



SOCIAL RESPONSIBILITY & COMMUNITY ENGAGEMENT



SHELTER AND FOOD



ENVIRONMENT



READINESS FOR HOTEL CAREERS



VITALITY OF CHILDREN



EMBRACING DIVERSITY AND PEOPLE WITH DISABILITIES

SPIRIT TO SERVE OUR COMMUNITIES



As I travel the world, I realize how important corporate social responsibility and community engagement are to customers and clients. We all want to do business with companies who embrace similar values to our own. Marriott's "spirit to serve" our customers, employees and communities is an important part of our company culture and has become recognized around the world.

We've prepared this summary to highlight our global and regional efforts, which by no means captures everything our associates do at the local level.

From left: Senior Vice President of Government Affairs Debbie Marriott Harrison, Chairman and CEO J.W. "Bill" Marriott and Chef James Nobles prepare food for the hungry at D.C. Central Kitchen in Washington, D.C.



Working with charitable organizations, we are serving our communities through these signature issues:

- SHELTER AND FOOD
- ENVIRONMENT
- READINESS FOR HOTEL CAREERS
- VITALITY OF CHILDREN
- EMBRACING DIVERSITY AND PEOPLE WITH DISABILITIES

To have the most significant impact, our social responsibility commitment blends corporate financial contributions with in-kind giving and the volunteer service of more than 150,000 employees around the world. In addition, many of our owners, franchisees, suppliers and guests are actively engaged in their communities, often working alongside us, building homes for Habitat for Humanity or raising funds for Children's Miracle Network hospitals.

As a good corporate citizen, Marriott is strengthening our communities throughout the world—today, and for tomorrow.

Sincerely,

A handwritten signature in black ink that reads "J.W. Marriott, Jr." in a cursive style.

J.W. Marriott, Jr.
Chairman and CEO



American Red Cross

 International Federation of Red Cross and Red Crescent Societies



Every day around the world, guests call Marriott their “home away from home.” That’s why it’s only natural for us to help create places of refuge for those in need, providing housing and feeding the hungry, including during times of disaster.

Through a 12-year affiliation with **Habitat for Humanity International**, our employees and customers have built more than 300 homes in 15 countries, including the U.S., Indonesia and Mexico. While the company and its partners contribute about \$200,000 annually to the cause, our employees roll up their sleeves, work as teams and create safe and affordable homes for others. In fact, our Fairfield Inn brand has made Habitat its signature community service activity, incorporating builds into major events such as general manager and owner and franchisee conferences.

Whether providing safe-to-donate food or employee volunteers, our hotels worldwide have worked with soup kitchens and food banks in their local communities, most of which in the U.S. are affiliates of

America’s Second Harvest—The Nation’s Food Bank Network. Since 1992, Marriott International has contributed nearly \$300,000 to food banks.

Unfortunately, there are times when natural disasters and other crises affect the communities where we live and work. We contribute to the Disaster Relief Fund of both the **American Red Cross** and the **International Federation of Red Cross and Red Crescent Societies** and provide our Marriott Rewards™ members the opportunity to join us by donating their points.





Marriott applies its “spirit to serve” philosophy not only to people but to critical issues facing the environment. From environmental clean-ups and recycling to conserving energy and water, Marriott’s operating units are constantly employing methods that preserve their natural surroundings and resources. In fact, the company is on track to reduce greenhouse gas emissions by 1 million tons over 10 years by 2010. Our companywide **Environmentally Conscious Hospitality Operations (ECHO)** program provides guidance to our properties and business units in five key areas:

Water and Energy Conservation

When we first embarked on water and energy conservation, it was driven primarily by rising costs and environmental awareness in California and Europe. Over time, hotels worldwide have adopted those best practices. As a result, Marriott and its guests have reduced water usage by more than 15 percent over the last five years.

Marriott’s conservation efforts have been recognized by the **U.S. Environmental Protection Agency**, which has awarded



“With the threat of global warming, Marriott must do its part to conserve natural resources and reduce its environmental footprint.”

J.W. Marriott, Jr.
Chairman and CEO



more than **250 Marriott hotels with its ENERGY STAR® label**, more than any other hotel company. The EPA also presented Marriott with its **2007 ENERGY STAR® Sustained Excellence Award** and has named the company “Partner of the Year” since 2004.

Clean Air Initiatives

In 2006, Marriott led the industry in going **100 percent smoke-free** across all hotels in the United States and Canada, creating clean air in guest rooms, restaurants, lounges, meeting rooms, public space and employee work areas. Encompassing more than 2,300 hotels, this was the broadest such decision in the industry.

