

# Fourth Annual Workers' Welfare Progress Report

February 2018 – January 2019



اللجنة العليا  
للمشاريع والبرق  
Supreme Committee  
for Delivery & Legacy

رعاية العمال  
Workers'  
Welfare



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# Introduction

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## Glossary of Terms

ACLS	Advanced Cardiac Life Support
BLS	Basic Life Support
BWI	Building and Wood Workers' International
EMR	Emergency Medical Response
H&S	Health & Safety
HAACP	Hazard Analysis and Critical Control Points
HMC	Hamad Medical Corporation
ILO	International Labour Organization
ISO	International Organization for Standardization
JWG	Joint Working Group
LOC	Local Organising Committee LLC
MME	Ministry of Municipality and Environment
MOADLSA	Ministry of Administrative Development, Labour and Social Affairs
NHS	National Health Service
OCP	Other Contracting Party
PWF	Programme Welfare Forum
PWWF	Project Workers' Welfare Forum
PWWO	Project Workers' Welfare Officer
QISC	Qatar International Safety Centre
QRC	Qatar Red Crescent
QU	Qatar University
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SC	Supreme Committee for Delivery & Legacy
SESRI	Social & Economic Survey Research Institute
SPO	Special Projects Office
TDO	Technical Delivery Office
Tournament	2022 FIFA World Cup Qatar™
TPP	The Phoenix Partnership
WPS	Wage Protection System
WCM-Q	Weill Cornell Medicine-Qatar
WR	Workers' Representative
WWD	Workers' Welfare Department
WWF	Workers' Welfare Forums
WWO	Workers' Welfare Officer
WW Standards	Workers' Welfare Standards



## Letter from the Secretary General

Hosting the Middle East's first FIFA World Cup™ is a precious opportunity for our country. We have the privilege of hosting 28 days of incredible football, with our nation transforming into a global village of people from all over the planet, united through a shared passion for the world's most popular sport.

This opportunity comes with responsibilities that we take very seriously. This event is an important catalyst for our country to accelerate and demonstrate the social progress and reform that we are committed to. Through the 2022 FIFA World Cup™ and the work that the Supreme Committee for Delivery and Legacy (SC) is undertaking, we are making a difference to people's lives and addressing the social responsibility that organisers of mega-events are bound to in the modern era.

This is the fourth edition of our Workers' Welfare Progress Report. The Progress Report is a crucial piece of documentation for the SC. It forms an important part of our commitment to transparency and openness when handling workers' welfare issues. The report outlines the milestones we have reached, partnerships agreed, initiatives launched, and progress made. It also details the challenges we still face and how we plan to address them in the coming year. It provides a holistic view on the SC's management of the workforce that is delivering the 2022 FIFA World Cup™.



I am extremely proud of the progress the SC has made over the past year. While there have been numerous initiatives implemented that have truly made an impact in bettering lives, the development I am most proud of is the work we have undertaken on addressing recruitment fees. The reimbursement of recruitment fees scheme that we have established has resulted in 123 contractors and sub-contractors paying back costs that would have been (illegally) charged to workers during their recruitment process prior to arriving in Qatar.

The positive reaction and cooperation from our contractors has been encouraging. Their collaboration has ensured the success of our repayment scheme, and most encouraging of all are the numerous examples of companies applying our system to their entire workforce. Major international corporations have expressed interest in understanding the methods we have utilised to implement the system. This is the legacy we are creating through the World Cup™.

On a similar note, the report outlines the continuous development of our Workers' Welfare Forums (WWF), which comprise an important part of our grievance mechanisms. Workers elect their representatives, who are then tasked with reporting issues and complaints to the SC and our contractors. Due to the model's success, it will be applied in a wider context in Qatar through the Ministry of Administrative Development, Labour and Social Affairs (MOADLSA) and International Labour Organization (ILO) Qatar office.

Challenges and obstacles still exist. These are outlined in detail in the report and include a work-related fatality. Tej Narayan Tharu lost his life after a fall from height while working on Al Wakrah Stadium. An investigation team was formed immediately, including independent international experts, and corrective actions have been put in place to ensure that safety measures for work at height are stringent and in line with global best practice. We have taken every action possible to prevent such occurrences happening again. Our deepest condolences remain with Tej's family.

Our approach to the plethora of challenges and obstacles is grounded in a genuine commitment to transparency, seeking ways to ensure mistakes are not repeated, and identifying, removing, and rectifying systemic problems with the assistance of our partners, independent monitors and civil society.

On matters as complex and global as these, the journey is never complete. However, I am pleased with the progress we have made so far. Our commitment to progress and improvement is unwavering. We will continue to operate in the spirit of transparency, openness, and partnership with both local and international communities as we implement the work that is leaving behind a genuine social legacy for our country, and beyond.

Sincerely,

H.E. 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 2022 FIFA World Cup™ 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 the Qatar 2022 Local Organising Committee LLC (LOC), the SC is also responsible for 2022 FIFA World Cup™ 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 in programmes including Generation Amazing, Challenge 22, Workers' Welfare, and initiatives such as Community Engagement and the Josoor Institute, to stimulate human, social, economic and environmental development across Qatar, the region and Asia.





## About the Workers' Welfare Department

Workers' welfare is an integral part of the SC's work. Dedicated teams have worked in this sphere since 2013 when the SC began planning its construction programme. The current Workers' Welfare Department (WWD) reports directly to the Office of the Secretary General, and has a vision for an amazing 2022 FIFA World Cup™ 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 Workers' Welfare Standards (WW Standards) across SC projects. The team has grown proportionally with the growth of the SC programme, and currently has 14 full-time staff members, including five external auditors / inspectors; between them a diverse and multi-lingual team with expertise ranging from auditing to industrial psychology.

The WWD is responsible for:




