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Workers'
Welfare

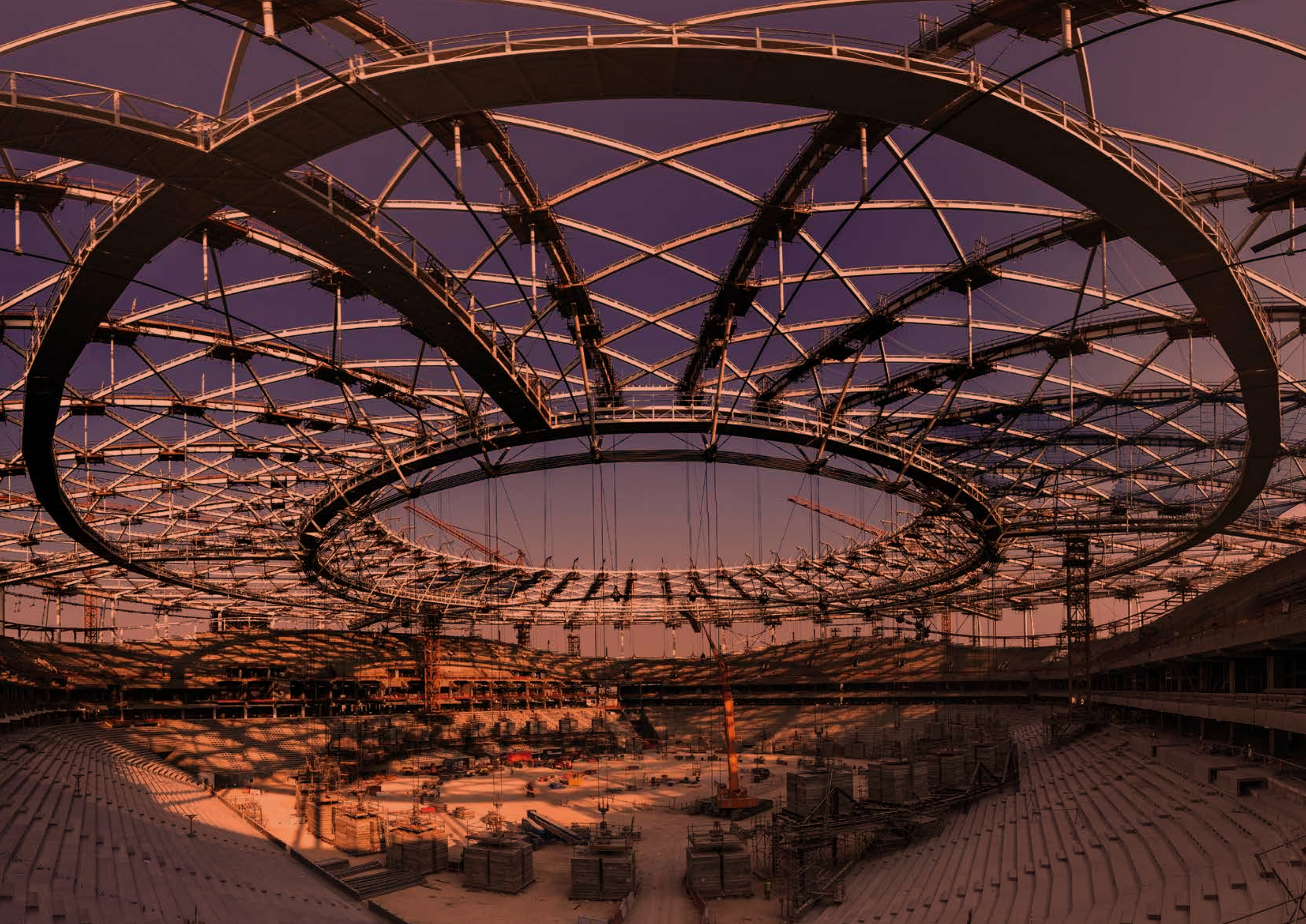


Fifth Annual Workers' Welfare Progress Report



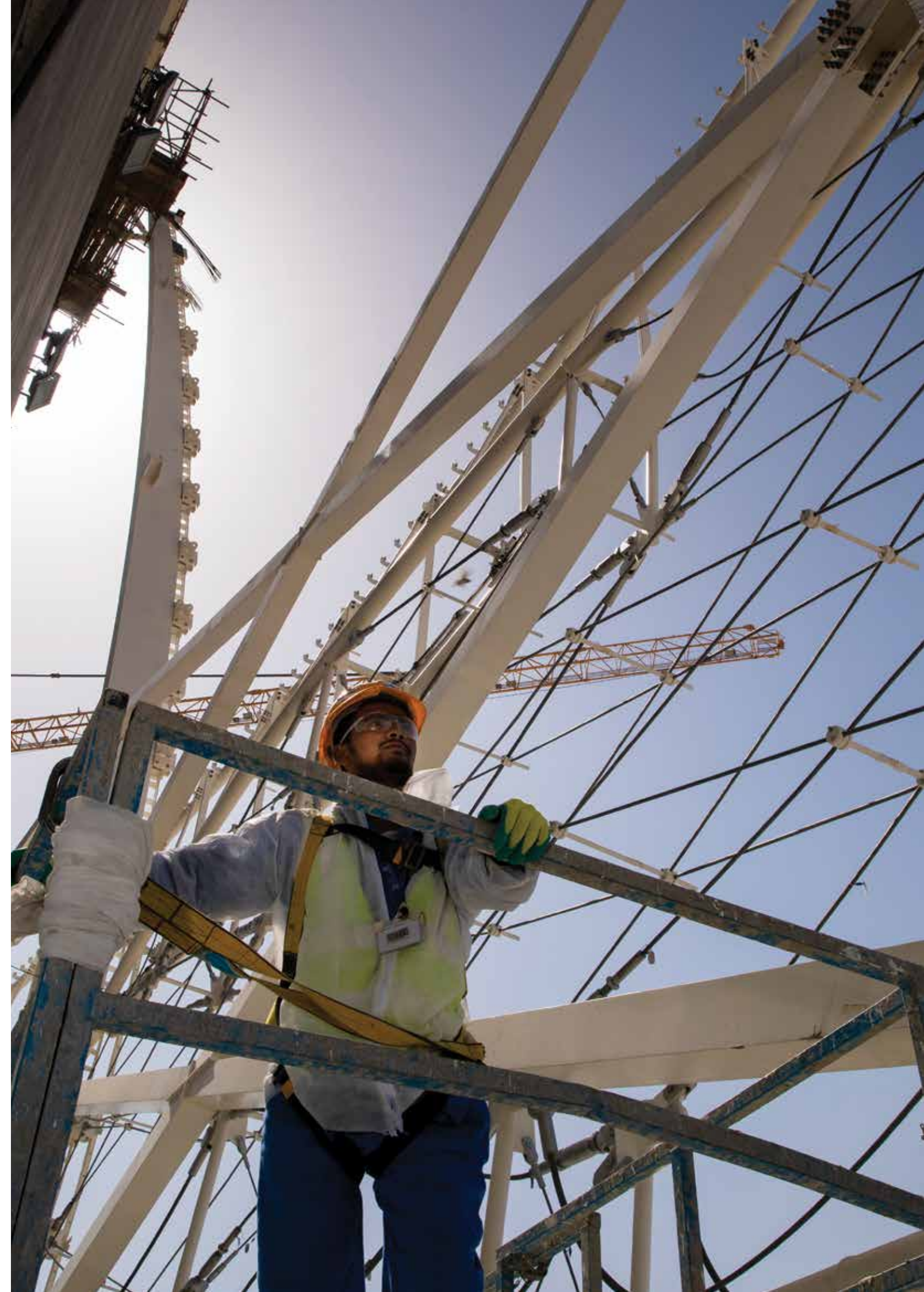
February – December

2019



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Glossary of Terms

BWI	Building and Wood Workers' International
H&S	Health & Safety
HBKU	Hamad Bin Khalifa University
HMC	Hamad Medical Corporation
IIP	Incident Investigation Procedure
ILO	International Labour Organization
JWG	Joint Working Group
MoADLSA	Ministry of Administrative Development, Labour and Social Affairs
MoPH	Ministry of Public Health
NMHO	National Mental Health Office
OCP	Other Contracting Party
OHS	Occupational Health & Safety
PWWF	Project Workers' Welfare Forums
PWWO	Project Workers' Welfare Officer
QISC	Qatar International Safety Centre
QRC	Qatar Red Crescent
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SC	Supreme Committee for Delivery & Legacy
SESRI	Social and Economic Survey Research Institute
TDO	Technical Delivery Office
Tournament	FIFA World Cup Qatar 2022™
TPP	The Phoenix Partnership
WBGT	Wet Bulb Globe Temperature
WCM-Q	Weill Cornell Medicine-Qatar
WR	Workers' Representative
WWD	Workers' Welfare Department
WWF	Workers' Welfare Forums
WWO	Workers' Welfare Officer
WWS	Workers' Welfare Standards

Letter from the Secretary General



Our legacy within the industry is reliant on contractors understanding the benefits of good practice and integrating them into their normal business procedures, with the SC and their other clients.

Transparency and accountability are vital for ensuring genuine progress and development on a matter of such critical importance as Workers' Welfare. This is the fifth edition of the Supreme Committee for Delivery & Legacy's (SC) Annual Workers' Welfare Progress Report. This document is the foundation for our public reporting, standing along with the reports we issue in collaboration with our partner, Building and Wood Workers' International (BWI), and those published independently by third-party monitor, Impactt Ltd. Addressing worker welfare is a multi-stakeholder operation, extending beyond our borders, and we have always appreciated the benefit of scrutiny on our efforts to improve lives and better industry practice in this sphere.

I'm pleased to note some positive trends in this latest report. In previous years, and in particular during the initial periods of our reporting and activity, much of our focus was on the rectification of accommodation conditions and positively influencing long-standing industry norms that served as obstacles to the progress we aspired to.

This year's report is a reflection of the maturity of our work. Our robust audit system, combined with rigid enforcement of our pre-mobilisation process, have led to better compliance, and better conditions for our workforce across the board.

I'm very proud of the continuing development in our collaboration with contractors to remunerate workers who have paid illegal recruitment fees in their home countries. Ethical recruitment is integrated into our Workers' Welfare Standards (WWS) and contractor compliance is a critical element in pre-approval for work with the SC. Our contractors are now on course to remunerate 44,900 workers a total of QAR 110 million over a period of 12-36 months. I'm even prouder to note that 18,000 of those 44,900 are non-SC workers, which 11 contractors have applied our initiative to.

