

**Module: Introduction****Page: W0. Introduction****W0.1****Introduction**

**Please give a general description and introduction to your organization.**

Marriott International is a leading lodging company with more than 4,400 properties (as of year-end 2015) that we operate (“manage”), franchise or license under 19 brands in 87 countries and territories worldwide. As we expand our portfolio and create economic opportunities around the world, we remain grounded in a set of core values: put people first, pursue excellence, embrace change, act with integrity, and serve our world. Our relentless focus on innovation and action fuel the way we do business and the way we approach our responsibility to the planet. Both in our hotels and beyond, we seek to understand and act on the direct and indirect environmental impacts of our business operations. We aspire to be the global hospitality leader that demonstrates how responsible hotel management can be a positive force for the environment.

Marriott’s environmental goals include:

- Reduce energy and water consumption 20% from 2007 to 2020. (2007 baseline: energy intensity of 402.2 kWh per square meter of conditioned space and water intensity of .89 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

Since 2007, water use per occupied room in our managed portfolio has decreased by 10.4%. We are currently in the process of setting our next generation environmental goals.

We continually collaborate with external partners to encourage sustainability in our industry. Marriott has been working to address lodging industry water security and conservation by participating in the water working group of the International Tourism Partnership (ITP). Based upon the successful adoption of the Hotel Carbon Measurement Initiative (HCMI), the ITP launched the Hotel Water Measurement Initiative in early 2015. Marriott and other industry leaders are collaborating to develop a methodology to enable hotel companies and individual properties to consistently measure and report on water consumption.

Marriott works with the Hospitality Sustainable Purchasing Consortium to help establish criteria to facilitate greening furniture, fixture and equipment (FF&E) for the lodging industry. 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) and we now have more hotels LEED®-certified and registered than any other lodging company.

We have formed partnerships with local governments, communities and NGOs for our signature conservation initiatives, including the Nobility of Nature fresh water initiative in China's Sichuan Province and mangrove restoration in Thailand. We work with seafood suppliers and fisheries across the globe through our FutureFish program, which helps us source, prepare and serve sustainable seafood at our properties.

We are committed to reporting our environmental performance to customers and stakeholders. Our properties use the Green Hotels Global™ dashboard that reports each hotel's environmental impact, including water consumption per occupied room and several operational practices related to water use, to our group customers and meeting planners. This is a valuable tool for customers seeking environmental data around their business travel, meetings and events, as well as an engagement and data gathering tool to assess pull-through of our strategies.

With over 1,200 company-operated properties around the world, it is not feasible for us to include data at the level of detail currently requested by the CDP Water program. Nevertheless, Marriott's disclosure includes valuable information about water impacts in 2015 and various water risks and management strategies for our business that we wish to share. We will continue our years-long participation in CDP reporting and hope that as the Water program evolves there will be a more feasible questionnaire and scoring system for the lodging industry.

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## W0.2

### Reporting year

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

Period for which data is reported
Thu 01 Jan 2015 - Thu 31 Dec 2015

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## W0.3

### Reporting boundary

**Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported.**

Companies, entities or groups over which operational control is exercised

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**W0.4****Exclusions**

**Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?**

Yes

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**W0.4a****Exclusions**

**Please report the exclusions in the following table**

Exclusion	Please explain why you have made the exclusion
Subset of properties	Above-property facilities such as our global headquarters, corporate apartments, and other regional offices are not included in our reporting, as water use for these facilities was less than 0.1% of total water use, and would not significantly impact overall water withdrawal data reported.
Sources of water outside municipal water withdrawal	Some of our properties source water outside municipal water withdrawal, such as from wells and desalination plants, as well as rainwater and condensate capture for irrigation and/or cooling towers. Data from these sources is not yet part of our corporate-level reporting.

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**Further Information**

**Module: Current State**

**Page: W1. Context**

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**W1.1**

**Please rate the importance (current and future) of water quality and water quantity to the success of your organization**

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital for operations	Important	Freshwater is vital for hotel operations. Hotels require water for food service, cleaning, laundry operations, guest hygiene, and recreation. Marriott's multi-billion dollar supply chain is diversified across the globe. We work with key partners such as Avendra to source for our properties in ways which maximize economies of scale and leverage our influence to increase the sustainability of our supply chain. We have partnered with MindClick to support the development of the Hospitality Sustainability Purchasing Index for the furniture, fixtures and equipment (FF&E) supply chain. In 2015, 78% of FF&E suppliers were actively engaged in sustainability efforts.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Have not evaluated	Many hotels use different sources of water to supplement freshwater withdrawal. These sources may include recycled water for landscaping needs, or desalinated water for various uses.

**W1.2**

**For your total operations, please detail which of the following water aspects are regularly measured and monitored and provide an explanation as to why or why not**

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals- total volumes	76-100	Marriott tracks water usage in our managed portfolio through utility billing. We are working with the International Tourism Partnership's Hotel Water Management Initiative to define a methodology for measuring and reporting hotel water use. This methodology will be finalized in 2016, and will influence measurement practices in the future.
Water withdrawals- volume by sources	Less than 1%	This is not measured. Volume by billing water agency is available, but not always by specific water source.

