

Module: Introduction**Page: Introduction****CC0.1****Introduction**

Please give a general description and introduction to your organization.

Marriott International is a leading lodging company with more than 4,100 properties (as of year-end 2014) that we operate (“manage”), franchise or license under 18 brands in 79 countries and territories worldwide (YE 2014). As we expand our portfolio and create economic opportunities around the world, we remain grounded in a set of core values: put people first, pursue excellence, embrace change, act with integrity and serve our world. Our relentless focus on innovation and action fuel the way we do business and the way we approach our responsibility to the planet. Both in our hotels and beyond, we seek to understand and act on the direct and indirect environmental impacts of our business operations. We aspire to be the global hospitality leader that demonstrates how responsible hotel management can be a positive force for the environment.

Marriott’s environmental goals include:

- Reduce energy and water consumption 20% from 2007 to 2020. (2007 baseline energy intensity of 402.2 kWh per square meter of conditioned space and 2007 water intensity of 1.05 cubic meter per occupied room.)
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain
- Educate and inspire associates and guests to conserve and preserve
- Address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation

We evaluate our business goals through the lens of sustainability and seek to pull-through the resulting environmental goals at our properties. Not only do we focus on these environmental goals enterprise-wide through our various operations and councils, but we also collaborate with external partners to encourage sustainability accomplishments in our industry. Marriott played a key role in developing industry standards for carbon measurement through supporting the creation of and participating in the Hotel Carbon Measurement Initiative, which is now listed as a Scope 3 industry reporting protocol by CDP. We have adopted this standard, and now use the Green Hotels Global™ tool and dashboard that reports on the environmental impact of the hotels in our portfolio. This is a valuable resource for our customers seeking environmental data about their business travel and meetings, as well as an important engagement and data-gathering tool to assess pull-through of our strategies worldwide.

We are also working to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for hotels through the Hospitality Sustainable Purchasing

Consortium. Marriott was the first company in the hospitality industry to develop a LEED® (Leadership in Energy and Environmental Design) hotel prototype pre-approved by US Green Building Council (USGBC). Marriott worked with USGBC to develop prototypes for our five select-service and extended stay brands as part of its LEED® Volume program. At the end of 2014, we had 140 hotels which are LEED® certified or registered, making Marriott the company with the greatest number of hotels certified and registered as LEED buildings. Marriott is also working with developers and investors to push development of sustainable hotels in emerging markets.

We have developed key partnerships with local governments, communities and NGOs for our signature conservation initiatives, including the Juma REDD+ project in Brazil's Amazon rainforest and the Nobility of Nature fresh water initiative in China. We work with seafood suppliers and fisheries across the globe through our FutureFish program, which is designed to help the company's hotels around the world source, prepare and serve sustainable seafood.

Marriott has been recognized for its environmental leadership role in the hotel and lodging industry – for our decades-long commitment to conservation, our innovative portfolio of initiatives, our active employee and stakeholder engagement, and significant reductions in energy and water use and carbon emissions. Marriott has scored the highest among global hospitality companies in the Climate Counts scorecard since they began reviewing our industry and we were featured as a sustainable company in their first ever science-based ranking of corporate carbon emissions. Marriott is included in CR Magazine's 100 Best Corporate Citizens in 2015, with a top 50 ranking on climate change.

We see value in disclosure and strive each year to add depth, rigor and context to our reporting. This year, we have provided external verification of our emissions reporting. Several recent brand acquisitions increased our base-year emissions to the significance threshold established for restatements (5%). Consequently, we have restated our base-year and prior year emissions to reflect our 2014 year-end portfolio. We can report that our emissions per square meter in the portfolio of over 1,100 properties operated by Marriott have been reduced by two percent since 2013, and 10 percent since 2007.

CC0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Tue 01 Jan 2013 - Tue 31 Dec 2013

Wed 01 Jan 2014 - Wed 31 Dec 2014

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

CC0.6

Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire.

If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

Further Information

The data reported in this disclosure reflect the operational performance of our company-operated properties, which include owned, leased and managed properties, and exclude rooms from franchised, franchised unconsolidated joint ventures and timeshare properties.

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Senior Manager/Officer

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

Marriott's Global Green Council, led by ten global officers/executives representing the following disciplines: Global Operations (co-chair); Global Communications & Public Affairs (co-chair); Global Design; Finance; Human Resources; Legal; Lodging Development; IT; Brand, Marketing, Sales and Commercial; Owner & Franchise Services; Corporate Social Responsibility, and Sustainability. Since 2007, our Global Green Council has been guiding our environmental strategy by evaluating our practices, setting long-term goals, developing an environmental strategic plan and catalyzing our progress. The Council reports to the President and Chief Executive Officer, Arne Sorenson, on our environmental strategy and results; our President and CEO provides annual updates to the Board of Directors.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Corporate executive team	Monetary reward	Energy reduction target Behaviour change related indicator	MBOs – Compensation is linked to results in meeting objectives. The executives and senior managers of the Global Green Council have MBOs relating to hotel development, our energy and water use targets, sustainability reporting and stakeholder engagement, supply chain issues and conservation initiatives.
Other: VPs Engineering	Monetary reward	Energy reduction project Energy reduction target	MBOs – same as above. Our Global Vice President of Guest Experience, our Senior Director of Global Engineering, and our Vice Presidents of Engineering at the continent level have energy and water reduction goals, both for annual and long-term targets.
Energy managers	Monetary reward	Energy reduction project Energy reduction target	MBOs – same as above. Our Directors of Energy and Environment at the Continent level have specific MBOs related to energy, water and waste, including annual targets and long-term goals.
Other: Environment/sustainability managers	Monetary reward	Behaviour change related indicator	MBOs – same as above. Our Vice President of Sustainability and Supplier Diversity has MBOs related to our overall environmental strategy, stakeholder engagement and supply chain issues.
Public affairs managers	Monetary reward	Behaviour change related indicator	MBOs – same as above. Our Vice President and Directors of Corporate Social Responsibility have MBOs related to two conservation projects, stakeholder engagement and sustainability reporting.
Facility managers	Monetary reward	Energy reduction project Energy reduction target Efficiency project Efficiency target	MBOs – same as above. Our General Managers and property Directors of Engineering have MBOs related to property performance against goals.

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Other: Business Councils	Recognition (non-monetary)	Behaviour change related indicator	Quarterly and annual awards recognize performance. Marriott has more than 75 Business Councils comprised of Hotel General Managers and other field leaders in key markets around the world focused on driving community/environment, government relations and culture.
Other: Hotels	Recognition (non-monetary)	Emissions reduction project Energy reduction project Efficiency project	Hotels receive internal and external recognition for performance against sustainability goals and for innovative projects which help meet our sustainability targets.
Other: Hotel Owners	Recognition (non-monetary)	Energy reduction project Efficiency project	Our hotel partners receive internal and external recognition during annual Marriott owner/franchisee conferences for supporting environmental and community service projects which help meet our sustainability goals.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Board or individual/sub-set of the Board or committee appointed by the Board	Marriott operates and franchises hotel properties in 79 countries.	1 to 3 years	Monitoring of risks and opportunities related to climate change occurs at regular intervals and levels dependent upon the nature of the risk. Property performance data related to energy and water consumption is monitored monthly and reported quarterly and annually. Risks and opportunities related to regulation, customer preference and corporate reputation are evaluated regularly by relevant departments and reviewed by the Global Green Council which meets quarterly.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

Identifying risks and/or opportunities from climate change and assessing the degree to which they could affect Marriott's business is the focus of the executive level Global Green Council, a cross-discipline team responsible for developing, catalyzing and driving accountability for the company's environmental strategy. The co-Chairs report on strategy development and progress toward goals to the President and CEO, who presents to our board of directors.

Within the corporation, numerous functional areas monitor risks and opportunities associated with climate change, including Operations, Engineering, Architecture and Construction, Procurement, Sustainability, Corporate Social Responsibility, Law and Sales. Our audit department has included our environmental strategy in its Enterprise Risk Management process. Marriott also gathers information from a broad array of external sources, such as NGOs, governments, industry organizations, legislators, consultants and others.

Key structures and tools help identify risks and opportunities at the division, brand and property level:

- The Green Hotels Global™ dashboard reports on each property's environmental impact, practices and policies.
- Energy & Environmental Action Plans guide engineering and other property leaders through an energy and water audit process to help identify opportunities to perform against goals.
- Transcendent is a web-based enterprise asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans and rolls data up at the country, continent and corporate level.
- Utility database systems track consumption across our managed portfolio, allowing data to be analyzed and benchmarked.
- Marriott Business Councils operate in more than 75 markets and represent all Marriott brands. They leverage resources across business lines to focus on common objectives, including risk management, local environmental impacts and community needs.