Developing effective compliance and enforcement mechanisms for the WW Standards



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

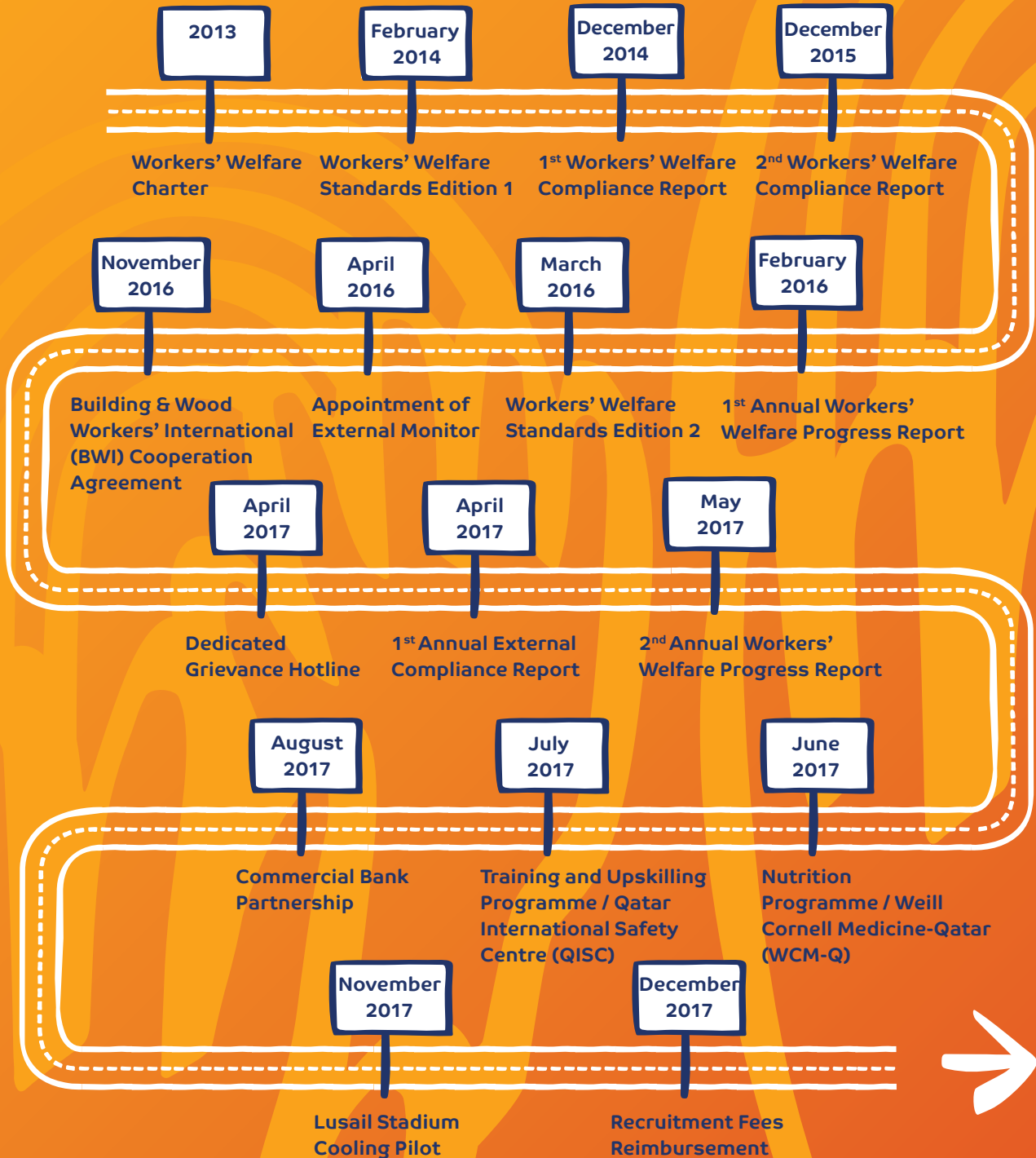


Overseeing all workers' health and safety matters across the SC programme

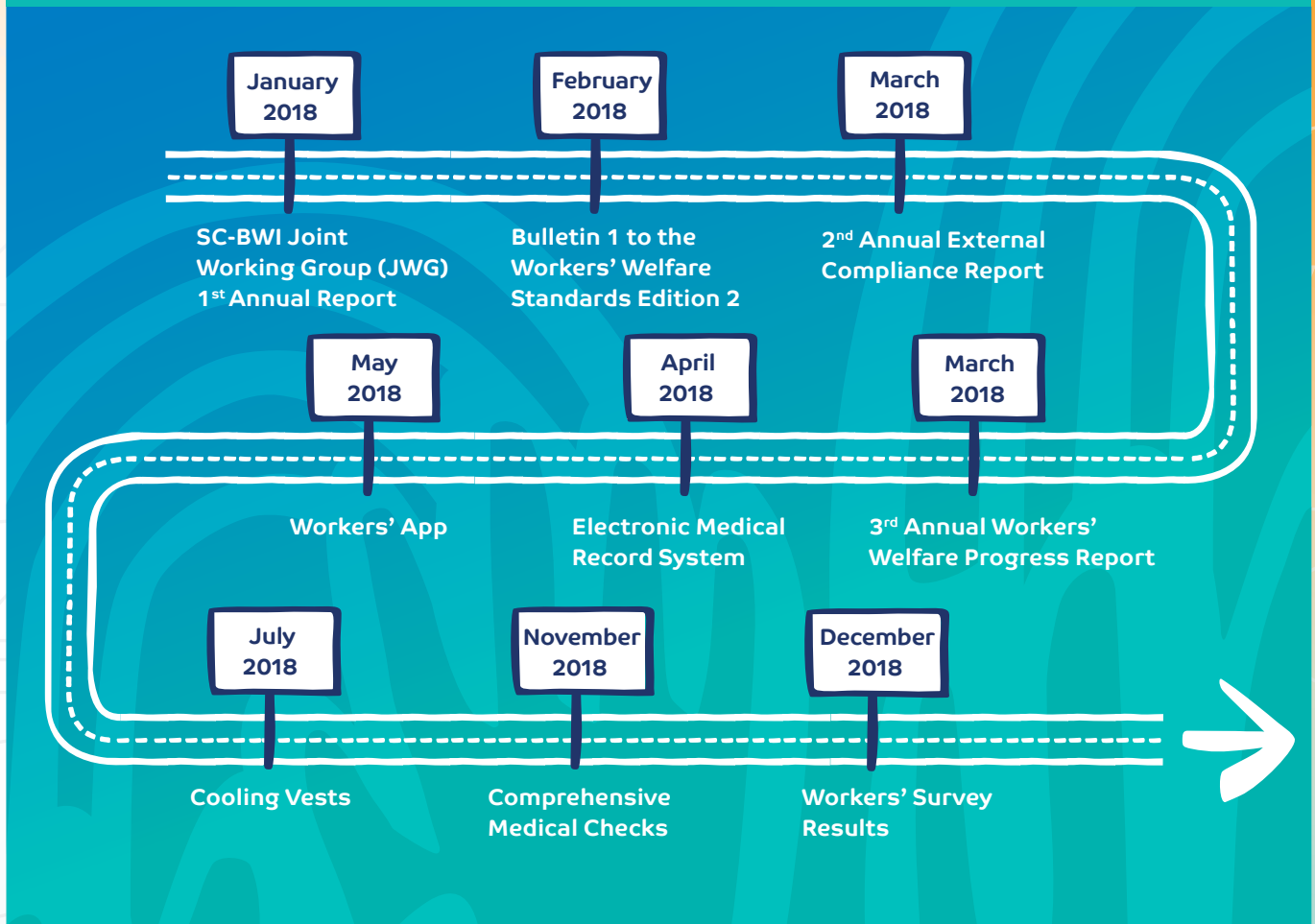


Delivering engagement, outreach and training, and conducting research to guide policy and decision-making, and engaging with internal and external stakeholders

## Milestones to Date



## 2018 Milestones



## Workers' Welfare Standards

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

Following the release of the Workers' Welfare Charter in March 2013, Edition 1 of the WW Standards was published in February 2014; this was followed by the release of Edition 2 in 2016, which was subsequently updated further in February 2018 (released as Bulletin 1).

Key activities since the release of Bulletin 1 have included:

- Contractors awareness sessions of the enhanced requirements
- All workers receiving medical health screenings before joining SC projects and then on a periodic basis, via Qatar Red Crescent (QRC)
- Greater empowerment for Workers' Welfare Officers (WWO) and Project Workers' Welfare Officers (PWWO) via direct reporting to contractors' project managers or directors
- Other Contracting Party (OCP) / subcontractor approval process strengthened to include SC-compliant accommodation, ethical recruitment practices, recruitment fee reimbursement, and provision of annual air tickets or a cash equivalent for workers as a prerequisite for OCP approval on any SC project



## Executive Summary

The Fourth Annual Workers' Welfare Progress Report covers the period of February 2018 to January 2019. The year started with a number of specific challenges to address, and an agreed set of directions to take forward based on the learnings from the previous year.

The reporting period saw a continuing positive trend in compliance to the WW Standards. Accommodation across the programme is now fully compliant in standards of safety and wellbeing; and there were valuable advances in health, pay and social conditions.

The SC had a breakthrough with adoption of a recruitment fee reimbursement scheme. The scheme aims to reimburse workers for unlawful fees they may have incurred during the recruitment process, and will give back QAR 80 million over a period of 12 to 36 months. Over 31,000 workers both on and beyond the SC programme have benefitted, and work to build buy-in among reticent contractors is showing results.

Access to remedy and grievance mechanisms were further strengthened, with the success of the WWF driving MOADLSA and the ILO to study them for application across Qatar. New languages were added to the Grievance Hotline, and roles and responsibilities of Workers' Representatives (WR) were finalised and training conducted to prepare them for their roles. Challenges remain on this front however, and much is yet to be done in the coming years.

Meanwhile, changes to how inspections are triggered, the weighting of particular standards, and to the process for approving OCPs were also enhanced, to secure better compliance among all contractors. Moving beyond a 'one size fits all' approach in audit and compliance will allow for greater scrutiny on the most likely problem areas, and enable additional emphasis on obtaining rectification and closing out non-compliances.

In its role as external monitor, Impactt conducted 24 initial inspections and audits and 24 follow-up reviews, with the results published in its March 2019 report. The average close out rate of non-compliances and observations for the year was 75% in follow-up inspections and audits, a marked rise on previous years.

In health and safety, the continued implementation of the emergency medical response strategy brought major gains in emergency response rates. The release of Bulletin 1 to the second edition of the WW Standards, in February, introduced the requirement for comprehensive health screenings, with follow up health care for those who need it. The longer-term aim, to create the first electronic records system in Qatar, was advanced with the launch of a pilot at Education City Stadium.

