



Investor CDP 2014 Information Request Marriott International, Inc.

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 3900 properties that we manage or franchise under 18 brands in 72 countries and territories worldwide (YE 2013). 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% by 2020. (20 percent from our 2007 energy intensity baseline of 401.2 kWh per square meter of conditioned space and a water intensity baseline of 0.86 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

Marriott's strategy is not static. We are continually reviewing our business goals through the lens of sustainability and pursuing efforts to ensure pull-through at our properties. Not only do we focus on these goals enterprise-wide through our various operating structures and councils, but we also seek external partners to help catalyze collaborative efforts to move the "environment needle" 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, as well as an important engagement and data-gathering tool to assess pull-through of our strategy 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 select-service and extended stay brands as part of its LEED® Volume program. 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, 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. For the fifth consecutive year, Marriott was scored the highest among hospitality companies by Climate Counts in their 2012-2013 scorecard and we were featured as a sustainable company in their first ever science-based ranking of corporate carbon emissions. We can report that our emissions per square meter in our managed portfolio have been reduced by 12.4% since 2007. As compared with last year, we experienced a slight increase in emissions intensity (.14% increase), largely due to the impact of weather.

We see value in disclosure and strive each year to add depth, rigor and context to our reporting. Marriott was the first major U.S.-based hospitality company to report under the GRI framework. We published our second full Sustainability Report using the GRI framework in 2012. This document is our ninth Investor Response to the CDP. We will provide our fourth Supply Chain Response and our third Water Response in 2014 as well.

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

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response.

Select country
Armenia
Aruba
Australia
Austria
Bahrain
Belgium
Brazil
Canada
Cayman Islands
Chile
China

Select country
Costa Rica
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
France
Germany
Greece
Honduras
Hungary
India
Indonesia
Ireland
Italy
Japan
Jordan
Kazakhstan
Kuwait
Malaysia
Mexico
Netherlands
Peru
Philippines
Poland
Portugal
Puerto Rico
Romania
Russia
Saudi Arabia
Spain
Switzerland
South Korea
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom
United States of America
Venezuela
Hong Kong
Rest of world

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 sectors, companies in the oil and gas industry, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco sectors should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors (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

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: Architecture & Construction; Global Communications & Public Affairs, Finance, Global Operations Services; Human Resources; Law; Lodging Development; Brand, Marketing, Sales and Commercial; Owner & Franchise Services; Corporate Social Responsibility. 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, who 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
Other: Global Green Council	Monetary reward	MBOs – Compensation is linked to results in meeting objectives. The Global Green Council MBOs relate 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	MBOs – same as above. Our Global Vice President of Engineering and Facilities Management, 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	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	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	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	MBOs – same as above. Our General Managers and property Directors of Engineering have MBOs related to property performance against goals.
Other: Business Councils	Recognition (non-monetary)	Quarterly and annual awards recognize performance. Marriott has more than 70 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)	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)	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	Individual/Sub-set of the Board or committee appointed by the Board	Marriott operates and franchises hotel properties in 72 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 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 Corporate Social Responsibility, Law, Operations, Engineering, Architecture and Construction, Procurement 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 70 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 increasing global travel and development comes responsibility for mitigating our business impact on the natural environment, as well as responding to natural events such as hurricanes, floods and droughts. Our properties rely on their surroundings in a resource-challenged world. Our compelling need to operate our hotels efficiently is derived not only from optimizing financial performance, but also from our commitment to work with our stakeholders to understand and act on our environmental impact. We recognize the increasing salience of climate change to our current customers and next generation travelers, as well as the importance of natural capital resources conservation in emerging markets.

With over 3900 managed or franchised properties around the world, Marriott faces 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. We strive to refine our understanding of the direct and indirect impact of our hotels and work with our stakeholders and external partners to mitigate our risks and develop innovative solutions to manage our business sustainably.

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. Green hotels help us respond to climate change risks such as environmental regulations and taxes, resource scarcity and costs, changing consumer behavior and corporate reputation.

CC2.2

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. From senior executives and our global family of associates to an array of external partners, we have engaged the resources needed to address this 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 the doors of our hotels, to meaningful impacts on preserving 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. Sustainability objectives are included in the performance reviews of Marriott's senior executives. Several dashboards and data systems 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 regularly with continental engineering leaders around strategy, best practices and progress on energy reduction targets. The Vice President of Sustainability and Supplier Diversity works routinely with Global Operations Services, as well as with our Directors of Energy and Environment. Our Internal Audit department monitors sustainability as part of Enterprise Risk Management and Sarbanes-Oxley processes.