CC2.1c**How do you prioritize the risks and opportunities identified?**

With over 4,100 managed or franchised properties around the world, Marriott faces a variety of potential risks and opportunities given the size, scope and locations of its operations. Materiality and priorities are determined within the context of corporate business strategy. Our compelling need to operate our hotels efficiently is derived not only from our desire to optimize financial performance, but also from our commitment to work with our stakeholders to understand and act on our environmental impact. We work to understand the direct and indirect environmental impact of our hotels and work with our stakeholders and external partners to mitigate risks and develop innovative solutions to manage our business sustainably. We recognize the increasing concern of climate change to our current customers and next generation travelers and the importance of natural capital resources conservation in emerging markets. We also have the responsibility to respond when necessary to natural events such as hurricanes, floods and drought.

Marriott's Global Green Council integrates a sustainability lens into how we think about, design and deliver programs and services enterprise-wide. The executives on the Council, and the functional departments they represent, help prioritize risks and opportunities through our environmental strategy. As an example, one of Marriott's goals is to empower our partners to build green hotels. Sustainably-built hotels help us respond to climate change risks such as environmental regulations and taxes, resource scarcity and costs, changing consumer behavior and corporate reputation.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment
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CC2.2**Is climate change integrated into your business strategy?**

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

I. Sustainable hotel operations are a business priority. Our robust environmental strategy supports business growth and we have established the organizational structures, programs and tools to drive our sustainability goals. We realize costs savings and brand recognition in delivering sustainable lodging facilities and event services. Our strategy also looks beyond cost reduction and our properties, to address the preservation of natural capital resources and mitigating the effects of climate change.

Marriott's Global Green Council, a cross-functional team of senior executives, meets quarterly to advance sustainability initiatives across the company. The co-Chairs of the Council give regular reports to Arne Sorenson, President and CEO, who provides annual updates to the Board of Directors. Data platforms capture energy use and other environmental metrics at the property level and report this data up to the relevant continental and global departments. The Global Engineering and Facilities Management team communicates weekly with continental engineering leaders about strategy, best practices and progress on energy reduction targets. The Vice President of Sustainability and Supplier Diversity works routinely with our Global Operations team, Directors of Energy and Environment and sales team. Internal Audit monitors sustainability as part of Enterprise Risk Management.

Marriott associates form the foundation of our environmental strategy, delivering vital pull-through. We provide standards and training to associates worldwide on practices such as Energy and Environment Action Plan audits, green meetings, recycling and linen/terry re-use. We share our Sustainability Reports each year, and communicate regularly on environmental and conservation topics through intranet channels, through storytelling on "Heart of the House" (stories.marriott.com) and via social media. Property managers communicate environmental policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings. Marriott's sustainability efforts are part of our headquarters orientation for all new associates. Our corporate Environmental Policy is part of Marriott's Principles of Responsible Business, which is communicated internally and externally.

II. Our environmental strategy includes comprehensive goals designed to increase sustainability in hotel operations, help preserve natural capital resources and reduce the impact of climate change. This strategy is linked to aspects of climate change material to our business. We face risks related to global temperature changes and extremes which drive our energy efficiency efforts. Given the potential for extreme weather to disrupt travel and damage property, measures taken to stabilize the climate have demonstrable business value. We also face both challenges and opportunities relating to regulation, consumer preferences and our reputation for environmental leadership. As we expand in markets outside the United States, we seek to understand and to address risks and opportunities related to different locales and cultures.

III. Climate change has influenced the way we communicate our business. We have added property-level environmental sustainability data to our resources for meeting planners and customers. In addition to the carbon and water footprint of each hotel, Green Hotels Global™ provides information on 81 operational and management practices. We developed a sales training guide on how to utilize the hotel data from Green Hotels Global to effectively communicate sustainability to our business travel and group customers. Currently, Marriott has the largest number of TripAdvisor GreenLeaders hotels with over 1600 hotels receiving the GreenLeaders' badge. GreenLeaders helps TripAdvisor's community of more than 315 million travelers plan greener trips by highlighting accommodations engaging in sustainable practices.

IV. Marriott's Spirit To Preserve® environmental strategy goals:

- Reduce energy and water consumption by 20% from 2007 to 2020.
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain
- Educate and inspire associates and guests to conserve and preserve

- Address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation.

We have established a variety of programs and tools to help us meet our goals and are pursuing multiple initiatives, collaborating with property owners, developers, suppliers and industry peers/groups.

V. Recognition of Marriott's sustainability efforts helps to enhance our brand and to attract and retain associates, customers, owners and business partners who share our values. Our LEED® Volume build program with the USGBC provides incentives for owners and developers to build sustainable hotels under Marriott's select service and extended stay brands. Through the Green Hotels Global™ dashboard, we offer environmental metrics to business travel buyers and meeting planners and customizable carbon and water footprint data to our group customers. Our ongoing, visible and successful commitment to sustainability in and beyond our hotels has led to numerous awards and favorable rankings. According to TripAdvisor, GreenLeaders hotels such as ours are reviewed 20 percent more favorably than other properties.

VI. In 2014, Marriott engaged with sustainability leaders to educate and advise us. Business sustainability expert Andrew Winston presented at our Global Design & Development Conference, attended by over 150 global operations and design leaders for the company. Winston kicked off an engagement and brainstorming activity to identify and define our next-step strategies.

The need for energy efficiency and emissions reductions influenced the decision to hold a three-day Global Energy Summit in November, 2014. Our engineering and operations team gathered to hear from energy and sustainability experts, exchange ideas and collaborate on innovative approaches.

We continued to utilize MindClick Global, a leader in supply chain sustainability performance and sourcing solutions to green the hospitality industry supply chain. Marriott spent 76% of procurement dollars in furniture fixtures and equipment with suppliers that were rated through MindClick's program. These suppliers have proven they are managing their energy, water and waste through tracking, disclosure and working on improvements of their environmental impact.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price of carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price of carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations
Funding research organizations
Other

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
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CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
World Travel and Tourism Council	Consistent	The World Travel and Tourism Council (WTTC)'s Action Agenda (set forth in the Report "Leading the Challenge on Climate Change") is comprised of ten action items which will advance efforts to address climate change. WTTC and participating members outlined climate change policies and commitments around five themes; accountability and responsibility; local community sustainable growth and capacity building; educating customers and stakeholders; greening supply chains; and innovations, capital investment and infrastructure.	Marriott supports and endorses the World Travel & Tourism Council's (WTTC) Action Agenda as part of our Environmental Policy. In addition, Marriott was instrumental in establishing the Hotel Carbon Measurement Initiative with the International Tourism Partnership and the WTTC. This joint effort, which also included collaboration with The World Resources Institute, Greenview Consulting, Cornell University and KPMG, grew to include over 20 hospitality companies as part of the working group. In 2012, the HCMI released a methodology for carbon measurement of hotels and set of metrics based on available data. The group continues to refine the methodology as it is implemented by the various members, including Marriott and other leading hospitality companies. In 2013, Marriott supported work by Cornell and Greenview to use HCMI for the development of carbon footprint benchmarking within markets. This research was published in May 2014.
International Tourism Partnership	Consistent	The International Tourism Partnership (ITP) describes its mission in the following way: "ITP brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry. We work to demonstrate in a very practical way that environmental and social responsibility makes good business sense. ITP does this by highlighting best practice, offering a range of practical products and programmes and tackling emerging sustainability issues through its collaborative working groups.	Representatives from Marriott participate in ITP working groups, including: Carbon Measurement Working Group (the Hotel Carbon Measurement Initiative referenced above) and the Human Rights Working Group.

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

No

CC2.3e

Do you fund any research organizations to produce or disseminate public work on climate change?

Yes

CC2.3f

Please describe the work and how it aligns with your own strategy on climate change

Marriott supported the first Cornell Hotel Sustainability Benchmarking (HSB) study, which was published in May 2014. This study was undertaken as a collaborative effort among the Cornell University Center for Hospitality Research (CHR), the Cornell University Center for Real Estate and Finance (CREF), Greenview (a sustainability consulting company), and select global hotel companies, including Marriott. The study was conducted to provide credible benchmarks according to industry specific segmentation and utilizing the hotel carbon measurement initiative's methodology to produce metrics globally; to provide industry data analysis while maintaining a confidential data set, through an academic center; and to pursue a common definition and transparent, rigorous method for modeling carbon and energy usage based on hotel-specific attributes and data. The results of the study are presented in the CHSB2015 Tool, through which a user can obtain the range of benchmarks for energy consumption and greenhouse gas emissions for hotels within specific segments and geographic locations. Lessons learned can be applied to both internal and external stakeholder audiences with the end goal of reducing the environmental impact of hotel operations. This research will support Marriott's strategy to increase sustainability in hotel operations, help preserve natural capital (i.e. natural resources) and reduce the impact of climate change.