In celebration of **Environmental Awareness Month** in April 2007, the company embarked on a Global Tree Planting campaign. Employees **planted 3,000 trees at hotels around the world**, representing our nearly 3,000 properties. While this symbolic gesture helps our communities, the trees also produce oxygen, remove carbon dioxide from the air, provide habitats for birds and other wildlife, and help to absorb noise pollution.

Reduce-Reuse-Recycle

More than **96 percent of Marriott hotels** around the world actively recycle, and Marriott headquarters in Washington, D.C., recycles more than a third of its solid waste. The company is currently piloting a program at 30 hotels to measure, standardize and expand recycling companywide.

Clean-up Campaigns

Marriott employees love to pitch in ... by picking up litter. Whether we do it on our own or as part of a larger campaign, cleaning up our streets, parks, beaches and other public spaces is one of our favorite ways to improve the communities in which we live and work. Marriott's partnership with **Clean Up the World**, a global organization mobilizing 35 million volunteers in 120 countries, has helped our employees get involved in local clean-up projects, ranging from the River Thames in London to the San Francisco Bay in California.

Wildlife Preservation

Marriott believes in responsibly providing authentic experiences for guests in a range of locations. Whether protecting the sea turtle habitat in Costa do Sauipe, Brazil, or the monkeys and macaws in the rainforest in Los Suenos, Costa Rica, our hotels strive to be good environmental stewards and responsible neighbors.

Moving Forward

Marriott is a founding member of the **International Tourism Partnership**, a global industry group based in the United

Kingdom that promotes responsible and environmentally-conscious tourism. Participation includes contributing to the development of the "**Sustainable Hotel Siting and Design Guide**" and sponsoring and serving on the editorial board of **Green Hotelier** magazine.

Today, we are proud that the Inn and Conference Center at the University of Maryland in the Greater Washington, D.C., region, is **LEED-certified** (Leadership in Energy and Environmental Design) by the U.S. Green Building Council. Moving forward, Marriott's **Green Council**—which is comprised of the company's top executives—is committed to working with our developers and owners to include more "green" concepts in their hotels.

To learn more about Marriott's environmental programs, visit: www.marriott.com/truegreen.



Clean up

 the world



As a growing global employer, having a prepared talent pool of future employees is essential. We are committed to providing opportunities to the next generation. We focus on programs serving young people from challenging backgrounds, where our assistance often provides life-changing alternatives.

In collaboration with the **International Tourism Partnership's Youth Career Initiative**, more than 1,000 young people



are on paths toward more promising futures. The program combines six months of classroom training with on-the-job hotel experience.

Already a success across hotels in Australia, Brazil, Poland, Romania and Thailand, Marriott is leading the program's expansion in four new countries—Costa Rica, Egypt, Jordan and Mexico—within a year. The J. Willard and Alice S. Marriott Foundation and Marriott International have committed a total of \$300,000.

Through **America's Promise**, we help at-risk high school students in the U.S. make the transition to meaningful careers by providing financial assistance for education, job shadow and internship opportunities. Scholarships are offered through our community-based partners, and thousands of students discover hospitality as a career path by participating in activities on National Groundhog Job Shadow Day.

Annually, the J. Willard and Alice S. Marriott Foundation grants up to \$500,000 to the **Hispanic College Fund** and **United Negro College Fund** for the Marriott Scholars Program, giving up to \$9,000 per year to each hospitality or culinary scholar. In addition, Marriott leaders provide career guidance, mentoring and internships to students.

Through a nine-year partnership with the **National Academy Foundation**, the company has contributed more than \$400,000, plus \$25,000 in in-kind support annually. The Foundation engages youth in urban and inner city schools by encouraging academic excellence, college pursuits and work experiences.

The Distributive Education Clubs of America (DECA) recently recognized Marriott with its 25-year partner award for providing high school students with hospitality, business and marketing skills. Each year, Marriott hires approximately 400 DECA students. Today, about 300 Marriott managers are former DECA students.

We have launched a program with the **Girl Scout Council of the Nation's Capital**, introducing diverse preteen girls to professional hospitality careers in Washington, D.C., with other markets to follow.



VITALITY OF CHILDREN

...aiding sick and impoverished children

Answering the needs of sick and impoverished children is a heartfelt desire of Marriott employees around the world. In many communities where we operate, children are vulnerable to the effects of poverty, including crime, neglect and exploitation.