Occupational health continued to be a key priority since its identification as an issue by the SC-BWI JWG in 2017. Training was rolled out to all medical staff and to workers in trade-specific areas. Inspections by the SC-BWI JWG continued to focus on working at heights, in addition to kitchen safety, which led to a number of overhauls of kitchen operations and food safety. Despite the stringent procedures put in place, and the work carried out over the last year, the SC recognises that there is major room for improvement in this area, and hopes to accelerate its progress in the coming year. The Cooperation Agreement with BWI was extended for 2019, which will facilitate some of these improvements.





2018 was also an important year for advances in cooling technologies. Following two years of research and testing, a fully functioning cooling work wear range was finalised this year, ready for launch before summer 2019.

In outreach activities, the first workers' survey provided workers with a platform to share facts and opinions on key matters; new courses were rolled out as part of the SC's large-scale training programme; and the third phase of the nutrition programme delivered enhanced menu options for workers, with an agreement to expand the programme for a further three years.

The reporting year identified a number of challenges. In compliance, smaller OCPs often struggle to meet the WW Standards, and there has been some additional resistance among contractors to new requirements introduced in the year. The continued

rollout of the health and safety plan saw challenges in introducing a culture and system for occupational health, plus problems in the management of health records, brought to light by the requirement for comprehensive health screenings. Meanwhile, although engagement and outreach initiatives have been successful, it is still sometimes a challenge both to secure contractor buy-in, and for workers themselves to find the time to take part.

Addressing these challenges will be a priority in 2019 as the programme grows. The coming year will include advances in building a legacy beyond the current programme, including the first electronic records system in Qatar; unique cooling work wear with the potential to benefit any country with a hot climate; life skills training for workers; a remittance study to improve workers' financial circumstances; and completion of comprehensive medical checks for up to 30,000 workers.





The Compliance and Audits function oversees the implementation and enforcement of the WW Standards. It leads and undertakes workers' welfare inspections and audits, which encompass accommodation and construction site inspections together with ethical recruitment and employment practice audits.



## Audits and Inspections

The WW Standards prescribe a robust four-tier auditing system – delivered via quarterly self-audits by contractors, SC inspections and audits, external independent inspections and audits, and periodic inspections and audits carried out by the Qatari government's labour inspectors.

Since the implementation of the WW Standards in 2014, there has been year on year improvement most notably in accommodation and, more recently, in health, pay and social conditions.

Throughout 2018, the audits and inspections team was able to achieve the following:



**379**  
accommodation  
inspections



**956**  
ethical recruitment  
audits



**555**  
construction site  
welfare inspections



**1,516**  
hours spent on  
accommodation inspections



**11,472**  
hours spent on ethical  
recruitment audits



**2,220**  
hours spent on site  
welfare inspections



**4,561**  
worker interviews  
conducted

## Immediate Interventions

In 2018 the immediate interventions criteria – including elements of the WW Standards that carry the most weight during inspections and audits, and on which the SC requires immediate rectification – was revised to focus on health and remuneration, including overtime compensation, salaries, and annual airfare.

### General

50% non-compliance score in most recent inspection or audit

Audit or inspection not facilitated

Others including but not limited to uninhabitable accommodation, mould, long travelling time to and from the construction site, bunk beds in use, time attendance system not implemented

### Accommodation

Cooking is taking place in accommodation rooms (except in villas and apartment blocks where it is permissible)

Showers and toilets are combined

Diesel generators are within 30 metres of a habitable building

Diesel generators / fuel tanks are not restricted and fenced off with appropriate security and access controls





## Ethical Recruitment

Passport retention (except for administrative purposes)

Qatar Identification Cards are not kept by workers

Bank cards are not provided to workers

Recruitment agents are not registered with MOADLSA

Recruitment fees were paid by workers and supporting evidence is available

Workers are mobilised holding business visas without prior approval of the SC

Workers are sponsored by an entity other than their employer

Contract between contractor and the OCP does not contain compliance to the WW Standards

Employment contract reflects lower pay than the offer letter

MOADLSA-attested employment contracts are not provided to workers

Workmen Compensation Policy is not valid and inadequate (as per Labour Law / Sharia Law)

Basic salary is less than the stipulated minimum wage of QAR 750

Salaries are paid in cash (except for end of service benefits and parting salaries)

Salaries are not paid by the 14th day of each month

Overtime is not paid by the 14th day of each month

Annual leave is not granted (not raised if the air ticket allowance is paid)

Rest days are not granted to workers

Workers are working more than 10 hours a day (or eight hours in Ramadan), and / or more than 260 hours in a month (except for housekeeping, catering, drivers, and security staff)

## Site Welfare

Caterer is not ISO 22000 certified

Food is not delivered to the construction sites in accordance with Hazard Analysis and Critical Control Points (HAACP) requirements

Health cards are not provided or provision of medical services through a private hospital is not available

Licensed nurse not provided at construction site / accommodation site with more than 100 workers

No operable fire alarm system, or fire alarm system is not connected to central alarm monitoring station (other than villas or apartment blocks)



## Risk-Based Audits and Inspections

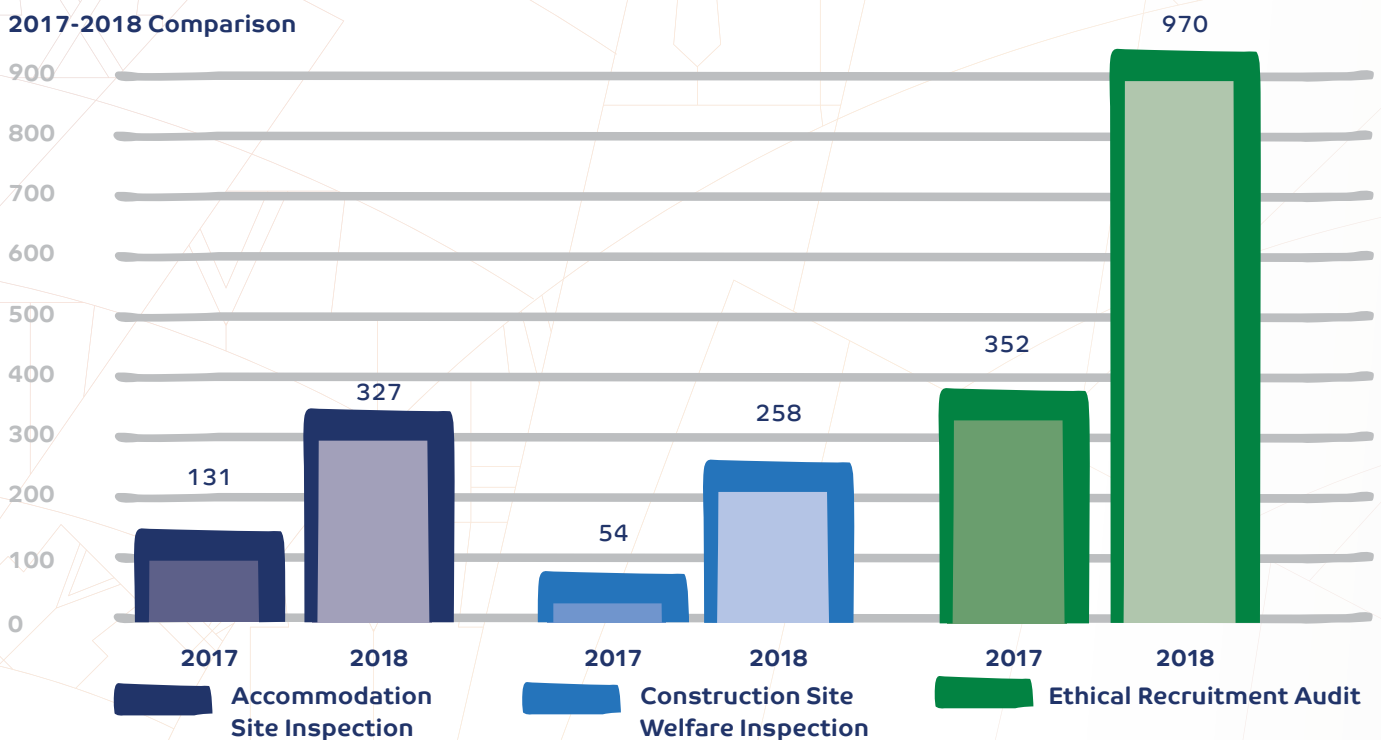
At the end of 2018, a new priorities section was incorporated into the compliance and audits plan, which will enable future inspections and audits to be scheduled according to a risk-based approach. Inspection and audit priority is defined according to five criteria:

- 1 **Compliance:** where the previous inspection / audit scored below 75%
- 2 **OCP:** where there are more than 10 OCPs per construction site