CC2.3g

Please provide details of the other engagement activities that you undertake

Marriott executives, including President and Chief Executive Officer Arne Sorenson, participate in the World Economic Forum, attending annual gatherings in Davos, as well as regional meetings and Travel & Tourism Council meetings.

Marriott partnered with British Airways and the Institute of Travel and Meetings to host a dedicated travel industry forum to discuss global social and environmental trends in April 2014. The event was attended by more than 120 corporate travel buyers and included special guest speakers on sustainability and the travel industry as well as an expert panel on supply chain risks.

Marriott is an active participant on the Global Business Travel Association (GBTA) Sustainability Committee, which provides leadership and resources to help member organizations integrate sustainability into their corporate travel management programs. One of the resources developed by GBTA through assistance from Marriott and other members is a Request for Proposal (RFP) module that most of our corporate customers use during their annual bid process for preferred business travel hotels. The module includes sustainability questions such as carbon footprint per occupied room, water footprint per occupied room, and waste diversion rate. Additionally, sessions at GBTA's annual convention help to educate attendees about sustainability and how they can incorporate these considerations into their travel programs. For the second year in a row, the session we designed called "Speed Date Your Way To A Sustainable Travel Program" received the highest rating

from attendees.

A Marriott Sales leader served as co-chair of GSA's Government-wide Travel Advisory Committee (GTAC) and was successful, with the assistance of our VP Sustainability & Supplier Diversity, in getting committee consensus on a key recommendation related to lodging sustainability. Included in the final report to the GTAC was the recommendation to utilize the Hotel Carbon Measurement Initiative as the source for developing a baseline, target and annual reporting on the government's carbon emissions as they relate to hotel stays.

CC2.3h

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Pursuit of our environmental strategy is the responsibility of our Global Green Council, which sets our goals and establishes policies. With representation from all major disciplines and quarterly meetings to review progress, the Council supports our major engagements with policy makers and stakeholders.

CC2.3i

Please explain why you do not engage with policy makers

CC2.4

Would your organization's board of directors support an international agreement between governments on climate change, which seeks to limit global temperature rise to under two degree Celsius from pre-industrial levels in line with IPCC scenarios such as RCP2.6?

CC2.4a

Please describe your board's position on what an effective agreement would mean for your organization and activities that you are undertaking to help deliver this agreement at the 2015 United Nations Climate Change Conference in Paris (COP 21)

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?

Intensity target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
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CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions	Target year	Comment
Int1	Scope	100%	20%	Other: metric tonnes	2007	0.164	2020	Marriott's strategy includes the goal to reduce energy

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions	Target year	Comment
	1+2			C02e per square meter of conditioned space				use per square meter of conditioned space 20% by 2020 over 2007 levels. For the purposes of this CDP disclosure, we are stating our goal here in terms of emissions.

CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
Int1	Increase		Increase		While we anticipate increases in the number of rooms in our managed portfolio, that growth varies according to strategic opportunities, and we cannot accurately forecast our absolute emissions for 2020. Our efforts to reduce energy consumption are consistent. Marriott hotels have become more energy efficient since 2007. Our energy use per conditioned square meter in the portfolio of properties we operate has decreased over nine percent since 2007. Emissions from our franchised properties, accounted for in Scope 3, are expected to increase.

CC3.1d

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
Int1	54%	50%	From 2013 to 2014, our emissions intensity decreased two percent. Since 2007, we have reduced our emissions per square meter of conditioned space by 10%.

CC3.1e

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

No

CC3.2a

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*	27	1700
Implementation commenced*	99	12700
Implemented*	464	56900
Not to be implemented		

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Other	Using Energy and Environmental Action Plans	56900	Scope 2	Voluntary	9040500	17174400	1-3 years		Signature projects include lighting upgrades,

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	<p>as a roadmap, full-service properties in the Americas, Asia Pacific and Mid-East/Africa select "Signature Projects" based upon the following criteria: the project can be completed during the first half of the year AND it has the potential to significantly impact cost and emissions linked to reductions in electricity use. These voluntary projects reduce Scope 2 emissions, drive down operating costs by reducing resource consumption and taking advantage of utility rebates/incentives, and help Marriott achieve its 2020 energy conservation goals.</p>							<p>installation of variable frequency drive pumps, fans and air handling units, chiller upgrades and other energy efficiency projects. As a result, calculations for payback periods are done on the basis of the aggregated data. The estimated lifetime of the initiative varies by the nature of the project. Marriott's Energy and Environment Plans and the Signature projects culled from them annually provide the best way to estimate the project pipeline data requested in 3.3a. The data points provided here are linked to the completed projects in 3.3a. Both represent total Signature projects in the continental operating groups which have adopted this tracking system (the Americas, Asia Pacific and MidEast/Africa). These totals are not a complete list of all emissions reducing activities in these</p>	

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
									groups, nor do they include data from Europe. Some of the same data is included in the individual project categories in the rows below.
Energy efficiency: Processes	Marriott works to incorporate and integrate building automation systems (BAS) and other automated controls to increase the efficiency of the buildings we manage. In the U.S., Marriott continued to expand and standardize building automation platforms in 2014.	6900	Scope 1 Scope 2	Voluntary	970900	2466000	1-3 years	16-20 years	We build strategic partnerships where possible to leverage implementation across the portfolio. In the U.S., we have developed a national partnership with Automated Logic to keep costs down and maintain product consistency.
Energy efficiency: Processes	We developed a Chilled Water Diagnostic Tool in 2013 for managed properties in the Americas. This process improvement helps each full-service hotel identify cost savings opportunities in their Chilled Water Production. The tool calculated their total plant "Design KW/Ton" and "Actual KW/Ton, and offered tips on how they could optimize their plant to lower the Scope 2 energy required to produce the chilled water for property	19800	Scope 2	Voluntary	3163800	0	<1 year	Ongoing	To fully engage property engineers in the use of this tool, our Director for Energy and Environment, Americas, travels extensively to conduct training sessions in various markets. This effort and similar initiatives are designed to change the way our building operators look at their plant – highlighting the opportunities for large energy savings from

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	cooling. The data here represent savings from improvement in 2014.								sometimes small adjustments to ensure that systems function as designed.
Energy efficiency: Building services	LED lighting retrofit projects continued to be an emissions-reduction project with an attractive ROI in 2014. These data include projects for hotels in the Americas, Asia Pacific and Mideast/Africa that help reduce electricity demand and costs, helping Marriott make progress toward our energy reduction targets, as well as reducing our Scope 2 emissions. We identify strategic partnerships where possible, and install LED bulbs where the lighting needs are best suited to the technology and provide the most compelling internal rate of return.	29700	Scope 2	Voluntary	4864200	5846900	1-3 years	3-5 years	Lighting retrofits have been part of our environmental efforts for years; as newer technology lowers replacement cost and improves, systems are upgraded at our properties around the world. Large-scale lighting retrofits are often tied to other renovation projects, as well as to advances in lighting technology which offer substantial improvements in energy efficiency. The timing of these factors and their impact on the ROI of subsequent projects will vary from property to property.
Energy efficiency: Building services	In Europe, Marriott has been working to maximize the cost benefits of installing and replacing combined heat and power (CHP) plants at full service properties. Through strategic procurement and		Scope 1 Scope 2	Voluntary	1670100	3702000	1-3 years	6-10 years	Each of the 14 hotels will benefit from its own co-generation plant that produces electricity and heat from a single fuel source to cover energy demands. To match the

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	leveraging government rebates, Marriott has supported the replacement of CHP plants at 14 hotels in the UK in 2014, which represents an annual generating capacity of 26100 MWh.								locations' base electrical and thermal loadings the plants are individually sized, ranging from 121kWe to 400kWe. This latest CHP update will take the total co-generation capacity across sites to 4.22MWh.
Energy efficiency: Building services	Marriott was the first international hotel group to partner with KiWi Power in testing their demand response program in the U.K. After a successful trial in 2013, the program was rolled out to 52 hotels in 2014.	80	Scope 2	Voluntary	216300	123500	<1 year	3-5 years	Demand response programs allow hotels (and other energy users) to cut back on energy, reducing costs and carbon emissions. Grid operators can avoid bringing polluting power stations fully online in order to provide extra capacity.
Energy efficiency: Building services	HVAC system upgrades, including chiller replacements with high efficiency units and cooling tower upgrades generate significant emissions reductions.	12700	Scope 2	Voluntary	2439000	9523900	4-10 years		These data represent large HVAC projects in the Americas, Asia Pacific and Mid-East/Africa.
Energy efficiency: Building services	Kitchens in our full-service hotels require large exhaust systems. Installing smart ventilation systems with multi-sensor controls and variable speed drives which adjust to	1200	Scope 1 Scope 2	Voluntary	136300	238600	1-3 years	6-10 years	Variable speed drives and smart control technology help ensure that fans and other motors run only when needed. Additional systems will be installed in

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	the ventilation needed typically reduce utility consumption by 33%. In Europe, five "Cheetah" kitchen ventilation systems were installed in 2014. Similar Melink demand ventilation systems were installed in three full-service hotels in the Americas.								2015.
Low carbon energy installation	A rooftop solar-array was installed at the Marriott Hotel in Amman which will provide hot water for the hotel and the property's pools.	340	Scope 1	Voluntary			4-10 years		Solar hot water systems were also installed at hotels in China and Saudi Arabia. There are now seven sites in our MidEast/Africa region and over 20 of these systems in the portfolio.

