Marriott International is a worldwide operator, franchisor, and licensor of hotel, residential, and timeshare properties. At year-end 2021, Marriott’s portfolio included 2,007 company-operated properties¹, 5,788 franchised properties, 102 residences, and 92 timeshares in 139 countries and territories.

In EMEA, with almost 1,000 hotels in 76 countries², we believe we can play a meaningful role to support the United Nations Sustainable Development Goals (SDGs) to make the world a more sustainable place. From carbon reduction to the guest experience, sustainability is embedded into our business strategy. Our sustainability strategy is driven by a wide range of initiatives that have been fostered throughout our history of putting people first, giving back to communities, and operating more responsibly to Serve Our World.

¹) Company-operated properties include managed, owned, and leased hotels.
²) Marriott International EMEA Portfolio as of Q4 2021.
HOW SUSTAINABILITY IS EXECUTED AT MARRIOTT

Sustainability and being a force for good in our markets is embedded into our strategy at Marriott because we understand that businesses have a large role to play in the global effort to protect the Earth.

As a global travel company, we collaborate with a range of stakeholders to develop programs and initiatives, report on our critical environmental, social, and governance (ESG) actions, and effect meaningful change across our markets.

Due to the COVID-19 pandemic, many of our signature sustainability programs were modified, paused, or revised. However, our commitment to work with our stakeholders to reduce our environmental footprint, and have a positive, sustainable impact wherever we do business remains as strong as ever.
CONTENTS

SERVE 360
Our sustainability and social impact platform and targets

EMEA SUSTAINABILITY ROADMAP
Our focus areas and hotel programs

MEASURING PROGRESS
How we track our progress

OUR IMPACT
Our progress to date
To drive our global sustainability and social impact efforts, we launched Serve 360: Doing Good in Every Direction in 2017.

Serve 360 guides how we make a sustainable and positive impact wherever we do business and deepens our long-standing commitment to our communities and the environment, while guiding our efforts globally in the meaningful role that we believe we can play to support the UN Sustainable Development Goals.
Our Serve 360 platform is guided by four coordinates, each with dedicated focus areas.

**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, design and operate sustainable hotels, and source responsibly.

**Empower Through Opportunity**
We partner with leading non-profits to ensure workplace readiness and access to opportunity in our business, including our supply chain, focusing on youth, diverse populations, women, people with disabilities, veterans, and refugees.

**Welcome All and Advance Human Rights**
With the goal of creating a safe, welcoming world for all, we rally for pro-travel policies and support programs that allow people to experience and understand other cultures. We work with leading non-profit organizations to educate, advocate for, and respect human rights throughout and beyond our business.
Each focus area has ambitious 2025 goals.

**Nurture Our World**
- Contribute 15M hours to support our company priorities and community engagement strategy.
- 80% of our managed hotels will have participated in community service activities.
- 50% of all reported volunteer activities will be skills-based.

**Sustain Responsible Operations**
- Reduce environmental footprint by 15% (water intensity) | 30% (carbon intensity) | 45% (waste to landfill) | 50% (food waste) across the portfolio (from a 2016 baseline).
- 100% of MI hotels will have a sustainability certification, and 650 hotels will pursue LEED certification or equivalent.
- Responsibly source 95% in our Top 10 priority categories.

**Empower Through Opportunity**
- Invest at least $35M to increase and deepen programs and partnerships that develop hospitality skills and opportunity among youth, diverse populations, women, people with disabilities, veterans and refugees.
- Achieve gender representation parity for global company leadership by 2023.

**Welcome All and Advance Human Rights**
- 100% of associates will have completed human rights training, including on human trafficking awareness, responsible sourcing and recruitment policies and practices.
- 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.
- Promote a peaceful world through travel by investing at least $500,000 in partnerships that drive, evaluate and elevate travel and tourism’s role in cultural understanding.

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1) Goal to be updated with science-based targets.
SUSTAINABILITY FOCUS AREAS

Within these four Serve 360 coordinates, Marriott drives sustainability under two coordinates with three key focus areas:

CARBON + WATER + WASTE
- Carbon Intensity
- Water Intensity
- Landfill Waste
- Food Waste
- Renewable Electricity

SUSTAINABILITY CERTIFICATIONS
- Sustainable Certifications
  - LEED (or equivalent)

SOURCING
- Responsible Sourcing
- Supplier Sourcing Policies
2025 GLOBAL GOALS

Ambitious global goals for 2025 were set in 2017 to drive each focus area.

