, and elevate travel and tourism's role in cultural understanding	+ BEGINNING OF JOURNEY	Identified potential partners and aligned internally on investment approach






2018 Performance Highlights

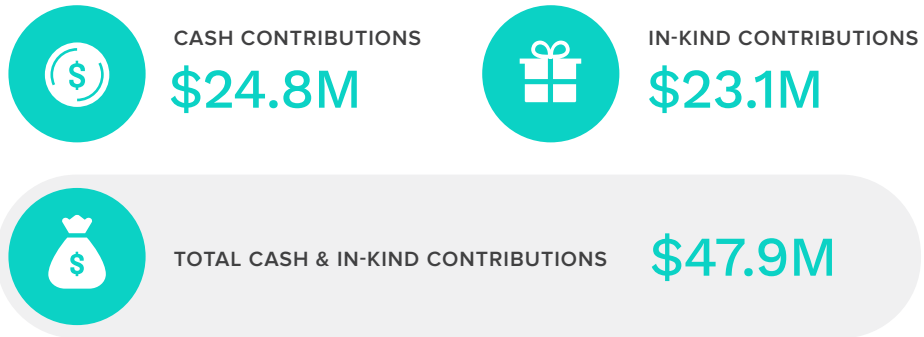


Community Engagement

Associate Volunteer Service Hours

	2018	2025 Serve 360 Goals
 VOLUNTEER HOURS (SINCE 2016)	3.6M	15M
 VOLUNTEER HOURS SERVING CHILDREN AND YOUTH (SINCE 2016)	27.1%	50%
 SKILLS-BASED VOLUNTEER ACTIVITIES (SINCE 2017)	28.1%	50%

Community Investments (in 2018)*



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

2018 Loyalty Points Donations*

43+ MILLION LOYALTY POINTS
donated to support featured Marriott International
philanthropic causes



* Donations supported numerous organizations including the American Red Cross, Clean the World, and the Youth Career Initiative; and included more than 13 million points for disaster relief for Hurricanes Florence and Michael and the California wildfires.

2018 Performance Highlights



Vitality of Children

2018 Milestones to Support Children



\$5+ MILLION

raised by associates and guests for Children's Miracle Network Hospitals in 2018

\$125+ MILLION

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

NEARLY \$1.7 MILLION

raised by associates, guests, and loyalty members for UNICEF in 2018

\$45+ MILLION

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

Natural Capital

2018 Milestones to Protect Natural Capital



10-YEAR ANNIVERSARY

of Marriott's partnership with the Amazonas Sustainable Foundation (FAS) to help protect a 2,770-square-mile (7,174 square-kilometer) area of Amazon rainforest and its communities



29,000+ TREES PLANTED

in partnership with the Arbor Day Foundation across the United States in 2018

26,000+ TREES PLANTED

in partnership with WEARTH across Canada in 2018

4,000 MANGROVE TREES PLANTED

in Thailand by Marriott associates and community members in 2018

Disaster Relief

2018 Disaster Relief Contributions

\$6.1 MILLION CONTRIBUTED

by Marriott, the Marriott Disaster Relief Fund, and the TakeCare Relief Fund to support associates and communities affected by natural disasters and hardships in 2018

13+ MILLION LOYALTY POINTS DONATED

to support disaster relief in 2018





2018 Performance Highlights



Reduce Environmental Impacts


2018 Environmental Performance

	2018 Intensity	2018 Reductions	2025 Serve 360 Goals
 WATER INTENSITY	0.70 cubic meters per occupied room	↓ 0.32% from 2016 base year	↓ 15% reduction from 2016 base year
 CARBON INTENSITY	115.57 kilograms of CO2e per square meter	↓ 4.67% from 2016 base year	↓ 30% reduction from 2016 base year

Build and Operate Sustainable Hotels

Sustainability Certifications

	2018 Progress	2025 Serve 360 Goals
PROPERTIES CERTIFIED TO A RECOGNIZED SUSTAINABILITY STANDARD	36%	100%
LEED® (OR EQUIVALENT) CERTIFIED OR REGISTERED HOTELS	225	650