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment

Method	Comment
Financial optimization calculations	Our Energy and Environmental Action Plans evaluate return on investment projects and help prioritize owner investments. Marriott Retro-commissioning (MRCx) drive 3rd party studies of our more complex facilities in order to identify the efficiency opportunities.
Employee engagement	We engage our employees through various training opportunities and communicate through our Sustainability Report, various intranet channels and social media, including “Heart of the House,” Marriott World Express, Bill Marriott’s and Arne Sorenson’s blogs, Facebook, Tumblr, Weibo and Twitter; company-wide Environmental Awareness Month activities; sales tools; and internal recognition of hotel performance. Property managers share information on Marriott environmental policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings. Question #4 on Marriott’s annual associate engagement survey centers on sustainability with 85 percent of associates agreeing that their property and the company are taking steps to protect the environment.
Compliance with regulatory requirements/standards	Many cities across the United States require LEED® certification for new commercial construction. Marriott’s LEED® Volume build program with the USGBC provides incentives for owners and developers to build sustainable hotels under Marriott’s select service and extended stay brands. By constructing projects through this program, owners can build more environmentally sustainable buildings and expect to reduce their total energy and water consumption by 25%. Marriott complies with all relevant local, regional and national regulations, including those relating specifically to climate change, such as the UK CRC Energy Efficiency Scheme. Under that mandatory program, Marriott’s UK properties report and pay taxes on annual carbon emissions.

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: **CC4. Communication**

CC4.1

Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document
In other regulatory filings	Complete	p. 12	https://www.cdp.net/sites/2015/29/11329/Climate Change 2015/Shared Documents/Attachments/CC4.1/Marriott 2014 10-K.pdf
In voluntary communications	Underway - previous year attached	2014 Report on Environmental Performance	https://www.cdp.net/sites/2015/29/11329/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014 Marriott Sustainability_Report_Environmental Performance.pdf

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Risks driven by changes in regulation
- Risks driven by changes in physical climate parameters
- Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Product efficiency regulations and standards	Green building standards, such as the U.S. Green Building Council's (USBC) Leadership in Energy and Environmental Design (LEED®) standards, which have been adopted as either a mandatory compliance regulation or encouraged through incentives throughout the U.S., as well as other national and international standards impact project costs related to compliance and certification.	Increased operational cost	Up to 1 year	Direct	Virtually certain	Low	Mandatory green building standards may increase project costs related to compliance and certification. New and existing building codes represent a risk to Marriott as we develop new properties and work with owners to remodel existing buildings. Incorporating green building standards may increase the costs of project-related design and construction,	Marriott is working collaboratively with our business partners to expand LEED® -certified and other 3rd party certified (e.g., Green Key, Green Globe) hotels across the entire Marriott portfolio. LEED® is an internationally recognized certification system developed by the U.S. Green Building Council. LEED® certification provides independent, third-party verification that a building project meets the highest green construction and operations performance measures. LEED®-certified buildings reduce waste sent to landfills, conserve energy and water, are healthier and safer	While there may be small administrative and scope cost increases to owners related to green building standards, these costs are usually offset in an ever-shortening payback timeframe by more significant ROI generated by lower operational costs. Marriott has invested significant resources in the volume build program over the past several years, including development fees and salaries for three dedicated associates.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								for occupants, and reduce harmful greenhouse gas emissions. We have worked with the USGBC to certify prototypes for all of our select service and extended stay brands as part of their volume build program, which will add LEED®-certified properties to our portfolio at a greater rate than seen under the one-off certification process. We are also seeing an increase of LEED® registrations outside of the United States including projects in Asia, Central America and Europe, and have hotels certified according to other standards such as Green Globe and ISO 14001.	
Product	Changing lighting	Increased	Up to 1	Direct	Virtually	Low	Lighting retrofits	We work with our	Lighting retrofits

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
efficiency regulations and standards	standards, such as bans on halogen bulbs in certain applications may require lighting retrofits.	operational cost	year		certain		may cost 5,000-275,000 USD or more, depending upon the size and type of installation.	suppliers to develop compelling ROI lighting projects.	vary in size and scale, but often have a payback period of 1-3 years due to the energy efficiency of LED technology.
Carbon taxes	To discourage greenhouse gas emissions, various governments have or are anticipated to introduce taxes on the carbon content of various fuels. Some current carbon tax schemes such as the UK Climate Change Levy (CCL) apply to all businesses, while others target the companies with significant emissions such as utilities, which can then pass on increased costs to their customers.	Increased operational cost	Up to 1 year	Direct	Virtually certain	Low	Carbon taxes contribute small increases in operational expenses in the regions where they have been enacted, such as the U.K. In 2014, the assessment for electricity under the CCL was 0.541 pence per kilowatt hour. A full-service Marriott hotel using 1 million kWh of electricity annually would owe approximately 5,400 GBP for electricity portion of the CCL (the tax also includes gas fuel). The financial	Marriott remains focused on reducing energy consumption, which is one of the key goals of our environmental strategy. Energy conservation helps mitigate the risks posed by fuel and carbon taxes. Pull-through of our strategy at the property-level drives results, and our support for each hotel is tailored to the characteristics of the property, its location and our partnership with the property owner. We have developed and/or acquired tools and	Financial investments in energy efficiency vary by installation type and other factors such as government incentives, but these projects have a typical payback period of 1-3 years. CHP plants in the U.K. help offset the costs of the Climate Change Levy, as a portion of the energy generated by the plant is exempt from the tax to reflect the emissions savings provided by this system. 14 CHP plants were

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							<p>implications will grow for global operations if the number of countries legislating carbon taxes grows, and as the tax rates increase over time. The CCL electricity rate will increase to .554 pence/kWh in 2015 and .559 pence/kWh in 2016.</p>	<p>technology which help facilitate implementation of conservation projects, such as the Transcendent asset management platform and Energy and Environment Action Plans (EEAPs). Our engineering leaders provide additional guidance to hotels with the greatest opportunities for energy savings, leverage strategic partnerships across countries and continents, work with utility partners to identify rebates and incentives to develop attractive ROI for owners and explore innovative ways to approach conservation for our many properties already operating at high</p>	<p>replaced in the UK in 2014, at investment of approximately 2.4 million GBP and an average payback timeframe of 2.2 years.</p>

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Fuel/energy taxes and regulations	Some governments have taxes designed to encourage companies to reduce energy consumption, including the UK CRC Energy Efficiency Scheme. Currently these tax rates vary widely across types and use of fuel both within and across countries. The current impact of these types of taxes is greater for our operations outside the United States.	Increased operational cost	Up to 1 year	Direct	Very likely	Unknown	Carbon and fuel taxes are responsible for moderate increases in energy expenses in the regions where they have been enacted, such as the U.K. For the most recent tax year (April 2013 to March 2014), the obligation for Marriott properties under the UK CRC Energy Efficiency Scheme was 1,261,992 GBP, or nearly 1.9 million USD.	efficiency Marriott remains focused on reducing energy consumption, which is one of the key goals of our environmental strategy. Energy conservation helps mitigate the risks posed by fuel and carbon taxes. Pull-through of our strategy at the property-level drives results, and our support for each hotel is tailored to the characteristics of the property, its location and our partnership with the property owner. We have developed and/or acquired tools and technology which help facilitate implementation of conservation projects, such as the Transcendent asset management	Financial investments in energy efficiency vary by installation type and government incentives, but these projects have a typical payback period of 1-3 years. CHP plants help offset the costs of the CRC in the UK by reducing emissions. The payback timeframe for a CHP varies by installation, but can be as short as 2-3 years.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>platform and Energy and Environment Action Plans (EEAPs). Our engineering leaders in Europe, where this tax is levied, leverage strategic partnerships across countries, work with utility partners to identify rebates and incentives to develop attractive ROI for owners and explore innovative ways to approach conservation for our many properties already operating at high efficiency. In the UK, this approach includes participating in the Kiwi Power Demand Response program. It is projected that Marriott will reduce electricity consumption by</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								more than 160,000 kWh per year by reducing load during demand response events. Since 2014, engineering directors in Europe can receive continuing education in a variety of relevant topics through Schneider Electric's Energy University platform. Over 200 courses were completed in the first few months of the program.	
Uncertainty surrounding new regulation	The diverse, complex and fluid nature of climate change regulation is challenging for global corporations.						Uncertainty surrounding new climate change regulation is a challenge for global corporations such as Marriott, as laws vary by municipality, state and country. Public policy debates and the uncertain status	Marriott has taken a highly proactive approach to complying with environmental laws and regulations by consulting with expert organizations and agencies and taking steps to mitigate and manage our environmental	The specific costs associated with uncertainty surrounding new regulation vary and are not discreet, but include staff time spent engaging with various stakeholders.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							of legislative action in the U.S. make it more difficult to assess risks in this area. Adapting to multiple, changing and potentially conflicting standards is also a management challenge.	impacts and policies. We report regularly to our owners and franchisees our latest achievements in energy conservation, newest technologies, and developments in energy management. We work with them closely on the purchase of new equipment, helping to ensure that they are buying the most energy-efficient equipment available	

