



رعاية العمال  
Workers'  
Welfare



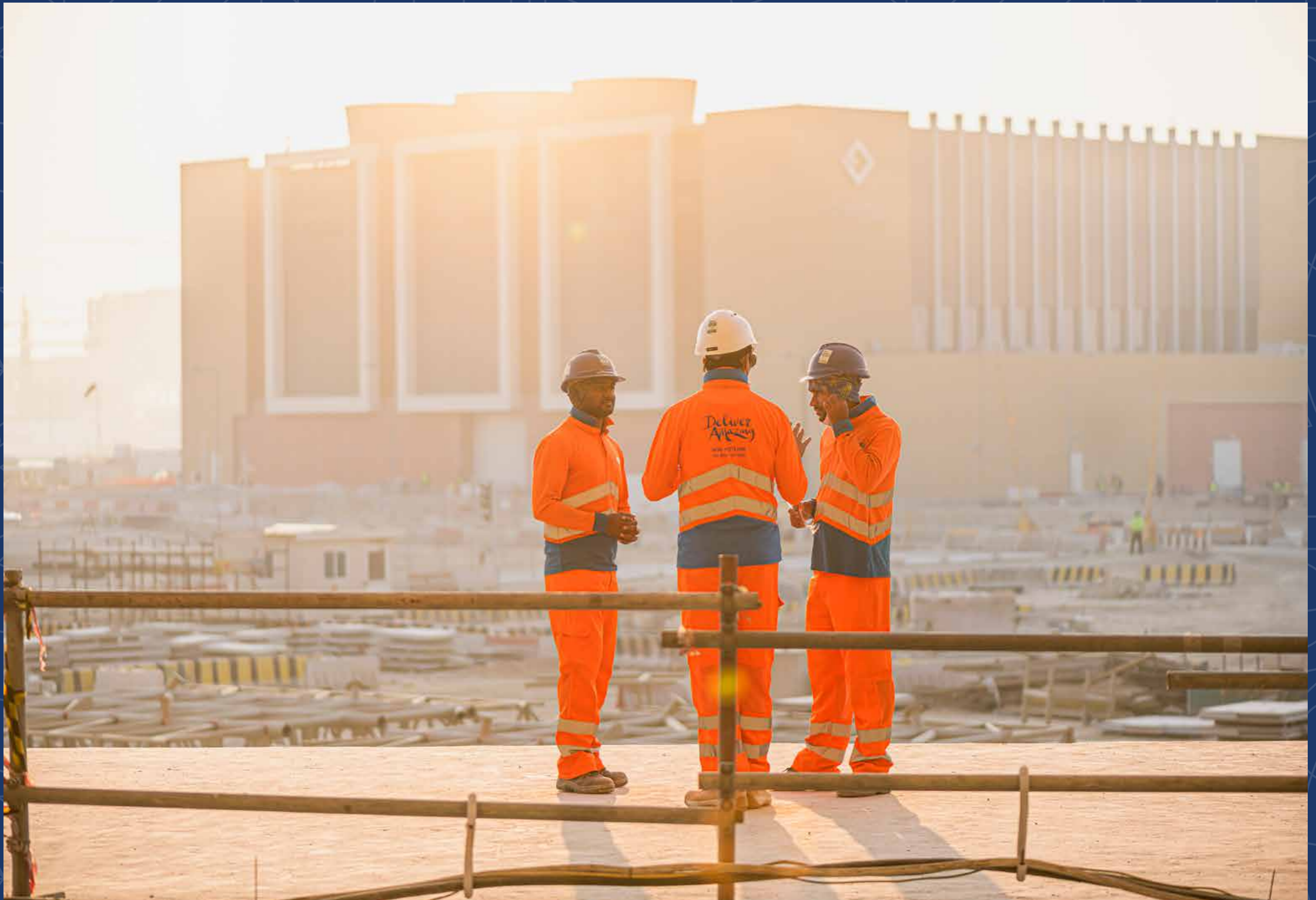
# Seventh Annual Workers' Welfare Progress Report

January – December

# 2021







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# Glossary of Terms



<b>BWI</b>	Building and Wood Workers' International
<b>FIFA</b>	Federation Internationale de Football Association
<b>H&amp;S</b>	Health & Safety
<b>HBKU</b>	Hamad Bin Khalifa University
<b>HCO</b>	Host Country Operations
<b>HMC</b>	Hamad Medical Corporation
<b>IIP</b>	Incident Investigation Procedure
<b>ILO</b>	International Labour Organization
<b>JWG</b>	Joint Working Group
<b>MoL</b>	Ministry of Labour
<b>MoPH</b>	Ministry of Public Health
<b>OCP</b>	Other Contracting Party
<b>OHS</b>	Occupational Health & Safety
<b>PWWO</b>	Project Workers' Welfare Officer
<b>Q22</b>	FIFA World Cup Qatar 2022 LLC
<b>QISC</b>	Qatar International Safety Centre
<b>QRC</b>	Qatar Red Crescent
<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
<b>SC</b>	Supreme Committee for Delivery & Legacy
<b>SESRI</b>	Social & Economic Survey Research Institute
<b>TDO</b>	Technical Delivery Office
<b>Tournament</b>	FIFA World Cup Qatar 2022™
<b>TPP</b>	The Phoenix Partnership
<b>WCM-Q</b>	Weill Cornell Medicine-Qatar
<b>WR</b>	Workers' Representative
<b>WWD</b>	Workers' Welfare Department
<b>WWF</b>	Workers' Welfare Forum
<b>WWO</b>	Workers' Welfare Officer
<b>WWS</b>	Workers' Welfare Standards

# Letter from the Secretary General

After twelve years of preparation and hard work, 2022 is no longer the far-off vision it once seemed. On November 21 of this year, the first ball will be kicked in the Middle East and Arab world's first FIFA World Cup. There's no sense of winding down. With final preparations at full pace and the continuous implementation of legacy cutting across our entire programme, our sense of purpose is as intense as ever.

H.E. Hassan Al Thawadi



In the limited time for reflection, a cursory review of 2021 underlines the significant and groundbreaking progress that we have made on our workers' welfare initiatives. It also reaffirms my long-held belief that one of the most prominent legacies of this tournament will (and already is) emanate from our work within this sphere. I am extremely proud of the work implemented on our journey, the extraordinary efforts exerted by the Workers' Welfare Department (WWD), and of the SC's critical role in the State of Qatar's own journey of reform and progress pertaining to labour-related matters.

A clear recognition of the effectiveness of the SC workers' welfare programme is the inauguration of a similar function in the FIFA World Cup Qatar 2022 LLC (Q22) joint venture with FIFA with a mandate to oversee and ensure compliance across all tournament-related matters.

With the vast majority of construction projects reaching stages close to conclusion, our focus has shifted on to hospitality and the various sectors that comprise tournament services for the FIFA World Cup Qatar 2022™. This is an incredibly important development. It extends and expands the legacy that our work contributed to creating within the construction sector and our Workers' Welfare Standards (WWS) will be employed across a wider range of industries.

While this expanded remit undoubtedly comes with numerous challenges (detailed in this report), I am thoroughly encouraged by the general responsiveness and compliance of the companies and contractors. National teams are appreciative of the scale of our diligence, and above all, workers are benefitting from the cross-sectoral implementation of our WWS. Our capacity building and supply chain management initiatives are already creating legacy within the industry before a ball is kicked.

The evolution of our workers' welfare efforts extends also into a functioning operational unit during tournament time to audit and monitor, and to ensure our standards are robustly enforced and workers' rights are respected and adhered to. The FIFA Arab Cup 2021™ was the largest major sporting test event with a dedicated human rights team deployed to interview workers, engage with contractors, and identify and rectify issues in real-time. The lessons learned from this experience are critical, and will serve to assist us in making the necessary changes and alterations ahead of the FIFA World Cup Qatar 2022™.

I have constantly underlined the importance of our partnerships, with both local and international stakeholders. Our working relationship with the Ministry of Labour (MoL) continues to strengthen across the board, and this partnership's critical nature only enhances as our WWD's remit expands ahead of and during tournament time. We continue to develop our relationship with the Building and Woodworkers' International (BWI), with whom we have expanded our joint inspections to the hospitality sector. Our partners, in Qatar and beyond, allow us to deliver the progress we collectively strive for at the scale and intensity required and I'm extremely appreciative of every individual and entity that has worked with us on this journey.

I look forward already to writing next year's report and looking back on a tournament that elevated, enhanced and improved lives. I look forward to the initiatives and efforts made leaving a lasting footprint and contributing to the country's path forward in the years and decades that follow. And ultimately, I look forward to a tournament that leaves a genuine legacy of respect and progress for the health, safety, security, and dignity of every worker that assisted us in delivering on a nation and a region's dream.



# About the Supreme Committee for Delivery & Legacy

Established in 2011 by the State of Qatar, the Supreme Committee for Delivery & Legacy (SC) is responsible for the delivery of the competition venues – the stadiums and training sites. Our goal is to enable Qatar to host an amazing and historic FIFA World Cup 2022™ and to deliver the tournament so that it accelerates progress towards achieving national development goals and creates a lasting legacy for Qatar, the Middle East, Asia and the world.

Together, the stadiums, non-competition venues and wider infrastructure will underpin a compact and connected FIFA World Cup™ with sustainability and accessibility at its heart. And when the tournament is over, the stadiums and surrounding precincts will become vibrant hubs of community life – an integral part of the legacy we are building.

Working with FIFA World Cup Qatar 2022 LLC (Q22), the tournament organiser, the SC is also responsible for host country planning and operations. Families and groups of fans arriving from around the world will experience a secure, human-centred tournament that both celebrates and exemplifies the hospitality for which Qatar and the region are known.

Beyond the tournament itself, the SC is harnessing the power of football to stimulate human, social, economic and environmental development across Qatar, the region and Asia through legacy programmes including Generation Amazing, Challenge 22, Workers' Welfare, Josoor Institute, B4Development and initiatives such as Community Engagement.



# About the Workers' Welfare Department

Workers' welfare has always been at the forefront of the SC's work, with dedicated teams working on welfare issues since 2013. The current WWD is housed within the Office of the Secretary General and has a vision for an amazing tournament that achieves best practice in workers' welfare and supports human and social development in Qatar.

The WWD dedicates full-time resources to ensuring effective implementation of the WWS across SC projects. The team has grown proportionally with the SC programme, and currently has 28 full-time staff members, plus eight external auditors and inspectors; between them a diverse and multi-lingual team with expertise ranging from auditing to industrial psychology.

## The WWD is responsible for:

-  Overseeing all workers' health and safety matters across the SC programme
-  Developing effective compliance and enforcement mechanisms for the WWS
-  Leading and undertaking audits and inspections of contractors (including worker interviews, accommodation and construction site inspections) and workers' welfare tender evaluations
-  Delivering engagement, outreach and training, conducting research to guide policy and decision-making, and engaging with internal and external stakeholders

Since 2019, the WWD mandate has expanded to include tournament-centric services and host country operations, and is expected to cover over 150,000 service staff involved in hospitality, safety and security, transportation, logistics and other professional services.

# Workers' Welfare Journey

■ Milestones to Date 
 ■ 2021 Milestones





# Workers' Welfare Standards



The WWS are a set of mandatory requirements to ensure that companies working on SC projects operate in line with SC values and ethics. They set out the SC's requirements regarding the recruitment, employment, living and working conditions for everyone engaged on SC projects.

Comprehensive training and awareness on the WWS are given to all contractors and Other Contracting Parties (OCPs), key management personnel and WWD team members. To date, more than 1,000 personnel have been trained.

## Journey of the WWS



Bulletin 1 further enhanced the welfare and wellbeing of workers by mandating medical health screenings for workers; empowering Workers' Welfare Officers (WWSOs) and Project Workers' Welfare Officers (PWWSOs); and strengthening the OCP approval process to include compliant accommodation, ethical recruitment practices, a universal reimbursement scheme, and provision of annual air tickets or encashment as a prerequisite for approval.

