INTRODUCTION
Marriott International works with its supply chain to help develop innovative products and programs that deliver superior performance while meeting our sustainability goals. We collaborate with suppliers to conserve energy, reduce water use, increase waste diversion and include more sustainable materials.

GOALS/TARGETS
In our effort to meet our environmental goal of “greening our multibillion dollar supply chain,” Marriott® works closely with Avendra, the largest procurement company that specializes in serving the hospitality industry in North America, to encourage a more sustainable supply chain. Outside North America, our continental procurement leaders seek opportunities to source sustainable products.

MANAGEMENT APPROACH
We collaborate with our suppliers in three channels of our supply chain—furniture, fixture and equipment (FF&E), operating supplies and equipment (OS&E) and food and beverage—as part of our overall environmental strategy. We focus on supply chain engagement to develop innovative products and programs we use to deliver superior performance and meet our sustainability goals. We target dynamic partnerships and initiatives to help mitigate our impact on the natural environment while developing innovative products and services that maintain our position as a global hospitality leader.

Avendra works with key constituencies, including Marriott, in a collaborative effort to define its five-year plan related to sustainability initiatives. Avendra has established two key sustainability goals, which we support, that encourage more sustainable supply chains and product offerings within its contracted suppliers:

- To undertake efforts that ensure all contracted suppliers will have a sustainability policy by the end of 2016.
- To identify 10 significant categories and “champion” improved sustainability in these categories by the end of 2016.

CHALLENGES, OPPORTUNITIES AND PATH FORWARD
While we seek transparency, traceability and measurements of sustainability data within our supply chain, we continue to face challenges tracing each step in the journey of a given product that we purchase. The production of any given product often involves multiple organizations with different systems and requirements working across international borders, making traceability difficult. At the same time, we continue to work with our biggest suppliers to reduce energy, water and waste and encourage innovative products that replace less sustainable solutions. We also work with others, such as our hotel owners, franchisees and nongovernmental organizations, on “red flag” supply chain issues, such as sustainable seafood and a ban on shark fin.

OUR FOCUS IN SUPPLY CHAIN ENGAGEMENT IS THE DEVELOPMENT OF INNOVATIVE PRODUCTS AND PROGRAMS TO DELIVER SUPERIOR PERFORMANCE AND MEET OUR SUSTAINABILITY GOALS.
**2013 ACCOMPLISHMENTS**

Avendra’s 2013 progress on our shared sustainable supply chain goals

- Educated more than 700 contracted suppliers on sustainable supply chain goals.
- Updated processes and documents, including requests for proposals to raise visibility of sustainability with the suppliers, inform them of Avendra’s goals and help facilitate collection of sustainability policy statements.
- In collaboration with customers, contracting experts and our company executives, identified personal paper and foodservice disposables as the initial categories for improvement.
- Working with select suppliers, we appointed a cross-functional team to lead the analysis of the initial product categories for improvement.

MindClick/Hospitality Sustainable Purchasing Consortium

- As a founding partner of the Hospitality Sustainable Purchasing Consortium, facilitated by MindClick Global, we work to “green” our FF&E supply chain. We achieved our goal of spending 75 percent of our 2013 FF&E procurement dollars on companies in MindClick Global’s Sustainability Index.
- Marriott is exploring the expansion of the Index to the OS&E supply chain.
- MindClick Global has partnered with NSF International to expand its Sustainability Index to cover food supply chain sustainability from farm to processor. Marriott is a member of the newly established Foodservice Sustainable Purchasing Roundtable, working with industry leaders in foodservice to help establish the performance criteria for sustainable food commodity categories.

Continued
2013 ACCOMPLISHMENTS Continued

Market Initiatives

• In the U.S., we contract with Cintas for the collection and shredding of confidential documents. This process has a positive environmental impact. In 2013, across our U.S. hotel system, we shredded more than 1.4 million pounds of paper, which was then used by manufacturers of recycled paper products.

• Our investment in nature extends to supporting bee farming and local produce—some of our hotels feature rooftop gardens, others produce their own honey and many are supporting local farmers. For example, 10 of our hotels in France are collectively sponsoring four organic beehives through the organization, Un Toit Pour Les Abeilles. In China, our hotels source their honey from hives in Sichuan Province through Marriott’s Nobility of Nature program.

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Species Preservation/Animal Welfare

• As part of our Future Fish sustainable seafood program, we are committed to sourcing more sustainable seafood for our restaurants worldwide. In 2012, we removed shark fin from our menus, offering high-end sustainable dining alternatives by our award-winning culinary team. This, along with the Chinese government’s austerity measures, resulted in an 80 percent reduction in shark fin consumption at our hotels. Effective July 1, 2014, Marriott implemented a complete global ban on the sale of shark fin in our managed and franchised hotels.

• Animal welfare is an important consideration as Marriott works toward a more sustainable food supply chain, and we are addressing these complex issues with our vendors who supply our hotels. In support of the humane treatment of animals, we are directing suppliers to use only cage-free eggs and liquid egg products by 2015 and are directing our pork suppliers to discontinue the use of gestation confinement crates in their production processes by 2018. Marriott has also, for several years, featured down-alternative pillows, blankets and comforters in our guest rooms as a brand standard at a number of our hotel brands. And, at our other brands, we continue to offer a guest room that is free of any feather and down products upon request. We have engaged with organizations interested in our providing more down-alternative products to guests so we can continually evaluate our product offerings balancing, among other things, sustainability and consumer preferences.

RELATED LINKS
MindClick Global Sustainability Index
Cintas Recycled Polyester Process Video

Unless otherwise noted, the reports are based on data from Marriott’s 2013 fiscal year and reflect operational performance of our 1,101 company-operated hotels, which include owned, leased and managed properties, and exclude rooms from franchised, unconsolidated joint ventures and timeshare properties.