We recognize that our associates form the foundation of our environmental strategy, delivering vital pull-through of our overall strategy. We provide standards and training on practices such as Energy and Environment Action Plan audits, green meetings, recycling and linen/terry re-use to associates worldwide. We distribute our Sustainability Reports each year, and communicate regularly on environmental and conservation topics through internal channels such as our Marriott World Express newsletter and Global Headline News, as well as social media. Property managers communicate Marriott environmental policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings. Marriott's sustainability efforts are also 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. Marriott's Spirit To Preserve® environmental strategy includes ambitious and comprehensive goals designed to increase sustainability in hotel operations, help preserve natural capital (i.e. 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 increases 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 develop understanding of and to address risks and opportunities related to different locales and cultures.

III. The most important change in the way we communicate our business is the addition of 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 another 81 operational and management practices in such categories as Energy, Water and Waste Management, Supply Chain, Environmental Policy and Certifications. We began reporting data from this tool to group customers in 2013. We developed a sales training guide on how to utilize the hotel data from Green Hotels Global to effectively communicate sustainability to customers. Marriott hotels in the Green Hotels Global™ system are included in TripAdvisor's GreenLeaders program. Currently, Marriott has the largest number of GreenLeaders hotels. GreenLeaders helps TripAdvisor's community of more than 260 million travelers plan greener trips by highlighting accommodations engaging in environmentally-friendly practices

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

- Further reduce energy and water consumption 20% by 2020. (20 percent from our 2007 energy intensity baseline of 401.2 kWh per square meter of conditioned space and a water intensity baseline of 0.86 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 have established a variety of programs and tools to help us meet our goals and we are pursuing multiple initiatives and collaborative efforts with property owners, developers and industry peers/groups.

V. Marriott's leadership in conservation has been recognized worldwide. Such recognition 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 will 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. For example, Climate Counts has given Marriott the highest ranking within the hotel sector every year since 2008.

VI. Marriott announced the next phase in their partnership with MindClick Global, a leader in supply chain sustainability performance and sourcing solutions to green the hospitality industry supply chain. Based upon the successful inclusion of many Marriott's FF&E (Furnishings, Fixtures and Equipment) suppliers in MindClick's Global Sustainability Index, Marriott will expand its focus to the OS&E (Operating Supplies and Equipment) supply chain, which represents a

significant portion of the purchasing power of our industry.

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

CC2.3b

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 work of the group to refine the methodology as it is implemented by the various members, including Marriott and other leading hospitality companies, continues. In 2013, researchers from Cornell and Greenview conducted research using HCMI to begin the development of carbon footprint benchmarking within markets.
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. 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. resources) and reduce the impact of climate change.

CC2.3g

Please provide details of the other engagement activities that you undertake

U.S. Department of Energy (DOE) and the Global Superior Energy Performance Partnership (GSEP): Marriott has been working with the DOE to pilot a certification program that requires adoption of an energy management system and continuous energy performance programs under the GSEP. The U.S. DOE is leading the GSEP Energy Management Working Group. As part of this pilot, in 2013 the JW Marriott in Washington, D.C. was awarded the first ANAB accredited ISO 50001 certification for a commercial building in the United States. Marriott also participates in the U.S. DOE's Commercial Real Estate Energy Alliance.

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 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 many 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.

We have been participating in the Sustainability Roundtable at Cornell's Center for Hospitality Research since its inception.

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 departments and quarterly meetings to review progress, the Council supports our major engagements with policy makers and stakeholders.

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

CC3.1b

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 1+2	100%	20%	Other: metric tonnes CO2e per square meter of conditioned space	2007	0.16887	2020	Marriott's strategy includes the goal to reduce energy 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				We forecast substantial business growth, especially in emerging markets across the globe. By increasing the number of our hotels, we expect to increase our absolute Scope 1 & 2 emissions. However, we also expect to reduce energy (kWh per square meter of conditioned space) by 20% over 2007 levels by 2020, thus significantly reducing CO2e emissions intensity. In addition, Marriott's substantial commitment to conservation will encourage sustainability in the built environment through efficient management of existing properties and development of new Marriott properties built to "green" codes such as LEED®.