With the expanded remit of the WWD, the WWS also now extends beyond the construction sector to protect the rights of service workers involved in the delivery of the tournament. The hospitality sector was the first to implement the WWS in its operations. Prior to implementation, the WWD mapped the existing standards to international hospitality best practices and local standards to identify where they may need to be adapted or enhanced for that industry. Given the holistic nature of the WWS, no significant changes were required. The WWD will continue to conduct similar assessments of other tournament-centric projects to determine where the complete application of the WWS will be required, depending on the category of workforce and nature of the industry.



# Executive Summary

The Seventh Annual Workers' Welfare Progress Report covers the period from January to December 2021.

2021 was a critical year for the SC's WWD to formalise our expanding mandate, and ensure that the legacy of the WWS was being spread to business sectors beyond construction. The sectors which WWD now covers include hospitality, tournament services, such as security and logistics, and other professional services associated with the FIFA World Cup Qatar 2022™ (tournament).

Hospitality is the first of the new sectors to begin implementing the WWS: this is a sector which will rely on an estimated 40,000 hotel workers throughout the duration of the tournament. By the end of 2021, all 30 hotel operators contracted by the SC had begun implementing the WWS in their operations, and the majority have been audited and inspected by the WWD and our external monitor, Impactt Ltd. A supporting programme of training and capacity building to ensure compliance with Qatar Labour Law and the WWS also saw 10 hotel operators trained during the year.

2021 also marked the close integration of the WWD with FIFA and Q22 – the official tournament organiser, leading to the establishment of a Workers' Welfare and Labour Rights function within Q22. This brought WWD closer to the preparations, tasked with a clear mandate of establishing consistent principles and standards for workers' welfare across all related activities. This is a welcome endorsement of the WWD's progress and expertise in workers' welfare, particularly our pioneering work with the construction sector, which we are leveraging in the lead-up to the tournament, to ensure workers' rights are protected.

2021 was also an opportunity to operationalise our expanded remit, with WWD taking an active part in the three major FIFA test events held throughout the year, culminating in the FIFA Arab Cup 2021™. These experiences have enabled us to test the WWD's tournament-time operational approach, confirm that systems are resilient and identify improvements to the plans for the tournament. This was the first time a fully dedicated human rights team was deployed for a major sporting event to conduct welfare assessments of workers and identify and resolve non-compliances through contractor engagement.

Alongside this expanding remit, our commitment to improving workers' welfare in SC construction projects continued in 2021. We saw further year-on-year improvements in contractor and OCP compliance in key target areas such as ethical recruitment, air ticket allowances, employment conditions and accommodation. The strong commitment to compliance was well reflected in an extensive contractors' survey, which the WWD undertook in 2021 to understand the benefits and challenges associated with implementing the WWS. The survey, carried out independently by Qatar University's Social and Economic Survey Research Institute (SESRI), found that contractors had a positive experience, with 83% stating they have extended the WWS to their workers on non-SC projects, and 94% saying they would recommend the WWS to other companies.

A similar positive sentiment was captured in the annual Workers' Survey, with 99% workers reporting that they were satisfied with the work at the SC, 99% reporting that they were satisfied with their rights and 91% reporting that their experience in Qatar would help them in their career. Our close cooperation with the MoL has enabled us to rigorously implement enforcement measures, to ensure all workers are protected by our standards. This engagement was further strengthened in 2021 with the secondment of two MoL officials to the WWD team.

We continued to reinforce our audits and inspections with external oversight and monitoring. Our independent monitor, Impactt Ltd, undertook a portfolio of inspections that included a focus on workers' wellbeing in the new sectors of the expanded remit. We have also built on our existing partnership with the global construction trade union – Building and Wood Workers' International, to conduct joint inspections and training sessions for Workers' Representatives through the Joint Working Group, while adopting strategic recommendations to enhance the programme's safety framework.

2021 saw the continued challenge for Qatar and the rest of the world to operate in the face of the ongoing COVID-19 pandemic. Our approach of vigilance, strict compliance and support, based on our pre-existing healthcare programme, helped ensure the safety of our workforce. During the year we continued to identify high-risk groups, deploy COVID-19 inspections and provide isolation facilities and mental health support.

The pandemic continued to affect operational delivery in several areas of the programme, but, as COVID-19 measures were relaxed, we were able to restart or adapt many of our regular activities, including accommodation inspections, Workers' Welfare Forums, comprehensive medical screenings and the nutrition programme.

Our programme of comprehensive health and safety inspections extended to the hospitality industry, as part of the WWD's expanded mandate. The inspections considered compliance to the COVID-19 guidelines issued by Qatar's Ministry of Public Health.

WWD maintained the programme of comprehensive medical screenings for all SC workers and implemented it fully during 2021, reaching 11,717 workers. Similarly, the mental health pathway covered 6,144 worker screenings, including a cycle of online training for 57 clinicians.

The SC continued to innovate and roll out cooling technology for workers, in the form of StayQool suits – a first for the construction industry. Over 15,900 StayQool suits were distributed last year and the feedback from workers using the suits was overwhelmingly positive. WWD is now looking at how to build on these achievements as a legacy benefit for Qatar and beyond.

In the lead up to the tournament, our key projects and initiatives will continue as before and will expand into support for Q22 and FIFA colleagues with embedding WWS into their procurement activities and assisting them to assure the compliance of their key contractors with WWS and Qatar Labour Law.

The SC will leverage existing collaborations with key stakeholders, such as the MoL, to ensure that the WWS are fully understood, widely adopted and implemented in time for the tournament, as a concrete symbol of the workers' welfare legacy we are building.





# Compliance & Audits

## Construction Sector

The Compliance and Audits (C&A) function oversees the implementation and enforcement of the WWS across the SC's project sites. A central pillar of the C&A remit is conducting workers' welfare audits and inspections, which encompass accommodation and construction site inspections and ethical recruitment audits. The remit also covers pre-mobilisation approvals of OCPs, including technical tender evaluations, and overseeing grievance redressal mechanisms. The team conducts monthly and quarterly reviews of contractors, focusing on capacity and awareness building to ensure they are implementing the WWS.

As legislation evolves, C&A is responsible for ensuring compliance with changing regulations, most recently enforcing implementation of the new minimum wage for workers and of the changes in summer working hours in outdoor spaces.



# Audits and Inspections

The WWS prescribe a robust four-tier auditing system:










The Audits and Inspections team is responsible for ensuring complete audits of contractors and their OCPs on a quarterly basis, with respect to ethical recruitment audits and accommodation inspections. A risk-based analysis of audits and inspections is conducted to prioritise high-risk contractors based on:

-  **Compliance level**  
Where the previous compliance score is less than 80%
-  **Mobilisation on-site**  
Where new contractors or OCPs are mobilised on site
-  **Date of previous audit or inspection**  
Where more than 60 days have elapsed since the last audit or inspection
-  **Workers**  
Where there are more than 50 workers of the OCP on site

Contractors that are either high-risk or low performing, or that meet both criteria, are prioritised, which results in timely identification and resolution of issues. In the first three quarters of 2021, WWD achieved a 100% quarterly target for its audits and inspections. The target for the last quarter of the year was not fully achieved as the team's focus switched to pre-event due diligence and tournament-time venue inspections for the FIFA Arab Cup 2021™. During 2021 as a whole, the WWD reported an average compliance score of 78.3% for contractors across the construction sector, similar to compliance levels achieved in 2019 and 2020.

The following notable improvements have been recorded in relation to contractors and OCPs through the quarterly audit regime:

-  16 contractors initiated early implementation of the new minimum wage, which resulted in additional benefit to the workers. No significant non-compliances (with regards to the legislation) were noted across the programme
-  An increased focus both on ethical recruitment and the commitment towards reimbursement of recruitment fees to workers
-  Increased provision of monthly air-ticket allowances in lieu of annual return air travel expenses (based on workers' preferences) as well as life insurance
-  11 contractors/ OCPs provided workers with additional incentives beyond the contract, such as food allowances, in addition to the standard provision of meals and incentives for workers with high attendance rates
-  A total of QAR 31.08 million of financial benefits were provided to 4,764 SC workers and 4,800 non-SC workers
-  Continuing improvements in housing with 86% of the SC workforce now residing in centralised accommodation equipped with better amenities, medical facilities and a grievance management system
-  Curbing the malpractice of retaining identity documents (passports, Qatar IDs) and ensuring workers are in possession of health cards, bank cards etc.



# Compliance and Enforcement

OCPs and contractors across SC construction projects are subjected to a pre-mobilisation approval process to ensure they are WWS-compliant before they can be approved for deployment. Since its inception in 2017, this key policy has helped to achieve greater control over the supply chain and stronger compliance and enforcement of the WWS across sites. It has been further augmented with additional checks by MoL. Highly-compliant OCPs are fast-tracked onto the programme, in the service of ensuring higher welfare standards for newly mobilised workers.



1,080 OCPs have been routed through the pre-mobilisation approval process since 2017



96% of workers are mobilised by main contractors and Tier 1 OCPs (which are in direct contractual agreement with the main contractor)

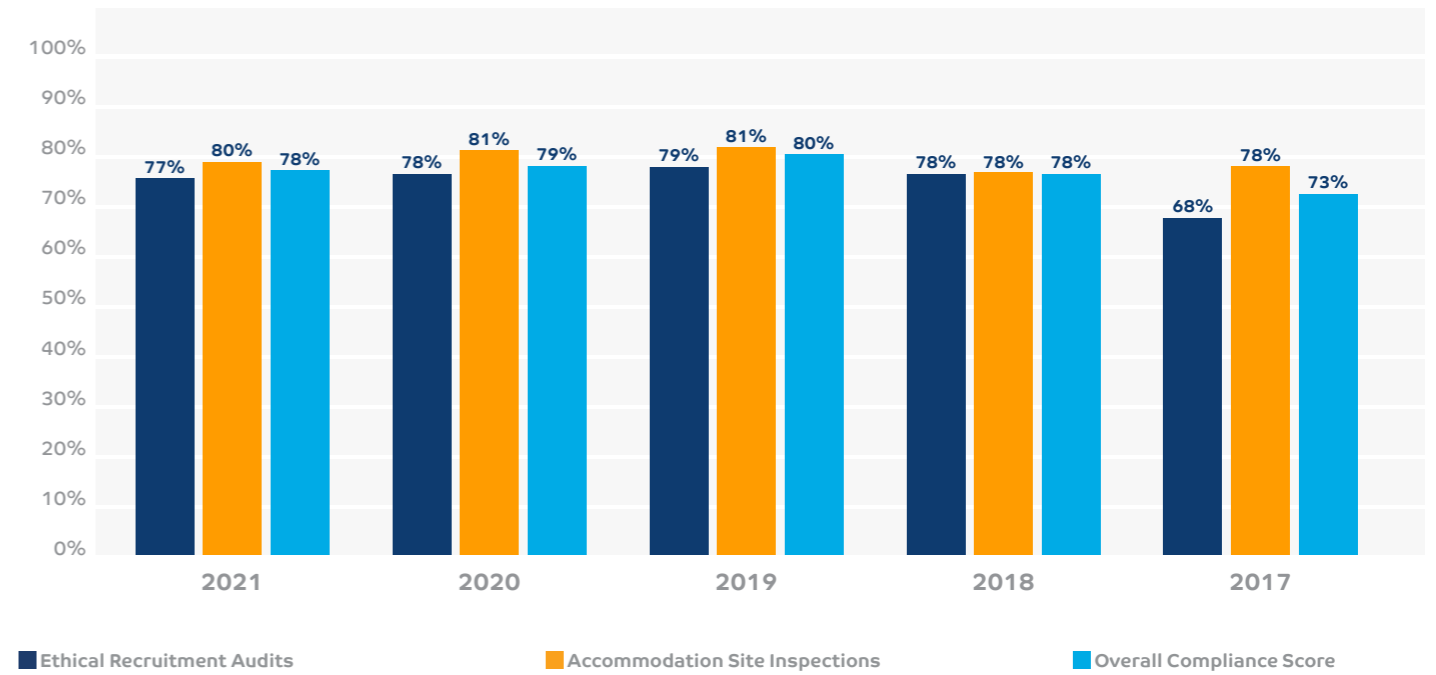
To ensure the timely payment of salaries and benefits to workers, the Compliance & Enforcement team follow up with main contractors to release payment of invoices to OCPs, reporting delays to MoL for further action where necessary. 85 contractors/OCPs were reported to MoL during 2021 for delays in the payment of salaries, excessive working hours or other critical non-compliances.