Our focus on compliance and remuneration also encompasses enforcement of minimum salaries and provision of return air tickets. Combined with our drive on repayment of recruitment fees, this has led to a 15-18% increase in workers' annual compensation. In addition to this, we've placed emphasis on encouraging contractors to provide life insurance cover to workers, in order to protect their families.

Grievance mechanisms are essential tools for our workers to express their opinions and issues in a safe environment, and to know that a system exists where those issues are addressed and rectified. They are also critical for the SC, as they provide us with a system from which we can learn what works and what doesn't, and adjust our programme accordingly. Our Workers' Welfare Forums (WWF) now cover 23,164 SC and 10,140 non-SC workers. In a similar vein to our recruitment fee initiative, contractors are recognising the benefits in effective and transparent grievance systems and applying our vision to workers on non-SC projects. The International Labour Organization (ILO) and the Ministry of Administrative Development, Labour and Social Affairs (MoADLSA) are working with us to study the potential application of WWF across the State of Qatar.

On that note, our progress is highly dependent on our relationships with our stakeholders. Our excellent cooperation with MoADLSA and ILO has and will continue to play an important role in the implementation of our programme and ensuring legacies beyond 2022. Our Joint Working Group (JWG) with BWI continues to impact our workers positively, enhancing health and safety on our sites, and monitoring the WWF elections for integrity and effectiveness. Numerous other partner entities are contributing to our work, all of which are mentioned in the report. In addition to this, the report contains a special section highlighting a group of local contractors who are successfully applying our vision and extending it to workers outside of our projects. Our legacy within the industry is reliant on contractors understanding the benefits of good practice and integrating them into their normal business procedures, with the SC and their other clients.

I have consistently maintained that while the progress we've made deserves recognition, significant challenges remain, and the journey that we have embarked on will continue long beyond 2022. We will continue to favour an engagement-first approach to provide willing contractors the opportunity to improve. However, in cases where engagement clearly isn't working, we are strengthening sanctions for non-compliance to our standards. This is of acute importance as we transition towards the final 18-24 months of competition-specific infrastructure construction.

Sadly, nine non-work related deaths occurred during this reporting period. We investigate each death through our Incident Investigation Procedure (IIP). This procedure identifies factors that contributed to the incident and provides a guideline for preventative measures that can be implemented to mitigate against any repeat incident. Any loss of life on our programme is deeply saddening, and I extend my heartfelt condolences to the families and kin of those who passed away.

Through our efforts to mandate annual health checks for every worker employed by any contractors on our programme, we are steadfastly committed to reduce and ultimately eliminate deaths caused by existing medical conditions or ailments.

An important development in the upcoming reporting period is the integration of mental health awareness and treatment options. We've engaged relevant partners in improving accessibility to psychiatric treatment and counselling, and will further develop this with training for workers, contractor staff and clinicians in mental health awareness. We consider this a critical extension of our comprehensive health strategy and believe that our contractors will understand the importance of this and extend it to their workforces beyond their SC contracts.

I wish to conclude this foreword by sincerely thanking every man and woman engaged on our projects for their contribution towards helping us deliver the first FIFA World Cup 2022™ in the Middle East and the Arab world. I am driven to ensure that a critical legacy of this tournament will be improved conditions for the workforce in our country, and to influence, contribute to, and develop best practice on a global scale. This challenge will not cease in December 2022. We will continue to enhance our efforts through hard work, grounded in cooperation, transparency, and accountability. Our commitment is to continuous long-term sustainable progress resulting in better industry practice, better enforcement and compliance, and ultimately, improving lives.

Sincerely,
Hassan Al Thawadi

About the Supreme Committee for Delivery & Legacy



Established in 2011 by the State of Qatar, the SC is responsible for the delivery of the competition venues – the stadiums and training sites. Its 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 Qatar 2022™ (the Tournament) 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 the Qatar 2022 Local Organising Committee (LOC), the SC is also responsible for FIFA World Cup 2022™ 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 programmes including Generation Amazing, Challenge 22, Workers' Welfare, and initiatives such as Community Engagement and the Josoor Institute.

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 Workers' Welfare Department (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 25 full-time staff members, excluding five external auditors and inspectors; between them a diverse and multi-lingual team with expertise ranging from auditing to industrial psychology.

In addition to regular public reporting on achievements and challenges, and in an effort to maximise transparency, in August 2019 the WWD issued its first SC Workers' Welfare Monthly Newsletter.

The newsletter highlights key statistics and updates regarding the work we are doing, and serves as a method of continually engaging both internal and external stakeholders. Recipients include government officials, non-government organisations, non-state parties, international organisations and SC project partners. Topics range through initiatives by the WWD, key legislative reforms, contractor spotlights, recruitment fees reimbursement and key statistics on training, H&S, accommodation and WWF.

Engagement with the international community is an important way in which we build and share best practice, and in 2019, the WWD participated in a number of events including the BWI Sports Campaigning in the 2020s; the Sporting Chance Forum; ILO Centenary: the Future of Work in Qatar; the United Nations Forum on Business and Human Rights; and the Doha Forum.

The WWD is responsible for:



Overseeing all workers' health & safety (H&S) matters across the SC programme



Developing effective compliance and enforcement mechanisms for the WWS



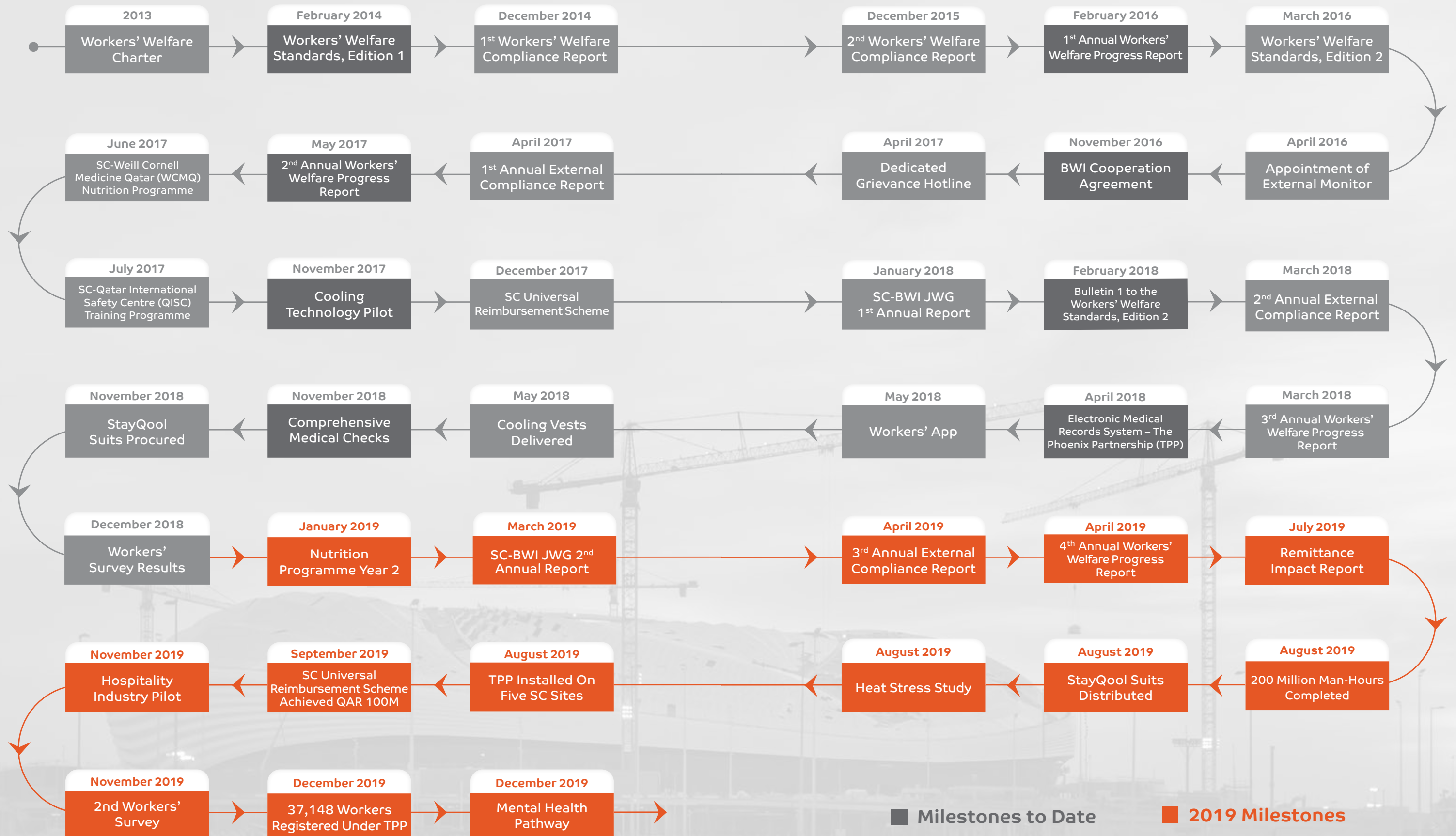
Leading and undertaking audits and inspections of contractors (including worker interviews, accommodation and construction site inspections) and Workers' Welfare tender evaluations



Delivering engagement, outreach and training, conducting research to guide policy and decision-making, and engaging with internal and external stakeholders



Workers' Welfare Journey



Workers' Welfare Standards

The WWS are a set of mandatory rules to ensure that companies working on SC projects operate in line with the SC's 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 standards is given to all contractors and Other Contracting Parties (OCPs), key management personnel and Workers' Welfare team members. To date, a total of 618 personnel have been trained.

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 (PWWOs); and strengthening the OCP approval process to include compliant accommodation, ethical recruitment practices, universal payment reimbursement, and provision of annual air tickets or encashment as a pre-requisite for approval.

In 2019, several contractors began implementing the WWS for their non-SC projects and operations.



Executive Summary

The fifth Annual Workers' Welfare Progress Report covers the period from February to December 2019.

The reporting period saw the continuing positive trend in compliance to the WWS. With the implementation of the new quarterly audit regime, a number of improvements were immediately notable, including workers residing in better accommodation, positive changes in the recruitment practices of contractors and OCPs, better employment conditions, and the timely payment of salaries.