2018 Performance Highlights



Source Responsibly

2025 Serve 360 Goals



95%

responsible sourcing across **our Top 10 priority categories**, including animal proteins (inclusive of beef, eggs, lamb, pork, and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles



50%

locally sourced produce, in aggregate



THE TOP 10 FF&E PRODUCT CATEGORIES sourced are in the top tier of the Marriott Sustainability Assessment Program (MSAP)

2018 Responsible Sourcing Milestones



77%

Forest Stewardship Council-certified personal paper products*



17.2%

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



95%

of furniture, fixtures, and equipment purchased from **suppliers that reduce, reuse, or recycle packaging****

* Based on managed property data from our Americas procurement partner, Avendra.
** Based on North American suppliers.

2018 Performance Highlights



Global Diversity and Inclusion

2018 Programs and Partnerships



\$4.6+ MILLION

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

Serve 360 Goal

\$5 million by 2025

2018 Women's Empowerment Milestones



50%

of our CEO's direct reports were women (achieving gender parity at the executive level)

56%

of managers and executives in the United States were women

50%

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

WOMEN EXECUTIVES ON THE RISE TAKE PART IN:

Leadership Development
Networking/Mentoring
Work/Life Effectiveness

Serve 360 Goal

Achieve gender representation parity for global company leadership by 2025

2018 Value Chain Diversity Milestones



DIVERSE- AND WOMEN-OWNED HOTELS

2018

1,346*

2020 Goals

1,500



INCLUSIVE PURCHASING

\$771M

\$1B



PURCHASED WITH WOMEN-OWNED BUSINESSES

\$431M

\$500M

* 2018 Milestone represents cumulative metrics.



\$5.5 BILLION

spent with diverse suppliers over the past 10 years

100%

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



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



2018 Performance Highlights



Youth

Commitment to Youth in the United States



In the United States, our largest market, Marriott is engaged in hundreds of local efforts connecting with schools and youth-based organizations to provide career mentoring, career exploration, job shadowing, and work-study opportunities.

39 YEARS
of partnership with DECA*



7,000+ STUDENTS
reached through our partnership with DECA in 2018

7,800+ STUDENTS
reached through The Ritz-Carlton's signature Succeed Through Service program in 2018

700+ STUDENTS
reached through our partnership with NAF** in 2018

* DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality, and management in high schools and colleges around the globe.
** NAF is a national network of education, business, and community leaders who work together to ensure high school students are college, career, and future ready.

Commitment to Youth in China

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



The China Hospitality Education Initiative (CHEI)* impacted nearly **360,000 STUDENTS** from 2013 through 2018

Various China-specific youth programs and initiatives also engaged **33,500+ YOUTH** in 2018

* CHEI is a project of The J. Willard and Alice S. Marriott Foundation.

Other Commitments to Youth Across the Globe



Marriott supports a number of programs around the world that strive to prepare youth for jobs in the hospitality industry, including:

PROGRAMS	LOCATION	NUMBER OF YOUTH ENGAGED IN 2018
Accelerate	South Africa	158
Akilah Institute for Women	Rwanda	9
Mahindra Pride	India	22
Spark	Puerto Rico	22
Tahseen	Middle East and Africa	137
The Prince's Trust	Canada	12
Voyage	Global	739
World of Opportunity Youth (supports individuals, and establishments such as local schools, SOS Children's Villages, UNICEF, Prince's Trust, and similar charities)	Europe	7,814
Yaowawit School Project	Thailand	140
Youth Career Initiative (YCI)	Global	256

2018 Performance Highlights



People with Disabilities

2018 Milestones to Support People with Disabilities



21

Bridges from School to Work® students hired by Marriott

Bridges from School to Work was established by the Marriott Foundation for People with Disabilities in 1989. Bridges helps more than 1,000 young people with disabilities each year prepare for the workplace, and find a job that matches their interests and abilities. Since the inception of Bridges from School to Work, over 500 students have been hired by Marriott.