During the reporting period, the team also followed up with demobilised contractors to ensure that payment of salaries and other benefits to their workers continued, impacting more than 1,200 workers during the year.

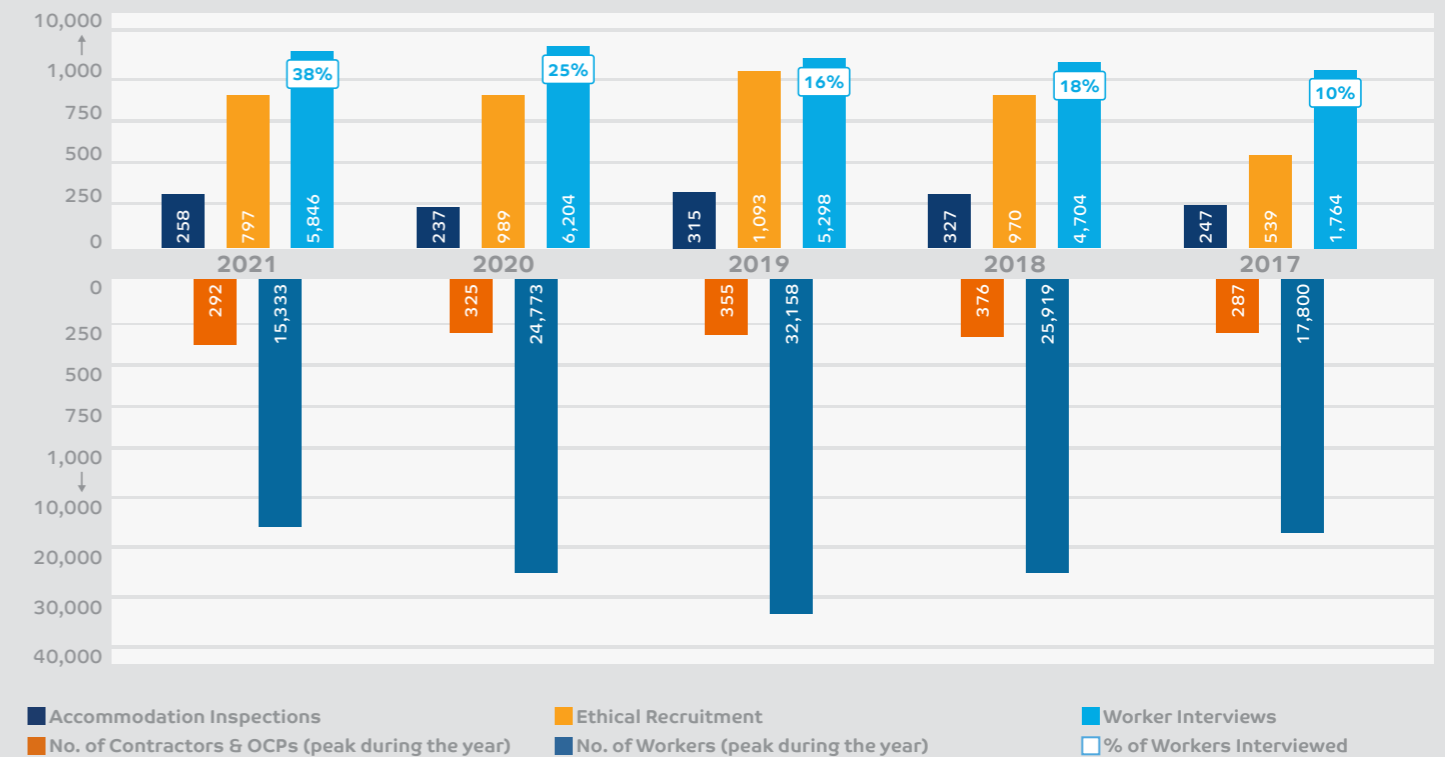


# Construction Sector

## Year-on-Year Comparison of Compliance Scores



## Year-on-Year Comparison of Audits and Inspections





## Key Initiatives

### Access to Remedy: Empower to Power

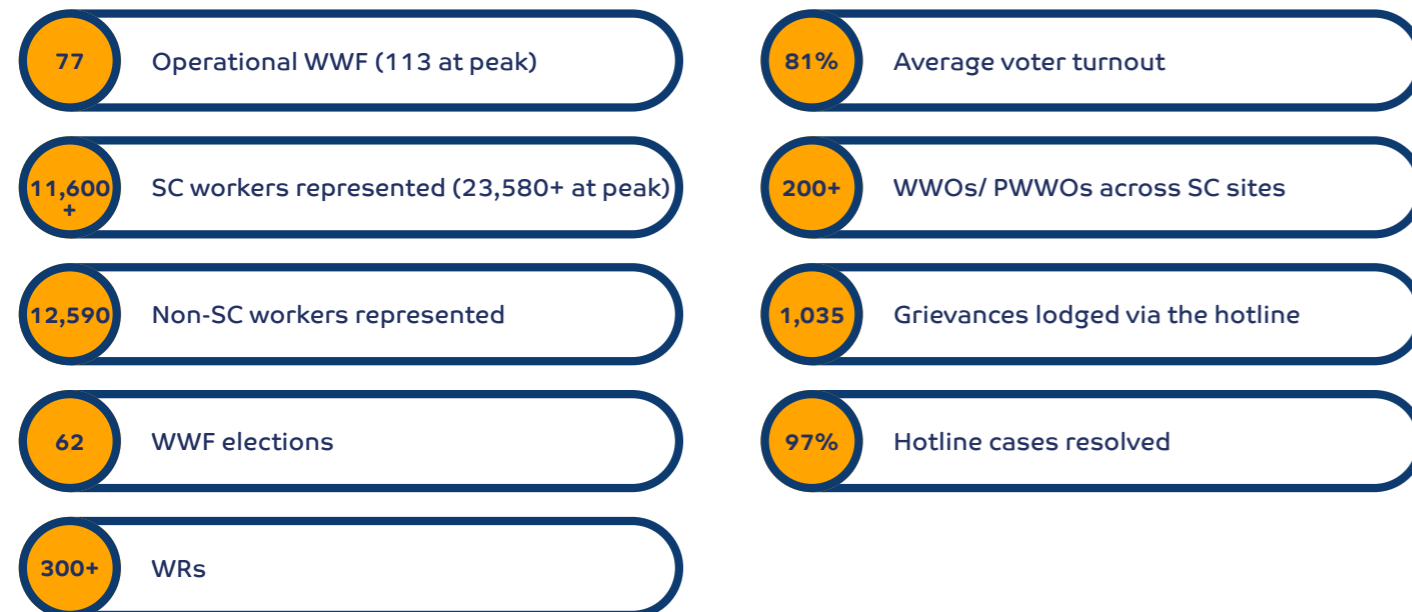
Giving workers a voice and a platform to share their grievances is a crucial component of the SC's due diligence programme. The SC's three-tier grievance mechanism, comprising worker interviews, Workers' Welfare Forums (WWFs) and a grievance hotline, offers various platforms for workers to amplify concerns and make suggestions to improve welfare and safety, without fear of retaliation.

The WWF is the SC's flagship platform that allows workers to share grievances via their elected Workers' Representatives (WRs). They are trained in leadership, teamwork, communication, negotiation and conflict resolution, equipping them to share grievances and suggestions for redress with their peers and management during forums. These courses complement the WR training carried out every year by our partner, Building and Wood Workers' International (BWI) – the global construction trade union. Additionally, WWOs are appointed by contractors to oversee the wellbeing of workers at project sites and accommodation facilities and are responsible for coordinating with WRs during forums to provide remedial action.

The success of the WWF in the programme has led to the wider roll out of forums beyond SC projects, with 12 contractors offering the forums to 12,590 non-SC workers to date. The International Labour Organization (ILO) and MoL have attended several of these elections and forums to study the impact on employer-worker relationships and social dialogue, which in turn has influenced the nationwide roll-out of joint committees, mandated by Qatar Labour Law.

The SC's grievance hotline, available in 10 languages, 24 hours a day, continues to be a trusted resource for workers to raise complaints anonymously and also to receive guidance and information in dynamic situations such as COVID-19 or regulatory changes. Since the launch of the hotline, 1,008 complaints have been resolved out of 1,035 received.

The nature of complaints varies, with the most recurring issues throughout the year relating to salary delays, incomplete or non-payment of end-of-service benefits, insufficient variety in food, employers not facilitating transfer to new employment, annual leave, and insufficient facilities in accommodation. The WWD opens discussions with the contractors involved to rectify each of these areas of concern.



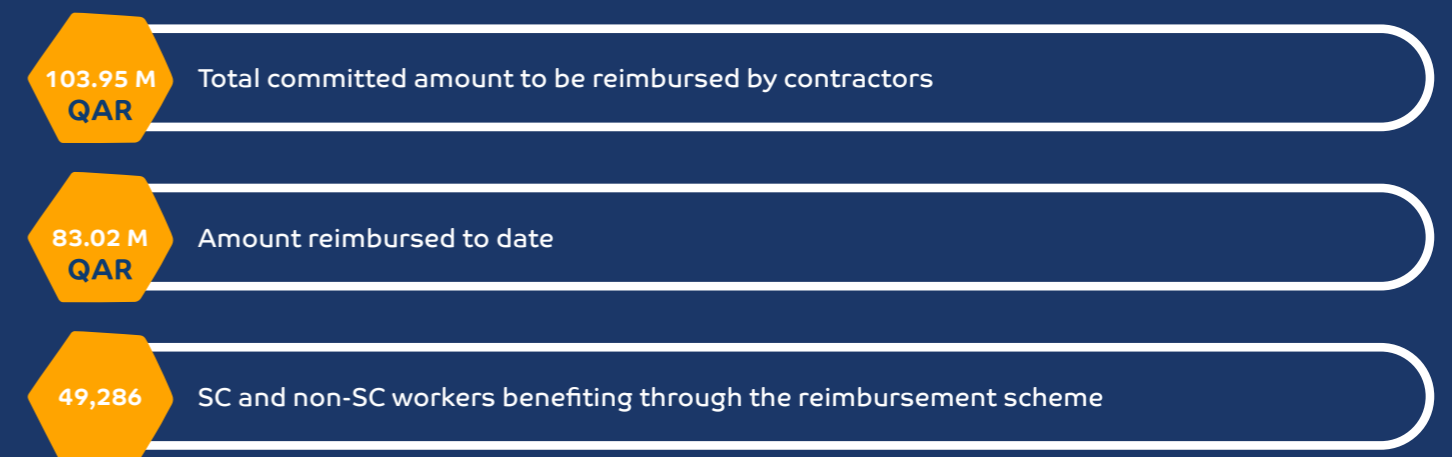
## Recruitment Fees

The majority of migrant workers globally and in Qatar are affected by the practice of charging recruitment fees, which is illegal under international law and Qatari law, and prohibited by the WWS.

Many SC workers have inevitably paid recruitment fees in their home countries but are unable to provide proof, hindering reimbursement by their employers. In 2017, the SC introduced the Universal Reimbursement Scheme, requiring contractors to prove they have hired their workers ethically, thus shifting the burden of proof away from workers and onto contractors. The scheme was further reinforced in 2019 with contractors required to provide MoL-attested commitment letters, verified through ongoing audits and inspections. In case of a breach of commitment, an immediate intervention is raised to ensure rectification, or alternatively the SC can engage MoL to take further action.