The year's ongoing focus on remuneration also saw the enforcement of minimum salaries, reimbursement of recruitment fees and provision of return air tickets by the contractors. And work began to persuade contractors to provide adequate life insurance to cover non-workplace-related illnesses.

Bedding in procedures for worker empowerment was another area of focus for compliance, with enhanced coverage of WWF, and contractors encouraged to conduct worker elections for fair representation on SC and non-SC projects. Meanwhile, a joint MoADLSA and ILO collaboration is paving the way for WWF to be rolled out more widely in Qatar.

The goal of working towards full compliance was aided by two key factors. A stronger audits and inspections regime led to greater impetus amongst contractors in implementing rectification plans; while the pre-mobilisation approval process was a major spur in securing OCP agreements on recruitment fees and air ticket reimbursements, and in ensuring highly compliant accommodations.

To achieve a lasting workers' welfare legacy in Qatar, the SC seeks to embed the WWS model across other industries. A new strategic role in the hospitality sector has begun to build capacity and foster cooperation across contractors and suppliers in the services and hospitality sector,



and 2019 saw the first set of audits for hotel operators according to WWS requirements.

Impactt continued in its role as independent external monitor for the third year, conducting 22 initial inspections and audits and 21 follow-up reviews. The average close out rate of non-compliances and observations for the year was 63%.

Annual health checks, instigated in November 2018, have now taken place for 26,573 workers, with care plans in place where illness is identified, and ongoing monitoring and evaluation for those identified as high-risk. Centralised electronic medical records have continued to be rolled out, enabling faster detection of health risks and more effective health management plans. These confidential records can be accessed by workers any time they choose, and are portable, being retained by workers when they leave the project.

Occupational Health and Safety (OHS) has continued to be a focus, with further training modules delivered and on site workers' welfare facilities targeted for inspection. In the summer, the SC collaborated in a major study commissioned by the ILO and MoADLSA to study the impact of heat stress on workers.

A major new development for 2019 was the incorporation of mental health into the programme. In the last quarter of the year, the WWD worked with the Ministry of Public Health's (MoPH) National Mental Health Office (NMHO) and Hamad Medical Corporation (HMC) to design a comprehensive pathway for all workers and clinicians on SC projects; and the first dedicated mental health awareness and screening training and support module was delivered to approximately 40 doctors and nurses across SC sites and accommodations.

Following research and development over a period of two years, in 2019 the first phase of cooling garments began to be rolled out. Following positive responses, they are now being further verified in line with workers' feedback and trials.

Elsewhere in outreach, the extension of the nutrition programme included a summer health screening and a trial of enhanced menus that is showing success both in worker satisfaction and health benefits.

The training programme saw courses of soft and hard skills delivered to over 20,000 SC workers; and, at the end of 2019, the agreement with QISC, the SC's specialised training partner, was renewed for a further three years, with the aim of improving technical skills and enhancing the job performance of workers.

Fieldwork for the second workers' survey was undertaken in the last two months of 2019, and the findings will help enhance the planning and delivery of Workers' Welfare activities and help improve worker sentiment and satisfaction levels in the longer term.

In line with the increasing maturity of the programme, 2019 experienced a smaller number of challenges overall compared with previous years. However some of these have remained disappointingly persistent, in particular ongoing resistance by some OCPs in complying with the WWS and SC requirements. To combat this, the SC is working with MoADLSA to effect strict sanctions in the case of non-compliance, while the improved approach for audit, implemented in full this year, enables high-risk areas to be flagged early and for greater time to be spent helping OCPs understand the requirements.

The increased stability of the programme has enabled us to set out a detailed action plan of activities and goals for 2020. In audit this includes action to absorb the sectors and contractors coming on board, in hospitality and other tournament-related sectors. Compliance will redouble efforts, with a detailed plan to ensure workers receive their rightful remuneration, and will engage with MoADLSA and the ILO to formalise the WWF model for greater worker empowerment.

In health, a continued focus on OHS, with competency-level training for all medical staff, will be joined by a new mental health pathway. Deployment of cooling garments will continue in a phased approach so they can be adapted to need. The enhanced nutrition programme will continue, supported by modern technology; training will focus on occupational skills and mental health; and the findings from the second workers' survey will be studied carefully to inform the next phase of workers' welfare activities.





Compliance and Audits

The Compliance and Audit function oversees the implementation and enforcement of the WWS. It leads and undertakes Workers' Welfare audits and inspections, which encompass accommodation and construction site inspections, together with ethical recruitment audits. The compliance function oversees the continual enhancement, implementation and enforcement of the WWS, a large part of which is the management of the pre-mobilisation approval process.

Audits and Inspections



The WWS prescribe a four-tier auditing system of quarterly self-audits by contractors and OCPs; quarterly SC inspections and audits; external independent inspections and audits; and periodic inspections and audits carried out by MoADLSA.

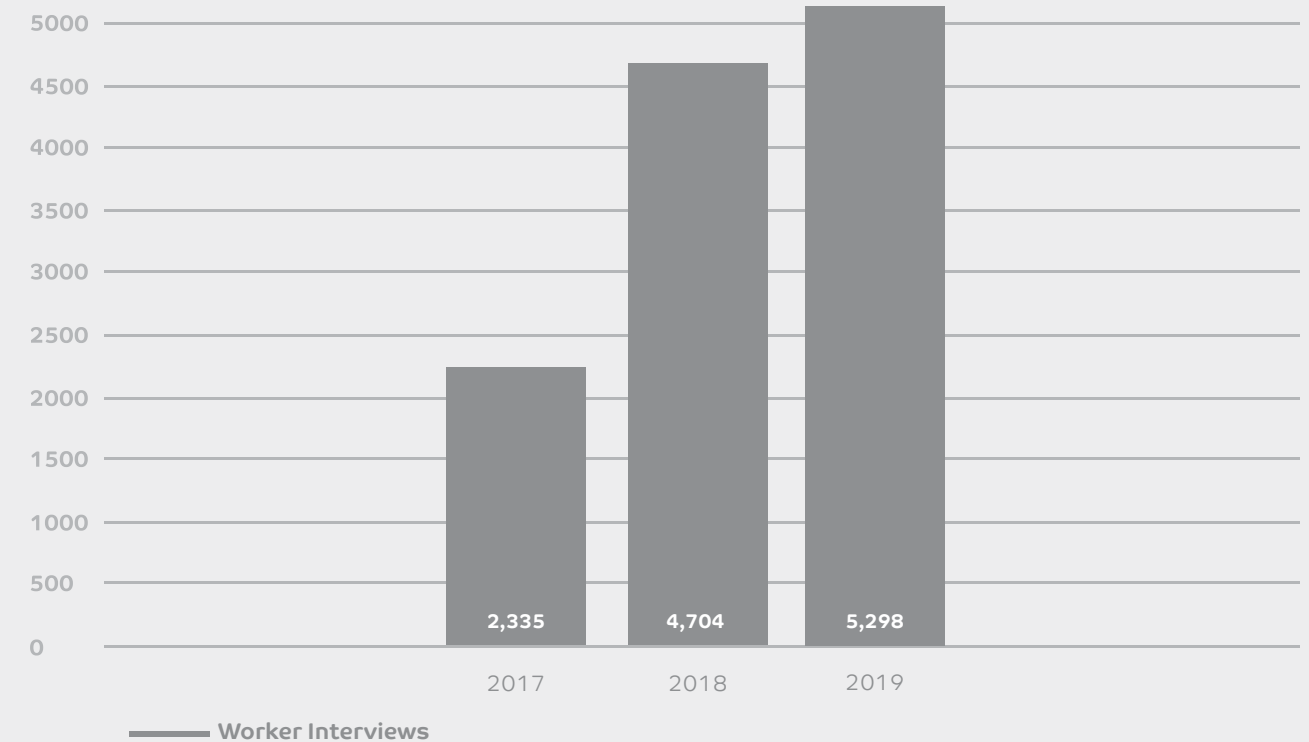
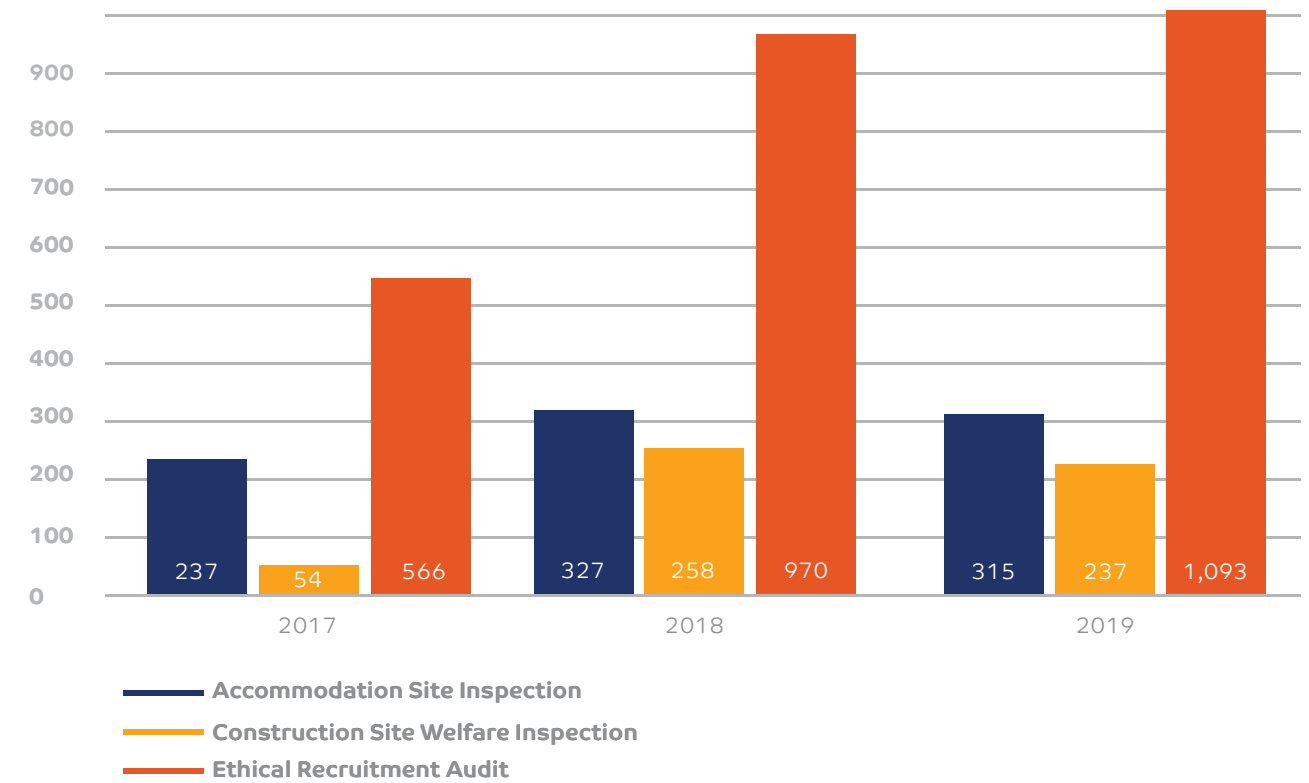
The SC inspections and audits are risk-based, with the following criteria triggering action:

- 1 **Compliance:** where the previous inspection/audit scored below 75%
- 2 **Mobilisation on site:** where new contractors/OCPs are present on a construction site
- 3 **Date of previous audit/inspection:** where more than 60 days have elapsed since the previous inspection
- 4 **Workers:** where there are more than 50 OCP workers on site

Contractors and OCPs meeting any of the above criteria are prioritised for audits and inspections within the first month of the quarter. The remainder are audited and inspected in the subsequent quarter.