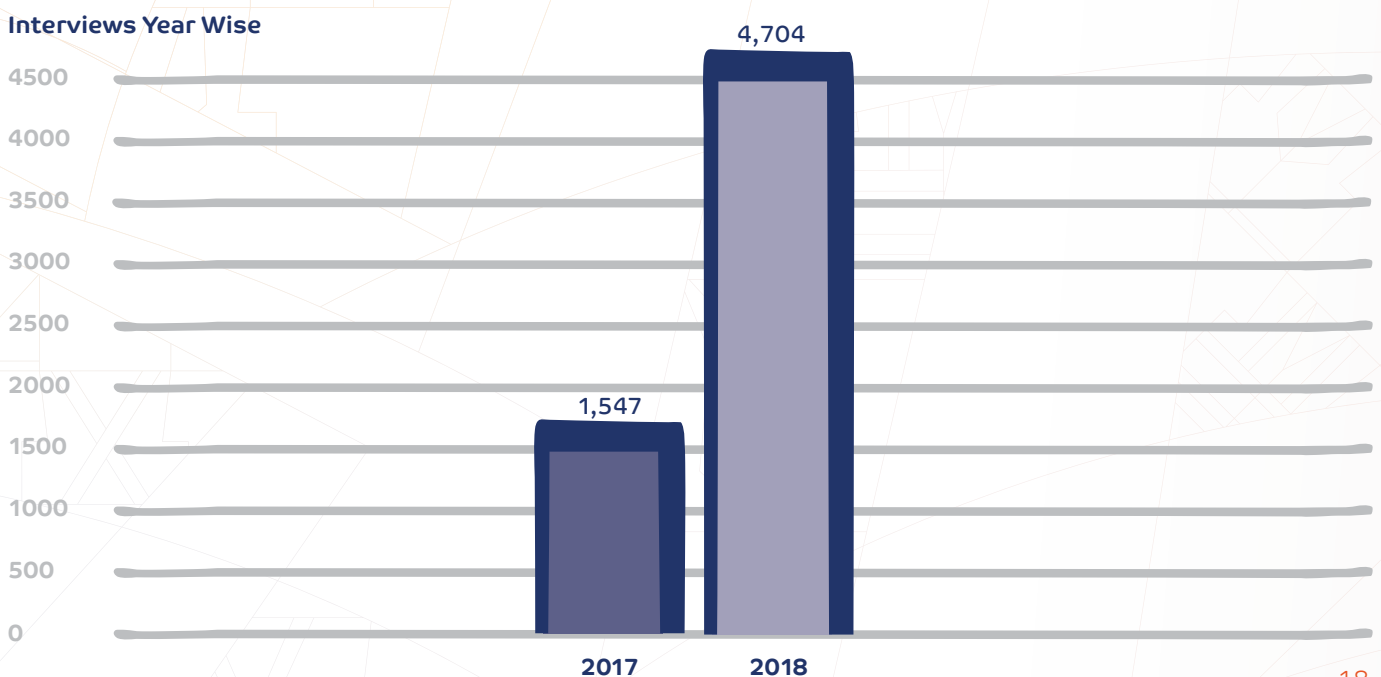
- 3 **Schedule:** where a contractor is on-site for more than 90 days
- 4 **Scope:** where a contractor is on more than one SC construction site
- 5 **Workers:** where there are more than 50 workers on the construction site

Entities that meet at least four of the above criteria will be audited and inspected within the first month of their mobilisation. Entities that meet two or three of the criteria will be audited and inspected within the first 60 days, with the remainder audited and inspected in order of the date of mobilisation.

### 2017-2018 Comparison



### Interviews Year Wise



## Ethical Recruitment Audits: A New Approach

At the end of 2018, a new approach was developed to enable the SC to better utilise its resources in auditing ethical recruitment, comprising full and limited audits. Most workers across the SC programme are employed by a minority (about a third) of contractors. These 91 firms are the main contractors and OCPs with more than 50 staff, and between them they cover 86% of the workforce. Full audits here will bring to light ethical recruitment issues affecting the majority of workers, and additional emphasis will be placed on obtaining rectification and closing out non-compliances raised during audits.

The remaining two thirds of OCPs (226 firms) have less than 50 workers each and together cover 14% of the workforce. For these, a more limited audit will take place. A shared drive of workers details (such as Qatar IDs, health cards, offers of employment), monthly timesheets, pay slips and interviews will be subject to quarterly sampling by the audits and inspections team. In cases that receive a score below 75%, the next audit will be a full one.

This targeted approach to auditing, effective from January 2019, will enable greater scrutiny and follow-up on firms with the most workers and those with the most non-compliances, and therefore where most issues will likely arise. This is an example of the maturity and continual improvement of the WWD, which has evolved and adapted with the growth of the SC programme.

The tables below provide the criteria that will be used to determine the audits and inspections in scope, the execution timelines for each type of inspection or audit, and the limited review compliance checklist:

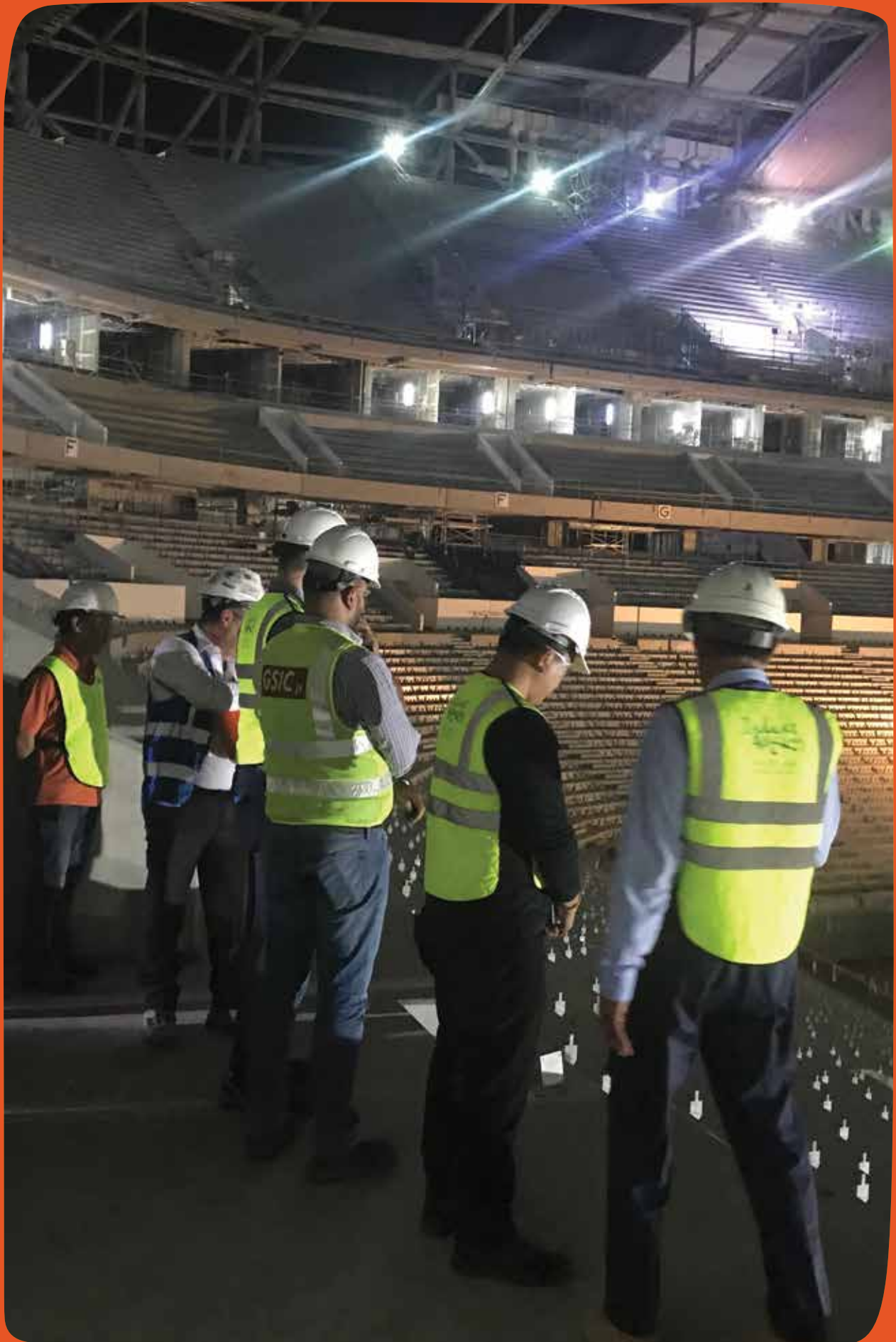
Ethical Recruitment Audits			
Criteria	Full Audit	Limited Review	Workers' Interviews
All New Contractors and OCPs (1st Audit)	✓		✓
OCPs with less than 50 workers on site – 2nd Audit – (The first ethical recruitment audit score is <75%)	✓		✓
OCPs with less than 50 workers on site – 2nd Audit – (The first ethical recruitment audit score is >75%)		✓	✓
All main contractors (irrespective of number of workers) and OCPs with more than 50 workers on site	✓		✓
Accommodation Inspections			
Criteria	Inspection Every Quarter		
100% Accommodation Sites (irrespective of number of workers of OCPs)	✓		