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	46%	62%	From 2012 to 2013, our emissions intensity remained virtually the same, rising by only 0.1%, despite weather-related increases in energy use during that period. Since 2007, we have reduced our emissions per square meter of conditioned space by 12.4%.

CC3.2

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

No

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and 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*	28	6900
Implementation commenced*	55	4000
Implemented*	263	22600
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)	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, years	Comment
Other	Using Energy and Environmental Action Plans as a roadmap, properties in the Americas and Asia Pacific select a "Signature Project" 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.	22600	5166800	14881200		The lifetime of the specific initiatives selected as Signature ROI projects varies by the nature of the project.	Signature projects include a variety of projects including lighting upgrades, installation of variable frequency drive pumps, fans and air handling units and chiller upgrades. As a result, calculations for a payback period on the basis of the aggregated data would not be informative. Marriott's Energy and Environment Plans and the Signature ROI 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 ROI projects in the continental operating groups which have adopted this tracking system, the Americas and Asia Pacific. These totals are not a complete list of all emissions reducing activities in these groups, nor do they include data from Europe or MidEast/Africa.
Energy efficiency: Processes	Efficient operation of chilled water cooling systems in our hotels is vital. These systems can account for up to 40% of electrical load. Increasing efficiency of the system by 5% can reduce overall electricity consumption by 2%. With this opportunity in mind, we developed a Chilled Water Diagnostic Tool that was implemented in 2013 in managed hotels in the Americas. This voluntary project helped each full-service hotel identify cost savings opportunities in their Chilled Water Production. The tool calculated their "Design KW/Ton" and "Actual KW/Ton", and offered tips on how they could optimize their plant to lower the Scope 2 energy	4200	676200		<1 year	This is a process improvement initiative which will continue for the foreseeable future.	To roll-out this tool, our Director for Energy and Environment, Americas conducts 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 sometimes small adjustments to ensure that systems function as designed.

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	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, years	Comment
	required to produce the chilled water for the property.						
Energy efficiency: Building services	<p>Through a major partnership agreement with Constellation Energy, Marriott expanded/leveraged building automation in all brands and developed a load response program across the United States. Property managers at 167 U.S. hotels in the Northeast, Mid-Atlantic, Texas and California can track electricity usage, participate in demand response markets and use automated systems to customize energy load curtailment strategies. The VirtuWatt platform provides Marriott with a centralized system that enables load control at multiple sites and gives an enterprise view of electricity usage. In the U.S., the projected, annualized Scope 1 energy savings estimate is 223,000 therms of natural gas. The projected, annualized Scope 2 energy savings are estimated at 1.98 million kWh of electricity per year. This voluntary initiative represents a multi-year effort to capitalize on enterprise and public utility energy savings. Shedding electrical load during peak periods is a strategy that serves utility needs, the hotel bottom line and Marriott's energy reduction target. Using the experience in the Americas, a similar agreement was made in in the U.K with Kiwi Power. Marriott is the first hospitality company in the U.K. to utilize this strategy, and based upon the successful pilot at 4 hotels in 2013, the program will expand in the future.</p>	2600	1129800	157500	1-3 years	The lifetime of the initiative is based upon the continuation of the demand response markets. The financial incentives are offered for 3-4 years.	<p>In the U.S., Marriott has enrolled 167 properties across 5 regions, representing 13 MWh of Demand Response (DR) capacity. 64 of those properties respond automatically to DR events, the balance responds manually. For their work in this important collaboration with the utilities, the Americas Energy team received the Southern California Edison's 2013 Integrated Demand Side Management Award for energy solutions. In the United Kingdom, four properties took part in Kiwi Power's successful pilot of their DR system. In the summer phase, the hotels saved a combined 995 kWh of electricity. Marriott is planning to roll-out the program to 30 additional hotels in 2014.</p>
Energy efficiency: Processes	<p>Marriott continued to expand and standardize building automation platforms in 2013 in the U.S. We have developed a national partnership with Automated Logic to keep costs down and maintain product consistency. This voluntary initiative helps us meet our energy reduction targets and drives down both Scope 1 and 2 emissions and will continue to be pursued over the next several years with property owners in the Americas</p>	19300	466300	1735300	1-3 years	15-20	<p>Building Automation Systems (BAS) also facilitate 3rd-party analyses of our energy use and efficiency for our Marriott retro-commissioning program. BAS improve efficiency and enable participation in demand response programs. We work with utility companies to secure rebates which help create an attractive ROI for this project.</p>
Energy efficiency: Building services	<p>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 leveraging government rebates, Marriott has supported the replacement of CHP plants at 10 hotels in the UK and further evaluated 15 properties in Europe as targets for installation of new plants. Out of the 15, five properties received an on-site survey to further develop the ROI. Installation of CHP plants in 3 out of those 5 hotels is planned for 2014.</p>						<p>CHP plants in the United Kingdom help offset the costs of the Carbon Reduction Commitment and the Climate Change Levy. Hotels using CHP saved a total of about 290,000 USD against these carbon and energy tax obligations.</p>
Energy efficiency: Building services	<p>LED lighting retrofit projects were a 2013 priority for our managed hotels in Asia Pacific and Mideast/Africa to help reduce electricity demand and costs. This voluntary initiative helps Marriott make progress towards our</p>	8200	1490300	1776300	1-3 years	5	<p>Large-scale lighting retrofits are often tied to other renovation projects, as well as to advances in lighting technology which offer substantial</p>