Water aspect	% of sites/facilities/operations	Please explain
Water discharges- total volumes	76-100	Marriott tracks sewer discharges in our managed portfolio through utility billing; however, this is not a metric that is captured in volume.
Water discharges- volume by destination	Less than 1%	This is not measured. Volume by billing sewer agency is available, but not by specific treatment facility.
Water discharges- volume by treatment method	Less than 1%	This is not measured. Volume by billing sewer agency is available, but not by specific treatment method.
Water discharge quality data- quality by standard effluent parameters	Less than 1%	This is not measured.
Water consumption- total volume	76-100	This is not measured. Water consumption as defined by CDP -- amount of water that is used but not returned to its original source -- is a metric that relies upon the action of municipal water authorities and is beyond the scope of Marriott operations. Furthermore, wastewater is not separately metered, only billed as a utility service relative to water charges. Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers.
Facilities providing fully-functioning WASH services for all workers	76-100	All of the hotel properties operated by Marriott have necessary hygienic facilities for associates. Those few hotels which house a portion of the workforce onsite have complete WASH services.

#### W1.2a

**Water withdrawals: for the reporting year, please provide total water withdrawal data by source, across your operations**

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
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Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Fresh surface water	0	Not applicable	
Brackish surface water/seawater	0	Not applicable	
Rainwater	0	Not applicable	
Groundwater - renewable	193	This is our first year of measurement	Marriott does not currently report data on well water withdrawals at the enterprise level. This figure represents well water withdrawal in the Parana river basin, as that property group is highlighted elsewhere in this report.
Groundwater - non-renewable	0	Not applicable	
Produced/process water	0	Not applicable	
Municipal supply	66007	Higher	Our withdrawals from municipal water supply increased by 4% over 2014 levels.
Wastewater from another organization	0	Not applicable	
Total	66200	Higher	While water withdrawals increased by 4% since 2014, water use intensity remained nearly the same, increasing by only 0.4%. Water use per occupied room has decreased 10.4% since 2007.

**W1.2b**

**Water discharges: for the reporting year, please provide total water discharge data by destination, across your operations**

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
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Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Fresh surface water	0	Not applicable	
Brackish surface water/seawater	0	Not applicable	
Groundwater	0	Not applicable	
Municipal/industrial wastewater treatment plant	43030	This is our first year of measurement	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals. We are working with the International Tourism Partnership's Hotel Water Management Initiative to define a methodology for measuring and reporting hotel water use. This methodology will be finalized in 2016, and will influence measurement practices in the future.
Wastewater for another organization	0	Not applicable	
Total	43030	This is our first year of measurement	

**W1.2c**

**Water consumption: for the reporting year, please provide total water consumption data, across your operations**

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
23170	This is our first year of	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
	measurement	consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers.

**W1.3**

**Do you request your suppliers to report on their water use, risks and/or management?**

Yes

**W1.3a**

**Please provide the proportion of suppliers you request to report on their water use, risks and/or management and the proportion of your procurement spend this represents**

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
76-100		Marriott expects and encourages our suppliers to help us fulfill our environmental commitment by reducing environmental impacts and resource consumption, while continually advancing the sustainability of the products and services Marriott sources. We are working with various supply chain partners to encourage sustainability policies and to develop sustainability indexes for different parts of the hospitality supply chain. As of December 1, 2014, all Marriott approved Furniture, Fixtures & Equipment (FF&E) vendors are required to enroll in Marriott's annual Supplier Sustainability Assessment Program (MSAP) administered by MindClick.

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
		MSAP is an annual review of vendors' Fair Labor and Human Rights practices, Environmentally Responsible Manufacturing efforts, and Product Sustainability. We work with key partners such as Avendra to source for our properties in ways which maximize economies of scale and leverage our influence to increase the sustainability of other parts of our supply chain. With Avendra, we are working to have 100% of our contracted suppliers provide their sustainability policy which must include water goals and track progress against those goals. As of year-end 2015, 93% of Avendra suppliers in North America had a sustainability policy in place.

**W1.3b**

Please choose the option that best explains why you do not request your suppliers to report on their water use, risks and/or management

Primary reason	Please explain
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**W1.4**

Has your organization experienced any detrimental impacts related to water in the reporting year?

Yes

**W1.4a**

Please describe the detrimental impacts experienced by your organization related to water in the reporting year

Country	River basin	Impact indicator	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
United States of America	Other: Multiple in California, U.S.	Phys-Drought Phys-Pollution of water source	Higher operating costs	In May 2015, California's Governor Brown set aggressive water reduction mandates that were cascaded down from utilities to customers. Drought penalty fees were assessed to properties that were unable to meet reduction targets. Utilities were also empowered to raise water rates to help fund conservation programs and alternate water supply sources.	7 months	Approximately \$73,000 in drought penalty charges and increased water rates. Additionally, funds were used to finance water conservation projects.	Promote best practice and awareness Other: Site-Specific Water Conservation Plans	Marriott International held an internal webinar for all General Managers and Directors of Engineering of Marriott-managed properties in California. This water conservation webinar focused on the mandated actions, along with sharing best practices for the main water consumption areas of our hotels. Additionally, each full-service property developed a site-specific water conservation plan, with items to be completed in 2015 in order to meet State-mandated reduction goals. Full-service properties also completed irrigation efficiency audits on their landscaped acreage, identifying further opportunities.
Puerto Rico	Not known	Phys-Drought	Higher operating costs	Drought issues in San Juan led to strict water contingency plans that required 24/7 monitoring by Engineering.	4 months	Funds were used to finance water conservation projects	Infrastructure investment Promote best practice and awareness Other: Strict Water Contingency Planning	Water conservation measures were implemented immediately by our properties, including cutbacks of landscape irrigation. Water action plans were developed and items were implemented in 2015, including bathroom fixture replacements with low-flow

Country	River basin	Impact indicator	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
								options & installation of synthetic turf. Associates and guests were notified of the water situation to promote further conservation. Water tanks are set-up for back-up supply. Costs for water delivery are significantly more expensive than for city system water.
United States of America	Other: ACE Basin	Phys-Flooding Phys-Pollution of water source	Reduction in revenue	Hurricane Joaquin swept through Charleston in October 2015, causing water damage and a disruption to business for primarily a 10-day period.	10 days	\$260500 in water damage costs, rooms loss, Food & Beverage/Banquet loss, and other losses.	Develop flood emergency plans Other: Site Repairs	The Charleston Historic District Renaissance endured water damage costs and business losses, as a result of Hurricane Joaquin. In addition to canceled room nights and banquets, the hotel incurred losses from Food & Beverage services and garage income. Replacement parts were needed in order to bring one of the chillers back to working order due to water damage caused by the storm.