This targeted quarterly system has enabled the WWD to prioritise high-risk contractors/OCPs and, as a result, critical issues have been identified early and flagged with Compliance and Enforcement for rectification. Further, the WWD has been able to fully meet its targets (of 100% audits completed), while also having more time in which to help contractors implement the WWS.

Year-on-Year Comparison of Audits and Inspections



In 2019, audits and inspections recorded a number of improvements: workers are residing in better accommodation; there have been positive changes to contractor/OCP recruitment practices; employment conditions are better, with workers

now receiving health cards, passports, Qatar IDs and bank cards as a matter of course; and the timely payment of salaries by a significant number of contractors/OCPs along with provision of pay-slips.

Compliance and Enforcement



The goal of full compliance was furthered this year, particularly aided in two respects. Firstly, a stronger audits and inspections regime has led to improved contractor initiative in implementing rectification plans. Secondly, the pre-mobilisation approval process, introduced in 2017, has contributed considerably towards securing OCP agreements on recruitment fees and air ticket reimbursements, as well as ensuring highly compliant accommodations.

Compliance continued to focus on bedding in procedures for worker empowerment, pursuing contractors to conduct WWF elections for fair representation for both SC and non-SC projects; and on remuneration, seeing a total of 186 OCPs reported to MoADLSA, and the combined enforcement of minimum salaries, reimbursement of recruitment fees and provision of return air tickets leading to an increase in workers' annual compensation between 15% and 18%.

Contractors were further pursued to provide adequate life insurance cover for workers, so as to protect their families in case of natural or accidental death or disability.

Throughout the year, several main and sub-contractors were recognised for excellence in workers' welfare.

Key Initiatives

Grievance: Empower to Power

The three-tier grievance mechanism comprises WWOs, WWF, and a grievance hotline. It provides a crucial platform via which workers can amplify their concerns and make suggestions to management for remediation and implementation, and in a way that is conducive to shared understanding.

2019 saw enhanced coverage of WWF, further elections undertaken and used as a key tool for grievance redress. The benefits of WWF are now experienced by 23,164 SC and 10,140 non-SC workers. In a desire to take this further, MoADLSA and the ILO attended four WWF elections and

meetings at 14 contractors/OCPs, as part of a study set to pave the way for the WWF model to be established throughout Qatar.

296 Workers' Representatives (WRs) received comprehensive training from the SC on roles and responsibilities, effective communication, conflict management, leadership, and health & safety. In addition, BWI conducted detailed training for 44 representatives at Lusail and Ras Abu Aboud sites. WRs are also part of the site safety and food committees, which helps foster synergies in identifying and resolving concerns.

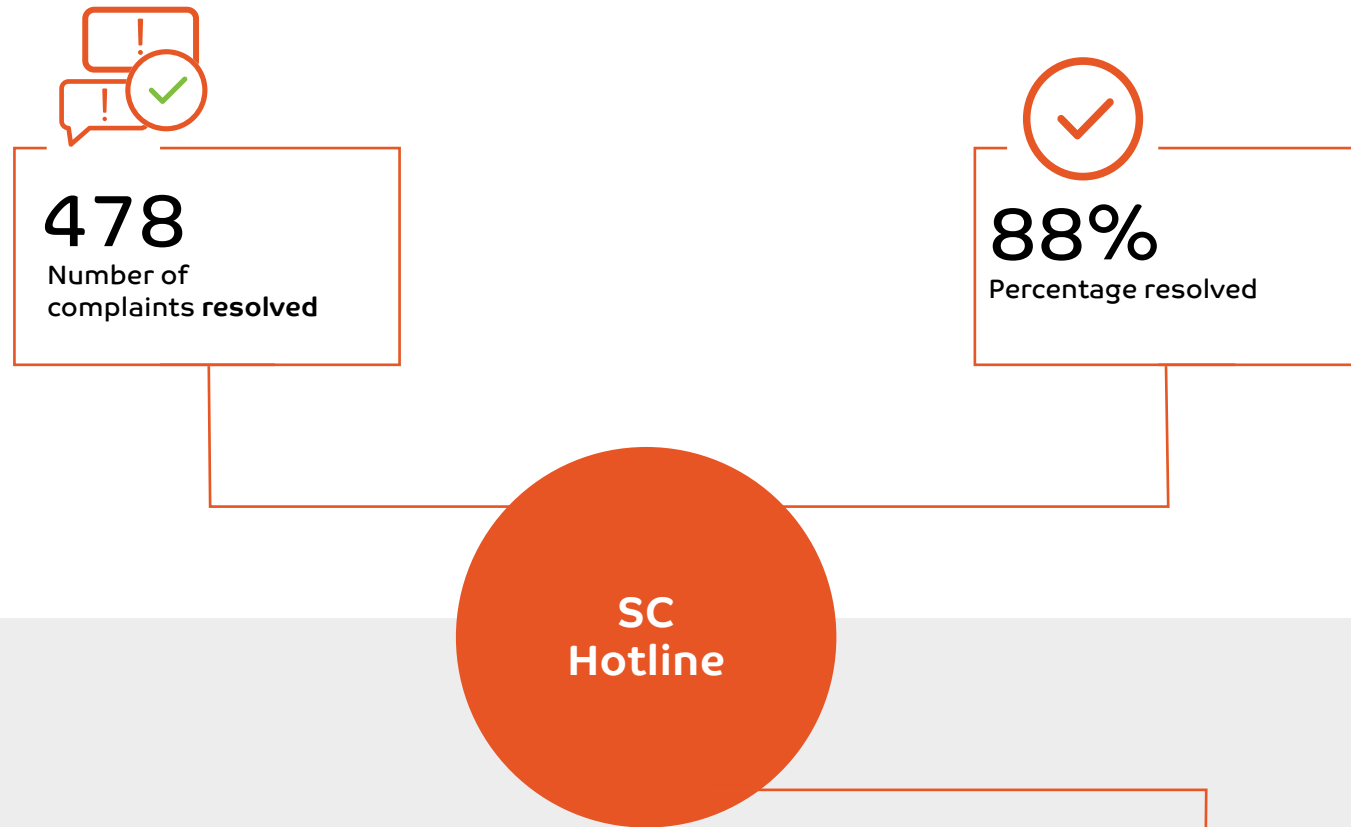


Workers' Welfare Forums



SC Hotline

The SC Hotline provides workers with a safe space to air their grievances anonymously. It is available in 11 languages, and 24-hours a day, to suit the needs of all workers. Calls are free of charge, and it takes less than 15 minutes to register a grievance (via telephone or a web portal). The hotline has become a catalyst for establishing wider grievance procedures, as contractors and employers are required to build the appropriate WWF capability (in terms of WWO, WWF etc) so that they can address issues before they reach the SC.



In a recent internal study conducted by Ergon Associates Ltd for the Tournament, around right-holders' access to remedy, the SC's grievance mechanisms were found to meet many of Ergon's effectiveness criteria in full. The mechanisms were praised for having multiple entry points for workers, clear lines of responsibility, continual engagement with workers and feedback on outcomes, evidence of remedy being provided, along with defined monitoring and tracking of remedial decisions.



Life Insurance

The existing Workmen Compensation Insurance Policies, aligned with Qatar Labour Law and Sharia law, cover workers for injuries, disability or eventual cause of death due to accidents at work. These policies do not provide mandatory cover for accidental or natural deaths outside of work however, which puts workers' families in a vulnerable situation in case of loss of the household breadwinner's earnings. The SC began to undertake measures to rectify this in 2019, working with contractors to encourage them to take out additional insurance.

The cover is available worldwide, and can be paid directly to workers' families by contractors on receipt of funds from the insurance company. This coverage ensures that workers' families receive a substantial amount, ranging from QAR 50,000 to QAR 100,000 in the case of death or disability. To date, six contractors have implemented the cover for approximately 5,545 SC and 17,000 non-SC workers. The SC would like to recognise these firms for their efforts: HBK Contracting, Larsen and Toubro, Qatar Master, HBK Engineering, Teyseer Security and Bin Thani Electromechanical.

Minimum Wage

Although a temporary minimum monthly basic salary had been specified by MoADLSA at the end of 2017, it was unofficial and had not been implemented fully for existing workers. In 2019, the WWD sought in earnest to rectify this, and started to enforce the minimum wage across its programme for all workers.

68 non-compliant contractors were identified, with 2,600 workers receiving less than QAR 750 as a basic salary. MoADLSA blocked these contractors until salaries were revised. By July, all OCPs had complied with the temporary minimum basic wage, and the revision in salaries has benefited 2,779 SC and 1,112 non-SC workers.

Recruitment Fees: Changing the Rules of the Game

The majority of migrant workers globally and in Qatar have inevitably paid illegal recruitment fees in their home countries. Millions of people worldwide are affected by this practice, which is illegal under international law, Qatari law and the WWS.

The SC seeks to ensure that all future recruitment complies with the WWS, and also that legacy workers who were on projects in Qatar prior to joining the SC programme, are compensated for any hardship they may have encountered when moving to Qatar.