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	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, years	Comment
	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 ROI. Lighting retrofits have been part of our environmental efforts for years; as newer technology makes lighting more energy efficient, systems are upgraded at our properties around the world.						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	Chiller replacements with high efficiency units and cooling tower upgrades in our Asia Pacific and MidEast/Africa regions will bring significant Scope 2 emissions savings.	3300	421100	1500700	4-10 years	Lifetime varies depending upon which part of the central plant is replaced or upgraded.	
Energy efficiency: Processes	In partnership with Siemens, Marriott is implementing an energy optimization program in Europe. During the first phase of the project, which will include 20 hotels, Marriott and Siemens will audit energy usage and optimize building management systems to monitor energy consumption. The program provides hotel engineers with transparency over their buildings. Siemens collects usage data, analyzes it, and develops proposals for building optimization. The measures can range from fine-tuning existing building management systems to planning and implementing a comprehensive overhaul of the various building disciplines. The voluntary program helps our properties reduce Scope 1 and 2 emissions.						Case study results for a single hotel: Suggested actions: - Upgrade the heat recovery in the four most important ventilation systems - Improve control of the ventilation systems - Implement demand-based ventilation with CO2 sensors - Provide live visualization of energy consumption - One-year remote monitoring and remote operation of the installation with implementation of findings gained during this period Results: The upgrade of the ventilation systems was completed in March 2013 after only a one-month construction phase. At the same time, the visualization and remote monitoring programs were implemented. Compared to the period prior to the upgrade, the energy costs and CO2 emissions fell by 15 percent during the first six months of operation. In addition, electricity and gas consumption at the Marriott property were reduced by 6 and 17 percent respectively, compared to the second half of 2012.

CC3.3c

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

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 Marriott World Express, Bill Marriott's and Arne Sorenson's blogs, Facebook, Weibo and Twitter; company-wide Environmental Awareness Month activities; 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 close to 9 out of 10 associates expressing pride in the steps their hotel or office takes to protect the environment, such as recycling and saving energy.
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

Method	Comment
	CRC Energy Efficiency Scheme. Under that mandatory program, Marriott's UK properties report and pay taxes on annual carbon emissions.

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	Page/Section reference	Attach the document
In mainstream financial reports (complete)	p. 15	https://www.cdp.net/sites/2014/29/11329/Investor CDP 2014/Shared Documents/Attachments/CC4.1/Marriott International 2013 Form 10-K.pdf
In voluntary communications (complete)	"Marriott and the Environment," 2013 Marriott Sustainability Report Update	https://www.cdp.net/sites/2014/29/11329/Investor CDP 2014/Shared Documents/Attachments/CC4.1/Marriott_Sustainability_Report_Update_2013.pdf