CC5.1b

Please describe your inherent risks that are driven by change in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in temperature extremes	Greater extremes in temperature would impact energy consumption and could result in decreased desirability of certain destinations and changes to travel patterns.	Increased operational cost	Up to 1 year	Direct	Very likely	Low	If seasonal temperature variations become more extreme, some of Marriott's managed lodging properties would be more costly to operate. Possible increases in temperature extremes could increase the severity and duration of seasonal dips in demand. More extreme seasonality could adversely affect the desirability of certain destinations. Hotels in destinations most affected by the climate extremes might experience decreasing occupancy rates concurrent with increased energy costs.	Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data management and monitoring systems and new ways of working in energy markets help us continue to meet the energy challenge. We have developed demand response programs with energy companies in the U.S. and the U.K. Our continental engineering leaders leverage relationships with commercial partners to build the most compelling ROI for our property owners and pave the way for global implementation of	Energy ROI projects usually have a payback timeframe of less than three years. In 2014, the Americas engineering team completed energy ROI projects with a total annual savings of 53 million kWh.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>energy and water conservation projects. Energy and Environment Action Plan audits have been rolled out globally, enabling our property teams to identify and quantify energy reduction opportunities. Property managers select "Signature" projects to target for completion early enough in the year to drive down costs. The Americas engineering and facilities team utilizes gamification to drive ownership of and compliance to high-level goals, programs and requirements. One quadrant of the game is devoted entirely to Environmental Stewardship and promotes "Signature" projects, chiller</p>	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								diagnostics, energy intensity reduction and water conservation.	
Tropical cyclones (hurricanes and typhoons)	More frequent and more severe storms would increase the risk of property damage and related insurance costs for what has generally been very short-term business disruption.	Increased operational cost	Unknown	Direct	More likely than not	Unknown	Cyclones can endanger our customers, associates and their families and communities, as well as adversely impact our properties. Increased frequency of tropical storms could cause a decrease in business and leisure travel and thus reduce lodging demand. Increased climatic risks may generally increase insurance costs. Widespread property destruction would impact the availability of materials and resources, increasing repair costs and	Marriott has developed procedures and protocols at both the corporate and operational level to prepare for, mitigate, manage and respond as expeditiously as possible to physical risks such as severe weather and environmental disasters. Marriott has focused on environmental and climate issues identified as risks at the board level as one of five global issues—poverty, environment, community workforce development, well-being of children, and diversity and inclusion—that comprise our global citizenship	Operational cost increases due to higher insurance costs and business disruption might occur.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							timeframes for resumption of operations at affected hotels.	strategy.	
Change in precipitation extremes and droughts	Severe changes in weather patterns would impact the desirability of destinations where our operations are located. Prolonged periods of rain and/or drought could also disrupt the food supply chain, impacting our ability to serve our guests and potentially increasing resource costs.	Reduced demand for goods/services	Unknown	Direct	Unknown	Unknown	Longer dry or wet periods could make some destinations less desirable which might lead to a decrease in the profitability of hotel operations in the affected location. Such climate conditions could also disrupt the global and local food supply chains, which could affect restaurant and other food service operations at our hotels, contributing to increases in expenses. Water restrictions could also impact landscaping and other hotel operations. Given the size	Marriott fully complies with local water restrictions in drought affected regions such as California. Our linen and terry re-use standards were established to conserve water and energy are in-line with water restrictions.	Compliance with local environmental regulations is part of our normal property management operations, and thus adds no measurable costs.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							and geographic distribution of Marriott's hotel portfolio, any anticipated decreases in hotel occupancy or increases in food and beverage services costs in specific markets due to the impact of precipitation and droughts would have a low impact on overall profitability.		
Change in mean (average) temperature	Increasing global temperatures would drive up the energy consumption at our properties, thus reducing profits from operations.	Increased operational cost	Up to 1 year	Direct	Virtually certain	Low	Given the number of properties in our managed portfolio, the impact of an increase in average global temperatures could be considerable. Increases in the costs of energy, fuel and other expenses central to the conduct of our business could pose a	Marriott's annual 10-year capital planning and budgeting exercise helps accurately identify and forecast the needs of a given facility with respect to long term climate impact and efficiency. The planning process conducted by the hotel management team with building owners includes consideration of property	Costs specifically related to the risk of changes in average temperature have not been specifically quantified. However, at many of our properties, energy costs are among the highest line of expenses.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							financial risk.	enhancements such as roof insulation/ reflectivity, demand control ventilation, building automation systems integration that could increase the ability of the hotel to address the effects of climate. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process.	

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as the focus and stakeholder pressure on businesses to reduce their carbon footprint, hotels need to provide products and services that respond to changing consumer demand. The success of growing our brand through development of new properties and franchises is also linked to our ability to adapt to new market priorities.	Reduced demand for goods/services	>6 years	Direct	Unlikely	Medium	Awareness of environmental issues and climate change has grown among our stakeholders, such as Marriott's guests, corporate customers, associates, investors, suppliers, business partners and the communities in which we operate. Amid rising expectations regarding business action and accountability, failure to maintain our leadership position in addressing environmental sustainability could negatively impact Marriott's reputation, brand and competitive advantage in the	Marriott is managing risks relating to changing consumer behavior through continual pursuit and refinement of our environmental strategy, stakeholder engagement and comprehensive reporting on sustainability efforts and results. We recognize the need for our corporate customers to reduce their Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy-efficient hotel operations and meetings. We supported the development of a standard carbon methodology for the hotel industry and have invested in Green Hotels Global™ to capture and report	Our energy-efficiency and water reduction efforts typically have payback timeframes of 2 years or less. The anticipated payback period for the LEED® prototypes is less than three years. We have leveraged our relationship with vendors to provide us cost-neutral, environmentally-sustainable products and services.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							industry.	property-level sustainability data. Our customers can use the online dashboard to access information on the environmental impact and sustainability practices of our hotels. The built-in calculator allows customers to view and ultimately roll-up their carbon and water footprint post-event or post hotel stays to more immediately quantify this information. We have aligned the questions in Green Hotels Global to allow data to seamlessly become part of TripAdvisor's GreenLeaders program. GreenLeaders helps TripAdvisor's community of more than 315 million travelers plan greener trips by	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								highlighting North American and European accommodations engaging in good environmental practices.	

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Opportunities driven by changes in regulation
- Opportunities driven by changes in physical climate parameters
- Opportunities driven by changes in other climate-related developments

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Product efficiency regulations and standards	The development and adoption of green building and energy management standards creates an opportunity for	Reduced operational costs	Up to 1 year	Direct	Virtually certain	Low-medium	Green building standards, such as the U.S. Green Building Council's (USGBC) LEED® standards and other national and	Five brands in Marriott's select-service and extended-stay portfolio -- Courtyard, Fairfield Inn & Suites, Residence Inn, SpringHill Suites	While there may be administrative costs related to green building standards, these costs are usually offset by more significant ROI generated by lower operational

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	Marriott to lead the hospitality industry.						international standards create opportunities for Marriott to demonstrate leadership in promoting and supporting green hotel development.	and TownePlace Suites – are LEED Volume certified. The LEED volume-build program allows our owners and franchisees to achieve LEED status throughout the development process, so that it is fully certified upon building completion. LEED certification through the volume build program streamlines the process for hotel developers and owners, saving both time and money. Owners of these hotels save about \$100,000 in upfront costs and six months of design time. Additionally, owners can expect to save 25 percent in energy	costs. These savings, when combined with incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years. Marriott has invested significant resources in the volume build program over the past several years, including development fees and staff resources.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>and water consumption and should recover their additional investment in two to six years depending on federal and local government incentives. We support our development partners in pursuing construction of LEED buildings, and have helped hotels leverage local incentives to obtain certification for existing buildings. At the end of 2014, we had 140 hotels which are LEED® certified or registered, making Marriott the company with the most hotel brands approved in the USGBC Volume Build program, and the greatest number of hotels certified</p>	

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								and registered as LEED buildings.	