The OCP pre-approval process continues to be an important lever in enforcing ethical recruitment and in obtaining commitments from OCPs that workers will be reimbursed the full cost of recruitment and mobilisation within 12-24 months. Contractors and OCPs are now required to update their contracts with recruitment agencies to cover the full cost of recruitment and mobilisation expenses, and to seek performance bonds to ensure a fair recruitment

process. Meanwhile, workers are provided with deployment letters that confirm and provide awareness of their allowances.

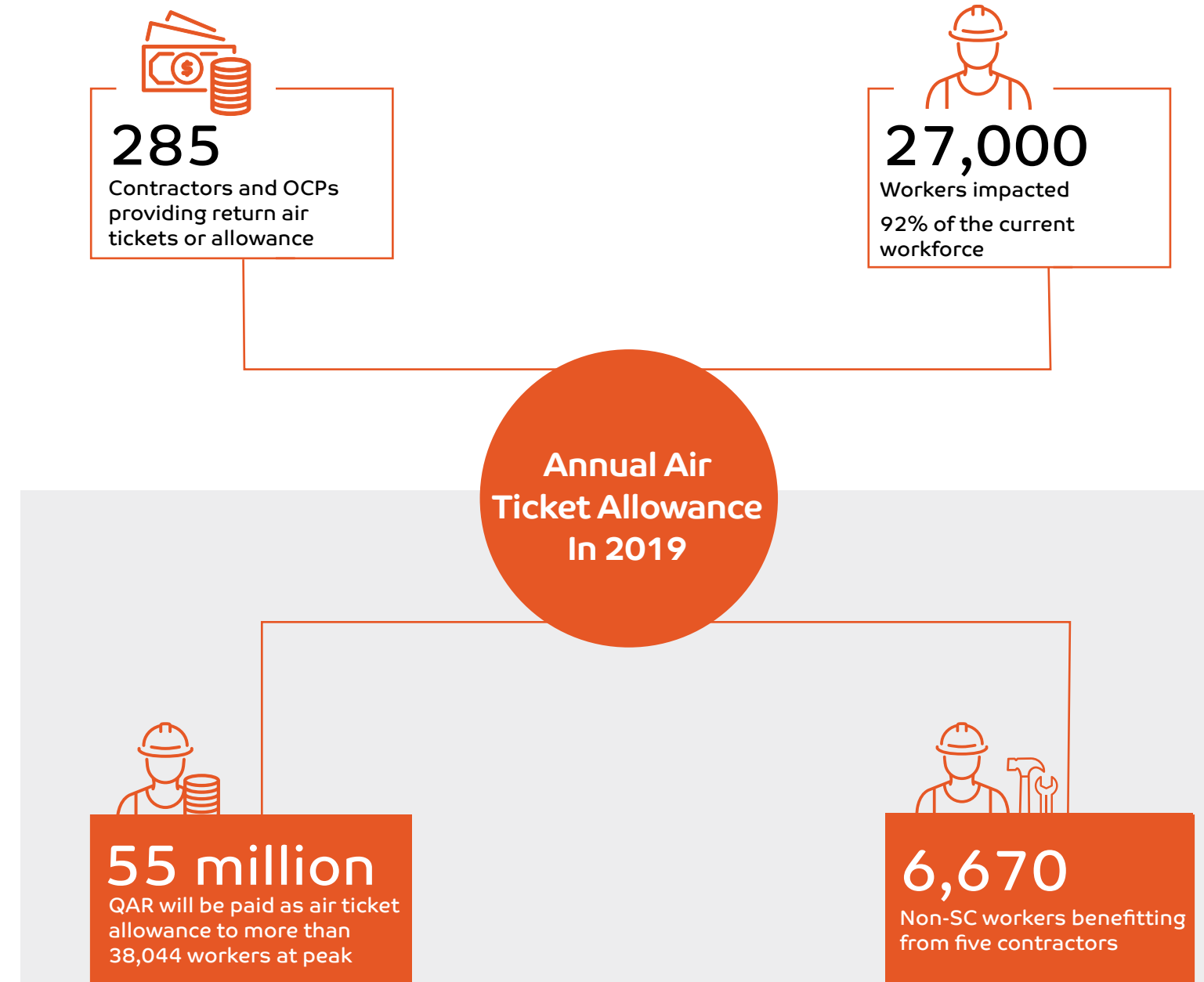
When it comes to protecting legacy workers, the establishment of an environment of trust and transparency has been crucial, so that contractors and OCPs feel empowered to confirm cases where past recruitment may not have been fully compliant.

In 2019, under the SC's Universal Reimbursement Scheme, 220 contractors and OCPs agreed to pay workers back towards those costs that would have been charged during their recruitment and relocation to Qatar. This currently covers more than 16,500 existing SC workers (and is expected to peak at more than 26,800). It accounts for 84% of the peak workforce across SC sites. There is a further spill-over to over 18,000 non-SC workers from 11 contractors. The total monetary benefit to these 44,900 workers amounts to QAR 110 Million over a period of 12-36 months.

Annual Air Ticket Allowance

In March 2017, the WWD began mandating the provision of annual leave and return air tickets for workers. This requirement is vital for the emotional wellbeing and mental health of our workers and forms part of the basis of a social legacy.

For those who do not wish to take annual leave for personal reasons, the SC mandates that the value of the return air ticket be encashed and paid to them, either through a one-time annual allowance or as monthly instalments.



Area in Focus: Wider Legacy Impacts in the Hospitality Sector

Nationwide collaboration enables us to share best practice and raise standards beyond the immediate programme.

The SC works closely with MoADLSA to address serious compliance problems amongst contractors and OCPs, enforcing watch-lists and blacklists where needed, and this strict approach to enforcement is now being rolled out more widely.

In hospitality, the SC has taken on a strategic role, with agreements signed with 26 hotel operators in Qatar for the use of their services and facilities on a call-off basis. Accordingly, these hotel operators are now obligated to abide by the WWS, as they are contractually bound to the SC.

An initial five hotel operators (selected from amongst the pilot phase cohort) have been introduced to the process for audits and inspections; from being given awareness of the standards and methodology, through to being audited by the SC and MoADLSA, facing warnings on any non-compliances with Qatar Labour Law, and being required to produce rectification plans.

The WWD has set out a two-year phased approach to this strategic role, with the objective to ensure a lasting workers' welfare legacy in Qatar; one that goes beyond the construction industry, and that supports Qatar's efforts to address issues concerning the hotel industry's human rights practices.

External Monitoring

The SC four-tier audit system includes provision for external oversight. This is carried out by Impactt, a global specialist in delivering improvements to workers' conditions. The engagement includes audits and inspections and the provision of transparent public reporting; and, over the course of 2019, Impactt conducted 22 initial inspections and audits, 21 follow-up reviews, 2 critical investigations, and 1 Qatar Visa Centre (QVC) visit in Dhaka. They spent 336 person-days on the ground in Doha, with a further 88 off site.

During this period, Impactt highlighted significant progress in the following areas:

- Implementation of the SC's Universal Reimbursement Scheme
- Empowerment of WWF
- Public holiday and rest day provisions generally improving
- More contractors offering professional medical counselling
- Fewer issues with repatriation flight tickets
- Commitment of some contractors to successfully implement the WWS for non-SC operations

The following recurring critical issues were identified, and will be addressed throughout the course of the coming year:

- Workers working more than 10 hours a day
- Stoppage of recruitment fees reimbursement when workers are demobilised from SC sites
- Lack of awareness amongst workers on recruitment fees reimbursement, their rights and grievance mechanisms
- Some workers' IDs expired
- Pay-slips either not being provided, or not containing adequate information
- Inconsistencies in timings and regularity of payments

In 2019, 63% of non-compliances and observations either saw progress made or were closed, compared with 66% cumulative since 2017. Full details of these findings will be available in Impactt's independent report, due to be published in the first half of 2020.



Contractors in Focus

STS & Twelvers Group

- STS & Twelvers Group has supplied manpower to the SC programme since 2017 on Education City, Al Bayt, Al Rayyan and Lusail stadiums
- The group took the lead in conducting direct ethical recruitment in line with the SC's practices, and was an early adopter of the SC's Universal Reimbursement Scheme and the provision of air tickets on an annual basis
- WRs are empowered, provided with business cards and identifiable helmets so they can be recognised by other workers, and are given a monthly allowance for their role

Domopan Qatar

- Domopan Qatar has been working on the SC programme on the Doha Port project since July 2019
- Domopan scored 99% and 100% in construction site welfare during SC and Impactt inspections respectively. It made significant improvements in Impactt's ethical recruitment audit, raising its compliance score from 78% to 93%
- Domopan Qatar is also reimbursing recruitment fees and annual air tickets via monthly allowances to SC workers

SOMI Qatar Electro Mechanical Contracting

- SOMI Qatar has been on the SC programme since the first quarter of 2018 on Al Bayt stadium
- It holds the highest ethical recruitment audit score (99%) given by Impactt, for reasons including reimbursement of recruitment fees and payment of annual air travel expenses

Teyseer Security Services

- Teyseer Security Services has been on the SC programme since the second quarter of 2016, providing security services for Al Bidda, Education City and Doha Port sites
- It recently achieved a high audit score from Impactt (98% in ethical recruitment and 84% in accommodation), and has implemented ethical hiring practices in line with the WWS for the whole company
- Annual return air travel expenses are also covered by a monthly allowance, and all workers (SC and non-SC) are covered under life insurance and a workmen's compensation scheme

Manforce Trading and Contracting

- Manforce Trading and Contracting has been supplying manpower to the SC programme since the third quarter of 2016, and is currently working on five sites – Al Rayyan, Education City, Al Bayt, Al Thumama and Doha Port
- Manforce scored 97% in ethical recruitment in the last audit by Impactt, and has implemented ethical recruitment practices in line with the WWS for the whole company
- Manforce provides a monthly allowance for air travel to workers on SC sites (400+ workers), and also conducted worker elections in which more than 700 workers participated, ultimately electing seven representatives



Health and Safety

The 'Work Safe, Deliver Amazing' framework has a central mission to ensure a rigorous and sustained culture of health, safety and welfare across SC projects.

Health and safety is split into two teams. A dedicated team at the Technical Delivery Office (TDO) manages construction sites, with focus areas including crane safety, electrical safety, working at height, scaffolding, work platforms and heat stress management.