#	Limited Review – Compliance Checks	WW Standards Area
1	The contractor ensures that, at its cost, all workers possess a health card	Employment Condition
2	All workers have personal possession of their passports	
3	All workers have personal possession of their Qatari ID	
4	All workers have personal possession of their bank cards	
5	Contractors ensure that workers are granted their entitlements to annual leave, rest days and all other minimum requirements of the Qatar Labour Law	
6	For annual leave, the contractor pays for the return air travel expenses to the nearest international airport at the home country of the worker	
7	Workmen compensation	
8	The contractor ensures that no worker is required to sign an employment contract different to the original offer of employment unless the employment contract stipulates terms and conditions more advantageous to the worker	Employment Contracts
9	Recruitment agent complies with the requirements of WW Standards	Ethical Recruitment
10	The contractor pays, and ensures its OCPs pay all workers in accordance with the Wage Protection System (WPS) implemented under the Qatar Labour Law	Payment of Workers
11	Whenever the circumstances of work requires a worker to work on their rest day, the worker is compensated for the rest day in accordance with Qatar Labour Law	
12	The contractor, upon the end of the employment of a worker, pays for the repatriation travel expenses of that worker in accordance with the Qatar Labour Law or their employment contract, whichever is more favourable to the worker	End of Employment and Repatriation







## Compliance and Enforcement

Compliance and Enforcement is responsible for approving contractor tender evaluations, approval of OCPs, and for identifying contractors and OCPs to be demobilised, placed on the watch-list or blacklisted. It also investigates issues raised on the SC Grievance Hotline and provides support to PWWOs and WWOs in training and sharing best practice.

Reducing the number of lower-tier OCPs reduces the size and spread of the supply chain, and is therefore key to managing the implementation of the WW Standards. In 2018, the Compliance and Enforcement team worked closely with contractors to this end and as a result Tier-3 OCPs have been virtually eliminated – now only 1% of the workforce comes from this tier.

### Who our workers work for

- 50% deployed by contractors
- 39% in Tier-1 OCPs
- 10% in Tier-2 OCPs
- 1% in Tier-3 OCPs



### Compliance and Enforcement in Numbers

OCPs demobilised	47
OCPs remobilised following improved compliance	9
OCPs under watch-list	106
OCPs removed from watch-list following improved compliance	21
Contractors blacklisted	6
Contractors removed from blacklist following improved compliance	1
Escalations to MOADLSA for further action	88
Pre-tender inspection failure rate	31% (115 failed out of 377)
OCPs rejected in pre-approval process	12% (59 failed out of 502)
Man hours spent on OCP approvals	5,600
Successful closure of Immediate Interventions	85%

Note: Statistics as of January 2017 to December 2018





## Spotlight: Recruitment Fees

The WW Standards prohibit the charging of recruitment fees, and contractors are instructed to ensure that recruitment is carried out in line with the WW Standards.

In 2018, the SC continued to work closely with contractors and OCPs to ensure that future recruitment complies with the WW Standards and that legacy workers receive hardship compensation for their relocation to Qatar.

Three main issues were faced in implementing this: (i) 80% of workers were not hired specifically for SC projects; (ii) 90% of workers had no evidence to prove they paid recruitment fees; and (iii) a number of contractors and OCPs pushed back on reimbursements, citing the fact that the requirements were not applicable at the time of hire.

To address this, the SC developed a reimbursement of recruitment fees scheme in which the burden of proof for repayment of recruitment fees was shifted from workers to contractors. Contractors are required to demonstrate they have paid the costs of recruitment for each worker. Where they cannot, they must reimburse the worker.

OCP pre-approvals are also used to enforce ethical recruitment requirements, and OCPs must commit to reimbursing workers over a period of 12 to 24 months if the hiring process did not already include the full cost of recruitment and mobilisation.

In this process the SC has sought to build an enabling environment, one that fosters transparency and encourages contractors and OCPs to acknowledge where past recruitment has not been fully compliant with the law and the WW Standards, and where they have not met the full costs of recruitment and mobilisation.



As a result, in 2018, **123 contractors and OCPs** agreed to pay back those costs that would have been charged to workers during their recruitment and relocation to Qatar. The monthly reimbursement under this scheme has increased workers' salaries between **8% and 20%**.

Over **31,800 workers** will receive on average **QAR 2,500** towards reimbursement over a period of 12 to 36 months. This includes six contractors and OCPs who agreed to reimburse **16,500+ non-SC workers** – a spill-over effect that highlights the legacy of the workers' welfare programme already in action. The total impact of the reimbursements will exceed **QAR 80 million** over the next 12 to 36 months.

Of the **123** contractors and OCPs providing reimbursement of recruitment fees, **seven** are contractors, **96** are Tier-1 OCPs, **18** are Tier-2 OCPs, and **two** are Tier-3 OCPs.





## Highlights: Delivering Higher Benefits, Facilities and Amenities

In 2018, mandatory pre-approval of accommodation facilities saw **97% of SC workers** in highly compliant accommodation with shorter commutes.

All workers on SC construction sites receive basic salaries not less than **QAR 750 per month**, excluding overtime and free accommodation, food and transport.

The SC enforces a limit on work schedules to **10 hours per day** (including two hours overtime).

The SC also enforces the provision of return air tickets on an annual basis (or encashment if a worker chooses, paid monthly or annually) to the vast majority of its workers. **189 contractors and OCPs** agreed to pay air ticket allowances totalling up to **QAR 49 million** to **32,000 workers**, which includes four contractors covering **5,300 non-SC workers**, another example of the spill-over effects of the SC's workers' welfare programme.

The enforcement of recruitment fees reimbursement and return air tickets provided an uplift to workers' annual compensation of between **13% and 16%**.





## Contractors in Focus

A number of contractors have continued to take the lead in developing and implementing their own welfare standards. The SC is indebted to the contractors who have shown ongoing support of the WW Standards and who have gone above and beyond the requirements by extending the benefits to non-SC workers.

### **Nakheel Landscapes**

Nakheel Landscapes is a leading landscaping contractor that has been on the SC programme for over three and a half years. Nakheel Landscapes was one of the early adopters of the WW Standards across its business and facilities, and continues to be a leader in maintaining high standards in salaries and benefits.

Nakheel Landscapes is being recognised by the SC for its actions in providing maximum benefits to its entire workforce, despite having less than 10% on SC projects; increasing salaries between 25-40%; being an early adopter in implementing reimbursement of recruitment fees and air tickets and enforcing this policy with its OCPs; and for services to welfare – hiring over a hundred distressed workers of an insolvent company on the request of MOADLSA, building football teams of workers, and enforcing the election of WRs beyond the SC programme.



### **Pigeon Engineering**

Pigeon Engineering has been on the SC programme for two and a half years. In June 2018, this leading manpower supply company began providing recruitment fees reimbursement to 2,400 peak workforce, half of whom are on non-SC projects. At the same time it became an early adopter in providing air tickets on an annual basis to all SC and non-SC workers.

### **Iskan & Tashgheel**

Iskan & Tashgheel, a leading manpower supply company with two years on the SC programme, agreed to reimburse its 8,500 workers in October, even though only 350 are on the SC programme.

### **Structurel Qatar**

STRUCTUREL Qatar W.L.L., a leading Engineering, Procurement and Construction (EPC) electro-mechanical contractor in Qatar since 2005, has completed one year on the SC Programme. STRUCTUREL began providing monthly air ticket allowance and recruitment fees to its workers, exceeding 700+ on SC projects. STRUCTUREL has also upgraded their own accommodation and amenities at Shahaniya in line with the WW Standards.