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any 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 risks 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.	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
								LEED®-certified buildings reduce waste sent to landfills, conserve energy and water, are healthier and safer 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.	
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 apply to all businesses, while others target the companies with significant emissions such as utilities, who can then pass on increased costs to their customers.	Increased operational cost	Up to 1 year	Direct	Virtually certain	Low	Carbon taxes add to operational expenses in the regions where they have been enacted, such as the U.K. The costs of CCL for each property vary according to the amount and type of energy used, but a full-service Marriott hotel using just over 5 million kWh of energy annually might owe approximately 9,000 GBP for the CCL. The financial implications grow for global operations as the number of countries legislating carbon taxes grows, and as the tax rates increase over time.	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	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. The combination of incentives and savings realized through the demand response program often reduces the payback period for building automation to less than two years. CHP plants in the U.K. help offset the costs of the Climate Change Levy. In 2013, the savings against the CCL from CHP operation totaled 118,560 GBP.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								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 efficiency.	
Fuel/energy taxes and regulations	.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	Virtually certain	Low	Carbon and fuel taxes represent a significant operational expense in the regions where they have been enacted, such as the U.K. For the most recent tax year (April 2012 to March 2013), the obligation for Marriott properties under the UK CRC Energy Efficiency Scheme was 1,333,860 GBP. In addition, rising fuel costs can also depress the volume of business and leisure travel. Business may suffer from the dual impact of rising costs and reduced demand.	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 platform and Energy and Environment Action Plans (EEAPs). Our engineering leaders provide additional guidance to hotels with the greatest opportunities for	Financial investments in energy efficiency vary by installation type and government incentives, but these projects have a typical payback period of 1-3 years. The combination of incentives and savings realized through the demand response program often reduces the payback timeframe for building automation to less than two years. CHP plants help offset the costs of energy taxes in the UK. 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
								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 efficiency.	
Uncertainty surrounding new regulation	The diverse, complex and fluid nature of climate change regulation is challenging for global corporations.	Increased operational cost	Up to 1 year	Direct	Very likely	Unknown	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 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.	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 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	The specific costs associated with uncertainty surrounding new regulation vary and are not discreet, but include staff time spent engaging with various stakeholders.

CC5.1b

Please describe your 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	Marriott pursues a comprehensive platform of initiatives and practices designed to drive down operational costs and reduce energy consumption. Greater utilization of data	Energy ROI projects usually have a payback timeframe of less than three years. For the U.S. demand response program, 157,505 USD were invested and the anticipated savings and revenues

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
							<p>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 at the same time that expenses increase.</p>	<p>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 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 in the Americas and Asia Pacific select "Signature" projects to target for completion early enough in the year to drive down costs. The energy team in the Americas has introduced gamification into its energy management efforts. A web-based application incentivizes our engineers to raise their game in operational efficiency through this property-to-property competition.</p>	<p>exceeded 1.1 million USD.</p>
Tropical cyclones (hurricanes and typhoons)	More frequent and more severe storms would increase the risk of property damage and related insurance	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	Marriott has developed procedures and protocols at both the corporate and operational level to prepare for, mitigate, manage and	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
	costs for what has generally been very short-term business disruption.						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 timeframes for resumption of operations at affected hotels.	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 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 would make some destinations less desirable. 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. Water restrictions could impact landscaping and other hotel operations. The potential for increasing periods of drought highlights the importance of preserving the supply of fresh water around the world.	In addition to strategies to mitigate risks in local destination areas by having a diverse and global business, Marriott has been a leader in addressing climate change "beyond our hotels." Marriott's "Nobility of Nature" initiative is a vital water conservation program that helps protect the source of fresh water for more than 2 billion people in Asia. The program assists rural communities in Sichuan Province, China, with sustainable businesses, such as honey production, which place less stress on the environment. Nearly 6,000 Pingwu and Yingjing County villagers are participating in the Nobility of Nature project. By avoiding deforestation, erosion and sedimentation are reduced and thereby improve water quality/quantity downstream in both rural and urban areas. As of year-end	Marriott invested 500,000 USD of seed money in the "Nobility of Nature" project.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								2013, bee farming revenue for Guanba Village in Pingwu has quadrupled and honey sale revenue in Yingjing has nearly tripled; these projects are now self-sustaining. Independent research has highlighted the potential for project replication throughout China.	
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 financial risk.	Each property's capital expenditure planning process conducted by the hotel management team with building owners includes consideration of property enhancements 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.	Costs specifically related to the risk of changes in average temperature have not been specifically quantified. At many of our properties, energy costs are among the highest line of expenses.