**CARBON + WATER + WASTE**

1) Carbon Intensity: Reduce 30%¹

2) Water Intensity: Reduce 15%

3) Landfill Waste: Reduce 45%

4) Food Waste: Reduce 50%

5) Renewable Electricity: Achieve min. 30% use

**SUSTAINABILITY CERTIFICATIONS**

6) Sustainable Certifications: 100% Hotels Globally

7) LEED (or equivalent): 650 Hotels Globally

**SOURCING**

8) Responsible Sourcing:
   - 95% in Top 10 Priority Categories²
   - 100% Cage-free Eggs
   - Locally Source 50% Produce

9) Supplier Sourcing Policies
   - Require Supplier Sustainability Information
   - Enhance Sourcing Policies

¹) Goal to be updated with science-based targets in 2022.

²) Inclusive of animal proteins (beef, eggs, lamb, pork and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles.
2025 EMEA GOALS

Specific EMEA 2025 goals have also been set to contribute to the global goals and drive progress in our Continent.

CARBON + WATER + WASTE

1) Carbon Intensity: Reduce 38%¹
2) Water Intensity: Reduce 14%
3) Landfill Waste: Reduce 45%
4) Food Waste: Reduce 50%
5) Renewable Electricity: Achieve min. 30% use

SUSTAINABILITY CERTIFICATIONS

6) Sustainable Certifications: 100% Hotels in EMEA
7) LEED (or equivalent): 42 Hotels in EMEA

SOURCING

8) Responsible Sourcing:
   - 95% in Top 10 Priority Categories²
   - 100% Cage-free Eggs
   - Locally Source 50% Produce

9) Supplier Sourcing Policies
   - Require Supplier Sustainability Information
   - Enhance Sourcing Policies

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¹) Goal to be updated with science-based targets in 2022.
²) Inclusive of animal proteins (beef, eggs, lamb, pork and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles.
OUR NEW CLIMATE COMMITMENTS

While we continue to make progress towards our 2025 goals, we know that we must do more to tackle climate change and build a healthier, more sustainable world. So in September 2021, we committed to:

✓ Set science-based emissions reduction targets across all scopes, in line with 1.5°C emissions scenarios.

✓ Set a long-term science-based target to reach net-zero value chain greenhouse gas (GHG) emissions by no later than 2050.

In making this commitment – and by joining the Race to Zero via the most ambitious standard, Business Ambition for 1.5 – we are joining with other companies and stakeholders around the world to collectively help the communities and environments where we live, work and visit to remain resilient and vibrant.
To drive our sustainability efforts, we have developed a wide range of programs for hotels in each focus area to allow properties to implement a tailored plan according to their operating conditions and markets\(^1\).

### Carbohydrates + Water + Waste

<table>
<thead>
<tr>
<th>Component</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon + Water Intensity</td>
<td>Reduce Carbon 38% Reduce Water 14%</td>
</tr>
<tr>
<td>Landfill Waste</td>
<td>Reduce 45%</td>
</tr>
<tr>
<td>Food Waste</td>
<td>Reduce 50%</td>
</tr>
<tr>
<td>Renewable Electricity</td>
<td>Min 30% Use</td>
</tr>
</tbody>
</table>

### Sustainability Certifications

- **42 LEED (or equivalent)**
- **95% Priority Categories**
- **100% Cage-free Eggs**
- **50% Local Produce**
- **Supplier Info**
- **Embed Policies**

### Sourcing

- **100% Sustainable Certifications**
- **0% Cage-free Eggs**
- **50% Local Produce**
- **Supplier Info**
- **Embed Policies**

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1) All programs are available for Marriott owned, leased and managed hotels, and are provided to Marriott franchised hotels for information only unless it is specified otherwise, and as an additional resource should franchised hotels wish to participate in the programs that are available to them.
LAUNCHED PROGRAMS

Area Energy Playbooks
Market-specific operational guidance for hotels to reduce energy usage