## Grievance Mechanisms

A four-tier grievance redress mechanism has been in place since 2017, and comprises the SC's WWF as well as WWOs and PWOWs, WRs and a dedicated 24/7 Grievance Hotline available in a range of languages. Between them, they provide recourse for workers beyond their immediate managers and supervisors, and ensure easy access to remedy.

The WWF is the SC's flagship grievance platform in which workers, via their WRs may raise matters of concern on any issue without fear of retaliation. WWF are established in every accommodation site, and WRs are elected to represent their constituency groups at the forums. Each WR represents 100 workers.

The successful WWF model has received wider recognition. It was highlighted as a positive initiative in the October Doha conference, Labour Law Reforms in Qatar; and the ILO Qatar office and MOADLSA are studying the model in order to apply it across Qatar. In January 2019 both organisations along with BWI attended two WWF elections as silent observers.

### Workers' Welfare Forums

**112** WWF

**365**

WWOs and PWOWs  
across projects

**21,500**

Workers covered by  
the WWF (on the SC  
programme)

**3,500**

Workers covered by  
the WWF (beyond the  
SC programme)

**52**

Elections  
conducted

**84%**

Voter turnout

**14,000**

Workers covered  
in the elections

**4**

PWWF

### Grievance Hotline Statistics

**269** Complaints  
received

**251** Complaints  
resolved

**93%** resolved

Note: Statistics are as of the launch of the grievance initiatives and cover 2017 and 2018



In 2018, the roles and responsibilities of WRs were finalised, and representatives across all sites were given initial briefings and orientation on their roles and responsibilities, including the four-tier redress mechanism. BWI also conducted detailed training for WRs at the Lusail Stadium Site. Meanwhile, the Grievance Hotline adopted four new languages – Mandarin, Vietnamese, Nepali and Turkish – so that it now caters for 10 languages.

The awareness and visibility programme continued to be rolled out, with information on grievance mechanisms and the roles and responsibilities of WRs included in contractors' accommodation induction material. WRs were provided with business cards to share with other workers for ease of communication; while Nakheel Landscapes and Al-Balagh Larsen & Toubro Joint Venture (ABLTJV) provided representatives with differently designed overalls to make them more identifiable to their peers.



### Workers' Welfare Officers

- Overall responsibility for coordinating employee relations and functions relating to workers' issues
- Receives and addresses workers' issues at accommodations
- Gives an overview of workers' legal rights and responsibilities at accommodations
- Acts as a representative on the WWF and Programme Welfare Forums (PWF)

### Workers' Representatives

- Welfare ambassador for the whole project
- Works with worker national communities to identify needs, concerns and seek suggestions
- Ensures workers' issues are raised and resolved, and notifications from management on welfare policies are communicated back to workers' communities

### Project Workers' Welfare Officers

- Oversees construction site welfare requirements
- Receives and addresses workers' issues at construction sites
- Gives an overview of workers' legal rights and responsibilities on construction sites
- Acts as a representative on the WWF and PWF

## External Monitoring

In order to fulfil the third tier of the SC's four tier audit system, and following a competitive tender in 2016, Impactt UK Ltd was appointed as the independent monitor across the SC's workers' welfare programme. Impactt's current engagement with the SC runs until the end of 2020.

A global specialist in delivering improvements to workers' conditions, Impactt brings independent oversight and transparency through compliance audits, quarterly reviews against the WW Standards, and the publication of annual reports. Over the course of 2018, Impactt conducted 24 initial inspections and audits and 24 follow-up reviews; and spent 334 man-days on the ground in Doha with a further 215 off-site. In its 2019 Annual External Compliance Report, covering the 2018 reporting period, Impactt highlighted progress in the following areas:

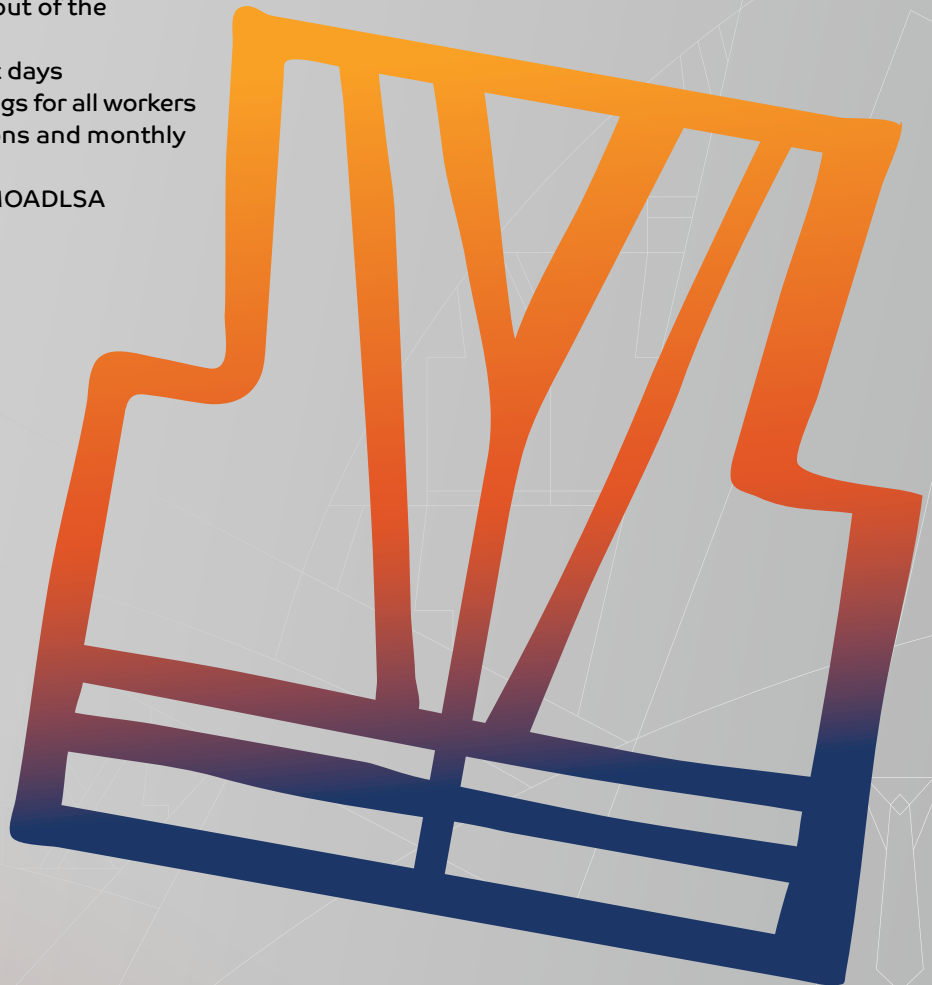
- Engagement and coordination between the SC and the contractors in lower tiers
- Implementation of the recruitment fees reimbursement and annual air ticket allowance schemes
- Empowerment of the WWF and roll out of the election process
- Provision of public holidays and rest days
- Mandating of medical health screenings for all workers
- Contractor self-audits and inspections and monthly reporting requirements
- Collaboration between the SC and MOADLSA

The following non-compliances were identified as requiring further work:

- Management of working hours
- Workers' awareness of Human Resource policies and procedures
- Effective roll out of disciplinary policies of contractors
- Building management skills amongst WWOs, PWWOs, accommodation management and Health & Safety personnel

The average close out rate of non-compliances and observations in 2018 was 75% in follow-up inspections and audits; this contrasts with 64% in previous years.

A total of 756 critical non-compliances were closed during the year or substantial progress made.





The 'Work Safe, Deliver Amazing' framework has a core mission to ensure a sustained culture of health, safety and welfare across the SC programme.

Health and safety on construction sites is covered by a dedicated team at the Technical Delivery Office (TDO) within the SC. This team focuses on areas including but not limited to crane safety, electrical safety, working at height, scaffolding and work platforms, and heat stress management.

The Health & Safety (H&S) function within the WWD, on the other hand, focuses on three important elements of a worker's daily life while in Qatar: work, accommodation and transportation. The health and safety regime is underpinned by a programme of comprehensive inspections – with 100% scheduled inspections across all construction and accommodation sites. The inspections cover medical facilities and care, emergency response, food safety and quality, fire safety and infrastructure, sanitation and safe drinking water.

As of December 2018, 612 construction site inspections and 335 accommodation inspections had been undertaken.