CC5.1c

Please describe your 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	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	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	Our energy-efficiency and water reduction efforts typically have payback time frames 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
	brand through development of new properties and franchises is also linked to our ability to adapt to new market priorities.						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 industry.	emissions from business travel, and we work to make our hotels a sustainable choice through energy-efficient hotel operations and green meetings. We supported the development of a standard carbon calculator for the hotel industry and have invested in Green Hotels Global™ to capture and report 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 roll-up their carbon and water footprint post-event or post hotel stays to more immediately quantify this information. The hotels in Green Hotels Global have recently become part of TripAdvisor's Green Leaders program. GreenLeaders helps TripAdvisor's community of more than 260 million travelers plan greener trips by highlighting U.S. accommodations engaging in good environmental practices	

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any 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 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 Marriott to lead the hospitality industry.	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 international standards create opportunities for Marriott to demonstrate leadership in promoting and supporting green hotel development.	Five brands in Marriott's select-service and extended-stay portfolio – Courtyard, Fairfield Inn & Suites, Residence Inn, SpringHill Suites 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 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 2013, we had 137 hotels which are LEED® certified or registered.	While there may be administrative costs related to green building standards, these costs are usually offset by more significant ROI generated by lower operational 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
								Marriott has the most hotel brands approved in the USGBC Volume Build program, and the greatest number of hotels certified and registered as LEED buildings.	

CC6.1b

Please describe the 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 opportunity to outperform competitors in regulating the temperature at its hotels.	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 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.	Our efforts to increase the energy efficiency of the properties we manage will 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	Most of the energy-saving policies and equipment replacement 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.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								properties with assigning an energy unit and dollar value to 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 energy efficiency of our hotels, saving an estimated 1.98 million kilowatt-hours of electricity in 2013. 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.	

CC6.1c

Please describe the 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	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 sustainability	We recognize our obligation to mitigate the impact of our business on the natural environment. We have been focused on energy conservation	Specific associated costs include those related to stakeholder engagement and strategy development, such as funding research and associate time

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	around the world, as well as rising expectations for business accountability offer opportunities to highlight Marriott's environmental leadership position in the hospitality industry.						helps maintain our reputation and provides a competitive advantage in the hotel industry.	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 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 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.	dedicated to participation in various industry roundtables and working groups, collaborating with NGOs, preparing reports and responding to various surveys.
Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as sustainability goals, business focus and stakeholder expectations on many	Increased demand for existing products/services	3 to 6 years	Direct	Very likely	Low-medium	Awareness and knowledge of environmental issues and climate change continues to grow among Marriott's stakeholders, including guests, corporate	Marriott was the first global hotel company to calculate its carbon footprint and develop an integrated strategy to minimize that footprint by improving energy efficiency, conserving	The anticipated payback timeframe for LEED® prototypes is two to six years depending on federal and local government incentives. We have leveraged our relationship with vendors to

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>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>customers, associates, investors, suppliers, business partners and the communities in which we operate.</p>	<p>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 a sustainable choice through energy efficient hotel operations and green 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 options and supports guests using electric vehicles (EV) by offering universally accessible 120V charging</p>	<p>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
								at all properties. By the end of 2013, over 100 EV charging stations were installed at our properties. Guests at these hotels can charge their EVs using the 240V charging stations. Three franchise properties installed TESLA SuperCharger stations in 2013.	

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)

Base year	Scope 1 Base year emissions (metric tonnes CO ₂ e)	Scope 2 Base year emissions (metric tonnes CO ₂ e)
Mon 01 Jan 2007 - Mon 31 Dec 2007	663602	2530871

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	
<input type="checkbox"/>	The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
<input type="checkbox"/>	Other

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 (HCM).

CC7.3

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

Gas	Reference
CO ₂	IPCC Fourth Assessment Report (AR4 - 100 year)
CH ₄	IPCC Fourth Assessment Report (AR4 - 100 year)
N ₂ O	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	5.34	Other: kg CO ₂ e/therm	WRI, GHG Protocol, Emissions Factors from Cross-Sector Tools, V 1.3 (2012)
Town gas or city gas	0.20	Other: kg CO ₂ e/kWh	Hong Kong Environmental Protection Dept. and the Electrical and Mechanical Services Dept.
Other: Heating Oil	11.13	Other: kgCO ₂ e/gallon	WRI, GHG Protocol, Emissions Factors from Cross-Sector Tools, V 1.3 (2012)
Other: Hot Water	7.89	Other: kg CO ₂ e/therm	Energy Information Administration, US Department of Energy
Steam	7.89	Other: kg CO ₂ e/therm	Energy Information Administration, US Department of Energy
Other: Chilled Water	66.5		Energy Information Administration, US Department of Energy