CC6.1b

Please describe the inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in mean (average) temperature	.Increases in average temperatures would present an opportunity for Marriott to outperform peers in managing energy demand at its hotels.	Reduced operational costs	Up to 1 year	Direct	Very likely	Low	Marriott's opportunities regarding changes in physical climate parameters are defined by the ability to perform comparatively better than other hotels in changing operating conditions. Communicating our superior performance may result in business growth by attracting both hotel owners/developers and guests.	With Green Hotels Global™, customers can view the carbon footprint and information on various environmental practices related to energy efficiency at each of the hotels in our system.	Participation in Green Hotels Global™ costs each property just over 300 USD.
Change in temperature extremes	Marriott's ability to run more energy efficient hotels offers the	Reduced operational costs	Up to 1 year	Direct	Unknown	Low	Possible increases in temperature extremes could increase the severity and duration of seasonal dips in	Our efforts to increase the energy efficiency of the properties we manage will	Most of the energy-saving policies and equipment replacement

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>opportunity to outperform competitors in regulating the temperature at its hotels.</p>						<p>demand. In addition, increases in demand for energy to regulate the building environment (number of heating degree days and cooling degree days) will increase energy costs. Marriott's ability to run more energy-efficient hotels offers the opportunity to outperform competitors.</p>	<p>create the opportunity for our hotel operations to remain profitable in the event of increased temperature extremes. Our properties utilize Energy and Environment Action Plans, a tool which guides engineering and other property leaders through an energy audit process. The audit covers everything from linen/terry re-use policies to best practice behaviors for lighting, appliance, HVAC and central plant conservation and efficiency. Calculators are linked to each audit point to assist the properties with assigning an energy unit and dollar value to</p>	<p>efforts conducted with our property owners are either cost neutral, or offer a short payback time. With utility incentives and cost savings through energy load curtailment, the anticipated payback time for new building automation systems associated with the Constellation Energy and Kiwi Power programs are under two years.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>each act or project. This voluntary best practices audit is available to the property teams for annual evaluations of their current state and their opportunities for resource conservation and Scope 1 and 2 emissions reductions. Marriott partners with utility companies to address overloaded power grids. In 2011, Marriott entered into a five-year agreement with Constellation Energy to leverage building automation systems at properties in the U.S. through participation in demand response markets. This program has significantly improved the</p>	

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								energy efficiency of our hotels. A similar demand response agreement has been signed with Kiwi Power in the U.K. and Marriott was the first hotel company to pilot the program in 2013, and now 52 hotels participate in the program.	

CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Growing awareness and knowledge of environmental issues and climate change among important stakeholders around the	Increased demand for existing products/services	3 to 6 years	Direct	Very likely	Low	Amid rising expectations regarding business action and accountability, our leadership position in addressing environmental	We recognize our obligation to mitigate the impact of our business on the natural environment. We have been focused on energy	Specific associated costs include those related to stakeholder engagement and strategy development, such as funding research and

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>world, as well as rising expectations for business accountability offer opportunities to highlight Marriott's environmental leadership position in the hospitality industry.</p>						<p>sustainability helps maintain our reputation and provides a competitive advantage in the hotel industry.</p>	<p>conservation for decades, and, since 2007, we have been pursuing a comprehensive set of environmental goals. Marriott continues to proactively address the challenges presented by climate change through our business strategy, internal policies and practices. We strive to enhance our reputation for environmental leadership by focusing on innovation, collaboration, constructive engagement with key stakeholders, driving pull-through at our properties across the globe, delivering results and reporting our</p>	<p>associate time dedicated to participation in various industry roundtables and working groups, collaborating with NGOs, preparing reports and responding to various surveys.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								progress. We recognize the importance of disclosure to our investors and other key stakeholders. Our efforts and reputation have been recognized through numerous awards, including: earning the highest global hotel company score by Climate Counts since they began ranking the hospitality industry; Ethisphere Institute's World's Most Ethical Companies; and membership in the FTSE4Good Index.	
Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as	Increased demand for existing products/services	3 to 6 years	Direct	Very likely	Low-medium	Awareness and knowledge of environmental issues and climate change	Marriott was the first global hotel company to calculate its carbon footprint	The anticipated payback timeframe for LEED® prototypes is two

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>well as sustainability goals, business focus and stakeholder expectations on many other businesses to reduce their carbon footprint, hotels providing products and services that respond to changing consumer demand are better positioned to achieve business goals. The success of growing our brand through development of new properties and franchises is also linked to our ability to adapt to new market priorities.</p>						<p>continues to grow among Marriott's stakeholders, including guests, corporate customers, associates, investors, suppliers, business partners and the communities in which we operate.</p>	<p>and develop an integrated strategy to minimize that footprint by improving energy efficiency, conserving water, building more sustainable hotels and supporting innovative conservation initiatives. To respond to changing market forces influenced by climate change, we strive to demonstrate how responsible hotel management can be a positive force for the environment. Business Travel: We recognize our corporate customers' efforts to reduce Scope 3 emissions from business travel, and we work to make our hotels</p>	<p>to six years depending on federal and local government incentives. We have leveraged our relationship with vendors to provide us cost-neutral, environmentally sustainable products and services. We incur training costs associated with certification in our green meetings standard. The investment in EV charging stations varies according to type of installation and the government incentives offered.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								<p>a sustainable choice through energy efficient hotel operations and meetings. We report our hotel carbon and water footprints to our customers through Green Hotels Global™. Green Buildings: We have addressed the needs of owners and developers seeking to build sustainable hotels with LEED® or other certifications. Natural Capital Resources: Our portfolio of conservation initiatives balances sustainable livelihoods with the protection of key forest and water resources. Green Travel: Marriott has responded to advancements in green travel</p>	

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								options and supports guests using electric vehicles (EV) by offering universally accessible 120V charging at all properties. By the end of 2014, over 400 EV charging stations were installed at 170 properties. Guests at these hotels can charge their EVs using the 240V charging stations.	

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO ₂ e)
Scope 1	Mon 01 Jan 2007 - Mon 31 Dec 2007	567865
Scope 2	Mon 01 Jan 2007 - Mon 31 Dec 2007	2362975

Scope	Base year	Base year emissions (metric tonnes CO2e)

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

The collection of activity data and the subsequent carbon calculations follow the methodology of The GHG Protocol and the World Travel & Tourism Council/International Tourism Partnership's Hotel Carbon Measurement Initiative (HCMI).

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
Natural gas	5.31	Other: kg CO2e/therm	US EPA Emissions Factors for Greenhouse Gas Inventories, http://www.epa.gov/stateply/documents/emission-factors.pdf (revised 4 April 2014)
Town gas or city gas	0.20	Other: kg CO2e/kWh	Hong Kong Environmental Protection Dept and the Electrical and Mechanical Services Dept
Other: Heating Oil	10.2	Other: kgCO2e/gallon	US EPA Emissions Factors for Greenhouse Gas Inventories
Steam	6.632	Other: kg CO2e/therm	US EPA Emissions Factors for Greenhouse Gas Inventories
Other: Hot Water	6.632	Other: kg CO2e/therm	US EPA Emissions Factors for Greenhouse Gas Inventories
Other: Chilled Water	66.5	Other: kg CO2e/MBtu	US DOE EIA, Voluntary Reporting of Greenhouse Gases, Appendix N. Emissions Factors for Steam and Chilled/Hot Water.
Diesel/Gas oil	10.2	Other: kg CO2e/gallon	US EPA Emissions Factors
Propane	5.74	Other: kg CO2e/gallon	US EPA Emissions Factors

Further Information

Electricity Emissions Factors: Source of emission factors.... Please see below: • Electricity: US EPA, eGRID Subregion GHG Output Emission Rates, 9th Edition revised 2/24/2014; Canada – see Provincial emissions factors, Environment Canada, National Inventory Report, 1990-2008, Annex 13; ROW – The GHG Protocol as contained in HCMI methodology. • For the Rest of the World, emissions factors published by the International Tourism Partnership (ITP) and World Travel & Tourism Council (WTTC) as contained in the Hotel Carbon Measurement Methodology (HCMI) Version 1.1 • None of these emissions factors include losses from transmission and distribution.

Page: CC8. Emissions Data - (1 Jan 2013 - 31 Dec 2013)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO₂e

667935

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO₂e

3098470

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of Scope 2 emissions excluded from this source	Explain why the source is excluded
Sources of diesel fuel consumption that are non-regular, not directly tied to fuel purchase records and not a material source of emissions, such as those from back-up generators.	Emissions are not relevant	No emissions excluded	Diesel fuel is sometimes used in our properties in the Americas in back-up generators which may be used briefly for temporary power supply during utility outages. Such transient and brief uses of fuel do not generate a material source of emissions for the property.