Property Energy Action Plans
Annual hotel-led action plans to reduce energy usage

Guest Linen & Terry Reuse Program
Terry reuse procedure to reduce the environmental impact and cost of daily laundering

UPCOMING

CAPEX Guidelines: Sustainability Guidance
Hotel capital expenditure guidelines featuring sustainability guidance to reduce energy usage

Owner CAPEX Energy Action Plans
Hotel capital investment estimates for owners to implement sustainability actions

Top 30 Water Projects
Customized water reduction plans for top 30 water intensity hotels in EMEA

Electric Vehicle Charging
Hotel installation and operational guidelines for electric vehicle charging stations

HOTEL HIGHLIGHTS

Since 2002, the Dead Sea Marriott Resort & Spa has been working with the Sewage Treatment Plant to recycle grey water and use it for irrigation with environmentally-friendly Ecolab Products.

In 2020, The Luxury Collection Marques de Riscal unveiled an 18-guestroom extension, all of which were designed using recyclable materials to meet the energy saving requirements of the European Union’s 20-20-20 targets.

2025 EMEA GOAL
Reduce carbon intensity by 38% + water intensity by 14%
**LANDFILL WASTE PROGRAMS**

**2025 EMEA GOAL**
Reduce waste to landfill by 45%

**LAUNCHED PROGRAMS**

**Sustainable Bathroom Amenities**
Replacement of small single use plastic bathroom amenities with refillable residential-sized pump-topped bottles for Luxury Brands and non-refillable residential-sized bottles for Premium & Select Brands

**Guest Room Recycling Program**
In-room recycling option for guests to reduce waste

**Mobile Key**
Digital key option to enable guests to use smartphones as a room key to reduce plastic waste

**Digital Experience**
Expansion of digital materials and touchpoints throughout the hotel to reduce paper waste

**Breakfast Disposables Reduction**
Adjusted post Covid-19 breakfast programs to reduce plastics from buffets

**UPCOMING**

**Plastic Water Bottles Reduction Initiative**
Program to replace single-use plastic bottles with a sustainable solution

**Sustainable Guest Room Accessories**
Reduction of single-use or plastic guest room accessories

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**HOTEL HIGHLIGHTS**

Protea Hotel by Marriott Cape Town Tyger Valley is utilizing Vivreau Glass reusable bottled water in all rooms and public areas to reduce plastic use.

The Ritz-Carlton, Abama has switched plastic straws, cups, and bags to biodegradable alternatives to eliminate the use of single-use plastics throughout the hotel, guestrooms, and F&B areas.
FOOD WASTE PROGRAMS

LAUNCHED PROGRAMS

Winnow + Leanpath
Technology-based food management tools that measure food waste in kitchens to help reduce waste and to optimize kitchen operations

UPCOMING

Closed Loop Bar Operations
Culinary and bar guidelines to reuse food scraps that would otherwise be discarded (e.g., infusing gin with leftover cilantro)

Food Waste Best Practices
EMEA best practices and techniques for hotels to reduce food waste

2025 EMEA GOAL
Reduce food waste by 50%

HOTEL HIGHLIGHTS

The London Heathrow Marriott and Heathrow Windsor use leftovers food waste to make gardening products and replant vegetable stems in the rooftop greenhouse, donating any surplus to local council garden plots.

The Ritz-Carlton, Ras al Khaimah composites approximately 181 kg of food scraps each month and use the fresh compost in the on-property chef’s garden.
RENEWABLE ELECTRICITY PROGRAMS

2025 EMEA GOAL
Achieve a minimum of 30% renewable electricity use

LAUNCHED PROGRAMS

Utilities Contracts
Annual reviews of expiring hotel utilities contracts to assess renewable options

Energy Purchasing Strategy
Renewable energy purchasing options for hotels by market

HOTEL HIGHLIGHTS

Marriott and Sheraton hotels in Jordan are fully powered by solar energy plants that were built in 2017, resulting in a total annual CO2 of only 4K kgs.