In North America, Marriott's support is focused on its 25-year partnership with **Children's Miracle Network**, which provides funds for 173 affiliated children's hospitals across the U.S. and Canada. Since that time, we have raised more than **\$50 million** to help children needing hospitalization in our local communities. Most funds are raised in collaboration with guests, business partners and employees, who organize golf tournaments and other events.

Our hotels throughout China and Hong Kong have collaborated with **Safe Kids China** to create a fire and burn prevention program for school children. The hotels have raised more than \$200,000 to fund the program, which has helped to educate 220,000 students in 13 cities in China about fire and burn prevention.

In Austria, Egypt, Germany and Switzerland, our hotels have united with **SOS Children's Villages**,



which provides family-based care for neglected and orphaned children. Employees have helped renovate homes and entertained the children at an estimated value of \$400,000. Hotel guests are also contributing to the cause, with cash donations of \$100,000 in 2007.



EMBRACING DIVERSITY AND PEOPLE WITH DISABILITIES

...providing opportunities, especially through the workplace



Washington, D.C., Mayor Adrian M. Fenty (center, brown suit) joins owners, Marriott executives and other stakeholders to break ground on the city's first Hispanic-owned Marriott hotel.

"Marriott's commitment to global diversity is absolute. Our determination to provide opportunities for our employees and clientele is one of the main reasons people want to work and do business with us."

J.W. Marriott, Jr.
Chairman and CEO

As Marriott has grown and expanded globally, our business has become more diverse. We recognize that a diverse and inclusive environment strengthens our company's culture and provides a competitive advantage.

Diversity

Marriott's formal commitment to **diversity** began 18 years ago, focused primarily on workplace programs. Today, our diversity initiative has expanded to include employees, owners, customers, franchisees and suppliers, and is driven by our Board of Directors.

Owner and Franchisee Diversity

With more than **400 minority- and women-owned hotels**, we are well on our way to achieving our goal of **500 by 2010**. To attract aspiring diverse owners and franchisees, we've hosted several

education summits, highlighting how prospective sites are evaluated and how hotels are built, financed and operated. We've also invested \$20 million in the U.S.-based RLJ Urban Lodging Fund to facilitate the development of hotels in urban locations, and contributed monetary, in-kind and executive talent resources to the International Franchise Association to further its Emerging Markets and Minority Entrepreneurs Scholarship programs.

Supplier Diversity

After surpassing our supplier diversity goals in 2006—achieving a record **\$400 million in spending with diverse suppliers** in the U.S.—we have set a new objective of 15 percent by 2009. To reach this goal, we are expanding our program to include the United Kingdom and beginning outreach to gay- and lesbian-owned suppliers.



Workplace Diversity

We remain committed to workplace diversity. More than **50 percent of the company's supervisors are minorities**—the first step toward achieving a management position. Of the new managers hired in 2006, 27 percent were minorities and 46 percent were women. Marriott also achieved its highest ever number of minority college recruits—more than 30 percent were minorities and 16 percent were African American.

We also **support dozens of minority professional organizations** that provide valuable training, recruiting and business opportunities for their members.

People with Disabilities

Marriott enjoys a well-deserved reputation as an advocate for people with disabilities. For many years, our hotels have worked with community-based disability organizations and high schools to introduce and help train people with disabilities for employment in our industry. In 2005, we introduced **"We Welcome Service Animals,"** a training program which helps our hotels enhance the stay of guests with disabilities who are assisted by service animals.

Over 18 years, the **Marriott Foundation for People with Disabilities** has built a highly reputed program, **"Bridges... from school to work."** More than 10,000 young people with disabilities have received job and life skills training through Bridges and were placed in mainstream employment with 1,500 employers, including Marriott. The vast majority of these youth are minorities and many face socio-economic challenges. The program is funded through government grants, the J. Willard and Alice S. Marriott Foundation and funds raised by Marriott and its business partners.

A model for other Marriott hotels, our Hong Kong hotels partner with the **Hong Chi Association** to provide career training to young people with disabilities. Our hotels have built and furnished sample hotel rooms for training. They also purchase produce grown by the students in the organization's garden, and will support Hong Chi's green-roof project. Since 2002, 20 Hong Chi clients have been hired by Marriott in Hong Kong.



"We need to stand together to ensure that the travel and tourism industry is always a positive force for good in the world."