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation	Approximately 30% of the hotels in the total portfolio were missing at least one month of data, or had data that was questionable, or had not yet registered in the GHG platform. To account for all hotels in the managed portfolio, we applied a gross-up factor to the measured scope 1 and 2 emissions. This gross up factor was based on a ratio of the available rooms for those hotels that provided accurate data, to the total available rooms of the entire portfolio. To calculate the emissions for each above-property facility, other than World Headquarters (for which we have primary data), we multiply the scope 1 and 2 emissions of WHQ by the ratio of the gross floor area of WHQ to the non WHQ facilities. For air conditioning fugitive emissions, we added 1% to the total emissions. For hotels that operate gasoline or diesel powered vehicles and maintenance equipment, we added 1% to the total emissions.
Scope 2	More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation	Approximately 30% of the hotels in the total portfolio were missing at least one month of data, or had data that was questionable, or had not yet registered in the GHG platform. To account for all hotels in the managed portfolio, we applied a gross-up factor to the measured scope 1 and 2 emissions. This gross up factor was based on a ratio of the available rooms for those hotels that provided accurate data, to the total available rooms of the entire portfolio. To calculate the emissions for each above-property facility, other than World Headquarters, we multiply the scope 1 and 2 emissions of WHQ by the ratio of the gross floor area of WHQ to the non WHQ facilities.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

No third party verification or assurance

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
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CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emissions Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission
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CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

No third party verification or assurance

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
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CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Due to changes in our portfolio, including the addition of the Protea hotel chain, which met our 5% threshold of significance for changes to base-year emissions, Marriott has restated its base-year and 2013 energy and emissions figures. Properties operated by Marriott in 2014 which were in use in 2007 were added into base-year calculations. Similarly, all properties in the original base-year which are no longer being operated by Marriott in 2014 were removed from the base-year calculation.

Page: CC8. Emissions Data - (1 Jan 2014 - 31 Dec 2014)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

670092

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

3101736

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of Scope 2 emissions excluded from this source	Explain why the source is excluded
Sources of diesel fuel consumption that are non-regular, not directly tied to fuel purchase records and not a material source of emissions, such as those from back-up generators.	Emissions are not relevant	No emissions from this source	Diesel fuel is sometimes used in our properties in the Americas in back-up generators which may be used briefly for temporary power supply during utility outages. Such transient and brief uses of fuel do not generate a material source of emissions for the property.

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation	Approximately 30% of the hotels in the total portfolio were missing at least one month of data, or had data that was questionable, or had not yet registered in the GHG platform. To account for all hotels in the managed portfolio, we applied a gross-up factor to the measured scope 1 and 2 emissions. This gross up factor was based on a ratio of the available rooms for those hotels that provided accurate data, to the total available rooms of the entire portfolio. To calculate the emissions for each above-property facility, other than World Headquarters (for which we have primary data), we multiply the scope 1 and 2 emissions of WHQ by the ratio of the gross floor area of WHQ to the non WHQ facilities. For air conditioning fugitive emissions, we added 1% to the total emissions. For hotels that operate gasoline or diesel powered vehicles and maintenance equipment, we added 1% to the total emissions.
Scope 2	More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation	Approximately 30% of the hotels in the total portfolio were missing at least one month of data, or had data that was questionable, or had not yet registered in the GHG platform. To account for all hotels in the managed portfolio, we applied a gross-up factor to the measured scope 1 and 2 emissions. This gross up factor was based on a ratio of the available rooms for those hotels that provided accurate data, to the total available rooms of the entire portfolio. To calculate the emissions for each above-property facility, other than World

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
			Headquarters (for which we have primary data), we multiply the scope 1 and 2 emissions of WHQ by the ratio of the gross floor area of WHQ to the non WHQ facilities.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance complete

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	https://www.cdp.net/sites/2015/29/11329/Climate Change 2015/Shared Documents/Attachments/CC8.6a/CY14 Marriott Assurance Statement.pdf	p.3	ISO14064-3	100

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emissions Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission
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CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance complete

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Limited assurance	https://www.cdp.net/sites/2015/29/11329/Climate Change 2015/Shared Documents/Attachments/CC8.7a/CY14 Marriott Assurance Statement.pdf	p.3	ISO14064-3	100

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
Other: GHG Emissions Intensity (kg per square meter)	Marriott's 2014 GHG emissions intensity (kg/square meter) for each of the four geographic operating groups is reported in Table 2.

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2013 - 31 Dec 2013)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United Kingdom	41539
Rest of world	626396

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
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CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
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CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
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CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
----------	--

CC9.2e

Please break down your total gross global Scope 1 emissions by legal structure

Legal structure	Scope 1 emissions (metric tonnes CO2e)
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Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United Kingdom	40006
Rest of world	630086

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
Americas	407807
Asia Pacific	125518
Europe	95358
Middle East & Africa	41410

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
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CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
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CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
----------	--

CC9.2e

Please break down your total gross global Scope 1 emissions by legal structure

Legal structure	Scope 1 emissions (metric tonnes CO2e)
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Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2013 - 31 Dec 2013)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for in CC8.3 (MWh)
United Kingdom	65622	126738	0
Rest of world	3032848	5649109	0

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 emissions (metric tonnes CO2e)

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 emissions (metric tonnes CO2e)

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)

CC10.2d

Please break down your total gross global Scope 2 emissions by legal structure

Legal structure	Scope 2 emissions (metric tonnes CO2e)

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for in CC8.3 (MWh)
United Kingdom	67239	129996	0
Rest of world	3034497	5650855	0

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 emissions (metric tonnes CO2e)
Americas	1507475
Asia Pacific	836019
Europe	240264
Middle East & Africa	517979

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 emissions (metric tonnes CO2e)
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CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)
----------	--

CC10.2d

Please break down your total gross global Scope 2 emissions by legal structure

Legal structure	Scope 2 emissions (metric tonnes CO2e)
-----------------	--

Further Information

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 5% but less than or equal to 10%

CC11.2

Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Fuel	3517103
Electricity	5004711
Heat	52355
Steam	274104
Cooling	449347

CC11.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	3089767
Other: Heating Oil	23571
Diesel/Gas oil	149641
Propane	189896
Town gas or city gas	64228

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
No purchases or generation of low carbon electricity, heat, steam or cooling accounted with a low carbon emissions factor		

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

No change

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	1	Decrease	The various emissions reduction project implemented in 2014 helped offset increased demands for energy at our properties due to higher occupancy.
Divestment			
Acquisitions			
Mergers			
Change in output	5	Increase	Occupancy at our properties increased over 5% year over year.
Change in methodology	3.5	Decrease	Several new emissions factors with lower values were released in 2014, which

Reason	Emissions value (percentage)	Direction of change	Comment
			contributed to lower reported emissions.
Change in boundary			
Change in physical operating conditions	.5	Decrease	There were fewer heating and cooling degree days in 2014 as compared to 2013.
Unidentified			
Other			

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	metric tonnes CO2e	unit total revenue			

CC12.3

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
30.54	metric tonnes CO2e	FTE employee	0	No change	The number of employees at year-end 2014 was only 0.4% greater than the year before. This measure is not the most useful metric for Marriott, as staffing needs are dependent upon factors such as brand, location, hotel footprint and season.

CC12.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.1475	metric tonnes CO2e	Other: square meter of conditioned space	2	Decrease	Our decrease in emissions intensity is primarily due to emissions reducing activities, fewer heating and cooling “degree” days and new emissions factors. These influences helped offset increases in energy demand from higher occupancy rates.