In 2020, the Riyadh Marriott Hotel launched a three-phase on-grid photovoltaics system designed to convert sunlight into electricity. The hotel’s annual CO2 emissions reduced by 89%, equivalent to planting 36K trees.
CERTIFICATIONS PROGRAMS

LAUNCHED PROGRAMS

Sustainable Certifications
Hotel third-party sustainability certification program and guidelines

LEED Building Certifications
LEED (or equivalent) certification program for existing buildings and new builds

2025 EMEA GOAL
Achieve 100% of hotels with a sustainability certification + 42 hotels with LEED or equivalent certification

PORTFOLIO HIGHLIGHT
In 2020, almost 200 hotels in EMEA fulfilled requirements to achieve a sustainable certification
**SOURCING PROGRAMS**

**LAUNCHED PROGRAMS**

**Responsible Seafood Program**
Hotel seafood purchasing guidelines and associate awareness program

**Cage Free Egg Program**
Cage-free egg purchasing guidelines, including for shell, liquid, and egg products

**Pork Program**
Guidelines for hotels to purchase group-housed or gestation crate-free pork

**2025 EMEA GOAL**
Source responsibly 95% in our Top 10 priority categories, 100% cage-free eggs, locally source 50% of produce, and require supplier product sustainability information

**HOTEL HIGHLIGHTS**

The Renaissance Paris Hippodrome de St. Cloud Hotel grows its own aromatic garden to use in-house grown ingredients in its F&B outlets.

The Blue Palace in Crete cultivates different varieties of certified fruit trees, vegetables, and aromatic herbs that are local to the island with a production process that is certified organic.

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1) Animal proteins (beef, eggs, lamb, pork and poultry), bottled water, cleaning supplies, cocoa, coffee, guest room amenities, paper products, seafood, sugar, and textiles

2) All contracted suppliers in the Top 10 categories and all centrally-contracted suppliers
OUR RESPONSIBLE SOURCING PARTNERS

Rubies in the Rubble
Condiments Suppliers

Rubies in the Rubble is a sustainable food brand, making condiments from ingredients that would otherwise go to waste because they are the wrong shape, size or colour. Its ketchup has half the added sugar and twice the fruit of normal ketchup as they use surplus pears to sweeten the ketchup, making it better for consumption and for the planet.

Fränkische Bettwarenfabrik
Bed + Linen Suppliers

The company has sustainable operations as a guiding principle. Their initiatives to limit CO2 emissions include:
- Installation of photovoltaic systems to meet power requirements with solar energy
- Transitioning all lighting to LED
- Partnering with delivery companies to ensure products are despatched in an environmentally neutral manner

Copenhagen Design Merchants
FF&E + OS&E Suppliers

The company’s mission is to provide sustainable and financially viable design products. They provide furniture, lighting, audio equipment, and accessories made with certified eco-friendly raw materials and collaborate with furniture brands that support a circular economy. The company also ensures that all transport is made with the least CO2 emission and has implemented certified CO2 offset projects.

Bunzl
Consumables Suppliers

Our distributor for consumables such as disposables, Bunzl continues to apply ongoing sustainability practices to their operation, such as:
- Use of biofuel for fleets that offers net greenhouse gas reductions of up to 90% compared to diesel fuel
- Launch of recyclable and reusable stainless steel cutlery

To support our sourcing goals, we ensure that we partner with responsible suppliers across our supply chain and that our partners also imbed robust sustainability practices into their operations. Examples include:
TOTAL PORTFOLIO RESPONSIBILITY

At Marriott, sustainability involves all hotels in our portfolio, both Managed and Franchised.

In addition to the range of sustainability programs and workstreams available to hotels, we also have robust measures in place to ensure that all our hotels help drive our sustainability goals, regardless of whether a hotel is managed by us or franchised by our partners.
MEASURING OUR PROGRESS

We understand that to achieve meaningful change, we need to consistently monitor and communicate our progress to hold ourselves accountable.

Marriott Environmental Sustainability Hub (MESH) is the environmental reporting system on which all of our hotels globally report energy, water, and waste data, as well as their sustainability initiatives.

Marriott tracks and reports out on our sustainability efforts through MESH to:

✓ Monitor our progress towards our goals
✓ Measure energy and water usage to identify opportunities for further enhancement
✓ Track and develop strategies by focus area
✓ Provide our customers with sustainability and carbon footprint data

Hotels also report their activities to protect, restore, and enhance the natural environments in which they are located in our Just Report It tool.
MESH REPORTING COMPONENTS

MESH is comprised of six components or “petals”, each which measures and tracks different metrics of our sustainability focus areas at the hotel level.