Fuel/Material/Energy	Emission Factor	Unit	Reference
		Other: kg CO2e/MBtu	
Diesel/Gas oil	10.14	Other: kg CO2e/gallon	WRI, GHG Protocol, Emissions Factors from Cross-Sector Tools, V 1.3 (2012)
Propane	6.11	Other: kg CO2e/gallon	WRI, GHG Protocol, Emissions Factors from Cross-Sector Tools, V 1.3 (2012)

Further Information

Electricity emissions factors used in these calculations are country-specific. Emissions factors for the U.S. are eGRID subregion-specific. Emissions factors for Canada are province-specific. For the U.S., see eGRID 2012 Version 1.0 Year 2009 GHG Annual Output Emissions Rates (attached). For Canada, see Provincial emissions factors, Environment Canada National Inventory Report, 1990-2008, Annex 13 For the Rest of the World, one of two sources of emission factors was used. The preferred source was the 2011 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting, 5-year rolling average as of 2008. <http://archive.defra.gov.uk/environment/business/reporting/pdf/110819-guidelines-ghg-conversion-factors.pdf>. The secondary source was used if the country in question was not listed in the preferred source. This secondary source is the Voluntary Reporting of Greenhouse Gases, Appendix F, Electricity Emissions Factors 1999-2002, US Dept. of Energy, Energy Information Administration (2007). None of these emissions factors include losses from transmission and distribution.

Attachments

https://www.cdp.net/sites/2014/29/11329/Investor_CDP_2014/Shared_Documents/Attachments/InvestorCDP2014/C7.EmissionsMethodology/eGRID2012V1_0_year09_GHGOutputrates.pdf

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

665155

CC8.3

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

2800632

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
Nitrogen trifluoride emissions	No emissions from this source	No emissions from this source	

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 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation Metering/ Measurement Constraints	Our calculations include grossed up figures based on an extrapolation ratio applied to actual hotel data (85%) in order to estimate the emissions for the entire managed portfolio. In this way, we account for missing or questionable data. We do not have data on Marriott's above-property (i.e. non-hotel) facilities. Therefore, we followed the assumption used in previous disclosures that this number is equal to approximately 1.5% of the company's total Scope 1 & 2 emissions from hotels and added it to the total Scope 1 & 2 emissions from hotels. For air conditioning fugitive emissions, we added 1% to the total emissions. For hotels that	More than 5% but less than or equal to 10%	Data Gaps Assumptions Extrapolation Metering/ Measurement Constraints	Our calculations include grossed up figures based on an extrapolation ratio applied to actual hotel data (85%) in order to estimate the emissions for the entire managed portfolio. In this way, we account for missing or questionable data. We do not have data on Marriott's above-property (i.e. non-hotel) facilities. Therefore, we followed the assumption used in previous disclosures that this number is equal to approximately 1.5% of the company's total Scope 1 & 2 emissions from hotels and added it

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
		operate gasoline or diesel powered vehicles and maintenance equipment, we added 1% to the total emissions.			to the total Scope 1 & 2 emissions from hotels.

CC8.6

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

No third party verification or assurance

CC8.7

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

No third party verification or assurance

CC8.8

Please identify if any data points other than emissions figures have been verified as part of the third party verification work undertaken

Additional data points verified	Comment

CC8.9

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

No

Further Information

2012 results have been restated to more accurately reflect actual managed hotel data. In order to account for any missing/unreliable data, the final results include extrapolations. To calculate the restated and current results for energy and carbon emissions, the actual data (available for 85% of the portfolio) have been grossed up by a ratio derived from hotel rooms in the data set. In this way, we can more accurately estimate energy consumption and GHG emissions for the entire managed portfolio (inclusive of all hotels operating for the entire year). For the second year, Marriott's Internal Audit department has been included in our CDP response process. The audit team reviews the accuracy and sourcing of all data provided in the response.

[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	55661
Rest of world	609494

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	428481
Asia Pacific	123227
Europe	83609
Middle East & Africa	29838

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 CC8.3 (MWh)
United Kingdom	88372		
Rest of world	2712260		

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	1579256
Asia Pacific	733175
Europe	248716
Middle East & Africa	239485

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	3433521
Electricity	4355112
Heat	295631
Steam	144827
Cooling	246620

CC11.3

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

Fuels	MWh
Natural gas	3086240
Other: Heating Oil	6639
Diesel/Gas oil	124513
Propane	119479
Town gas or city gas	96650

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?