Veterans

2018 Milestones to Support Veterans



1,343

U.S. veterans hired in 2018



\$5 MILLION

purchased with veteran-owned businesses in 2018

Refugees

2018 Milestones to Support Refugees



152 REFUGEE CLIENTS SERVED

in 2018 in partnership with the International Rescue Committee's Hospitality Link training programs conducted in San Diego, California; Dallas, Texas; and Elizabeth, New Jersey (with 55% women participants from nearly 20 countries)



104 REFUGEES HIRED

through the International Rescue Committee in 2018 in the U.S. through Hospitality Link and beyond



2018 Performance Highlights



Human Rights

2018 Human Rights Training and Awareness Milestones



At year-end 2018, **approximately 280,000** additional associates globally had completed human trafficking awareness training; bringing the total to **over 500,000** since the training launched in 2017



Training has been translated into **17 languages** for associates around the world



Marriott became a signatory of the **ECPAT Code of Conduct**, reaffirming our commitment to prevent human trafficking



Marriott became the first corporate partner of the **Global Fund to End Modern Slavery** to co-create a hospitality curriculum for survivors of human trafficking

Cultural Competence

2018 Cultural Competency Milestones



Guests now have access to more than **200,000 local experiences** in **1,000 destinations** worldwide through Marriott Bonvoy™ Tours and Activities



Approximately 15,000 associates and guests reached through Marriott's Cultural Competence Program



Nearly 90 sessions, forums, and webinars conducted, with a focus on serving key markets, including LGBTQ, Latino, Jewish, Asian, and Muslim travelers



30 'Culture Days' sessions conducted in more than 20 cities



Success Is Never Final

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

Guided by our Serve 360 platform and goals, we will continue to collaborate with key stakeholders, including NGOs, industry peers, associates, guests, corporate customers, owners, suppliers, and other business partners to address significant global issues, by implementing actionable solutions and enhancing impactful programs for our environment and the communities where we do business.

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

Connect with Us

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



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[YouTube](#)

[Heart of the House](#)

[Chairman Bill Marriott's Blog](#)

[CEO Arne Sorenson's Blog](#)

Serve 360 Coordinates

2019–2022 Priorities



NURTURE

Nurture Our World

- Identify and provide training that supports volunteerism reporting
- Launch skills-based volunteer activity planning toolkit with turnkey solutions to provide skills-based volunteer hours in communities
- Engage with Business Councils and their associated hotels to set year-over-year goals to support regional Serve 360 Goals
- Continue to identify, evaluate, and pursue opportunities to support longer-term disaster relief efforts that foster resiliency and economic development in our local communities



SUSTAIN

Sustain Responsible Operations

- Finalize assessment of a science-based target, as set forth by the Science Based Targets initiative (SBTi)
- Apply new tools and technologies to further food waste reduction strategies at our properties
- Continue to partner with certifying bodies to encourage properties to pursue third-party sustainability certifications and increase LEED or equivalent certification at a property level
- Develop a tracking and compliance process system for suppliers
- Conduct water risk assessment to move our efforts beyond conservation



EMPOWER

Empower Through Opportunity

- Partner with stakeholders to engage women entrepreneurs in developing countries
- Evaluate long-term community and business needs to better align and identify investments for greater impact
- Identify and implement new technology, internal HR systems, and guidelines to better track progress toward our goals



WELCOME

Welcome All and Advance Human Rights

- Launch additional human rights-related training programs, including an updated Procurement 101 training with enhanced content around human rights, supplier diversity, and sustainability
- Embed human rights criteria in sourcing policies
- Expand Marriott's cultural competency programs to include additional markets and cultures
- Develop scenario-based human trafficking awareness trainings to enhance our human rights education to associates and managers
- Launch public-facing trafficking awareness posters