W1.4b

Please choose the option below that best explains why you do not know if your organization experienced any detrimental impacts related to water in the reporting year and any plans you have to investigate this in the future

Primary reason	Future plans
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**Further Information**

**Module: Risk Assessment**

**Page: W2. Procedures and Requirements**

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**W2.1**

**Does your organization undertake a water-related risk assessment?**

Water risks are assessed

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**W2.2**

**Please select the options that best describe your procedures with regard to assessing water risks**

Risk assessment procedure	Coverage	Scale	Please explain
Comprehensive company-wide risk assessment	Direct operations and supply chain	All facilities and some suppliers	Identifying significant risks and/or opportunities related to the environment and its resources and assessing the degree to which they could affect Marriott's business is the focus of the Global Green Council, a cross-functional team of executives responsible for developing, catalyzing and driving accountability for the company's environmental strategy. Our audit department has included our environmental strategy in its Enterprise Risk Management process. Our continental operating

Risk assessment procedure	Coverage	Scale	Please explain
			structure gives us close-to-market leadership, which supports risk management for localized risks such as those relating to water supply and quality. Continental vice presidents of engineering have specific targets relating to our environmental strategy. These executives receive regular updates on the performance of their subset of properties against our sustainability metrics, including water consumption and report performance against targets up to our global team. Marriott's property management teams have the responsibility of evaluating risks and opportunities related to resource use at the hotel level.

### W2.3

Please state how frequently you undertake water risk assessments, what geographical scale and how far into the future you consider risks for each assessment

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Region	Up to 1 year	On a monthly basis, the Americas Energy/Environment Team helps properties work through water-related risks. In areas with drought issues, water action plans are developed to reduce usage. Monthly meter-reading and utility data are used to identify usage outliers. On an ongoing basis, information received from utilities is used to inform the water performance calls and water action plan process. A similar process takes place in other regions through our Energy and Environment Action Plans.
Six-monthly or more frequently	Facility	1 to 3 years	Marriott's property management teams have the responsibility of evaluating risks and opportunities related to resource use at the hotel level. We have a variety of systems in place to capture water use information, including: a web platform asset management tool that tracks a property's preventive maintenance status, projects and capital expenditure plans and utility database systems that track consumption. Some properties have installed water sub-metering to more closely track usage.
Six-monthly or more frequently	Region	1 to 3 years	Marriott's Engineering Business Leadership Councils are composed of Directors of Engineering and Cluster Engineering Managers for a specific geographic market. They typically meet on a quarterly basis and discuss regionally relevant topics, including water risks/issues. Quarterly council meetings offer a venue for market-specific discussions around water utilities and related topics.

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**W2.4**

**Have you evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy?**

Yes, evaluated over the next 1 year

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**W2.4a**

**Please explain how your organization evaluated the effects of water risks on the success (viability, constraints) of your organization's growth strategy?**

Marriott recognizes the importance of freshwater conservation not only to its operations, but to the communities and travel destinations we serve. Water conservation is one of the key goals of our environmental strategy. As a worldwide operator and franchisor of hotels, Marriott works with hotel developers and owners to add hotels to our "pipeline" of future rooms. Hotels are most often built in locations with adequate water supply. In locations where this might not be the case, such as island destinations or in developing markets, our hotel partners work to establish the infrastructure and facilities needed for hotel operations.

One example is the Marriott hotel that opened in Haiti in 2015. The Marriott Hotel Port-au-Prince was sustainably designed and constructed, providing stand-alone utility services while applying energy efficient building technologies. Its features include an on-site water storage and treatment systems to provide for a five-day water supply and a 60,000 gallon waste water treatment plant.

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**W2.4b**

**What is the main reason for not having evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy, and are there any plans in place to do so in the future?**

Main reason	Current plans	Timeframe until evaluation	Comment
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**W2.5****Please state the methods used to assess water risks**

<b>Method</b>	<b>Please explain how these methods are used in your risk assessment</b>
Internal company knowledge Maplecroft Global Water Security Risk Index	For hotels under development, Marriott assesses environmental resources, including feasibility studies during site development and the choice of construction materials during design. Once open, each hotel will have a water conservation action plan to manage and reduce water usage. As needed, Marriott might use various methodologies and resources to assess risk, such as the Falkenmark Water Stress Indicator, U.S. Drought Monitor, the Maplecroft Global Risk Analysis and the Circle of Blue.