As of December 2021, 266 contractors were committed to the reimbursement scheme, impacting over 31,000 SC workers. Eleven contractors have extended the scheme to cover 18,000 non-SC workers. Overall, QAR 83.02 million has been paid to these workers, out of a total committed amount of QAR 103.95 million\*. The average amount to be reimbursed under this scheme is QAR 2,529 for SC workers, or QAR 2,109 when considering both SC and non-SC workers together.

As a result of this ground-breaking initiative, workers are better able to support their families and build a future for themselves. The SC seeks to ensure that all future recruitment complies with the WWS, and that legacy workers on projects in Qatar prior to joining the SC programme are compensated for hardships they may have encountered when moving here.



## Air Ticket Allowance

In March 2017, the WWD began mandating the provision of annual leave and return air tickets, or their equivalent value, for workers. This has supported workers to connect with their families back home or to provide additional remittances for savings and investment.

As of December 2021, 342 contractors and OCPs have provided return air tickets or equivalent allowances, totalling QAR 69.7 million (of which QAR 12.4 million was paid during the reporting period). This has impacted more than 41,000 SC workers and 6,670 non-SC workers.



\* The reduction in total amount committed is due to some contractor businesses winding up.

## Life Insurance

Although all workers are covered through the Workmen's Compensation Policy (WCP) for injuries, disability or death due to accidents at work sites, as per Qatar Labour Law and Sharia law, such coverage is not mandatory for accidental or natural deaths outside work. The SC has persuaded a number of contractors to take out life insurance for their workers to ensure decent compensation to families in the case of death or disability. This insurance is available worldwide, all year, and can be paid directly to workers' families, compensating by a substantial amount ranging from QAR 50,000 to QAR 100,000.

To date, 23 contractors have implemented this initiative that is expected to benefit approximately 9,142 SC and 57,113 non-SC workers, despite not being a mandatory requirement.

## Minimum Wage

In March 2021, Qatar introduced the first-of-its-kind non-discriminatory minimum wage of QAR 1,000 per month (up from QAR 750) for all employees, across all sectors in the country. All contractors and OCPs have implemented the minimum wage in line with the requirements under the Qatar Labour Law, which is expected to have benefitted approximately 18,000 workers working across SC projects in 2021. The SC was proactive in requiring its contractors to comply with the legislation in a timely fashion and was encouraged that some of its contractors implemented it earlier than required.

## External Monitor

The SC's four-tier audit system includes provision for external oversight by an independent monitor, currently Impactt (UK) Ltd, a global social compliance specialist. For 2021, the scope covered initial and follow-up audits and inspections for 16 contractors and included a focus on workers' wellbeing, implementation of the WWS and its potential impact on their lives in Qatar and back home.

Impactt identified significant improvements in the follow-up audits, with an overall increase in the ethical recruitment audit score from 70% to 80%, and an increase in the accommodation score from 79% to 84%. Notable improvements were reported in the following areas:



Payment of recruitment fees and air ticket allowances



Empowerment of workers through WWFs and access to the hotline



Better access to medical care throughout the COVID-19 pandemic

Since 2016, an overall 64% of issues raised in Impactt's initial audits and inspections have been rectified or closed, as confirmed through follow-up audits of 92 contractors. Full details of these findings will be available in Impactt's independent compliance report, due in the first half of 2022.

The SC commissioned a study from Impactt in 2021 into the effectiveness of the WWS, which showed that improving labour practices and worker satisfaction is possible at scale in Qatar when taken together with investment in compliance monitoring, training and capacity building. This has been clearly demonstrated by successes in the repayment of recruitment fees, elected worker representatives and grievance mechanisms. In addition, increasing enforcement of the WWS has led to impacts beyond compliance, with some contractors extending the benefits to cover their non-SC workers.

## Contractors in Focus

### AluTec

- Tier 1 OCP working at both Lusail Stadium and Stadium 974 projects since 2019
- Consistently scored high compliance levels based on SC quarterly audits and inspections
  - 90% Ethical Recruitment Audit
  - 96% Accommodation Inspection of site accommodation near Lusail Stadium
  - 93% Accommodation Inspection of accommodation in Abu Nakhla
- Recently audited and inspected by Impactt and received an overall compliance score of 95% in follow-up audit
  - 95% Ethical Recruitment Audit
  - 96% Accommodation Inspection
- Provides air-ticket allowances and recruitment fees reimbursements as per its commitment to the SC's Universal Reimbursement Scheme
- Workers are housed in a highly compliant centralised accommodation
- Implemented annual salary appraisal to motivate high-performing workers

### Urban Hospitality

- Tier 1 OCP working at Lusail Stadium since 2020
- Consistently scored high compliance levels based on SC quarterly audits and inspections
  - 85% Ethical Recruitment Audit
  - 93% Accommodation Inspection
- Provides recruitment fees reimbursements to its workers
- Workers are housed in highly-compliant centralised accommodation





# Compliance & Audits

## Hospitality Sector

The hospitality sector will play an essential role in delivering an exceptional experience for all visitors to Qatar in 2022, reflecting the country's rich, welcoming culture. It is estimated that over 40,000 hotel workers will be involved throughout the duration of the tournament, and the SC is committed to safeguarding their rights as part of our expanded mandate. The scope covers a total of 153 hotels, of which 30 are contracted by the SC, with the rest contracted by Q22.

Hospitality was the first non-construction sector to pilot implementation of the WWS and, by the end of the reporting period, 30 hotel operators introduced the WWS to their operations.



## Audits and Inspections

The Workers' Welfare Audits and Inspections programme expanded in the last quarter of 2019 to include five hotel operators and their supply chain as part of a pilot phase for the hospitality sector. By the end of 2021, all 30 SC-contracted hotel operators began implementing the WWS in their operations, the majority having been audited and inspected by the WWD and the external monitor, Impactt Ltd.

Joint audits and inspections with MoL were conducted, including follow ups, and the SC played an advisory role in the development of rectification plans for these hotel operators, where required. The SC also focused on training and capacity building to ensure compliance with Qatar Labour Law and the WWS. Ten hotel operators have been trained so far.

Prior to WWS implementation, the WWD held consultations with key stakeholders including selected hotel operators, Impactt Ltd, BWI and the MoL, to review the standards in the context of its applicability to this new sector, confirming that no significant changes or enhancements needed to be made.

A risk-based approach for onboarding the remaining hotels will be followed, which will include assessing star ratings, the potential end users and if the property has been under media scrutiny for violating workers' rights.

## Progress in Figures

153 Hotels signed a call-off agreement

21 Hotels audited

13 Audited hotel operators achieved a high compliance rating

15% Overall improvement in compliance for 12 hotel operators since their first audit

6 Hotels and their key OCPs completed capacity building and training activities on the WSS and Qatar Labour Law via a monthly dialogue

## Compliance and Enforcement

A due diligence mechanism for assuring workers' welfare throughout hotel supply chains has been implemented, whereby hotel operators disclose their service providers for approval (including, and not limited to, security, cleaning, valet and transportation). The Compliance and Enforcement team conducts a pre-mobilisation audit and inspection before any sub-contractor is deployed, augmented by MoL checks. Sub-contractors, approved only on achieving satisfactory compliance scores, are then included in the quarterly revolving audit plan. A list of highly compliant sub-contractors/ OCPs and accommodations is given to hotel operators to expedite the approval process and ensure newly-mobilised workers benefit from higher welfare standards.

There has been an average improvement of 15% in the compliance score of 12 hotel operators since the SC's first engagement with them, demonstrating a clear commitment to improve and enhance existing systems. The following improvements were noted during the reporting period:



### Centralised Accommodation

- Hotel operators upgraded their accommodation or relocated workers to centralised facilities that comply with the WWS
- 86% of workers are housed in centralised accommodation, equipped with leisure facilities; workers have free food and transportation



### Ethical Recruitment

- Hotel operators terminated prior agreements with recruitment agencies and entered into agreements with MoL-licensed agencies
- Ethical recruitment clauses have been included within all recruitment agency agreements as a contractual mechanism for assuring compliance
- Hotel operators are focusing on direct hiring to eliminate the risk of recruitment fees being charged



### Access to Remedy

- Eight hotels implemented WWF in collaboration with the SC, ILO and MoL, and included their OCPs in the monthly forums
- While hotel operators have existing grievance systems, the SC grievance hotline was expanded to the hospitality workforce to enhance access to remedy



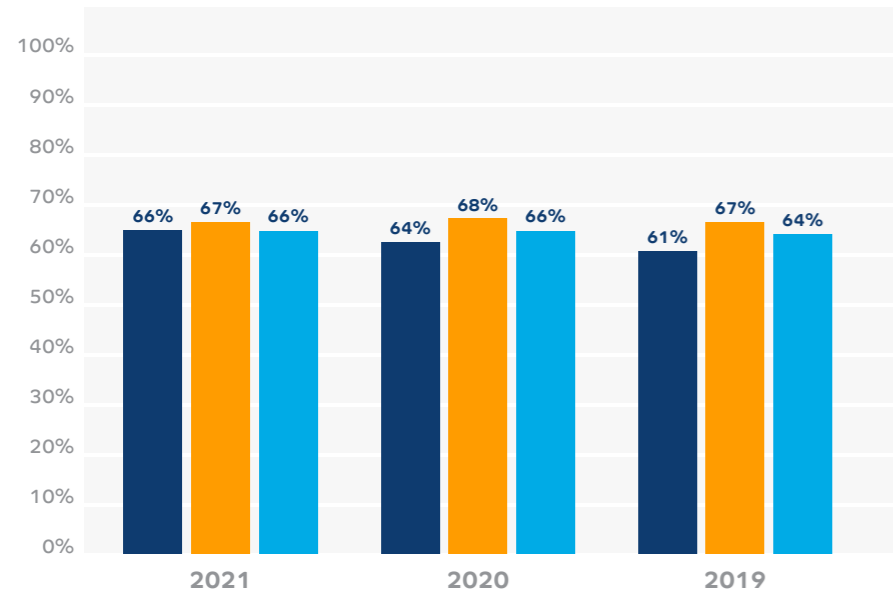
### Employment Conditions

- Hotel operators are ensuring staff are in possession of important documents such as valid QID, health cards and copy of MoL-attested employment contracts
- Other good employment practices included provision of annual leave with return air-tickets, life insurance and medical insurance, and reimbursement of pre-departure medical costs



# Hospitality and Other Services<sup>1</sup>

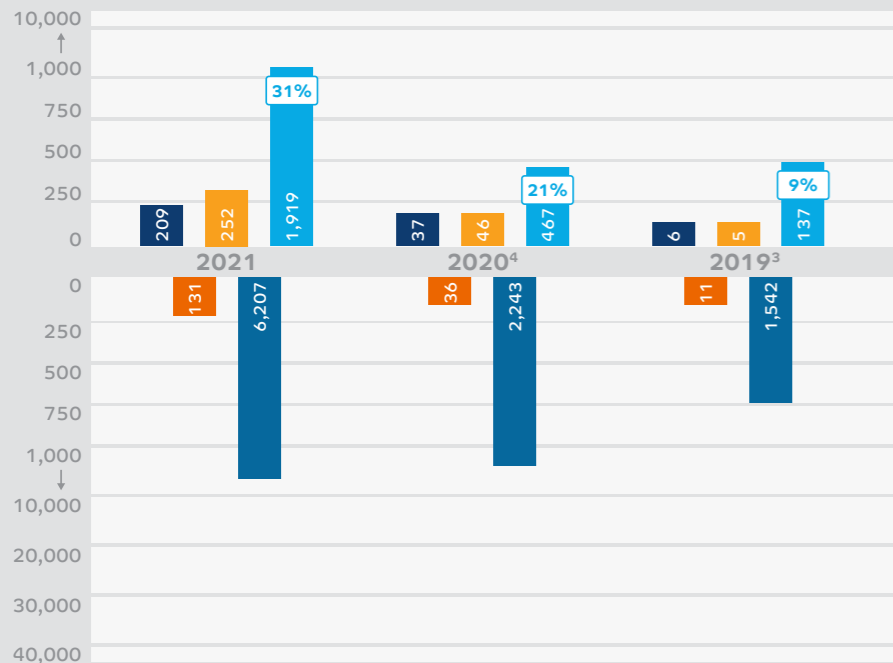
## Year-on-Year Comparison of Compliance Scores



■ Ethical Recruitment Audits      ■ Accommodation Site Inspections      ■ Overall Compliance Score<sup>2</sup>

1. Other Services include audits carried out for Host Country Operations, Q22, Aspire Zone and tournament-time operators
2. The Overall Compliance Score includes a number of contractors and OCPs which had an initial audit and then demobilised before any follow-up

## Year-on-Year Comparison of Audits and Inspections



■ Accommodation Inspections      ■ Ethical Recruitment      ■ Worker Interviews  
 ■ No. of Contractors & OCPs (peak during the year)      ■ No. of Workers (peak during the year)      ■ % of Workers Interviewed

3. WWD Compliance & Audit activity on hospitality started in Q4 2019 as a pilot only
4. The number of inspections in 2020 were greatly reduced due to the COVID-19 pandemic





# Key Initiatives

## Access to Remedy: Empower to Power

The SC's flagship grievance platform, Workers' Welfare Forums (WWFs), played an important role in ensuring workers' representation in the construction sector, and is now being extended to the hospitality sector. The SC has noted that international hotel chains already provide access to remedy for workers in the form of regional hotlines and staff committees and is working with hotel operators to support the sector's existing good practice with its enhanced grievance mechanisms.