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

Accident frequency rate (AFR): **0.03**  
(12-month rolling average 0.02)

**23** RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents

Work-related fatalities: **1** (Al Wakrah Stadium)

Number of workers: **27,022** total on the project in the year

Number of man hours worked: **93M** overall, **80M** on-site

**23** Senior leadership tours

**4,969** Identified good or best practices

Safety awards issued to workers: **4,899** total to date

Non-work-related incidents since the launch of Intalex in 2017: **104** (mostly medical illness cases)



The H&S team continued implementation of the Emergency Medical Response (EMR) strategy, established in 2017, with developments in comprehensive health screening and follow-up care, expansion of the scope of training and facilities, and the initial stages of an electronic medical records management system.

The reporting period saw major gains in emergency response rates as a result of this activity including the institution of medical drills (with five initial and follow-up drills completed), 20 medical facility management plans approved and in place, and panic alarm systems installed in two large accommodation sites.

#### EMR Strategy



## Comprehensive Medical Exams

The release, in February 2018, of Bulletin 1 to the WW Standards focused significantly on medical care, stipulating contractors to complete comprehensive medical health screenings for workers.

An agreement with QRC, signed in September, provides the competency to conduct the screenings, with a framework for handling comprehensive medical health screenings for all SC workers. The SC covers this cost as part of its commitment to the health and wellbeing of workers.

The screenings commenced in November 2018 and to date over 9,000 workers have been screened, with QRC and contractor medical teams working together to ensure proper care and case management where acute or chronic illnesses are identified. The ability to quickly access and monitor medical records greatly reduces consultation time and improves case management. All medical information is subject to strict privacy, accessible only by the worker and authorised medical staff.

The SC has also signed an agreement with The Phoenix Partnership (TPP) to enable data to be captured with a view to creating the first electronic records management integration in Qatar.



## Spotlight: Occupational Health & Safety

Occupational health continued to be a significant priority and major topic of discussion during the course of inspections in the reporting period.

The inspections focused on licensing of medical facilities, equipment and medical staff resources, capabilities during an emergency event and documentation, recordkeeping, and the assessing and communication of injuries and illnesses.

Based on recommendations of the SC-BWI JWG, the focus was on three key areas:

- 1 **Training** for medical staff to recognise work-related health problems and to take steps to mitigate the effects
- 2 Institute **protocols** to ensure potential work-related occupational health issues are reported to H&S teams in order to define and implement control measures to prevent further incidents
- 3 Review **risk assessments** and method statements for tasks involving the use of vibrating tools, and ensure procedures for managing the risk of contracting HAVS (Hand-Arm Vibration Syndrome) are implemented



Against these focus areas, the following actions were achieved:

- 1 Occupational health training for

**92** medical staff

- 2 Basic Life Support (BLS) training for

**90** medical staff

- 3 Advance Cardiac Life Support (ACLS) training for

**77** medical staff

- 4 Medical staff on many construction sites (Al Bayt, Al Rayyan and Al Wakrah) are now communicating with H&S teams on a weekly / bi-weekly basis to identify occupational health injuries and illnesses

- 5 Two accommodations with

**3,000**

workers have installed panic alarm systems, proven to reduce response times during emergencies

- 6 Emergency medical bicycles were procured at one accommodation, equipped with AED and trauma bags, to support emergency event response

- 7 TPP SystemOne electronic records was implemented at Education City Stadium, the first automated medical records system on the SC programme

The expansion of the H&S function in 2018, through the appointment of two additional health and safety experts, enabled active progress across further areas including food safety and quality, with a new strategy comprising high-level training to international

standards and a two-pronged audits and inspections regime; and the training of 215 bus drivers to meet both the WW Standards and Ministry of Interior vehicle regulations.

## Spotlight: Electronic Medical Records

The SC has partnered with TPP, the experts responsible for modernising the medical records system of the UK's National Health Service (NHS), to enhance healthcare for workers building stadiums for the 2022 FIFA World Cup Qatar™.

Following a period of consultation with industry experts, the SC selected TPP to deliver integrated health records management for workers on SC projects, starting with the Education City Stadium.

The SystmOne platform allows for patient data to be shared securely, ensuring efficiency while improving patient experience and delivering safe care. The immediate benefits include quicker delivery of care, a bespoke app and online portal for mobile access, integrated medicine management, appointment reminders by SMS and transferable health records to workers' home countries.

This system is now being used as a pilot proof of concept initiative for the Education City Stadium and workers' accommodation. Launched in February, TPP has since supported medical staff on-site to conduct more than 30,000 consultations as they begin building a patient database.

Delivering this programme, and offering all workers a centralised health record available for life, should significantly improve health outcomes and leave a lasting legacy long after the tournament.





## SC-BWI Joint Working Group

Following the Cooperation Agreement signing on 15 November 2016 between the SC and BWI, the JWG began a year-long series of scheduled and follow-up site inspections on construction sites and associated accommodation sites in 2017. This collaboration was extended to 2018.

The focus of each inspection included:

- 1 Occupational health and safety of workers engaged in construction activities
- 2 Health and safety compliance at workers' accommodation
- 3 Participation and assessment of the effectiveness of WWF and other grievance mechanisms
- 4 Review and assessment of existing health and safety training

The JWG, consisting of 12 permanent members, conducted six visits over the course of 2018. The SC-BWI partnership comprises health and safety professionals with experience in specialised areas such as electrical safety, chemical safety, cranes and working at height.

The inspections were conducted in accordance with a developed project plan, each followed with a detailed report that is circulated to the contractor or accommodation management to address any findings or recommendations.

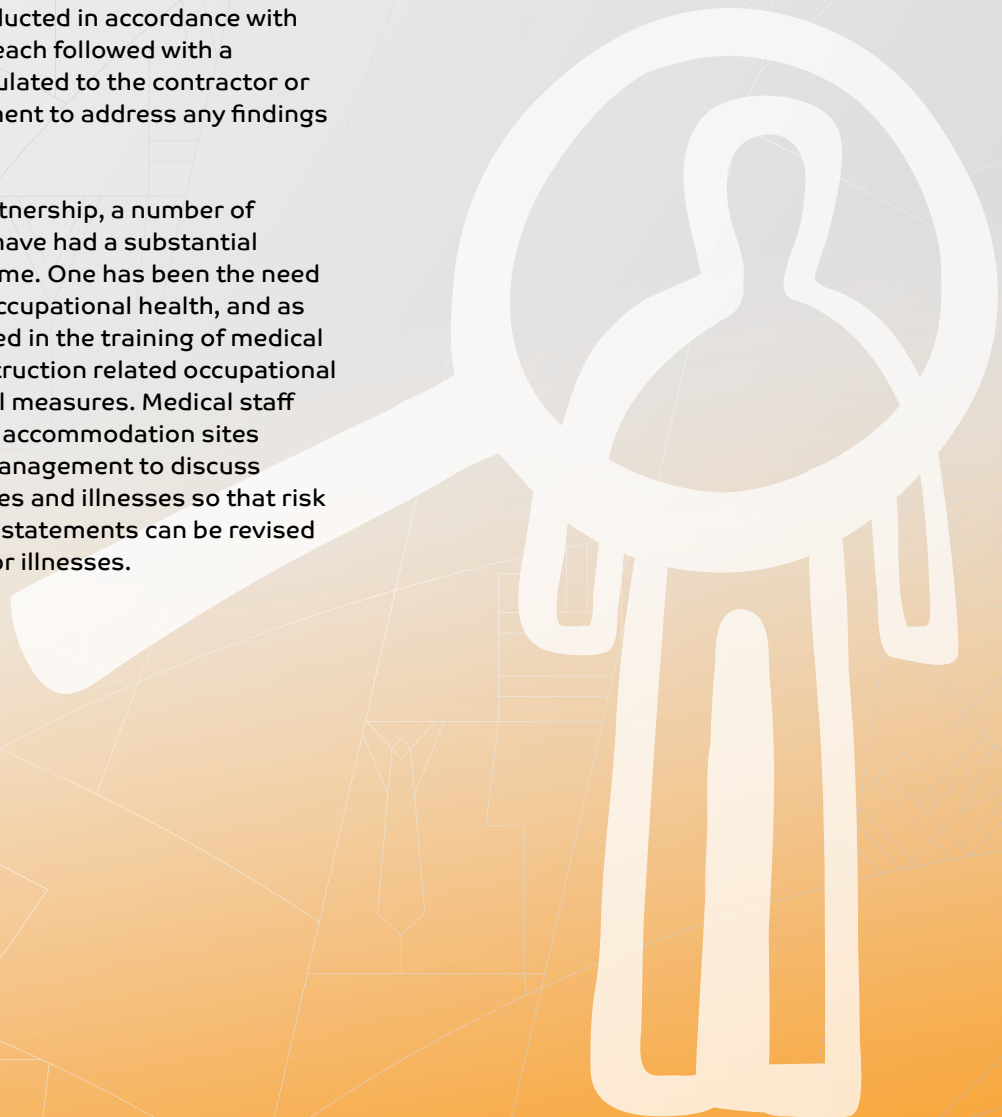
In the two years of the partnership, a number of observations by the JWG have had a substantial impact on the SC programme. One has been the need for greater emphasis on occupational health, and as a result, the SC has invested in the training of medical staff and workers on construction related occupational health hazards and control measures. Medical staff on many construction and accommodation sites now meet with 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 have a greater emphasis on managing the storage, inspection, issuance and usage of personal fall arrest systems. Meanwhile, kitchen safety was a major focus of 2018 and this has led, in some cases, to the complete overhaul of kitchen operations and food safety.