J. W. Marriott, Jr.
Chairman and CEO

Marriott International adheres to high ethical and uncompromising legal standards. Our **Code of Business Ethics** provides managers and employees with detailed guidance on the right way to conduct business. This includes advising them of the laws relating to antitrust, unfair competition, political contributions, abuse of purchasing power, commercial and political bribery and more.

Our business ethics training program, "How We Do Business Is As Important As The Business We Do," is a required part of orientation for employees, and was recently updated to include Marriott's commitment to human rights.

Marriott's Internal Audit Department conducts an annual Legal and Ethical Conduct survey of a broad cross section of employees, including all officers and senior managers, to determine compliance with the company's Ethical Conduct policy.

Commitment to Human Rights

At Marriott, we support and respect the protection of human rights within the company's sphere of influence. We endeavor to conduct our business operations accordingly. This includes standing against such tragedies as human trafficking and the exploitation of children.

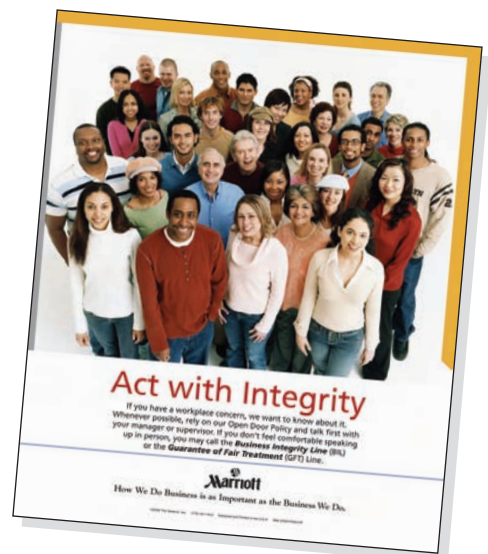
In 2006, the company published a Human Rights Policy Statement and communicated it to employees. The policy aligns with government, business and public concern about tackling these issues.

Marriott actively engages with industry and nonprofit groups to encourage dialogue and share best practices. For example, we are founding members of the International Business Leaders Forum's (IBLF) Tourism Partnership, and are participating in the IBLF/UN World Tourism Organization task force on developing human rights principles for the hotel industry.

Working with Suppliers

Our suppliers play a vital role in upholding Marriott's reputation for excellence with guests, employees, business partners and other important stakeholders. We have high, yet achievable standards for sourcing the best quality goods and services.

Just as important, Marriott expects its suppliers to uphold high ethical standards and follow all applicable laws. Adhering to these principles and doing business with those who do the same will help us maintain a competitive advantage and the pride and confidence of our employees, customers and clients.



MARRIOTT ENVIRONMENTAL PRACTICES



AT MARRIOTT INTERNATIONAL...

- ✓ We have an environmental policy.
- ✓ We have established an executive-level Green Council to lead companywide environmental efforts.
- ✓ We provide guidelines for hotels to reduce their environmental footprint.
- ✓ We collect energy and emission data on a regular basis.
- ✓ We encourage employee participation through environmental committees.
- ✓ We conduct and publish regular environmental reports.
- ✓ We have a linen and towel reuse program.
- ✓ We have installed low-flow showerheads and toilets.
- ✓ We have switched to compact fluorescent light bulbs.
- ✓ We recycle newspaper, white paper, glass, aluminum, cardboard, plastic and kitchen oil.
- ✓ We strive to eliminate the use of toxic cleaners, sanitizers, paints and pesticides.
- ✓ We have replaced hotel exit signs with Light Emitting Diode (LED) exit signs.
- ✓ We donate excess food, guest amenities, furniture and computer equipment whenever possible.
- ✓ We have reduced overall energy consumption year over year.
- ✓ We use the “Sustainable Hotel Siting and Design Guide” published by Conservation International and the International Tourism Partnership.
- ✓ We will benchmark our environmental performance against competitors.

2006 MARRIOTT SOCIAL RESPONSIBILITY RESULTS

SOCIETY

Cash and In-Kind Contributions	In 2006, total cash (\$6.6 million) and in-kind (\$19.1 million) contributions totalled \$25.7 million.
Volunteerism	Nearly 210,000 hours volunteered by Marriott employees during company-sponsored events—equivalent value of \$3.9 million.*
Employee Fundraising	Employees raised \$6.8 million for their communities.