Based on extensive discussions with hotel operators in the first quarter of 2021, and following a pilot project in 2020, the WWD has developed two alternative WWF routes, tailored to the needs of the industry, and is in discussion with hotel operators to take forward the programme in 2022. The two models of the forum are either department-specific or nationality-specific, and can be applied depending upon the number of workers, type of accommodation and the range of nationalities and departments.

Training has been identified as a key priority area to ensure the forums meet the desired expectations. In the reporting year, the WWD collaborated with the ILO, MoL and BWI to initiate training for representatives. Over 40 representatives received comprehensive training on roles and responsibilities, effective communication, conflict management, leadership and employee participation rights.

As of December 2021, eight hotel operators implemented forums ensuring workers' representation across different nationalities and departments. Representatives from ILO and MoL were invited to observe these forum meetings to support the formation of joint committees in the hospitality sector in line with the requirements of the Qatar Labour Law.

## External Monitor

In light of the WWD's shift towards tournament-centric operations, and specifically hospitality services, the SC's external monitor, Impactt Ltd, revised its audit approach to take account of the unique business environment of hotel operators. The primary adjustment relates to the requirements for accommodation audits, as most hospitality workers live in villa compounds, rather than in dormitory units, which is typical for construction workers.

In the reporting period, Impactt conducted audits and inspections for three hotels, with three additional hotels scheduled for the first quarter of 2022. Full details of these findings will be available in Impactt's independent report, due in the first half of 2022.



## Contractors in Focus

### Compass Catering

- Significant improvement in compliance scores from 67% (initial) to 82% (latest)
- Scored 90% in the audit by external monitor Impactt
- The company investigated whether workers had paid fees and provided reimbursements, validated by Impactt
- Implemented WWF with elected representatives

Compliance Score 82%

### Radisson Blu Hotel

- Significant improvement in compliance scores from 67% (initial) to 88% (latest)
- Scored 94% in the audit by Impactt
- The company focused on direct hiring with minimum use of sub-contractors
- Implemented WWF at both departmental and nationality level

Compliance Score 88%

### St. Regis Doha

- Achieved a significant improvement from 75% (initial) to 94% (latest)
- Showed a high level of commitment to rectify non-compliances
- Implemented WWF at both departmental and nationality level

Compliance Score 94%





# Health & Safety

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The SC is committed to establishing a sustained culture of health, safety and welfare across our projects.

A dedicated team within the Technical Delivery Office (TDO) is responsible for health and safety across all construction sites, covering areas such as crane safety, electrical safety, working at height and heat stress management. The WWD also has a Health and Safety (H&S) function which looks after three important welfare elements of workers' daily lives in relation to their work, accommodation and transport. The health and safety regime is underpinned by a programme of comprehensive inspections across all construction and accommodation sites.



## Welfare Inspections

Comprehensive inspections at construction sites and accommodations continued during the reporting period to maintain regulations and standards covering medical care, emergency response, dining arrangements, fire protection, infrastructure and facilities management, sanitation and safe drinking water. Part of the inspection regime was the implementation of unannounced construction site inspections and medical emergency drills.

The team broadened its scope during 2021 to include task-specific inspections, specifically designed to oversee catering and kitchen facilities, as well as transportation. The WWD H&S team also continued to conduct COVID-19 safety inspections to ensure strict compliance with guidelines issued by the Ministry of Public Health (MoPH) throughout the year.

During 2021, health and safety inspections extended to the hospitality sector as part of the WWD's ongoing expansion, with site compliance measured against the WWS at the 21 hotel operators. Follow-up inspections revealed significant improvements in enhancing welfare and medical facilities, reflecting hotel operators' commitment to provide a consistently safe and healthy work environment.

## Summer Working Hours Legislation

In 2021, the MoL implemented a new ministerial decree that extended the summer working regulations by six weeks from 1 June to 15 September, with work not allowed in outdoor spaces between 10:00 to 15:30. This replaced the previous legislation that prohibited work between 11:30 to 15:00 from 15 June to 31 August, providing workers with greater protection from heat stress.

The decree also mandates that work in outdoor spaces must stop if the temperature index of the Wet Bulb Global Gauge (WBGT) exceeds 32.1C, regardless of the time. The WWD H&S team monitors the levels of climatic conditions in the workplace on a daily basis and ensures contractors are complying with the summer legislation. During 2021, eight violations were reported to the MoL.

All SC sites operate under a comprehensive heat stress management plan, which includes the provision of cooled and shaded areas, water stations and mandatory water bottles for each worker. SC workers are also empowered to self-monitor and pace themselves on-site. Together these preventative measures have significantly lowered the risk of heat stress amongst workers. This has been well demonstrated in a heat stress study, commissioned by the ILO and MoL in 2019, in collaboration with the SC, and carried out by heat stress experts FAME Lab.

For the reporting period, the following high-level statistics were recorded across the SC programme:

### Working hours



### Incidents



\*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

### Inspection figures





# Key Initiatives

## Comprehensive Medical Screening

The WWS mandate annual comprehensive medical screenings for all workers, with the cost covered by the SC as part of the commitment to workers' health and wellbeing. The screenings help to detect health issues as early as possible and provide accurate, effective healthcare plans for workers. The programme, launched in 2018 in partnership with Qatar Red Crescent, has been renewed with new healthcare providers, Occumed and KIMS. A total of 40,687 comprehensive medical screenings have been delivered to date, of which 11,717 were delivered during the reporting period.

The SC has taken a number of steps to provide medical services beyond screenings, especially for high-risk workers, such as those suffering from cardio-related conditions. Under the current Occumed and KIMS partnership, a secondary cardio-specific evaluation was carried out on 127 workers, following which no serious cardiovascular treatment has been required.

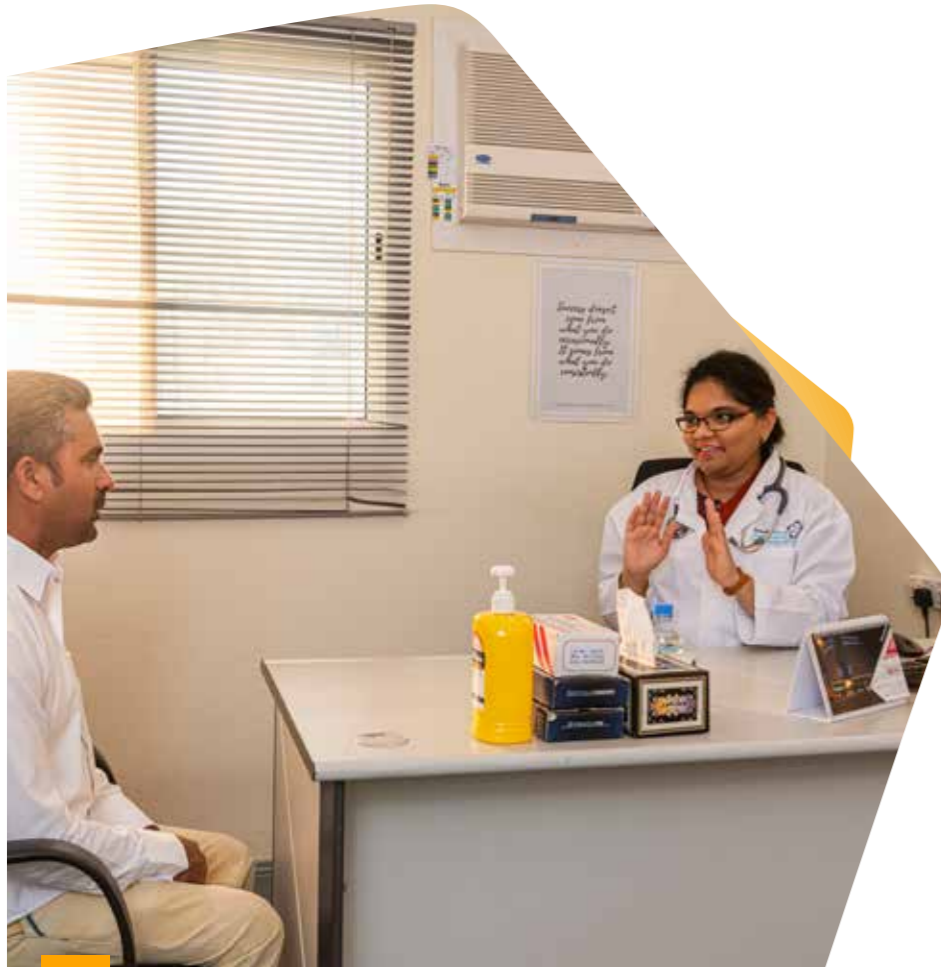
In 2021, we continued our partnership with UK-based The Phoenix Partnership (TPP) for a system of integrated electronic medical records, which provides continuity of healthcare and empowers workers to better understand and manage their health. All medical information is treated with the utmost confidentiality, with accessibility limited to individual workers and authorised medical staff.

40,687

Comprehensive medical screenings delivered to date

109,970

Unique worker registrations with TPP



## COVID-19 Activities

In 2021, the COVID-19 pandemic continued to present a challenge for countries across the globe. The SC's early response and proactive approach to the pandemic was effective in minimising the spread of infections amongst the workforce throughout the reporting period.

The existing audit and inspection framework, which includes site welfare inspections, proved to be crucial in monitoring the implementation of COVID-19 preventative measures and we have built on past experience to curb infections on the programme. COVID-19 inspections continued to be carried out daily across SC construction sites and workers' accommodations to ensure hygiene and sanitation of on-site clinics, social distancing in dining halls and buses, compliance in wearing masks, temperature readings and personal protective equipment (PPE) checks at security entrances. The SC works closely with contractors to ensure strict compliance with safety protocols to protect workers at all times.

During the period, the SC maintained constant communication with workers, contractors and the relevant authorities to ensure adherence with changing COVID-19 policies and guidelines. With restrictions still in place, online WWFs were conducted to raise awareness and address concerns among workers.

By the end of the reporting period, 16,742 workers on the programme received both doses of the COVID-19 vaccine (Pfizer or Moderna). The WWD has also initiated the registration of workers for the third dose.

The H&S team continue to review the situation on a daily basis and follow MoPH guidelines to protect the health and safety of all construction workers and staff.

16,742

Fully vaccinated workers (two doses)

135

COVID-19 inspections conducted





## SC-BWI Joint Working Group

Under a Cooperation Agreement signed in 2016 and renewed annually, the SC-BWI Joint Working Group (JWG) was established to ensure that workers on stadium sites are protected by rigorous health and safety measures as mandated in the WWS.