**W2.6****Which of the following contextual issues are always factored into your organization's water risk assessments?**

<b>Issues</b>	<b>Choose option</b>	<b>Please explain</b>
Current water availability and quality parameters at a local level	Relevant, included	Our property management teams, including engineers and facility managers, are responsible for evaluating water availability and quality issues at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. Additionally, in 2015 Marriott rolled out a global water safety program developed in partnership with NALCO that was initiated to improve the water quality and water safety at our hotels. It includes a rigorous testing approach and checklists that are integrated into the Transcendent application that allow for additional oversight and quality assurance.
Current water regulatory frameworks and tariffs at a local level	Relevant, included	Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations. In the US, our local water utility agencies and national landscaping partners help properties understand and abide by local irrigation water regulations in

Issues	Choose option	Please explain
		areas stricken by drought.
Current stakeholder conflicts concerning water resources at a local level	Relevant, not yet included	While severe water scarcity could threaten the continuance of specific hotel operations, Marriott has never experienced those conditions.
Current implications of water on your key commodities/raw materials	Not relevant, included	Current water availability and quality have been sufficient for hotel operations and food/beverage supply chain. As a hotel management company, Marriott does not use raw materials for the manufacture of goods.
Current status of ecosystems and habitats at a local level	Relevant, included	Some of our properties are located in/near ecosystems and/or wildlife habitats at risk. Marriott complies with all local ordinances to protect these areas. Further, Marriott has developed a portfolio of conservation programs designed to protect valuable ecosystems, including the headwaters of the Asia Water Tower, the Brazilian rainforest and Thailand's mangrove habitats. Company-operated properties in the Americas are encouraged to partner and volunteer with their local watershed management districts.
Current river basin management plans	Not relevant, explanation provided	Current hotel operations have not been materially impacted by river basin management plans.
Current access to fully-functioning WASH services for all employees	Not relevant, explanation provided	Only a very small percentage of our properties have residential facilities for employees.
Estimates of future changes in water availability at a local level	Relevant, included	Our property management teams, including engineers and facility managers, are responsible for evaluating water availability and quality issues at the local level and taking appropriate action to ensure the safe and efficient operation of the hotel. Above-property leaders monitor Falkenmark Water Stress Indicator maps and communicate water availability vs. withdrawal trends to Engineering Leaders.
Estimates of future potential regulatory changes at a local level	Relevant, included	Property managers, owners and relevant departments at Marriott work in tandem to ensure that our properties meet regulatory obligations.
Estimates of future potential stakeholder conflicts at a local level	Not relevant, explanation provided	Property owners with a strong presence in a specific geographic market where water scarcity, water distribution and/or sewer infrastructural needs necessitate increased water/sewer rates and/or the assessment of overage "availability charges" may elect to diversify their portfolio geographically.
Estimates of future implications of water on your key commodities/raw materials	Not relevant, included	As a hotel management company, Marriott does not use raw materials for the manufacture of goods. We are actively engaged with our supply chain on sustainability initiatives, including water conservation.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Relevant, included	Some of our properties are located in or near ecosystems and/or wildlife habitats facing potential future risk. In order to help mitigate this risk, Marriott complies with all local ordinances to protect these areas and is engaged in volunteer environmental projects at a number of our properties around the world. Further, Marriott has developed a portfolio of conservation programs which are

Issues	Choose option	Please explain
		designed to protect valuable ecosystems, including the headwaters of the Asia Water Tower, Brazil's Amazon rainforest and Thailand's mangrove habitats. We've recently expanded these efforts through additional programs in France and Canada.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Not evaluated	
Scenario analysis of regulatory and/or tariff changes at a local level	Relevant, included	Property managers, Global Operations leaders and owners review the impact of current and future regulations and taxes.
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Not relevant, explanation provided	Property owners with a strong presence in a specific geographic market where water scarcity, water distribution and/or sewer infrastructural needs necessitate increased water/sewer rates and/or the assessment of overage "availability charges" may elect to diversify their portfolio geographically.
Scenario analysis of implications of water on your key commodities/raw materials	Not evaluated	
Scenario analysis of potential changes in the status of ecosystems and habitats at a local level	Not evaluated	
Other		

## W2.7

Which of the following stakeholders are always factored into your organization's water risk assessments?

Stakeholder	Choose option	Please explain
Customers	Relevant, included	As a hospitality company, we strive to ensure the comfort, satisfaction, health and safety of our guests.
Employees	Relevant, included	We strive to ensure the comfort, satisfaction, health and safety of our associates. In addition, Marriott's family of associates is vital to the success of our environmental strategy, providing essential pull-through to meet our

Stakeholder	Choose option	Please explain
		standards and goals.
Investors	Relevant, included	We are committed to reporting our environmental strategy and progress towards our goals to our investors through the CDP and our sustainability reporting.
Local communities	Relevant, included	Our hotels are important members of communities across the globe, supporting both established and developing economies and providing job training and opportunities.
NGOs	Relevant, included	Marriott has worked with numerous NGO partners in developing and pursuing our environmental strategy. For example, we are currently working with International Union for Conservation of Nature on Thailand's mangrove restoration.
Other water users at a local level	Relevant, included	Some water management districts prioritize "other water users" for allocation of freshwater resources (e.g. residential customers will receive priority over business customers) in the event of a scarcity event. Properties would be responsible for understanding the implications of this on their individual site.
Regulators	Relevant, not yet included	
River basin management authorities	Relevant, not yet included	
Statutory special interest groups at a local level	Relevant, included	Local water conservation management districts and watershed management organizations are important partners for our properties to receive education around local issues and applicable laws. These organizations can also offer our properties financial incentives for water conservation and stormwater management projects.
Suppliers	Relevant, included	We engage with various parts of our supply chain on sustainability policies and actions, and include discussions of these topics in the procurement process.
Water utilities/suppliers at a local level	Relevant, included	Local water utilities/suppliers have significant influence on water and sewer affairs—including infrastructural projects, rate changes and watering restrictions.
Other		

W2.8

Please choose the option that best explains why your organisation does not undertake a water-related risk assessment

Primary reason	Please explain
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**Further Information****Module: Implications****Page: W3. Water Risks**

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**W3.1**

**Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?**

Yes, direct operations and supply chain

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**W3.2**

**Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk**

While the scale and geographic diversification of our business makes it unlikely that localized water risks could generate a substantive change in our overall business, we regularly evaluate some of the more prevalent and pressing water risks that do impact properties in our managed portfolio and present that information below. Even if these risks do not currently have the potential to reduce our revenue by more than 5%, they impact the communities in which we operate and the health and safety of our associates. We not only comply with regulatory action but also strive to help address these issues where possible. We report them here, even without comprehensive facility-level data that is not feasible to include.