ENERGY INTENSITY
Measures energy usage on a per conditioned space basis

WATER INTENSITY
Measures water usage on a per occupied room night basis

WASTE INTENSITY
Measures a hotel’s landfill and food waste levels

CARBON INTENSITY
Automatically calculates a hotel’s carbon impact based on its Energy consumption, local emissions factors, and Renewable Energy data

SRO TRACKER
The Sustain Responsible Operations (SRO) Tracker captures qualitative sustainability practices of a hotel, including a hotel’s renewable energy plan, local sourcing efforts, and certifications

CERTIFICATIONS
Provides information on MI approved third-party sustainability certifications by region
OUR IMPACT
The COVID-19 pandemic has led to challenging operating environments for our hotels and the pause or modification of many of our signature sustainability programs. Closed hotels and decreased occupancies across the globe in 2020 and 2021 has also led to challenges in reporting our progress, however, we continue to drive towards our goals.

### OUR PROGRESS

#### SUSTAIN RESPONSIBLE OPERATIONS SCORECARD: 2019

<table>
<thead>
<tr>
<th></th>
<th>ENERGY INTENSITY [KWhs per m² of conditioned space]</th>
<th>CARBON INTENSITY [Kilograms per m² of conditioned space]</th>
<th>WATER INTENSITY [m³ per occupied room]</th>
<th>SUSTAINABILITY CERTIFICATIONS</th>
<th>LEED CERTIFICATIONS (OR EQUIVALENT)</th>
<th>CAGE-FREE EGGS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global</strong></td>
<td>2016: 332.54</td>
<td>2019: 324.39</td>
<td>2016: 124.07</td>
<td>2019: 113.43</td>
<td>2016: 0.702</td>
<td>2019: 0.701</td>
</tr>
<tr>
<td></td>
<td>↓ 2.45%1</td>
<td>↓ 8.58%1</td>
<td>↓ 0.15%1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>2016: 351.52</td>
<td>2019: 316.52</td>
<td>2016: 102.79</td>
<td>2019: 84.14</td>
<td>2016: 0.559</td>
<td>2019: 0.515</td>
</tr>
<tr>
<td></td>
<td>↓ 9.96%1</td>
<td>↓ 18.14%1</td>
<td>↓ 7.90%1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>↓ 2.35%1</td>
<td>↓ 1.35%1</td>
<td>↑ 4.70%1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) Reduction from 2016 baseline.  
2) Based on data from 287 hotels. Percentage reflects number of hotels using cage-free eggs and not percent of spend on cage-free eggs.  
3) Working to identify cage-free eggs suppliers.
CARBON FOOTPRINT REPORTS

Corporate Accounts managed by our Global Sales Organization have the option to receive carbon and water reports which summarize the account's total carbon and water usage, based on actualized room nights from the account into our hotels.

The usage data is calculated based on the industry methodologies known as the Hotel Carbon Measurement Initiative (HCMI) and the Hotel Water Measurement Initiative (HWMI). The report outlines the following metrics for a corporate customer:

- Total Carbon Footprint (lbs/metric tons of CO2e)
- Total Water Footprint (gallons/litres)

Customers can request their Carbon and Water Footprint Reports from their Marriott Global Sales Organization contacts.
SUCCESS IS NEVER FINAL

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

Although the impacts of the COVID-19 pandemic have created challenges for our company, it has also showed us that our Serve 360 platform is even more important as we face the pandemic and move toward a post-pandemic world.

We will continue to address significant global issues by implementing actionable solutions and enhancing impactful programs for the environment and the communities where we do business. Our robust range of hotel programs will help us reach our 2025 sustainability goals but we will continue to innovate and develop further activities to protect the Earth. We will also remain focused on the three key pillars of our business – our associates, our customers, and our owners and franchisees as our business continues to recover.

Through our efforts, and with support from stakeholders, we aim to fulfil our commitment of “doing good in every direction” and progress towards achieving our 2025 Serve 360 Goals.