The JWG, comprising 10 permanent members split equally between the SC and BWI, organises Occupational Health and Safety (OHS) inspections, assesses the effectiveness of existing grievance mechanisms, reviews and assesses the health and safety training curriculum, makes recommendations for safety enhancements and organises training sessions for WRs.

Due to COVID-19 restrictions, one on-the-ground JWG inspection took place during the reporting year in October 2021. The team inspected Lusail Stadium and Stadium 974 sites, together with their respective accommodations, and attended two WWFs.

During the inspections, good practices were identified and acknowledged including the high standard of housekeeping, the quality of the accommodation and the well-maintained mess halls at Lusail Stadium. Medical facilities on both sites were also credited for their good organisation. However, the mess halls in Stadium 974 were observed to be unclean, without sufficient ventilation and with an incomplete first aid kit. These issues were promptly rectified.

Observations to be addressed included the need for more toilets on both sites and rest areas on Lusail Stadium, improvement in segregation on the pedestrian walkways at Lusail Stadium and the correct use of PPE by the painters at Stadium 974.

The JWG also conducted two WR training sessions: one at Lusail Stadium and, for the first time within the hospitality sector, one at La Cigale Hotel, as part of the WWD's expanded remit.

The Cooperation Agreement has been extended into 2022. JWG findings are published annually in a publicly available report, the fifth edition of which will be published in June 2022.

## Work-Related Fatalities and Non-Work-Related Deaths

The SC investigates all work-related fatalities and non-work-related deaths in line with the Incident Investigation Procedure (IIP), to identify contributory factors and establish how they could have been prevented. While this is standard SC procedure, the responsibility to investigate the underlying causes of deaths lies with the relevant local authorities.

The SC's commitment to publicly disclose non-work-related deaths goes beyond the requirements of the UK's RIDDOR, which has been adopted as its benchmark.

There were no work-related fatalities during this reporting period. However, the SC regrets reporting three non-work-related deaths occurred on the programme during the year:

- On 29 June 2021, a 38-year-old Indian national, working as a carpenter at Lusail Stadium, felt dizzy while taking a break and was taken to the site clinic where he complained of chest pains. He was transported to the hospital where he later suffered a cardiac arrest and passed away.
- On 14 August 2021, a 21-year-old Indian national, working as a labourer at Lusail Stadium, was found unresponsive in his room and died later that day in hospital as a result of multiple organ failure and eventually cardiac arrest.
- On 6 October 2021, a 47-year-old Pakistani national, working at Lusail Stadium as an excavator operator, was feeling unwell. He stepped out of the machine he was operating and subsequently collapsed next to it. Ambulance staff were dispatched but could not revive him. The cause of death was determined to be acute heart failure due to natural causes.

Following any work-related fatality or non-work-related death, the SC takes all necessary steps to ensure that:

- Families of the deceased are promptly contacted by the employer
- Local government agencies and the workers' embassy are promptly notified
- Counselling is provided to all workers affected by the death
- All processes are followed to ensure the prompt repatriation of the deceased
- All outstanding payments, benefits and compensation are transferred as quickly as possible to the deceased's family





# Strategic Initiatives & Outreach

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Strategic Initiatives & Outreach (SIO) is a fundamental function within the WW programme, acting as the bridge between the technical operations and delivery and the evolving environment to ensure both that maximum impact is delivered throughout all activities and that strategic considerations are fully informed by on-the-ground insights. Through extensive engagement with workers, local stakeholders and international industry, the SC continuously builds on our welfare initiatives to ensure the programme remains both relevant and innovative.

In 2021, SIO undertook the key role of interfacing with the SC Host Country Operations (HCO) team, Q22 and FIFA.

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## Area In Focus: Cooling Technology

The StayQool cooling workwear project is part of the SC's wider heat stress mitigation strategy to protect workers during summer months and beyond. The project is a partnership with TechNiche, a UK-based manufacturer of smart clothing, and Qatar's Hamad Bin Khalifa University (HBKU).

In 2021, deployment continued across SC sites, coupled with further technological research and development into cooling technology.

StayQool can reduce thermal skin temperature by up to 8C and targets key areas of the body, such as the neck, wrists, head, upper body and groin, making workers more comfortable in hot conditions. The suits have been ISO-certified following 3,000 hours of testing, research and development in Qatar, the UK, Bangladesh and China.

StayQool Version 4 was deployed in 2021 and is the most optimised design, comprising a number of technical improvements. Now extremely light, StayQool uses segmented heat transfer tape to help with fabric flex and to enhance user comfort, especially for areas like the arms which require extra dexterity. Among other features are strengthened areas of the suit and accessories which adds durability when in use in industrial environments.

15,910 suits were deployed to workers on five stadiums and training sites in 2021, and security guards across the sites received the StayQool vest. In total, from the start of the project in 2019, over 45,600 suits have now been deployed across SC sites. StayQool suits, vests and balaclavas are already in stock for deployment as the workforce carries out the final preparatory work for the FIFA World Cup 2022™.

Future versions of StayQool will be equipped with an integrated health monitoring sensor: this is a first-of-its-kind technology and has been developed in Qatar in partnership with HBKU. The sensor is a working prototype, while the embedded capsule which holds the sensor on the wrist is fully developed. These sensors will continue to be developed to monitor wider health parameters, and there is the further possibility of creating a range of other sensors for sectors such as oil and gas.



## Key Initiatives

### Nutrition

2021 marked the conclusion of the SC's four-year partnership with Weill Cornell Medicine-Qatar (WCM-Q) to carry out targeted efforts for ensuring an aware, healthy, active and productive workforce. The collaboration drew on WCM-Q's team of researchers, specialist doctors, nurses and nutritionists to conduct health checks for workers, promote balanced diets and healthy lifestyle behaviours, provide sound nutrition advice and advisory medical consultation support.

During the year, an updated health and nutrition awareness campaign was launched, building on successful activities across the first three years of the partnership, and adapted to reflect the most recent worker health findings. The campaign was translated into 10 languages and deployed across sites and accommodation to support workers to maintain a healthy and active lifestyle.

### Mental Health

The WWD continued to work in close partnership with MoPH's National Mental Health Office and the Mental Health Service at Hamad Medical Corporation to provide a mental healthcare pathway for SC workers. The partnership, which began in 2019, aims to improve workers' access to efficient diagnosis, care and treatment for mental health issues. Core elements of the initiative are training and upskilling of project clinicians; worker screening and referrals; psychiatric services and support at a dedicated mental health clinic for SC workers; and mental health awareness outreach to workers and selected ancillary support professionals. During the reporting period, 6,144 mental health screenings were conducted.

In September 2021, Hamad International Training Centre offered a third cycle of training online, equipping 57 clinicians to screen and refer workers presenting significant signs of anxiety or depression for further care.

The SC actively participated in MoPH's World Mental Health Day national campaign, disseminating mental health messages to SC workers via WhatsApp and noticeboard postings.



**7,692**  
mental health screenings conducted to date





## Training and Upskilling

In 2021, SC continued its ongoing partnership with Qatar International Safety Centre (QISC) to provide bespoke training in multiple languages to SC workers in health and safety, WWS, workers' rights, grievance mechanisms, and other programmes that support workers' wellbeing, productivity and a smooth transition into working and living in Qatar.

New safety courses were introduced and delivered online, and the First Aid Awards (FAA) — accredited First Aid for Mental Health Level 3 training — were introduced to strengthen clinicians' capacity to respond to workers' mental health needs that arise on an emergency basis.

The SC also continued its focus on training WRs, who serve as peer representatives advocating for worker issues. In the year, this equipped more than 60 workers with skills in leadership, conflict resolution, negotiation and communication.

The following figures were recorded for 2021:



## Workers' Survey

In 2021, the SC recommissioned SESRI to conduct an annual independent survey of SC workers in relation to their working and living conditions. The aim of the survey was to acquire in-depth insights on SC workers including sentiment, satisfaction and demographics. This also gave workers a platform to share facts and opinions on their lives in Qatar, ranging from contracts, work and work environment to remittance and pay, wellbeing and healthcare, and leisure and social capital.

In 2021, SESRI surveyed 2,074 SC workers across 12 accommodation facilities and construction sites to target a sample of approximately 10% of the total workforce. Findings indicate a high level of satisfaction among workers from their experience of working on SC projects.

The SC and SESRI are working together to relaunch the survey early in 2022.

### Key Survey Findings





## Contractor Survey

SC commissioned SESRI to devise and execute an extensive survey of contractors in 2021, building on insights captured in a 2020 pilot survey by the Qatar Chamber of Commerce & Industry. The objective was to understand the benefits and challenges associated with implementing the WWS, looking at contractors' views on the impact of the WWS on the wellbeing, attitudes, motivation and productivity of workers, as well as the challenges and benefits that companies have experienced.

The survey targeted contractors whose workers comprised 70-80% of the SC workforce at peak. The response rate was 76.7%, with 56 of the 73 invited contractors having responded to the survey. Overall, the findings indicated that contractors have a positive view of the WWS and that they, as well as their workers, have benefited from their implementation.

### Key Findings

63%

reported higher morale and levels of productivity amongst workers as a result of implementation of the WWS



83%

have extended the WWS to non-SC workers



71%

said they had launched other workers' initiatives with workers' welfare and wellbeing (44%) and workers' engagement (21%) being the main reasons



94%

said they would recommend the WWS to all companies at the national level

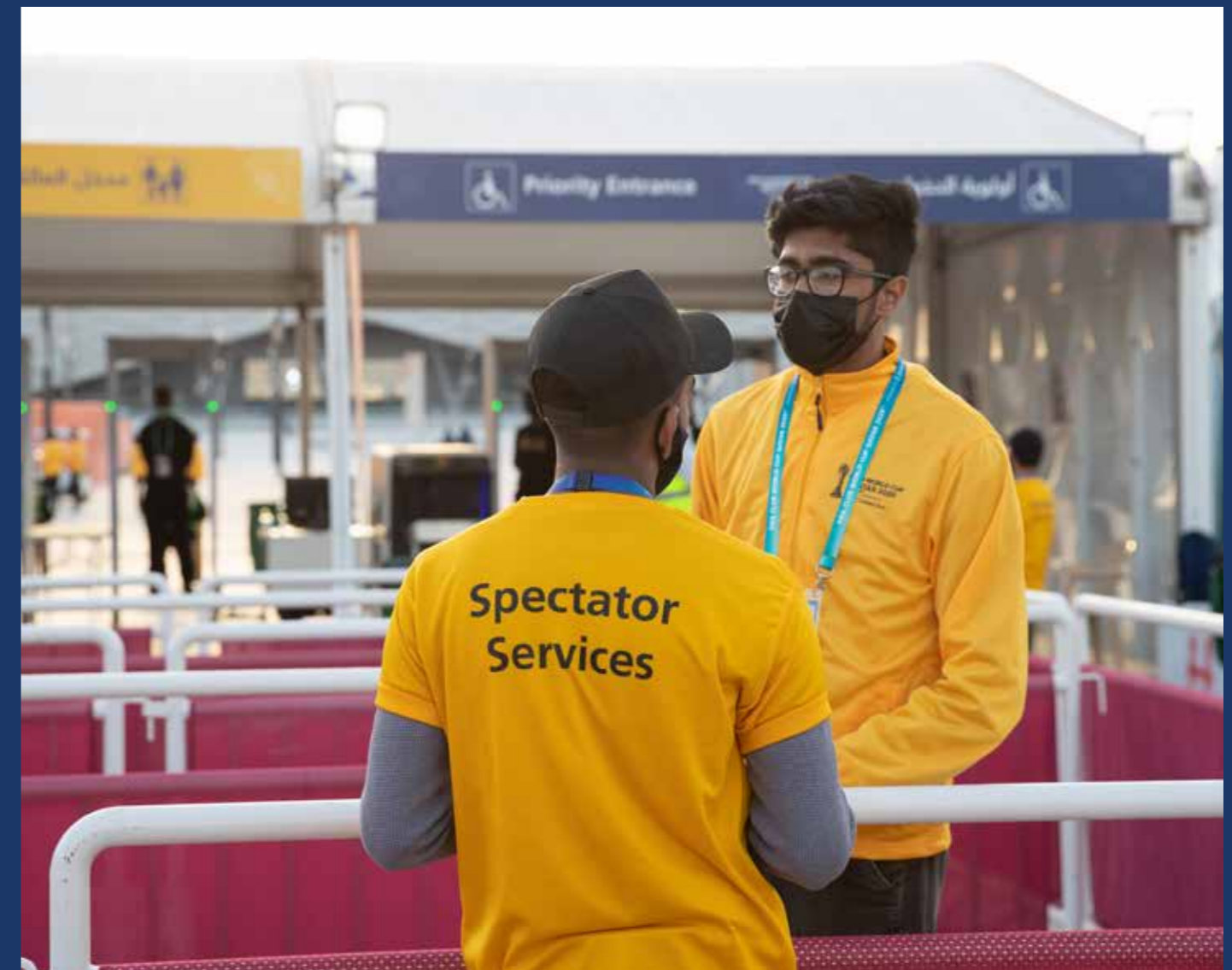


## Host Country Operations Readiness and Q22/ FIFA Integration

The expansion of the Workers' Welfare scope took a major step forward in 2021 with the integration of a Workers' Welfare project in the SC's HCO portfolio. This brought WWD closer to the preparations for the tournament and provided the opportunity to work closely with those aspects of operations which will rely significantly on a blue-collar workforce to deliver their scope, for example, catering, cleaning and waste management and security.