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**W3.2a**

Please provide the number of facilities\* per river basin exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure and the proportion this represents of total operations company-wide

Country	River basin	Number of facilities exposed to water risk	Proportion of total operations (%)	Comment
United States of America	Colorado River (Pacific Ocean)	1	1-5	Marriott operates facilities in several markets in this basin, including: Phoenix, Scottsdale, Tempe and Tucson, Arizona; Las Vegas, Nevada; and Palm Springs, California. Per CDP guidance, we are reporting these properties in aggregate as one facility.
Brazil	Parana	1	Less than 1%	Per CDP guidance, we are reporting properties in the Parana Basin in aggregate as one facility. Marriott-operated hotels in São Paulo are located in the Parana basin. We have also included the Marriott property in Rio de Janeiro, which is in the adjacent region and does not have a separate river basin.

### W3.2b

Please provide the proportion of financial value that could be affected at river basin level associated with the facilities listed in W3.2a

Country	River basin	Financial reporting metric	Proportion of chosen metric that could be affected within the river basin	Comment
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### W3.2c

Please list the inherent water risks that could generate a substantive change in your business, operations, revenue or expenditure, the potential impact to your direct operations and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
United States of America	Colorado River (Pacific Ocean)	Physical-Drought	Supply chain disruption	<p>In April 2015, the Lake Mead reservoir hit another record low at 38% capacity. If the lake is 1,075 feet on January 1, 2016, mandatory water cuts would be enacted for Arizona &amp; Nevada. Fortunately, the reservoir did not drop below the designated threshold, and mandatory cuts did not have to be enacted. Additionally, Arizona, Nevada &amp; California rely on Hoover Dam for hydroelectricity, where power capacity has dropped ~25% since 2000. Drought conditions have</p>	Current-up to 1 year	Probable	Low	<p>Promote best practice and awareness Other: Comply with local legal requirements or company own internal standards, whichever is more stringent</p>	Additional costs = \$0.	<p>Water conservation is a key part of our overall environmental and financial strategy. We regularly evaluate our policies and practices for opportunities to reduce water use and work with our owners to facilitate equipment upgrades which deliver resource and cost savings. Properties in California were particularly active in 2015 with property water conservation action planning.</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				led to higher utility pricing in affected areas.						
Brazil	Parana	Physical-Drought	Constraint to growth	Persistent drought conditions in the Sao Paolo region have severely depleted the city's reservoirs, leading to reduced water pressure and access to water.	Current-up to 1 year	Highly probable	Low	Infrastructure investment Other: Water conservation projects		Marriott properties may have independent water sources, such as bore wells, to offset disruptions to the municipal water supply. In areas such as Sao Paolo, we work with our hotel partners to establish the infrastructure and facilities needed for hotel operations. Water conservation is a key part of our overall environmental and financial strategy at our Brazilian properties, where low-flow showerhead, faucet and toilet fixtures are in place in the majority of guest rooms. Water action plans for further water conservation projects are under

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										development.
United States of America	Other: Multiple	Physical-Declining water quality	Other: Multiple, including supply chain disruption and employee health and wellbeing	While the municipal water crisis in Flint, Michigan is severe, it has not directly impacted our business. With the recent attention to the US's aging water distribution infrastructure, due to the high levels of lead contamination found in Flint's water supply, there is increased awareness about the possibility of unidentified water supply contamination in other parts of the country and beyond. Thus far, the impact of this crisis has not been direct, as our hotels do not have any connection to the	Unknown	Unknown	Medium	Engagement with customers Tighter supplier performance standards	Cost = 0	Our Director of Energy and Environmental Sustainability for the Americas has been in contact with all Flint area properties. The two Marriott properties in the Flint area are communicating with guests to explain that their water is derived from the Detroit water source.

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				Flint City area water source or infrastructure.						
	Other: Multiple	Physical-Inadequate infrastructure		As a global lodging company, Marriott manages properties in some markets where water utilities are not available or entirely sufficient for hotel operations.	Current-up to 1 year	Highly probable	Low	Infrastructure investment	Additional costs = 0	When municipal water supply is not available or sufficient, our hotel partners install water systems, including bore, desalination, reverse osmosis and filtration. Hotel developers and owners incur the costs associated with infrastructure investment. We work with property owners to develop the best solution for securing adequate water supply. At two properties in Bali, reverse osmosis capability was recently scaled up to cover 100% of water needs. Marriott's costs are linked to the operation of the water plants, which are not separate

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										from operating fees.
	Other: Multiple	Physical-Flooding	Other: Disruption to operations	So called "acts of God," including tropical storms and other weather-related events such as localized heavy rainfall which may overwhelm storm drains may lead to flooding in locations where Marriott properties are located. Flood damage to facilities and/or temporary disruption in hotel operations may occur.	Unknown	Unknown	Low	Other: Increased insurance cover		Marriott and its owners have comprehensive business continuity plans and insurance coverage for their hotel properties to protect the safety of guests and associates and to resume normal operations in a timely manner. We have enterprise-wide business continuity plans, task forces, a Disaster Relief Fund Committee and long-standing relationships with the International Federation of Red Cross and Red Crescent Societies and the American Red Cross to coordinate disaster relief efforts in regions where we operate hotels.