Meanwhile, the H&S team within the WWD looks after workers' daily lives in terms of work, accommodation and transportation.

Comprehensive inspections are conducted at construction and accommodation sites and cover medical care, emergency response, dining arrangements, fire protection, infrastructure and facilities management, sanitation and safe drinking water.

The teams at the TDO and WWD carry out a combination of planned and unannounced site visits for inspection purposes.

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

32,158	Number of workers
101,514,000	Man-hours worked
461	Construction site inspections
128	Accommodation inspections

Incidents:

0.01 Accident frequency rate (AFR)	11 Reportable RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) Dangerous Occurrences: 1	0 Work-related fatalities	9 Non-work related deaths
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Tours and awards:

90 Senior leadership tours	71 Identified good or best practices	2,436 Safety awards issued to workers
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Training:

24 Advanced/basic life support training for medical staff	3,352 OHS training for workers	295 Trade-specific OHS training for workers
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Annual Health Checks

In September 2018, an agreement was signed with Qatar Red Crescent (QRC) to conduct comprehensive annual health screenings for all SC workers; the cost of which is covered by the SC as part of its commitment to the health and wellbeing of workers.

The screenings began in November 2018 and, to date, 26,573 workers have received the comprehensive examinations. QRC and contractor medical teams work together to ensure proper care and case management where acute or chronic illnesses are identified.

The SC provides a secondary medical service for workers identified as high risk, such as those suffering from cardio-related conditions. Under an SC and QRC partnership with Hamad Heart Hospital within HMC, a secondary cardio-specific evaluation was carried out on 70 workers. The evaluation for these and other workers categorised as high risk is ongoing; to date, no serious cardiovascular treatment has been required.

All medical information is treated with the utmost confidentiality, and access is strictly limited to individual workers and authorised medical staff.





Looking After Yourself

Centralised Electronic Medical Records, TPP

In a further move to enhance the healthcare of workers, the SC partnered with TPP to provide a system of integrated electronic medical records. TPP's SystemOne enables faster detection of health risks, the identification of health trends, and provides data for targeted health campaigns.

Workers with underlying health conditions are placed on a medical care plan and higher-risk workers are prevented from being on site, unless protected by a management plan to monitor their health status. TPP has also proved a valuable tool in preventing workers moving between SC projects without an appropriate level of medical care in place.

The system gives patients access to their own medical records, in Qatar and abroad, with online access and a hard copy provided at the end of their time on the SC programme. It provides continuity of healthcare and empowers workers to better understand and manage their health status.

Since February 2018, nearly 37,000 workers have been registered under the TPP system, the first of its kind in Qatar, and the SC is looking at extending the system to more locations.

Mental Health

In the last quarter of the year, the WWD began working with MoPH, the NMHO and the mental health service at HMC to design a comprehensive, integrated mental healthcare pathway and training programme for all workers and clinicians employed on SC projects, with an ultimate view to wider adoption throughout Qatar.

The objectives of the integrated mental healthcare pathway are:

- Improve access and take up of mental health services amongst workers by providing dedicated mental health clinics within healthcare centres
- Provide efficient diagnosis, care and treatment to any worker found to be suffering from a mental health issue

- Improve continuity of care for stable patients with mental health issues
- Ensure patients can access the most appropriate service for their needs in a timely manner
- Improve access by covering all costs associated with assessment and treatment on behalf of workers

In advance of pilots beginning in the first quarter of 2020, a dedicated mental health awareness and screening training programme has been delivered to doctors and nurses across SC sites and accommodations.

Area in Focus: Heat Stress Management

In the summer of 2019, the SC collaborated in a major study commissioned by the ILO and MoADLSA to assess the impact of heat stress on workers. The study, which was the most in-depth of its kind, was carried out by heat stress experts, FAME Lab. It covered different shifts, work designations, nationalities and ages at Al Rayyan Stadium site. Over 5,000 hours of field work, data collection from three weather stations, worker questionnaires and focus groups, resulted in the capture of perceptual, physiological and environmental data. Three key strategies were tested for their effectiveness in mitigating heat stress: hydration, work rest ratios, and clothing.

The study found that SC sites operate under comprehensive heat stress management plans, focusing on worker empowerment and self-pacing on site; a practice that is not prevalent in the mainstream. Key elements of the plans include cooled and shaded rest areas; water stations with cool water and rehydration salts; mandatory water bottles for each worker; medical care plans; annual medical checks; and training for workers and medical staff on the effects of heat stress and dehydration.

The study also found that enterprises can significantly reduce the risk of heat stress by effectively applying a comprehensive range of mitigation strategies. When such strategies are in place, heat strain levels in Qatar are low and comparable to, or less dangerous than, those found in studies conducted in many other countries.

The summary of key findings on heat stress conditions and mitigation options were as follows:



Individuals working indoors or in the shade can safely work continuously with average breaks of 15 minutes per hour. However, those working in the sun between 10:00 and 15:00 are at high risk of occupational heat stress, based on the Wet Bulb Globe Temperature (WBGT)



Hydration is the most effective strategy to reduce core body temperature



Clothing and hydration were the most effective strategies for mitigation of self-perceived occupational heat strain in workers fully empowered to self-pace. The SC-designed StayQool suits were found to be particularly effective in reducing OH strain



The work-rest ratio strategy offered the most effective mitigation for those who were less empowered to self-pace and to negotiate breaks with their supervisors



Hyperthermia was found to be common amongst manual workers, however the amount of time workers spent above the safety threshold of 38°C was 0 to 3%

The research highlighted the level of occupational heat stress and self-perceived heat strain experienced by workers who perform manual labour in Qatar, and will enable the SC and MoADLSA to customise and optimise mitigation strategies to safeguard workers' health and wellbeing. The solutions may require possible amendments to current legislation, as well as measures that can be introduced at the enterprise level. Findings will inform the SC's heat stress management approach in 2020 and beyond.

It is important to note that on a State-level, Ministerial Decision 16 for the year 2007 already prohibits working under the sun or in open workplaces during the period from June 15 to August 31 annually. Working hours are not to exceed five hours a day – with morning shifts not extending past 11:30am, and afternoon shifts not commencing before 3:00pm – thus avoiding the 'high-risk' period. MoADLSA conducts site visits across the country to ensure compliance with these hours, penalising non-compliant companies with a site shutdown of up to one month.

SC-BWI Joint Working Group

Under a 2016 cooperation agreement between the SC and BWI, the JWG ensures that workers at stadium construction sites are supported by rigorous health and safety standards, as stipulated in the WWS. The partnership, comprising 11 permanent members, brings together health and safety professionals from both organisations with experience in specialised areas, such as electrical safety, chemical safety, cranes and working at height.

In 2019, a series of six scheduled and follow-up inspections were undertaken on construction and accommodation sites.

The focus of each inspection covered:

- 1 OHS of workers engaged in construction activities
- 2 H&S compliance at workers' accommodation
- 3 Assessment of the effectiveness of WWF and other grievance mechanisms

In the three years of the partnership, a number of observations by the JWG have had a substantial impact on the SC programme. One observation concerned the need for greater emphasis on OHS and, as a result, the SC will continue to invest in the training of medical staff and workers in relation to construction-related OHS hazards and control measures.

Medical staff on many construction and accommodation sites now meet with the site H&S management to discuss occupational-related injuries and illnesses, so that risk assessments and method statements can be revised to reduce further injuries or illnesses.

In another example, and due to an increased focus on working at height activities, construction sites now place greater emphasis on managing the storage, inspection, issuance and usage of personal fall arrest systems.

Furthermore, the JWG focused on chemical handling and storage, as well as using the correct personal protective equipment for certain activities, such as spray painting.

Meanwhile, on site workers' welfare facilities have been a major focus in 2019, leading in one case to an additional follow-up visit.

The JWG also conducted WR training at Lusail and Ras Abu Aboud stadiums, to improve skills and confidence, so that WRs can fully present workers concerns to the WWFs.

The SC and BWI have extended the cooperation agreement into 2020. JWG findings are published annually in a publicly available report, the third edition of which was released in February 2020.



Work-Related Fatalities and Non-Work-Related Deaths

The SC investigates all work-related fatalities and non-work-related deaths, in line with our IIP, to identify contributory factors and establish how they may have been prevented. While this is standard SC procedure, the responsibility for investigating underlying causes of death in the case of non-work deaths lies with the relevant local authorities.

Non-Work-Related Deaths

We regret to report the non-work-related deaths of nine workers on the programme during the reporting period.

On 23 February 2019, a 46-year old Turkish carpenter working at Al Thumama Stadium collapsed during his shift. He was transported to the site medical clinic before the arriving medical and ambulance services took over life-saving measures. The patient was taken to hospital, where he later passed away. The cause of death was recorded as acute heart failure/natural death. The SC's investigation identified a number of concerns, which were communicated to the contractor, including an unsatisfactory emergency response time and the lack of proper medical care plans.

On 23 June 2019, a 27-year old Nepali national died in his accommodation while deployed on Education City Stadium. The scaffolder was one of five workers deployed by Maskey Contracting, a manpower supply company temporarily engaged on the project from April to July 2019 without the SC's permission – a violation of the WWS. The subcontractor that contracted Maskey had also bypassed the pre-mobilisation approval process, and was mobilised without the SC's knowledge.

The accommodation provided was also unapproved, another clear breach of the WWS. The cause of death was recorded as acute cardio-respiratory

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

There were no work-related fatalities during this reporting period.

failure, due to natural causes. As with all deaths, local authorities undertook an investigation and no foul play was suspected. Because the worker was deployed without the SC's knowledge, he had not received a comprehensive medical check, as mandated by the WWS.

On 1 October 2019, a 20-year old Nepali national, who worked at Education City Workers' Village as a cleaner for a catering company, committed suicide, five days after arriving in Qatar. The SC took several measures to ensure that the worker's colleagues were given appropriate counselling.

On 31 October 2019, a 54-year old Indian electrician who worked at Al Bayt Stadium Energy Centre, died after being found by co-workers in an unresponsive state at his accommodation. He had taken the day off in preparation for upcoming leave, and was found when his colleagues returned from the day's shift. The accommodation medical team attended to him until the ambulance arrived and life-saving measures were carried out. Unfortunately he passed away at the accommodation, with the cause of death recorded as acute heart failure due to natural causes. He had not received a comprehensive medical exam as he was on a three month renewable visa, but he had received the Gulf Approved Medical Centres Association (GAMCA) medical screening in his home country prior to arrival in Qatar.

