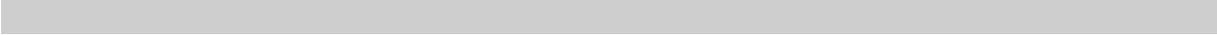
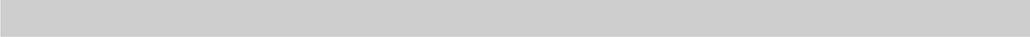


26 July 2022



Via email: 

To whom it may concern:

Thank you for your email to Marriott International dated 15 July 2022, regarding working conditions for migrant workers in advance of the 2022 World Cup. We have also been closely monitoring the situation and continuing to support human rights efforts in the region.

As stated in our [Human Rights Policy](#), Marriott International acknowledges and respects the principles contained in the United Nations Universal Declaration of Human Rights. We are committed to conducting our business in a manner consistent with these principles and the United Nations Guiding Principles on Business and Human Rights and to respecting human rights.

Marriott supports and upholds the elimination of discriminatory practices with respect to all aspects of employment and promotes diversity and inclusion within its business operations. As stated in our [Supplier Guidelines](#), Marriott also expects suppliers to prevent discrimination and promote an inclusive environment that fosters mutual respect, diversity, inclusion and equal opportunity with employees and other stakeholders.

The travel industry has been impacted in unprecedented ways by the COVID-19 pandemic. At the property level and in our corporate offices, reducing staff and salaries were some of the many proactive steps Marriott took to mitigate the negative financial and operational impacts of the pandemic. All termination packages were at least in line with government requirements, and Marriott aims to rehire associates who were terminated due to the COVID-19 pandemic, where possible, as the industry opens up again.

In response to the allegations raised by Equidem and GLJ-ILRF, we consulted with General Managers and Directors of Human Resources, reviewed salary and payroll data, and reviewed unpaid leave documents and found the following:

- At the **Westin Hotel, Doha**, all associates receive the same pay rate for the same roles, regardless of nationality. The vast majority of expat employees are recruited directly by the hotel team; in all cases, fair salaries and detailed job descriptions are agreed by both sides before they travel to Qatar.
- At the **Courtyard by Marriott, Kuwait City**, no associates were required to sign documents confirming they had received salary while they were on unpaid leave; they signed a Notice of Agreement of Unpaid Leave, which stated that the associate agreed to unpaid leave during the unprecedented Covid period and to confirm that Marriott continued to provide accommodation, medical insurance, meals, and schooling allowances (where