W3.2d

Please list the inherent water risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
	Other: Multiple	Physical-Climate change Physical-Declining water quality Physical-Drought Physical-Flooding Physical-Pollution of water source Physical-Projected water scarcity Physical-Projected water stress Physical-Rationing of municipal	Supply chain disruption	Marriott's global supply chain faces similar risks, and we collaborate with our suppliers to assess and mitigate these risks where possible.	Unknown	Unknown	Low	Engagement with suppliers		We collaborate with our suppliers to assess and mitigate these risks where possible. On an annual basis, we review our vendors' labor and human rights practices, environmentally responsible manufacturing efforts and product sustainability. We work with MindClick to assess sustainability in our furniture, fixtures and equipment (FF&E) suppliers. In 2015, 78% of Marriott's FF&E and Office Furniture spend was made with suppliers actively engaged in sustainability. We also work through our procurement services provider, Avendra, to identify sustainable solutions that align with both our environmental strategy and our product

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
		water supply								standards. By the end of 2015, 93% of contracted suppliers through our purchasing partner Avendra have a sustainability policy in place

W3.2e

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
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W3.2f

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your supply chain that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
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W3.2g

Please choose the option that best explains why you do not know if your organization is exposed to water risks that could generate a substantive change in your business operations, revenue or expenditure and discuss any future plans you have to assess this

Primary reason	Future plans
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**Further Information**

**Page: W4. Water Opportunities**

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W4.1

**Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?**

Yes

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W4.1a

**Please describe the opportunities water presents to your organization and your strategies to realize them**

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
Company-wide	Cost savings	Our current strategy sets a target of further reducing water use 20 percent per occupied room by 2020 over 2007 levels. As of YE 2015, we have reduced our global water consumption by 10.4% per occupied room. We have accomplished this reduction through pursuit of a variety of actions designed to reduce water use at our hotel properties.	Current-up to 1 year	Marriott's water conservation initiatives address various aspects of hotel operations, including: laundry and linen/terry re-use programs; dishwashing and water service at restaurants and events; central plant operations; landscaping/irrigation; and golf course maintenance/operation. In addition to water-use efficiency efforts, there are also systems in place to capture greywater and rainwater for appropriate uses.
Company-wide	Improved water efficiency	In pursuit of our water conservation goals, we have implemented a number of projects designed to enhance the efficient use of water at the hotels we manage. These include low-flow faucet and toilet fixtures, water sub-meters and more efficient laundry and dishwashing formulations.	Current-up to 1 year	Marriott recently established a standard for water sub-meter for cooling towers and irrigation at its managed, full-service properties in the Americas. Where installed, these meters give a more detailed view of water consumption and aid in the early detection of leaks.
China	Increased brand value	Marriott's investment in signature conservation initiatives and reputation for environmental performance are important to our customers, especially in emerging markets where environmental issues have greater impact. Marriott's research on views of global business travelers, including research Marriott has conducted, has confirmed the importance of addressing concerns relevant to individual countries.	Current-up to 1 year	To help mitigate the direct and indirect environmental impacts of our business beyond our hotels, we have invested in a portfolio of innovative conservation initiatives that are part of our sustainability strategy. One initiative, Nobility of Nature, supported Southeast Asia's fresh water conservation (particularly the Yangtze River and its tributaries located in Southwest China's Sichuan Province), by assisting rural communities with building sustainable livelihoods. This project is now self-sustaining.
Company-wide	Other: Customer Communication	Marriott recognizes the increasing interest among its customers in calculating the environmental impact of their room stays and events. Hotels which can demonstrate and communicate their sustainability may attract more business from customers focused on environmental issues.	Current-up to 1 year	Marriott uses Green Hotels Global™, an online dashboard to collect data and report the water, waste and carbon footprint of its managed and franchised hotels. The Marriott hotels in Green Hotels Global™ are now also part of TripAdvisor's GreenLeaders rating system. For the second year, Marriott had the largest number of hotels included as GreenLeaders on TripAdvisor in 2015. Marriott also engages its top corporate customers through events at headquarters as well as in direct conversation to share best practices and provide water footprint data.
Company-wide	Staff retention	New recruits in the hotel industry are more likely to cite environmental leadership as a factor in choosing employers. Employee engagement is a	Current-up to 1 year	Marriott's family of associates is vital to the success of our environmental strategy. We constantly develop new ways of engaging our associates in sustainability as a mindset and a

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
		key factor in driving the success of our business and environmental strategy.		way of working. In 2015, this engagement includes gamification of engineering operational practices, cross-discipline Talent Network Teams and Marriott headquarters' GO Sustainability program that enlists our Global Operations team in identifying solutions and taking tangible actions to meet short term goals. We provide standards and training on practices such as green meetings, recycling and linen and terry re-use to associates worldwide. We communicate regularly through a variety of social media, bring in outside experts and thought leaders through the SERVE Our World speaker series and Innovation Week at headquarters and company-wide Environmental Awareness Month activities. Our Corporate Responsibility website highlights our environmental vision to prospective job seekers. For the past two years, 85% of our associates confirm Marriott's reputation for sustainability through our Associate Engagement Survey.