On 9 November 2019, a 35-year old Nepali national working at Education City Stadium was involved in welding work on a scaffolding platform when he collapsed and later died. He had complained of chest pain to a colleague, and after sitting down to rest, the colleague found him unconscious. Emergency medical staff transported the man to the hospital, where he passed away, with the cause of death given as respiratory failure due to tuberculosis. He was in line to receive a comprehensive medical exam but had not yet done so, therefore he had only undergone a baseline medical exam by the contractor upon mobilisation.

On 20 November 2019, a bus transporting Al Jaber Engineering workers deployed on Al Thumama Stadium, was involved in a road traffic accident.

The incident, which occurred as the bus was travelling to Al Jaber's accommodation facility in Abu Nakhla, unfortunately resulted in the death of three workers. The deceased included two Indian carpenters, aged 54 and 42, and a 22-year old Egyptian national, also working as a carpenter. A further 11 workers were hospitalised with injuries sustained in the collision, from which they later recovered.

Following the accident, a number of corrective and preventative actions have been put in place by Al Jaber Engineering at Al Thumama Stadium. Further, the SC has implemented checks and additional controls across all stadium sites, including comprehensive medical screenings for all bus drivers and a full review of the vehicle fleet maintenance plan for site vehicles carrying passengers.

On 27 December 2019, the body of a 21-year old Indian national working at Ras Abu Aboud Stadium was found by his colleagues, outside their accommodation. Accommodation security and the police were notified immediately, and at the time of writing this report, the situation was still under police investigation.

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 and provided with updates on a regular basis
- Local government agencies and the worker's embassy are notified
- Prompt and appropriate 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

The comprehensive medical screening programme instituted by the SC has also served as an important preventative measure to ensure that workers suffering from new and pre-existing conditions are receiving the appropriate medical care and follow-up, and not being subjected to an environment that may exacerbate their conditions.



Engagement and Outreach

Engagement and outreach is a crucial part of the SC programme, helping meet workers' needs now and into the future. Tailored programmes are developed and implemented with the objective of addressing workers' immediate requirements and improving their wellbeing and quality of life. Several multi-year agreements were established in 2019 with specialised delivery partners to support these efforts.

Cooling Technology

Following two years of research, development and testing of bespoke cooling wear with specialist partner TechNiche, the WWD finalised an innovative wearable cooling range called 'StayQool'. The range consists of three garments – a suit, a balaclava and a vest.

StayQool will reduce thermal skin temperature by a maximum of 8°C. The work-wear is designed to target key areas for cooling, such as the neck, wrists, crown, upper torso and groin, making workers more comfortable in hot conditions and less prone to heat-induced fatigue.

State-of-the-art thermographic cameras demonstrate that industry-standard coveralls, typically worn by construction workers in Qatar and the wider Gulf, retain temperatures of up to 50°C during the hottest months. By comparison, StayQool can be reduced by up to 15°C once activated.

The suits were ISO certified following the successful completion of 3,000 man-hours of testing and research and development in Qatar, the UK, Bangladesh and China.

In 2019, the SC received its first order of two key items in the range: the suit and the balaclava. The roll out of StayQool across SC sites commenced in the summer in a phased approach, to ensure workers received proper training, and that monitoring and feedback could be utilised to inform enhancements as required.

To date, over 12,000 suits and over 5,000 balaclavas have been deployed across five sites, and user feedback shows promising results. In surveys conducted by TechNiche, 96% of workers reported feeling more comfortable wearing the StayQool suit over previous work-wear. 97% agreed that they feel better at the end of the day compared to with previous work-wear. Workers also gave positive feedback about the suit during the major study into heat stress, carried out by FAME Lab.

In parallel, Hamad Bin Khalifa University (HBKU) has been working with the WWD to develop cutting-edge wearable technology that can be integrated into the StayQool suit and alert wearers when they need to rest or rehydrate. This innovation forms a later phase of the project, which will be rolled out in 2020.



Nutrition

2019 saw the extension of the nutrition programme, following a multi-year agreement signed with WCMQ. The aim is to identify the key health issues amongst workers and how they can be examined and resolved. Findings from the first phase, the summer health screening of 1,379 workers, are currently being studied and will produce further recommendations for the next phase, which covers awareness and training for workers, contractors and caterers.

The menu enhancement element of the project ran in parallel, and started with health screenings and awareness sessions for 150 workers at one SC accommodation site, and training for accommodation catering staff. Enhanced African and Asian menus were introduced for 150 workers for three months, and subsequent health screenings found significant improvements in health, a reduction in systolic and diastolic blood pressure and improved hydration. The menus, proving successful both in worker satisfaction and health benefits, are now being studied for wider adoption across the programme.

Training and Up-skilling

The training programme continued in 2019 with soft and hard skills training delivered to over 7,000 SC workers. Throughout the year, eight courses were rolled out and new modules were developed. The focus of one strand was for improved trade-specific OHS for masons, steel fixers and painters. A second strand centred on skills development for WRs, with training in areas of leadership, teamwork, communication skills, negotiation skills, conflict resolution, and computer literacy; this strand complemented the training carried out by BWI for WRs.

The following figures were recorded for 2019:

- Workers' Welfare Induction training: **3,406** workers
- Advanced Cardiac Life Support & Basic Life Support: **24** medical staff
- General OHS: **3,352** personnel
- OHS trade-specific (masons, painters and steel fixers): **295** workers
- WRs: **296** workers

The agreement with QISC, the SC's specialised training partner, was renewed at the end of 2019 for a further three years, and training courses will continue to be delivered in more than five languages with the following goals:

- Direct contribution to social and human development
- Workers and contractors' staff adequately equipped to carry out their jobs safely and effectively
- Workers and contractors' staff better equipped for future careers
- Awareness and understanding of the WWS and workers' rights and obligations
- Skilled and certified workforce
- Improved H&S awareness and understanding amongst workers and site staff



Workers' Survey

Following the successful delivery and positive findings of the first pilot survey with the Social and Economic Survey Research Institute (SESRI) over the course of 2018 and 2019, an agreement was developed to continue the collaboration for another two years, taking the project to 2021.

The findings from the 2018-19 pilot were used to shape programmes delivered to workers throughout 2019, based on their specific needs and requirements.

The second round of fieldwork was conducted over the last two months of 2019, covering a randomised sample of 2,250 workers from all SC sites. The aim of the survey, carried out by an independent and specialist team of field experts from SESRI, is to acquire in-depth information on SC workers including sentiment, satisfaction, and demographics.

The results of the survey will be available in 2020 and will again guide the WWD's planning and decision making for future programmes.

Workers' Engagement

As part of a growing effort to provide workers with more options for leisure and entertainment, the WWD organised tickets for 6,000 workers to attend the musical concert of Oscar and Grammy award winner, A R Rahman. The concert held at Khalifa International Stadium in March 2019 was the largest concert in Qatar with close to 30,000 fans attending. Workers from India, Nepal and Bangladesh were amongst the attendees and it was their first experience attending a concert of this scale.

The WWD also organised tickets for 2,000 workers to attend the FIFA Club World Cup Qatar 2019™ double-header matches, held in December 2019 at Khalifa International Stadium. This was an opportunity for workers building the stadiums to experience an international match at the stadium first-hand.





Challenges

The Workers' Welfare programme strives for year-on-year improvements in order to raise standards in Qatar and the region. The SC is pleased to note that the programme has reached a stage where the best practices that have been established – in welfare standards and the processes to safeguard them – can now start to be rolled out to other sectors, as is the case with the hospitality sector.

Notwithstanding, in 2019, the programme continued to experience a number of challenges. Some were as a result of the introduction of new activities, such as a roll out of the new cooling suits. Others however have persisted over time, most notably the

resistance amongst some contractors and OCPs in complying with the remuneration and worker empowerment requirements of the WWS. A number of contractors are models of best practice; but unfortunately not all are meeting the standards stipulated by the WWS.

The SC has, in previous years, undertaken measures including pre-compliance procedures that have achieved much in securing better compliance rates. This year, additionally, sanctions have been greatly strengthened. The SC will continue to pay close attention to addressing all programme challenges in 2020.

Compliance and Audit

We have continued to experience delays in receiving information from contractors about the mobilisation of OCPs on sites, which poses a big risk for the adequate management of audit and inspections. There are also instances of resistance from OCPs to facilitating audits and inspections and being inadequately prepared for them.

Often, contractors were reluctant to incur extra costs for life insurance premiums and demonstrated a lack of understanding and empathy on the subject. There was also resistance to implementing the minimum wage, and to taking on the SC's Universal Reimbursement Scheme and allowances for annual air travel.

Although we continue to make significant progress on the issue of timely payment of wages, this area

continues to pose some challenges, as highlighted by our External Monitor. The SC has instituted a mechanism to tackle this in certain cases, whereby the main contractors step in and directly pay the delayed wages of OCP workers.

While wishing to work collaboratively and in harmony with all partners, the SC views these non-compliances with zero-tolerance and has responded with stringent sanctions that include the exclusion of non-compliant contractors and OCPs from future projects and classifying them in watch-lists. Prevention is always better than correction after the event, and the SC continues to place a premium on working to build capacity and awareness amongst contractors and OCPs, with 2019 seeing good results from such collaborations and negotiations.

Health and Safety

2019 saw the H&S programme focus on addressing issues that had been previously identified both by the SC and wider organisations and partners. The provision of annual health checks and electronic patient records for all workers, with associated health plans, set in place better oversight for the management of chronic and high-risk medical conditions, a challenge identified in 2019. While work to address other 2019 challenges identified by the SC, JWG and Impactt saw further training on OHS and the development of a new mental health pathway.

One of the most pressing issues faced was when Education City Stadium's main construction phase was drawing to a close. During the final months of construction, the contractor deployed a large number of workers to cover the workload – ranging from 4,000 to almost 9,300. Many of these deployments circumvented the SC's OCP pre-approval process, thus hindering the SC's ability to ensure OCPs are conducting the required due diligence, and carrying out comprehensive medical health screenings for all their workers.

The SC took immediate steps and monitored the situation closely to ensure that the mobilised workers were receiving their rights as per the WWS and the Qatar Labour Law, and that no further unapproved deployments occurred.