This integration with HCO also facilitated the involvement of WWD in the test event tournaments which took place during 2021, culminating with being embedded in the heart of operations at the Host Country Command Centre for the FIFA Arab Cup 2021™ (FAC21).

During 2021, WWD became more closely integrated with the bodies responsible for organising the FIFA World Cup 2022™ – Q22 and FIFA. In July, a Workers' Welfare and Labour Rights function was established within Q22, under the leadership of the WWD Executive Director, who is also an Advisor to the Chairman of Q22. Further, WWD was active in the Q22/ FIFA Main Operations Centre at FAC21, which provided an opportunity to work closely with the Q22/ FIFA team and to build strong relationships which will be a prerequisite for delivering a successful FIFA World Cup 2022™.





# Host Country & Tournament- Time Operations

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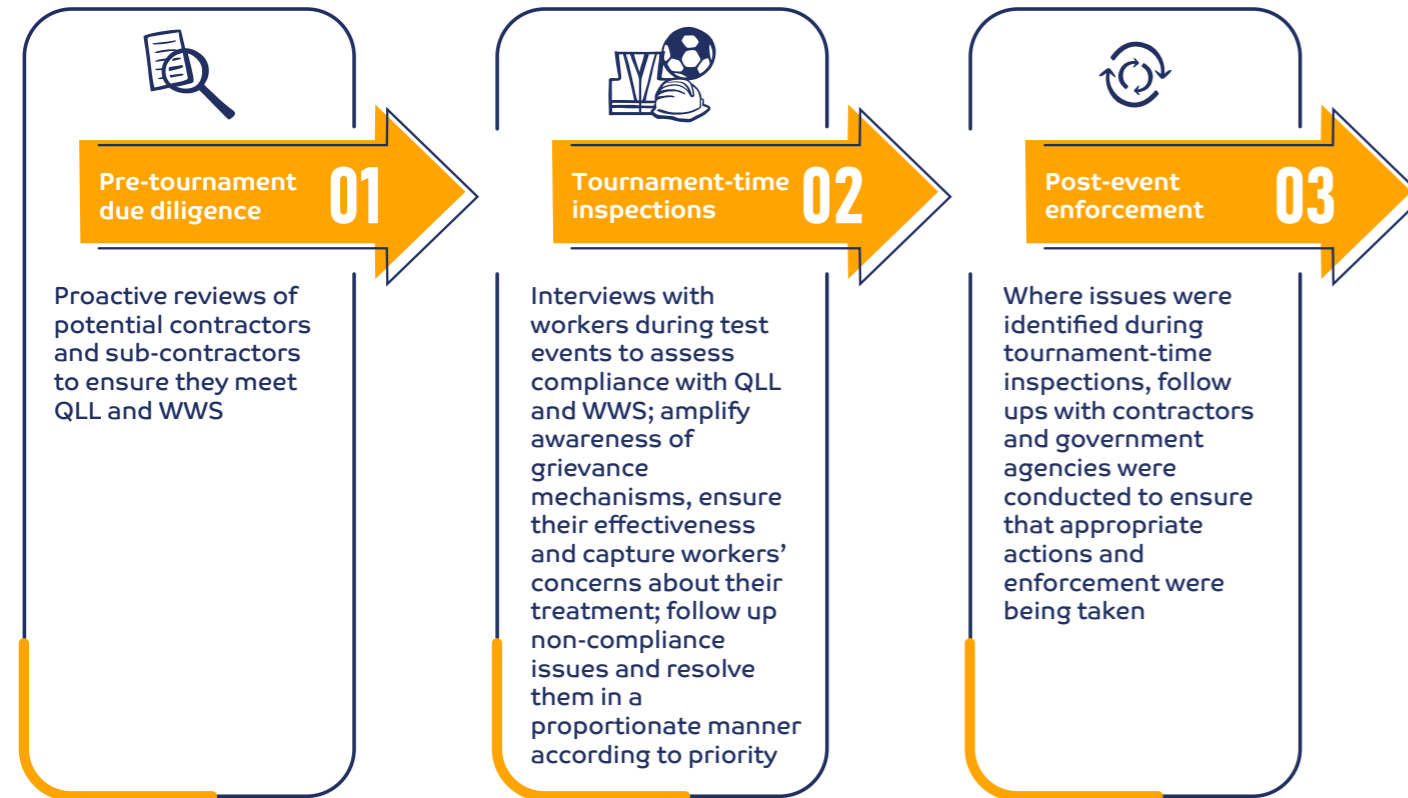
An essential part of the preparations for any major sporting event such as the FIFA World Cup 2022™ is the advance test events which provide valuable opportunities for host bodies and organising committees to prove out systems and achieve full readiness. WWD worked with Q22 and FIFA in the three test events – FIFA Club World Cup 2020™, FIFA Arab Cup 2021™ Qualifiers and FIFA Arab Cup 2021™ – which took place in 2021, and these allowed us to confirm that our systems were resilient and to identify improvements in our operational plans.

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# Operational Approach for Test Events

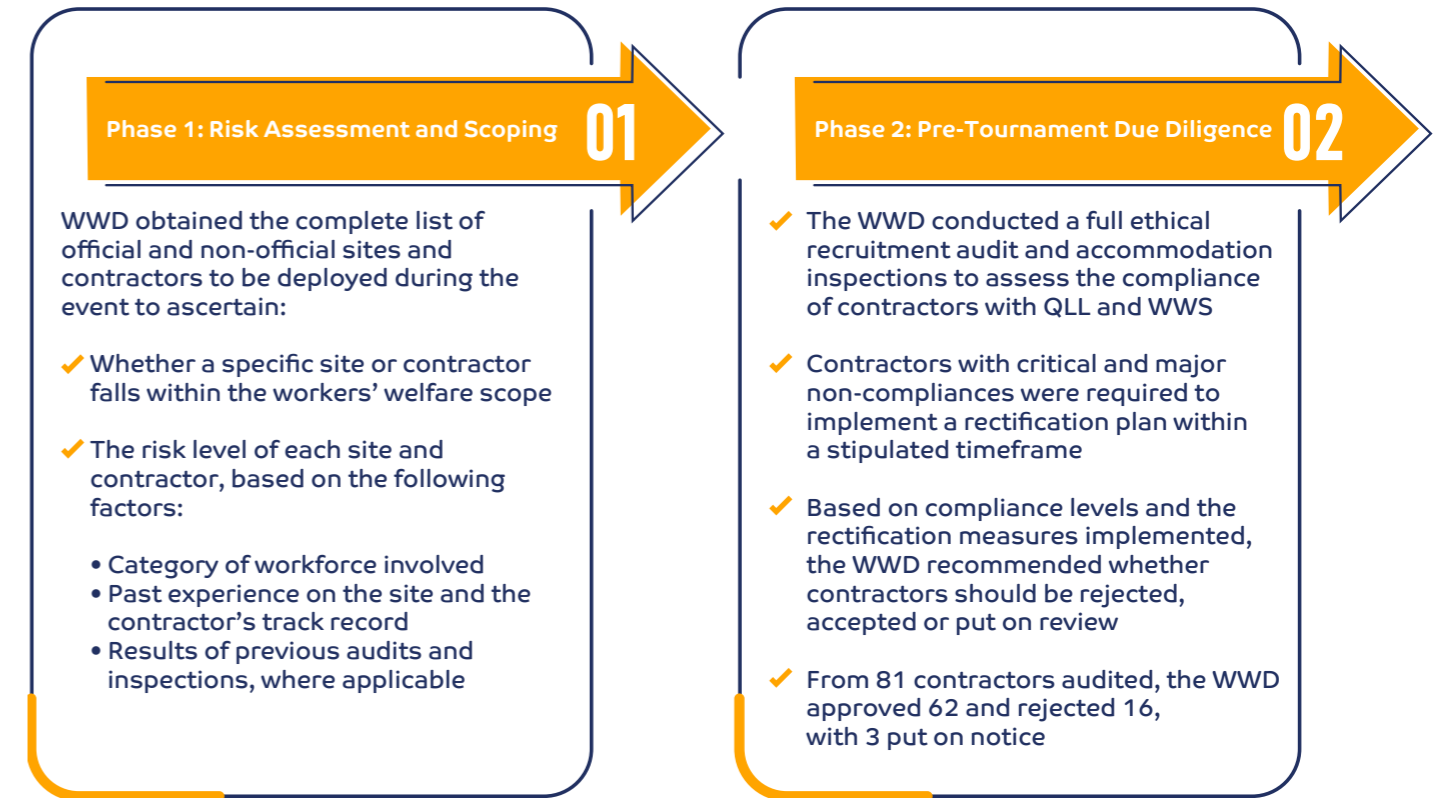
The WWD has based its tournament-time operational approach on three main work streams to assess the welfare of workers during the tournament. These work streams, developed throughout 2021, integrate the prevention, identification and resolution of non-compliances with Qatar Labour Law (QLL) and the WWS on competition and non-competition venues:



The WWD H&S team also extended its scope to inspect welfare facilities before and during the tournament, covering dining arrangements, sanitation, drinking water and medical care.

# FIFA Arab Cup 2021™ – Pre-Tournament Due Diligence

The WWD tournament operations started well in advance of the FAC21 opening ceremony, with two main phases taking place before the first ball was kicked:





## WWD Operations during FIFA Test Events

The FAC21 represented the biggest test event of the year and provided an opportunity for WWD to continue to develop its capabilities in an environment as close to that of the FIFA World Cup 2022™ as possible. This was the first time a fully-dedicated human rights team was deployed for a major sporting event to conduct welfare assessments of workers and identify and resolve non-compliances through contractor engagement.

The experience gained from FIFA Club World Cup 2020™ and FAC21 Qualifiers, held earlier in the year, enabled the WWD to optimise the tournament-time checklist and significantly ramp up the number of interviews, eventually resulting in a number of subsequent actions taken against contractors reported for non-compliances.