**W4.1b**

Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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**W4.1c**

Please choose the option that best explains why you do not know if water presents your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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**Further Information**

**Module: Accounting**

**Page: W5. Facility Level Water Accounting (I)**

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**W5.1**

**Water withdrawals: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a**

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting year?	Please explain
Facility 1	United States of America	Colorado River (Pacific Ocean)	Colorado basin properties	2172	This is our first year of measurement	We have not previously accounted/reported water data at the river basin level.
Facility 2	Brazil	Parana	São Paulo/Rio properties	235	This is our first year of measurement	We have not previously accounted/reported water data at the river basin level.

Further Information

Page: W5. Facility Level Water Accounting (II)

W5.1a

Water withdrawals: for the reporting year, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.1

Facility reference number	Fresh surface water	Brackish surface water/seawater	Rainwater	Groundwater (renewable)	Groundwater (non-renewable)	Produced/process water	Municipal water	Wastewater from another organization	Comment
Facility 1	0	0	0	0	0	0	2172	0	Facility 1 represents a group of properties across three states located in the Colorado river basin. Municipal water billing is currently the source of water data.
Facility 2	0	0	0	193	0	0	42	0	Facility 2 represents three properties in the Parana river basin region of Brazil. Municipal water billing is the source of water data for one property in group. Properties in Sao Paulo are using well water.

W5.2

**Water discharge: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a**

Facility reference number	Total water discharged (megaliters/year) at this facility	How does the total water discharged at this facility compare to the last reporting year?	Please explain
Facility 1	1412	This is our first year of measurement	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals.
Facility 2	153	This is our first year of measurement	Marriott tracks sewer discharges in our managed portfolio through utility billing, but this is not a metric that is captured in volume. Using estimates of water consumption for the CDP, water discharges are estimated at 65% of water withdrawals.

**W5.2a**

**Water discharge: for the reporting year, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.2**

Facility reference number	Fresh surface water	Municipal/industrial wastewater treatment plant	Seawater	Groundwater	Wastewater for another organization	Comment
Facility 1	0	1412	0	0	0	
Facility 2	0	153	0	0	0	

**W5.3**

**Water consumption: for the reporting year, please provide water consumption data for all facilities reported in W3.2a**

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting year?	Please explain
Facility 1	760	This is our first year of measurement	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers.
Facility 2	82	This is our first year of measurement	Using guidance from EPA's WaterSense program regarding typical water usage categories, we estimate water consumption for the purpose of CDP reporting at 35% of water withdrawal. Marriott is working on internal studies and sub-metering projects to further refine understand of consumptive uses of water in hotels, including irrigation and cooling towers.

**W5.4**

**For all facilities reported in W3.2a what proportion of their water accounting data has been externally verified?**

Water aspect	% verification	What standard and methodology was used?
Water withdrawals- total volumes	Not verified	
Water withdrawals- volume by sources	Not verified	
Water discharges- total volumes	Not verified	
Water discharges- volume by destination	Not verified	
Water discharges- volume by treatment method	Not verified	
Water discharge quality data- quality by standard effluent parameters	Not verified	
Water consumption- total volume	Not verified	

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**Further Information**

**Module: Response**

**Page: W6. Governance and Strategy**

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**W6.1**

**Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?**

Highest level of direct responsibility for water issues	Frequency of briefings on water issues	Comment
Senior Manager/Officer	Other: Progress against water targets is regularly reviewed	Marriott's Global Green Council, a cross-discipline team of senior executives addresses sustainability in our business, particularly the design and delivery of programs and services enterprise-wide. The co-Chairs of the Council (the leaders of Global Operations and Global Communications and Public Affairs) report regularly to Arne Sorenson, President and CEO, who provides annual updates to the Board of Directors.

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**W6.2**

**Is water management integrated into your business strategy?**

Yes

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**W6.2a**

**Please choose the option(s) below that best explain how water has positively influenced your business strategy**

Influence of water on business strategy	Please explain
Establishment of sustainability goals	Marriott's sustainability goals support business growth while helping to preserve natural capital resources. Our goals include: •Reduce water consumption 20% from 2007 to 2020 (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 water conservation We are currently in the process of setting our next generation environmental goals.
Publicly demonstrated our commitment to water	Marriott's sustainability goals, including our water reduction goals and conservation initiatives, are included in our statement of Environmental Principles, which is one part of Marriott's Principles of Responsible Business. These principles are shared internally and externally. We participate in CDP's Water program and share water data and conservation projects with our stakeholders through sustainability reporting channels.
Introduction of water management KPIs	Compensation is linked to results in meeting sustainability targets, including reducing water use per occupied room for all of the following: Global Vice President and Senior Director of Engineering and Facilities Management, Continent Vice Presidents of Engineering, Continent Directors of Energy and Environment, General Managers and property Directors of Engineering.
Tighter operational performance standards	Marriott properties use an audit tool, the Energy and Environmental Action Plan (EEAP) to identify opportunities to increase operational efficiency. The EEAP covers a range of water conservation items from corporate linen/terry re-use policies to simple best practice behaviors for food service; housekeeping; landscaping irrigation; heating, ventilation and air conditioning (HVAC); and central plant conservation and efficiency.
Water resource considerations are factored into location planning for new operations	In areas where there is lack of development or significant damage to infrastructure through natural disaster, Marriott's business partners make substantial investments in developing the infrastructure needed for hotel operations. In some locations, facilities will be built on site to make water resources available, such as desalination, reverse osmosis and filtration plants.
Greater supplier engagement	Marriott International's focus on supply chain engagement helps develop innovative products and programs to deliver superior performance and meet our sustainability goals. We collaborate with our biggest suppliers on solutions that reduce energy, water and waste. We also work with other business partners, such as our business owners, franchisees and the NGO community on red flag supply chain issues, such as sustainable seafood.