The mobilised OCPs were placed on a watch-list to ensure they meet their commitments.

Another consequence of the rapid increase of workforce, a host of welfare and H&S challenges were encountered. Monitoring efforts were subsequently increased by the H&S team in an effort to provide adequate assurance. The most successful measure implemented was a “zoning system”, which effectively divided the site into seven zones. A dedicated Health, Safety & Environment (HSE) lead and supporting team were made responsible for supervising their specific zone as opposed to the whole site. This meant that monitoring was far more focused and any requisite remedial actions were completed more efficiently.

In addition, the SC-BWI JWG, after having completed an initial inspection in August 2019, conducted two follow-up inspections in September and October in order to provide further assurance and, where necessary, make recommendations.

The SC intends to apply the learnings from the workforce expansion witnessed at Education City Stadium to inform the establishment of enhanced welfare measures at other stadiums which are likely to experience similar expansion in workforce during 2020.

Worker Engagement and Empowerment

The effective roll out of WWF was impacted by the limited empowerment on offer for workers at some contractors, including an unwillingness to form WWF and to conduct elections. In addition, there still remain awareness issues amongst workers on their entitlements, rights and initiatives.

The demography of workers changes quickly, according to the needs of the construction stage at the sites, and this leads to workers on the programme who may not be fully aware of the grievance mechanisms, WWF and elections process, and the range of engagement programmes on offer.

On an administrative level, this changing demography also causes issues when implementing engagement and outreach initiatives, where workers listed to participate in outreach activities are demobilised before they can take part.

The training programme is intended as a key tool to help workers understand their rights, raise their awareness of engagement opportunities, as well as to equip them with skills for their life after Qatar. The challenge of low attendance in training sessions is one that we must continue to address, with the support of contractors and delivery partners.





The Way Forward

2019 saw the established systems underpinning the WWS continue to mature, as they have become embedded and more widely understood and adopted. With this stability we have been able to develop ambitious and targeted plans for the coming year across all programme areas. Between them, these plans seek to further improve working and living conditions, to ensure the highest levels of compliance to the WWS and other SC initiatives, and to promote these practices beyond the programme to other sectors and industries – thus ensuring the sustainability and lasting legacy of the SC's efforts.

2020 will include new sectors and contractors coming on board, with the need to integrate the hospitality sector and tournament-related projects into the Compliance and Audit Plan, as well as a review of the planning process to cope with the expected increase of contractors and OCPs in 2020.

Efforts to raise awareness amongst contractors, OCPs and workers will be redoubled, and the WWS will be further enhanced and adapted to provide clear guidelines on applicability in other sectors contributing to the World Cup project.

From a compliance standpoint, focus will be on improving worker empowerment and remuneration. In the area of worker empowerment, this will include expanding the WWF to the hospitality sector for the 26 hotels under contract with the SC; continuing to engage with MoADLSA and ILO to formalise the adoption of the WWF model across other industries in Qatar, leveraging on the SC's experience; further enabling Workers' Welfare teams at contractors and subcontractors so they can effectively discharge their duties; and considering the potential to scale up the hotline to cover all workers in Qatar.

With regards to remuneration, a detailed programme is in place and includes:

- **Recruitment fees:** collaborating with QVCs to ensure comprehensive health screenings are carried out and checks are in place to negate the possibility of recruitment fees being charged to workers; enhancing awareness

amongst MoADLSA-registered recruitment agencies in Qatar; working with MoADLSA to secure commitment letters from all contractors that reimbursements will continue after workers are demobilised from SC sites; and collaborating with MoADLSA and other stakeholders to pass on the legacy of the SC's Universal Reimbursement Scheme to the State of Qatar

- **Minimum wage:** enforcing existing and newly announced minimum wages for all contractors in the SC's supply chain. An encouraging development is that in October 2019, the Qatar Council of Ministers approved a bill regulating minimum wage, which requires employers to pay a non-discriminatory minimum wage to workers, as well as provide food and decent housing
- **Air tickets:** enforcing clear communication of eligibility through a deployment letter to all workers; and working with MoADLSA on a mechanism to enforce annual return air ticket benefits for workers in Qatar
- **Life insurance:** encouraging contractors to establish life insurance coverage for all SC and non-SC workers through collaboration with insurance companies, sending countries embassies and business communities

We also anticipate continued focus on competency-level training for all medical staff across the programme in 2020, to ensure they are more aware of occupational hazards and potential injuries

arising from a construction site environment. The SC will continue to mandate and enforce Bulletin 1 to Edition 2 of the WWS, as it relates to provision of comprehensive medical exams for all new workers, and ensure that workers with chronic diseases receive individualised treatment and follow-up care plans, with an emphasis on mental health for 2020.

In the first quarter of the year, the mental health pathway will be launched with MoPH, ensuring workers have an efficient and secure means of dealing with identified issues. In 2019, the SC worked closely with MoPH to define ways to improve accessibility to medical care, specifically psychiatric treatment and counselling, and this collaboration will continue in 2020 when workers, contractor staff and clinicians will be trained in different areas of mental health awareness including identification, treatment and trauma counselling.

Training in 2020 will also include Behavioural Based Safety, Critical Incident Stress Management, along with OHS trade-specific training for equipment operators and scaffolders, and H&S training for site supervisors.

IIP training will also continue throughout 2020 to prepare project management teams with the necessary knowledge and skills to carry out an incident investigation in accordance with the SC's IIP.

On the beyond compliance front, deployment of the StayQool garments will continue as planned, in a phased approach to ensure their proper adoption

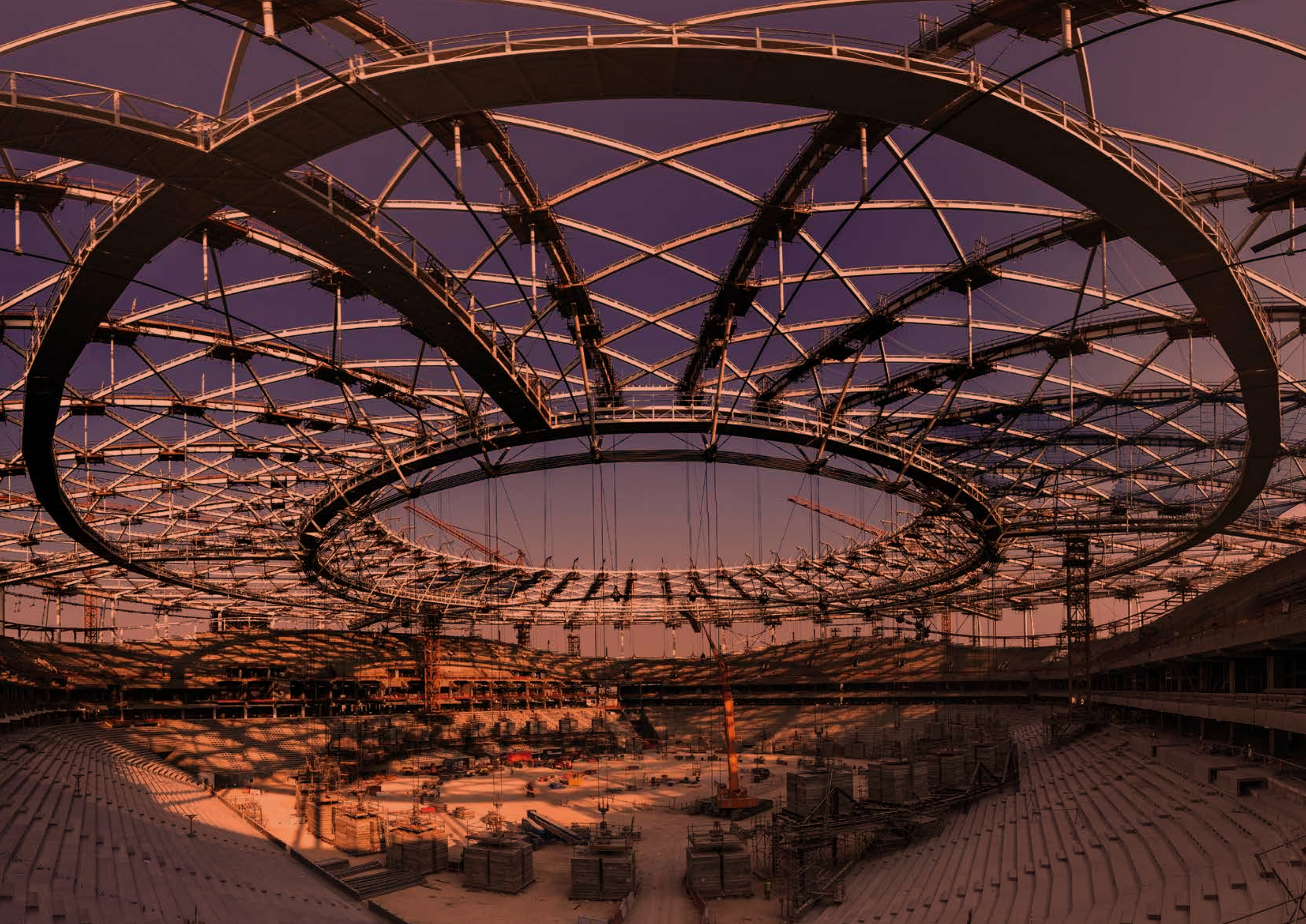
and that workers' feedback is carefully considered. The 2020 releases will see enhancements to garment design focusing on comfort and practicality, as requested by workers in feedback sessions. The sensors being developed by HBKU are expected to be integrated into the suits later in the year. As the StayQool suit has the potential to be deployed in many different industries and countries where hot conditions can affect outdoor work, the WWD will explore wider adoption options for the benefit of workers on a larger scale.

The nutrition programme will continue to monitor workers' health and raise their awareness around prevalent health issues amongst the workforce. Capacity and skills development for contractor and catering staff will also play a big role in 2020, with the aim of instilling better practices on a wider scale. Given the positive feedback and clear health benefits of the tailored menus rolled out in 2019, these will be studied for possible adoption more widely across the programme.

The outcomes and findings of all programmes will be utilised to enhance planning, delivery and decision making within the WWD, and to further improve worker sentiment and satisfaction levels in the longer term.

As the World Cup draws closer, all efforts will be on adapting the SC's programmes for wider adoption into other sectors and industries, with an aim of reaching the largest number of workers possible and ensuring longevity of the efforts being made well beyond 2022.





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