COMMUNITY PARTNERSHIPS (cumulative)

Children's Miracle Network	Over the past 25 years, contributed more than \$50 million to help children in 173 affiliated hospitals in the U.S. and Canada.
Habitat for Humanity International	Associate volunteers built more than 300 homes in 15 countries, and Marriott and its partners contribute more than \$200,000 annually.
America's Second Harvest	Contributed more than \$300,000 since 1992.
American Red Cross	Contributed nearly \$1 million to the Disaster Relief Fund, with Marriott Rewards™ members donating points valued at an additional \$80,000.
Youth Career Initiative	150 at-risk young people trained at Marriott hotels in five countries.
Safe Kids China	Raised more than \$200,000 to educate 220,000 students in 13 cities in China about fire and burn prevention.
SOS Children's Villages	Through employee volunteerism and guest donations, provided \$500,000 in cash and in-kind giving.
Marriott Foundation for People with Disabilities	Trained 10,000 young people with disabilities for jobs with 1,500 employers.

ENVIRONMENT

Air	On track to reduce greenhouse gas emissions by nearly 1 million tons over 10 years by 2010 (equivalent to taking 140,000 cars off the road). More than 2,300 hotels in North America and Canada are entirely smokefree. Planted 3,000 trees around the world (one tree = one ton of carbon dioxide over its lifetime).
Electricity	Replaced 450,000 light bulbs with fluorescent lighting in the U.S.
Water	Marriott and its guests have reduced water usage by more than 15% over the last five years.
Partnerships	Clean Up the World, International Tourism Partnership, US. Green Building Council, U.S. Environmental Protection Agency

DIVERSITY

Owners & Franchisees	More than 400 hotels are owned, operated or under development by women and ethnic minorities.
Suppliers	In 2006, Marriott spent nearly 13% or \$400 million, with minority- and women-owned businesses, and established a new goal of 15% by 2009.
Workforce	More than 50% of supervisors—the first step toward achieving a management position—are minorities. Of the new managers hired in 2006, 27% were minorities and 46% were women.

* Independent Sector estimate of the value of a volunteer hour in 2006—\$18.77 per hour.

MARRIOTT AWARDS AND RECOGNITION

SOCIETY

- “America’s Most Admired Companies” (*Fortune* magazine, 2000-2007)
- “World’s Most Ethical Companies” (*Ethisphere* magazine, 2007)
- 2006 Corporate Social Responsibility Award (Foreign Policy Association)
- “100 Best Corporate Citizens” (*Business Ethics* magazine, 2005)
- “Brazil’s Good Corporate Citizen” (*Exame* magazine, 2006)
- Finalist/2004 Corporate Stewardship Large Business Award (U.S. Chamber of Commerce—Business Civic Leadership Center)

ENVIRONMENT

- U.S. Environmental Protection Agency (EPA):
 - ENERGY STAR® Partner of the Year (2004–2007)
 - 2007 ENERGY STAR® Sustained Excellence Award
 - 250 Marriott hotels have earned the ENERGY STAR® label
- 2006 Contribution to the Environment Award (City of Melbourne, Australia)
- 2003 Grand Award For Environmental Education—JW Marriott Phuket Resort & Spa (Pacific Asia Travel Association)
- 2003-2004 Healthy Building Award—Renaissance Kuala Lumpur Hotel (National Association of Indoor Environmental Consultants)
- 2003-2004 Environmental Concern Award (Minister of State for Environmental Affairs, Egypt)

WORKPLACE

- “100 Best Companies to Work For” (*Fortune* magazine, 1998-2006)
- 2007 Best Employers in Asia and India, Singapore and China (Hewitt Employees & Partners)
- 2007 Best Places to Work in Mexico—JW Marriott Mexico City (The Great Place to Work International)
- 2007 Great Workplace Award—Marriott Vacation Club International (Gallup Organization)
- “100 Best Companies for Working Mothers” (*Working Mother* magazine, 1993-2005)
- *Working Mother* “Hall of Fame”

DIVERSITY

- 2006 “Champion Award” for diversity leadership and 2006 “Supplier Diversity Award” (National Association of Black Hotel Owners, Operators and Developers)
- “40 Best Companies for Diversity” (*Black Enterprise* magazine, 2005-2007)
- “Top 50 Companies for Diversity” (*DiversityInc* magazine, 2004-2007)
- “Top 50 Companies for Hispanics” (*Hispanic Business* magazine, 2006)
- “The 50 Best Companies for Latinas to Work for in the U.S.” (*Latina Style* magazine, 1999-2006)

MARRIOTT INTERNATIONAL BRANDS



BVLGARI
HOTELS & RESORTS