**W6.2b**

**Please choose the option(s) below that best explains how water has negatively influenced your business strategy**

**Influence of water on business strategy**

**Please explain**

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W6.2c

Please choose the option that best explains why your organization does not integrate water management into its business strategy and discuss any future plans to do so

Primary reason

Please explain

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W6.3

**Does your organization have a water policy that sets out clear goals and guidelines for action?**

Yes

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W6.3a

**Please select the content that best describes your water policy (tick all that apply)**

**Content**

**Please explain why this content is included**

Publicly available

Marriott's water conservation targets are part of our overall environmental

Content	Please explain why this content is included
Company-wide Performance standards for direct operations	strategy and our Principles of Responsible Business.

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**W6.4**

**How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting year compare to the previous reporting year?**

Water CAPEX (+/- % change)	Water OPEX (+/- % change)	Motivation for these changes

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**Further Information**

**Page: W7. Compliance**

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**W7.1**

**Was your organization subject to any penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting year?**

No

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**W7.1a**

Please describe the penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations and your plans for resolving them

Facility name	Incident	Incident description	Frequency of occurrence in reporting year	Financial impact	Currency	Incident resolution
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**W7.1b**

What proportion of your total facilities/operations are associated with the incidents listed in W7.1a

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**W7.1c**

Please indicate the total financial impacts of all incidents reported in W7.1a as a proportion of total operating expenditure (OPEX) for the reporting year. Please also provide a comparison of this proportion compared to the previous reporting year

Impact as % of OPEX	Comparison to last year
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**Further Information**

In May 2015, California's Governor Brown set aggressive water reduction mandates that were cascaded down from utilities to customers. While not significant, drought penalty fees were assessed to properties that were unable to meet reduction targets. All fees were paid. Additionally, each full-service property developed a site-specific water conservation plan, with items to be completed in 2015 in order to meet State-mandated reduction goals. Full-service properties also completed irrigation efficiency audits on their landscaped acreage, identifying further opportunities.

W8.1

Do you have any company wide targets (quantitative) or goals (qualitative) related to water?

Yes, targets and goals

W8.1a

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
Other: Reduction of water intensity	Other: Cost Savings AND water stewardship	Marriott's goal is to reduce water use per occupied room by 20% from 2007 to 2020. (2007 baseline of .89 cubic meter per occupied room).	% reduction per business unit	2007	2020	52%

W8.1b

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress
Watershed remediation and habitat restoration, ecosystem preservation	Shared value	In 2010, Marriott and Conservation International partnered with the government of China's Sichuan Province to launch Nobility of Nature, a project to help protect the source of fresh water for more than 2 billion people. By promoting sustainable livelihoods (bee farming), local deforestation, erosion and sedimentation are reduced and water quality/quantity is improved. Marriott invested 500,000 USD in seed money.	Sustainable beekeeping has replaced hillside farming and deforestation in these areas and the program is self-sustaining with honey sales.
Watershed remediation and habitat restoration, ecosystem preservation	Shared value	In 2013, Marriott announced a partnership with the International Union for Conservation of Nature and Mangroves for the Future to support coastal communities and mangrove restoration efforts in Thailand. Mangrove trees were set up in front of Marriott hotels in Bangkok, and each hotel property in Thailand has been raising funds from their guests which have supported mangrove replanting at degraded sites around Thailand. Guests at Delta Hotels and Resorts can reduce the water footprint of their hotel stay and help reforestation efforts through a partnership between the hotels and WEARTH. The program was launched in February 2015 and gives guests the option to virtually plant one tree for each night they have opted out of housekeeping. WEARTH plants the actual trees on behalf of every applicable GreenSTAY guest night, and guests must opt out of housekeeping at least three nights to participate in the program.	Over 20,000 trees were planted in 2015 with the help of almost 3,000 volunteer hours donated by Marriott associates and guests. The project has also been successful in helping coastal communities create small businesses to supply sustainable seafood and locally-made welcome gifts to the Marriott hotels. Guests at Delta Hotels and Resorts helped plant more than 30,000 trees in conserved lands across Alberta, Canada through the hotels' GreenSTAY™ program.

W8.1c

Please explain why you do not have any water-related targets or goals and discuss any plans to develop these in the future

Further Information

**Module: Linkages/Tradeoff**

**Page: W9. Managing trade-offs between water and other environmental issues**

**W9.1**

Has your organization identified any linkages or trade-offs between water and other environmental issues in its value chain?

Yes

**W9.1a**

Please describe the linkages or trade-offs and the related management policy or action

Environmental issues	Linkage or trade-off	Policy or action
Energy efficiency	Linkage	Many of our projects designed to conserve water also improve energy efficiency and vice versa. For example, cooling tower upgrades reduce both water and energy use by central plants. Similarly, water treatment equipment upgrades also improve the energy efficiency and water savings of this activity.

**Further Information**

**Module: Sign Off**

**Page: Sign Off**

**W10.1**

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

Name	Job title	Corresponding job category
Lenny Jachimowicz	Vice President, Operations- Engineering and Guest Experience	Business unit manager

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**W10.2**

Please select if your organization would like CDP to transfer your publicly disclosed response strategy from questions W1.4a, W3.2c and W3.2d to the CEO Water Mandate Water Action Hub.

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**Further Information**

[CDP 2016 Water 2016 Information Request](#)