The WWD obtained feedback from workers it interviewed by using an easy-to-follow questionnaire covering a number of key topics, that was tested out and improved over successive tournaments:



Employment Conditions



Payment of Workers



Accommodation Standards



Working Environment



Health & Safety



Benefits & Allowances



Accessibility



Grievance Mechanisms



COVID-19 Prevention and Management





# Operational Impact during FIFA Test Events

1-11 February 2021

FIFA Club World Cup 2020™

### Venues

Ahmed Bin Ali Stadium and Education City Stadium, as well as five training sites

### Worker Interviews

- ✓ 288 workers (6% of the 5,009 total)
- ✓ 40 contractors (against a total of 54 mobilised)

### Compliance & Enforcement

- ✓ 129 non-compliances identified
- ✓ 24 contractors reported to MoL for further action

19-25 June 2021

FIFA Arab Cup 2021™ Qualifiers

### Venues

Jassim Bin Hamad Stadium and Khalifa Stadium, and the Qatar University training sites

### Worker Interviews

- ✓ 257 workers (11% of the 2,435 total)
- ✓ 38 contractors (against a total of 81 mobilised)

### Compliance & Enforcement

- ✓ 442 non-compliances identified
- ✓ 5 contractors reported to MoL for further action

30 November - 18 December 2021

FIFA Arab Cup 2021™

### Venues

Al Janoub Stadium, Ahmed Bin Ali Stadium, Education City Stadium, Al Bayt Stadium, Stadium 974 and Al Thumama Stadium

The scope also included 160+ official and non-official venues used for the tournament, including training sites, parking & logistics and control centres

### Worker Interviews

- ✓ 2,047 (8.5% of the 24,035 total)
- ✓ 130 contractors (against a total of 189 mobilised)

### Compliance & Enforcement

- ✓ 862 non-compliances identified
- ✓ 18 contractors required to provide formal confirmation of compliance with WWS
- ✓ 9 contractors were demobilised from the event
- ✓ 43 contractors were reported to MoL for further action

# Lessons Learned

Each consecutive event has provided the WWD with an opportunity to improve its operations and to increase the tournament capabilities of the team. The learning obtained from these experiences has led to:



Faster capture and communication of interview results, which meant that many issues, such as those relating to food and water, were resolved rapidly, often within hours of being raised and therefore made an immediate difference to workers' experiences.



Improved workforce engagement and communication through the deployment of multi-lingual inspectors (17 out of the 21 inspectors at FAC21). Engagement with workers became more personal, communications were clearer and resolutions easier to achieve.



A single, integrated Workers' Welfare approach, which dealt with all SC, Q22 and FIFA tournament-time workers in a standard way. This meant a more effective on-site operation and removed any potential confusion for who workers should speak to.





# Stakeholder Engagement

The SC pursues strategic collaborations with stakeholders from both the public and private sectors to ensure a lasting legacy beyond the tournament. We have continuously engaged with local and international government and human rights bodies, ensuring we stay abreast with the latest developments in laws and legislation concerning workers' rights, while sharing key learnings and achievements of our journey.

2021 was a crucial year in highlighting the efforts taken by the SC in protecting the health, safety and dignity of SC workers as well as addressing misinformation. Stakeholder engagements also focused on the SC's progress in the hospitality sector and the positive outcomes achieved to date.



## Engagements through the Year

The WWD's Executive Director and senior staff members briefed a range of stakeholders on workers' welfare initiatives, progress and legacy throughout the year, including Union of European Football Associations (UEFA), foreign embassies, US Pacific Council on International Policy, FIFA Ethics and Regulations Watch, FIFA Commercial Affiliates, Nordic Football Associations, International Organisation for Migration (IOM) and independent human rights experts.

In April, WWD Executive Director, Mahmoud Qutub, participated in a panel discussion on Hospitality: Fostering Engagement to Ensure Sectoral Change at the IHRB Global Forum for Responsible Recruitment. Panellists included, Shaikha Al Khater, Director, International Labour Relations Department, MoL, Ambet Yuson, General Secretary, BWI, Alix Nasri, Technical Specialist, ILO and Rana Al Oran, Director of People and Culture, Four Seasons Doha. The panellists highlighted the labour and human rights-related challenges faced by the hospitality sector, showcased the work of the Strategic Working Group on hospitality established ahead of the tournament, and outlined the key learnings from SC's work in the construction sector which is being customised to serve the hospitality sector.

In August, the SC along with Qatar Football Association, met with officials from the UEFA Working Group to outline Qatar's progress in relation to workers' welfare and provide an overview of host country preparations. The working group acknowledged the standard of workers' welfare on the FIFA World Cup 2022™ projects and the SC's transparency and commitment to dialogue.

Workers' welfare was also a key topic covered at the CSHR: Sporting Chance Forum held in October. The SC's response to COVID-19 and its efforts to protect workers was highlighted during the panel discussion on Health and Wellbeing in Sport in the time of COVID-19.

The SC was part of the Qatari delegation for the Fourth Annual US-Qatar Strategic Dialogue held in Washington DC in November to address the topic of human rights. The SC's on-going progress and commitment towards workers' welfare was highlighted during the International Migrants Day event held by the IOM's mission in Qatar in December.





# Challenges



2021 saw the continued challenge of operating in the shadow of the pandemic. While our approach of vigilance, compliance and support helped ensure the safety of our workforce; the period also saw logistical challenges, not least in healthcare recruitment, while a small number of programmes remained on hold or took place in online contexts.



## Addressing challenges unique to hospitality sector

Excessive working hours are prevalent throughout the hospitality sector and hotel operators typically compensate overtime with time off in lieu, without paying the premium rates stipulated by Qatar Labour Law. Since the WWD's engagement, hotels implementing WWS have started paying overtime or providing compensation as per staff preference.

The WWD is also working with the MoL and the hotels to devise strategies for avoiding excessive working hours, and securing sufficient rest periods throughout a shift, particularly during peak business hours.

Overseas recruitment poses a further challenge, as local recruitment agencies licensed by the MoL largely specialise in South Asian markets (namely Bangladesh, India, Pakistan and Nepal) and lack expertise in other regions. As a result, hotel operators rely on non-licensed, foreign recruitment agencies to assist with recruitment from other regions. Ethical recruitment clauses have therefore been included within contractual agreements to protect workers against exploitation.

Labour shortages during peak business cycles have also resulted in hotel operators engaging with sub-contractors on a call-off basis, leading to non-compliances, such as use of free-visa workers, salary payments in cash, and non-compliant accommodations. The SC is supporting hotel operators by recommending highly-compliant OCPs and providing visa assistance to cover manpower shortages.

Some hotel operators were also unable to comply fully with the WWS accommodation requirement of relocating workers to a compliant facility, due to hefty termination fees of existing lease agreements. As remedial action, the SC requires sub-contractors to relocate only a portion of their workforce (specifically SC workers) to compliant accommodation until the lease expires.

## Equipping welfare facilities

Recruitment of medical personnel for clinics across sites and accommodations was a challenge in the year, due to the shortage of qualified medical staff in the country, coupled with travel restrictions in the context of the ongoing pandemic. The hospitality sector also posed a challenge with regards to not having medical facilities in place and, while the providers have shown themselves willing to rectify this omission, there is inevitably a delay in their delivery and in closing out these non-compliances.

As stadiums become operational, there is a continuing need to ensure welfare facilities are available for the newly appointed facility management contractors who operate the venues. Space and location constraints are problematic which again impacts the provision of medical facilities and staff welfare facilities.



## Impact of the global pandemic on strategic initiatives

Work on several programmes was put on hold for a significant portion of the year, due to the prevailing COVID-19 restrictions in terms of fieldwork and interpersonal interaction. The annual workers' welfare survey only managed to initiate fieldwork in June, after a year and a half on hold. Mental health screening was again halted for the greater part of the year although workers who had been identified during screening as needing further evaluation and treatment were able to receive care via telemedicine.

Strategic initiatives in health also suffered as a result of pandemic-related budget constraints with the SC sunsetting the WWD partnership with WCM-Q, after three years of collaboration on workers' nutrition and health.

## Advance procurement activity

The delivery of the FIFA World Cup 2022™ represents a significant logistical challenge for Qatar, notably in relation to the effective procurement, mobilisation and demobilisation of large numbers of temporary operational staff required to operate an event of this scale. Although considerable work has already been completed – demonstrated by the successful delivery of the FAC21 – there remains a requirement to mobilise a larger group of workers in advance of the FIFA World Cup 2022™. If not managed effectively, this could represent a significant workers' welfare risk.

Insights from the due diligence for the FAC21 provide instructive lessons here. Complete listings of potential contractors for the tournament were not shared well in advance, affecting the WWD's pre-event due diligence; further, a significant number of undisclosed contractors were identified during tournament-time venue inspections. The lack of adequate planning saw tenders for a variety of services finalised very close to the event itself, resulting in the use of non-compliant sub-contractors. Meanwhile, the significant manpower shortage in Qatar, exacerbated by the pandemic, increased reliance on free-visa workers and on deployment through existing retainer agreements.

The WWD will require sufficient time in advance of the tournament to ensure due diligence is conducted for all new contractors and sub-contractors, with time to close out any identified actions for improvement. It has recommended that procurement activity be brought forward and completed by the third quarter of 2022 at the latest.





# The Way Forward

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As we pivot our operations fully towards the FIFA World Cup 2022™, the WWD will see significant expansion into hospitality and tournament services, as we support Q22 and FIFA to embed the WWS into all procurement activities and to ensure the compliance of their key contractors and OCPs. This will further provide a significant opportunity to ensure that the benefits of the WWS are understood more widely, and we will work closely with stakeholders to explore how they might serve other sectors.

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## Ensuring stronger compliance

The completion of Lusail Stadium in early 2022 will bring the main construction activities to an end. The number of workers on construction sites will continue to decrease from 8,000 workers (December 2021) and as a result the audit and inspection approach and criteria will be reassessed. In contrast with recent patterns, more emphasis will be placed on the main contractors, which employ the bulk of the workers, as the sub-contractors are demobilised.

The WWD will continue the capacity building and supply chain management programme, engaging with the 21 hotel operators and their OCPs as part of the quarterly revolving plan and working with remaining hotels in a phased manner to implement WWS into their operations. WWD makes its compliance information available to FIFA and its Member Associations as they undertake their own due diligence on hotel operators to mitigate workers' welfare risks prior to the Tournament.

Monthly dialogues with hotels and their sub-contractors, which started in November 2021, will continue and expand to reach all contracted hotel operators. The focus of these dialogues will be on the capacity building of hotel operators, reinforcement of supply chain management and addressing any concerns.

The WWD will also continue its close collaboration with the MoL to address challenges unique to hospitality, particularly working hours and overtime compensation, and will work closely with hotel representatives to mitigate risks and put rectification measures in place. This focus on working hours and conditions will include workforce awareness-raising programmes and a review of workers' capacity requirements across different hotel departments to determine any necessary amendments to working-hour regulations.

The SC's WWF and grievance hotline will continue to be rolled out, supplementing existing grievance mechanisms within the hospitality sector. The WWD will collaborate with ILO, MoL and BWI to train WRs for forums that will be implemented when the remaining hotel operators are onboarded throughout 2022. Those hotels selected by FIFA Member Associations will be flagged to Impactt as high priority for audit.

## Prioritising health and safety

We have developed a standardised set of baseline medical screening assessments to be conducted by site clinicians when a worker arrives for the first time on an SC site. This has achieved consistency between all construction sites on the type of medical examinations to be conducted before a worker is mobilised. The hospitality sector will be an area of focus in terms of provision of medical facilities and staffing requirements. In 2022, and with worker consent, the WWD will initiate the migration of all medical histories to Qatar Red Crescent which will be the legacy custodian of all the medical history data collected to date.

2022 will see important developments in StayQool technology with the incorporation of the integrated health monitoring sensor covering a wide range of health parameters. Meanwhile, the broader strategic vision will see a legacy plan for StayQool products with wider application to other market sectors, backed by an international awareness programme undertaken through industry events.

## Operational Readiness for 2022

Integration of WWD objectives with the project teams within the SC's HCO, Q22 and FIFA will accelerate as FIFA World Cup 2022™ approaches. Operating as a fully integrated team with Q22 and FIFA, the WWD and its partners will continue to build upon valuable lessons learned during the test events held in 2021. WWD will have a particular focus and increased involvement in pre-tournament procurement processes managed by other relevant SC, Q22 and FIFA functional areas. This will help ensure that the WWS and relevant Qatar Labour Law requirements are embedded in all manpower-focused contracts procured for the tournament and that there is sufficient time before the event for effective pre-event due diligence by the WWD.