Increased

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	2	Decrease	
Divestment			
Acquisitions	5	Increase	The Gaylord hotel properties were added to Marriott's managed portfolio in late 2012, and included in the 2013 carbon reporting, resulting in an increase in gross emissions by approximately 5% over the previous year.
Mergers			
Change in output			
Change in methodology			
Change in boundary			
Change in physical operating conditions	2	Increase	Increased energy demand due to extreme weather patterns caused scope 1 and 2 emissions to increase.
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 CO ₂ e	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
28.18	metric tonnes CO ₂ e	FTE employee	8.48	Increase	Marriott's gross emissions increased 5.1% over 2012 and the number of employees as reported in our 10-K decreased 3.15%. 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
0.148	metric tonnes CO ₂ e	Other: square meter of conditioned space	0.14	Increase	Emissions per square meter of conditioned space at our managed properties were relatively flat as compared to 2012, despite an increase in our absolute emissions of 5.1%.

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

CC13.2

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

No

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 primary data	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 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.
Capital goods	Relevant, not yet calculated				(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 is pursuing a partnership 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. Marriott met its goal to spend 75 percent of our 2013 FF&E procurement dollars with companies rated in the HSP Index. Further details of the FF&E purchases: • 48% was with suppliers who have made executive-level commitments to sustainability. • 35% was with suppliers who have reduced energy, water, waste and/or greenhouse gas emissions in their own operations. • 48% was with suppliers who package their products in recyclable or reusable packaging. • 45% 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		Reducing waste generated in operations is one of the goals of our overall environmental strategy. Our measurement and management efforts focus on reducing waste throughout our value chain, beginning with our suppliers, and continuing through our operations and partnerships with our waste management contractors. From 2012 to 2013, Marriott's pounds of landfill waste per occupied room decreased 3.9% in the Americas. With the Green Hotels Global™ dashboard, we are able to report on our global recycling efforts at our managed properties. In 2013, 93% of the managed properties in Green Hotels Global™ reported having a recycling program. We work collaboratively with our national waste and recycling partners to audit our waste stream and reduce the tonnage that must be transported to landfill Marriott-managed properties in the Americas diverted 14,377 tons of waste from the landfill through recycling and food waste composting.
Business travel	Relevant, calculated	65604	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	100.00%	.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
			the totals were averaged.		
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.
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. Some of the operating agreements for our managed properties include leases. Additionally, leased properties such as our headquarters facilities are included in our Scope 1 and 2 emissions reporting through the methodology of an estimated 1.5% addition to our total emissions calculations.
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 that are processed by third parties.
Use 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.
End of life treatment of sold products	Not relevant, explanation provided				As a hospitality company, Marriott provides a variety of hospitality services at its managed and franchised properties. Sales of products for use outside our properties are minimal in comparison with our core business, and no primary data is available regarding the end of life treatment of such products.
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	4692433	Marriott calculated emissions for franchised properties according to the same methodology as used for managed properties within our Scope 1 and 2 boundary.	50.00%	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 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)					

CC14.2

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

No third party verification or assurance

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	2.3	Increase	

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
Yes, other partners in the value chain

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 2013, we met our goal to source 75% of our FF&E procurement through companies rated in the HSP Index. Based on this success, Marriott is supporting the expansion of the index to the Operating Supplies and Equipment (OS&E) supply chain. In 2013, Marriott piloted a marketing program, Rest Better™ by MindClick Global, to promote the benefits of sustainable procurement to our guests. Through a mobile communications effort, hotel guests at the Courtyard San Diego Rancho Bernardo, California were informed of the positive health and environmental impacts of the recent renovations and operational practices. Guest surveys showed 1.5 times the intent to return and 2 times the intent to refer the property to others among those aware of the sustainability efforts. Based on the success of the program, we are exploring broader implementation in 2014 and 2015.

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. Avendra is working to help improve sustainability options across ten different supply categories by 2016.

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 such as the Green Meetings Industry Council to discuss Marriott's environmental strategy, various sustainability practices and the Green Hotels Global™ dashboard. Marriott hotels in the Green Hotels Global™ system will be included as TripAdvisor's GreenLeaders program. GreenLeaders helps TripAdvisor's community of more than 260 million travelers plan greener trips by highlighting U.S. 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 policy 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
- Nobility of Nature – a collaboration with the Government of Sichuan Province, China and Conservation International to help protect the source of fresh water for more than 2 billion people while supporting sustainable livelihoods
- 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
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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	In 2013, 75% of Marriott's FF&E purchases through architecture & construction procurement were rated by the HSP Index.

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