Further Information

Page: **CC13. Emissions Trading**

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits cancelled	Purpose, e.g. compliance
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Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization’s Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, not yet calculated				Marriott has not calculated emissions for this source due to lack of emissions factors covering the breadth of purchased goods and services. While such data to create meaningful measurements of Scope 3 emissions for purchased goods and services are being produced by various policy and industry organizations, we are already managing our supply chain in accordance with our Principles of Responsible Business. Improving the

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
					<p>sustainability of our supply chain is material to our business and key stakeholders, and as such, has been a pillar of our business policies and environmental strategy. We continue to face challenges with tracing each step in the journey of a given product that we source. Multiple organizations with different systems and requirements working across international borders can be involved in the production of any given product. For this reason we continue to work with our biggest suppliers to collaborate on solutions that reduce energy, water and waste, and in some cases, provide innovative products that replace less sustainable solutions.</p>
Capital goods	Relevant, not yet calculated				<p>(See explanation above about lack of current emissions factors) Viewing capital goods through a sustainability lens is a priority for Marriott. To help move the needle in this area, Marriott has partnered to help refine and evaluate useful measurements. Marriott is a founding member, and the first lodging brand member, of the Hospitality Sustainable Purchasing Consortium (HSPC). Along with MindClick and the U.S. Green Building Council, HSPC has created a Supplier Sustainability Performance Scorecard to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for the industry. The scorecard criteria include not only carbon emissions, but other key factors such as water conservation, waste reduction, air quality and responsible labor practices. 76% percent of our 2014 FF&E procurement dollars with companies rated in the HSP Index. Further details of the FF&E purchases: •</p>

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
					62% was with suppliers who have made executive-level commitments to sustainability. • 47% was with suppliers who have reduced energy, water, waste and/or greenhouse gas emissions in their own operations. • 47% was with suppliers who package their products in recyclable or reusable packaging. • 51% was with suppliers who have reduced or eliminated materials referenced on chemical action watch lists. We have established various standards for our hotels which stipulate sustainable procurement of capital goods. For example, at our Courtyard hotels in the U.S., it is a brand standard to use carpet made from recycled material and is 100% recyclable including the backing of the carpet.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Not relevant, explanation provided				As an end user of energy, these Scope 3 sources are not within our direct sphere of influence, nor are they feasible to measure with reasonable accuracy for our diverse locations and thus do not meet our standard of relevance.
Upstream transportation and distribution	Relevant, not yet calculated				In the absence of primary and secondary data applicable to Marriott's global supply chain, Marriott has provided guidance to our hotels for more than a decade to encourage sustainability in our kitchens through such actions as purchasing organic and responsibly sourced food, planting herb and vegetable gardens, establishing relationships with local farmers and recycling cooking oil.
Waste generated in operations	Relevant, not yet calculated		Marriott calculates landfill waste per occupied room and reports waste diversion rates by hotel through the Green Hotels Global™ dashboard.		For properties we operate in the Americas, landfill waste per occupied room decreased 3.1% from 2013 rates, with over 40,000 tons of waste diverted from landfill.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Business travel	Relevant, calculated	65028	This number represents an average of emissions from business travel from the United States. Total business travel miles were computed with emissions factors for both low and high emissions flights and the totals were averaged.	100.00%	
Employee commuting	Not relevant, explanation provided				Given the size and scope of our workforce and various modes of transport used for different communities, this category is less feasible to measure and/or influence. At our global headquarters, we have programs in place to help reduce emissions from employee commuting, including public transit subsidies and carpooling resources.
Upstream leased assets	Not relevant, explanation provided				The upstream leased assets category is not relevant for our Scope 3 accounting, as we have included estimates of these properties' emissions in Scope 1 & 2.
Downstream transportation and distribution	Not relevant, explanation provided				As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products for transportation and distribution outside its facilities.
Processing of sold products	Not relevant, explanation provided				As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products for transportation and distribution outside its facilities.
Use of sold products	Not relevant, explanation provided				As a hospitality company, Marriott provides services at its managed and franchised properties, and does not manufacture products that are processed by third parties.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
End of life treatment of sold products	Not relevant, explanation provided				As a hospitality company, Marriott provides services at its managed and franchised properties, and does not sell goods such as engines or fuel which produce direct-use phase emissions.
Downstream leased assets	Not relevant, explanation provided				Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties. Owning properties to be leased and operated by others is not part of our business model.
Franchises	Relevant, calculated	3059294	Marriott calculated emissions for franchised properties according to the same methodology as used for managed properties within our Scope 1 and 2 boundary.	36.00%	The Green Hotels Global™ Dashboard was rolled out in 2012-2013 to all Marriott branded properties, giving visibility for the first time to data on our environmental metrics from our franchised properties. Missing data was accounted for using the same gross-up methodology as used to calculate Scope 1 and 2 emissions from the managed portfolio.
Investments	Not relevant, explanation provided				We are a worldwide operator, franchisor, and licensor of hotels and timeshare properties under numerous brand names at different price and service points, and as such, investments are not a source of Scope 3 emissions for our business.
Other (upstream)					
Other (downstream)					

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

Third party verification or assurance complete

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)
Limited assurance	https://www.cdp.net/sites/2015/29/11329/Climate Change 2015/Shared Documents/Attachments/CC14.2a/CY14 Marriott Assurance Statement.pdf	p.3	AA1000AS	98

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Change in output	1	Decrease	Approximately 1500 fewer tickets were issued through Marriott's U.S. based travel service.
Franchises	Change in methodology	4.8	Decrease	Our calculations this year make use of many new published emissions factors in 2014, which are, on average 19% lower than 2013.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers
Yes, our customers

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

Supplier Engagement

Marriott is a founding member of and the first lodging company participant in the Hospitality Sustainable Purchasing (HSP) Consortium, established in May 2011. Facilitated by MindClick SGM, the consortium of hospitality management companies, suppliers, architecture firms and sustainability experts has been working in collaboration with the U.S. Green Building Council to provide the industry with a unified approach and metrics for greening our global furniture, fixtures and equipment (FF&E) supply chain through the creation of the HSP Index. In 2014, we sourced 76% of our FF&E procurement through companies rated in the HSP Index.

Marriott works closely with Avendra, the largest professional procurement company serving the hospitality industry in North and Central America, to source most of our U.S.-based food and beverage, engineering, rooms, office and spa supplies. In 2014, 84% of Marriott's purchasing contracts through Avendra in North America were with suppliers that have a sustainability policy in place. Avendra is working to help improve sustainability options across ten different supply categories by 2016. To date, Avendra has issued reports on the following supply categories: Personal Paper, Sourcing Locally Produced Foods, LED Lighting and Foodservice Disposables.

Customer Engagement

Marriott helped launch and actively participated in the International Tourism Partnership and World Travel and Tourism Council's Hotel Carbon Measurement Initiative (HCMI) which established the first common carbon calculator for the hospitality industry. We use the Green Hotels Global™ dashboard to report on each property's environmental impact using the HCMI methodology. This tool engages property management teams in measuring and disclosing the carbon, water and waste footprint of the hotel, as well as reporting on the status of operational and management practices in such categories as Energy, Water and Waste Management, Supply Chain, Environmental Policy and Certifications.

Beginning in 2013, our customers used Green Hotels Global™ to calculate the emissions associated with their room nights and meetings at any of our managed and franchised properties worldwide. Our Vice President of Sustainability and Supplier Diversity participates in sales meetings with corporate and group customers, as well as national conferences of meeting planners to discuss Marriott's environmental strategy, various sustainability practices and the Green Hotels Global™ dashboard. Marriott hotels in the Green Hotels Global™ system are also included in TripAdvisor's GreenLeaders program. GreenLeaders helps TripAdvisor's community of more than 315 million travelers plan greener trips by highlighting North American and European accommodations engaging in good environmental practices.

While we strive to do all that we can to provide a wonderful guest experience in an energy-efficient hotel, our guests play a significant role in our carbon footprint through their in-room use of lighting, HVAC and linens and towels. Given the potential for substantial water and energy resource and cost savings, we have a linen and terry re-use brand standard which includes brand-specific guest communications and associate training at all managed and franchised properties.

Other Partners

To help mitigate the direct and indirect environmental impacts of our business, we have invested in a portfolio of innovative conservation initiatives that are part of our "Spirit to Preserve®" environmental strategy. While Marriott's presence drives economic opportunity in communities around the globe, we are also focused on strategic partnerships to help preserve vital natural capital resources.

Marriott's collaborative projects include:

- Juma REDD+ – a five-year partnership with the Amazonas Sustainable Foundation (FAS). In 2008 we pledged to help FAS protect 1.4 million acres of rainforest in the Juma Sustainable Development Reserve in Amazonas, Brazil.
- Thailand's Mangrove Restoration – a project with the International Union for Conservation of Nature (IUCN) to help restore the critical mangrove ecosystem damaged by the 2004 tsunami while supporting communities through the use of sustainable seafood sources and local procurement practices.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Number of suppliers	% of total spend	Comment
61	76%	As of December 1, 2014, all Marriott approved FF&E vendors are required to enroll in Marriott's annual Supplier Sustainability Assessment Program (MSAP) administered by MindClick. MSAP is an annual review of vendors' Fair Labor and Human Rights

Number of suppliers	% of total spend	Comment
		practices, Environmentally Responsible Manufacturing efforts, and Product Sustainability. These figures represent 2014 procurement through the MindClick program. In addition, 84% of the 839 contracts in North America through our purchasing partner Avendra have a sustainability policy in place.

CC14.4c

If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data

How you make use of the data	Please give details
Use in supplier scorecards	Through MindClick's program, Marriott can review which of the participating furniture, fixtures and equipment (FF&E) and operating supplies & equipment (OS&E) have committed to various sustainability practices. Over 50% of Marriott FF&E vendors reported conservation efforts in MindClick's 2014 Sustainability Index.

CC14.4d

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Mari Snyder	Vice President, Social Responsibility	Other: Corporate Social Responsibility

Further Information

CDP