The JWG has spent a lot of time attending and assessing WWF. As a result, its observations and recommendations have improved the WWF process and brought about more awareness of the forum to SC workers.

The SC and BWI will extend the Cooperation Agreement for 2019 and will meet in January to develop a revised strategy as the way forward.

JWG findings are published annually in a public report, the second of which was released in January 2019.







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

### Work-Related Fatalities

For the reporting period, the SC regrets to report one work-related fatality.

On 14 August 2018, a 23-year old Nepali national employed as a scaffolder by Manar General Contracting at Al Wakrah Stadium, was working on the upper tier of a stadium gantry when he fell through an opening in the grating on to open benches below, receiving multiple trauma resulting in fatal injuries. The Hamad Medical Corporation (HMC) emergency services were notified immediately and together with the police, attended the scene of the incident.

The family of the deceased were promptly notified and a full investigation was initiated. The SC incident investigation team undertook an independent investigation, separate to the main contractor's investigation. The SC team comprised 11 individuals, nine of whom were SC employees, and five health and safety specialists. In addition two external, independent health and safety experts with extensive experience were part of the team: one from BWI and another from an independent body based in the UK.

The SC incident investigation team completed its investigation on 20 August 2018. As a result of the incident investigation, the following causes were identified:

Immediate Cause:	1. Fall to lower level
Underlying Causes:	<p><b>Substandard / Unsafe acts</b></p> <ol style="list-style-type: none"> <li>1. Failure to secure and use PPE properly</li> <li>2. Failure to follow procedures / policy / practice</li> <li>3. Failure to identify hazards / risks</li> </ol> <p><b>Substandard / Unsafe conditions</b></p> <ol style="list-style-type: none"> <li>4. Inadequate guards or barriers</li> <li>5. Inadequate or improper protective equipment (system)</li> <li>6. Inadequate preparation / planning</li> </ol>
Root Causes:	<p><b>Job / System Factors</b></p> <ol style="list-style-type: none"> <li>1. Inadequate leadership and / or supervision</li> <li>2. Inadequate engineering</li> <li>3. Inadequate tools and equipment</li> <li>4. Inadequate communication</li> </ol>

As a consequence of the findings, the site project manager, the construction supervision consultant, the main contractor and relevant OCPs were instructed by SC’s management to remove, with immediate effect, several key staff including senior health and safety managers. The main contractor was also required to provide a full corrective action plan. All other projects across the programme were also required to submit plans with measures to prevent similar occurrences.

Following investigations undertaken by government authorities, the Qatar Public Prosecution filed charges against a number of parties. The case was referred to the First Instance Criminal Court on 5 November 2018 and, as at the date of publication of this report, the hearings are ongoing.

Two global changes have been implemented to the SC programme requirements as a result: workers at height must have two forms of fall protection; and contractors must maintain a working at height activity register.

## Non-Work Related Deaths

Throughout this reporting period, the SC regrets to report the non-work related deaths of ten workers on the programme.

On 9 February, a 48-year old Indian cook was found unresponsive in his bed by roommates. The ambulance and emergency medical team were called, but he was pronounced dead at the scene. The cause of death identified was acute cardio-respiratory failure due to natural causes.

On 13 February, a 47-year old Indian mason was found in his room struggling to breathe. Following medical treatment by the nurse, he was airlifted to a nearby hospital where he died as a result of the bridging of the left anterior descending coronary artery.

On 14 February, a 32-year old Bangladeshi helper was found by his roommate having difficulty breathing, and who immediately reported the emergency. The man received treatment by paramedics but passed away from acute respiratory failure.

On 25 May, a 35-year old Nepalese assistant pipefitter was found motionless in bed. Accommodation security was immediately notified. Medical and ambulance services arrived and performed emergency treatment before he was transferred to hospital, where he passed away from acute respiratory failure.

On 2 June, a 49-year old Nepalese electrician was found on the floor of his room by roommates. Emergency services treated him at the scene before he was taken to a nearby hospital, where he passed away, with the cause of death identified as acute heart failure from natural causes.

On 16 June, a 36-year old Bangladeshi mason was observed by roommates suffering breathing difficulties. The accommodation nurse performed immediate emergency medical treatment followed by paramedics on arrival. The man was transported to a nearby hospital where he later passed away from acute respiratory failure.

On 21 June, a 32-year old Bangladeshi labourer was struck by a car during his recreational time. An emergency medical team performed life saving measures, but found him unresponsive and he was declared dead at the scene. The cause of death was identified as a traumatic head injury as a result of the road traffic accident.

On 7 August, a 36-year old Bangladeshi landscape labourer did not respond when roommates attempted to wake him. An emergency medical team were notified, and he later passed away from acute respiratory failure.

On 22 August, a 28-year Bangladeshi labourer was found by his roommate struggling to breathe. Nurses attending the scene initiated CPR before the emergency medical team arrived and paramedics took over life saving measures. The man was transported to a nearby hospital where he passed away, with the cause of death identified as acute heart failure as a result of natural causes.

On 26 October, a 26-year old Indian rigger was found unresponsive in bed by roommates who immediately notified accommodation staff. The on-duty nurse performed life support measures until the emergency medical team arrived and paramedics took over. The man passed away as a result of acute respiratory failure due to pneumonia.

In a number of these cases high cholesterol, thyroid, hypertension and pre-diabetes were identified as possible contributory causes; while in one case chronic alcoholism was identified as a contributing factor.

The SC is cognisant that this is a high number of deaths and has been putting in place targeted programmes for early detection and treatment of potential health risks and issues. This includes the mandating of comprehensive medical checks for all SC workers, with the aim of identifying and ensuring follow-up care for any workers with health issues; and the nutrition programme, established in 2017, which focuses on identifying and addressing health risks related to nutrition and lifestyle.

Following any fatality or death, the SC ensures that full measures are taken to guarantee:

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





## Workers' Survey

The health and wellbeing of workers continued to be a priority and, in 2018, a number of projects were undertaken, targeting over 24,000 workers and ranging from health to innovation to providing workers with a platform to share their voices; each with a focus on meeting the SC workers' immediate needs and helping them into the future.

Delivering on the commitments made in 2017, the SC launched its first workers' survey. Carried out in partnership with Qatar University's (QU) research arm SESRI (The Social & Economic Survey Research Institute), the survey provided workers a platform to share facts and opinions on key matters impacting their lives in Qatar and on the SC programme.

The survey was conducted face-to-face in multiple languages and covered approximately 10% of the workforce (2,000+ workers). Devised and executed independently by SESRI, the survey covered demographics; contracts; work and work environment; remittance and pay; adapting to life in Qatar; living arrangements; wellbeing and healthcare; and leisure and social capital. High-level findings of the survey included:

### General

87% reported they had received orientation training in their language when they began working on SC projects

97% reported that they are satisfied with working on the SC programme

95% indicated that they are satisfied with their rights

82% reported that their experience in Qatar will help them in their future career

### Ethical Recruitment

83% reported that they signed a contract with their employers

90% reported that the contract they signed before and after coming to Qatar is the same

69% reported paying money in their home countries to come work in Qatar



## Accommodation

96% reported a generally positive opinion about the quality of their living space

94% reported having recreation facilities at their accommodation

67% said that they are very satisfied and 31% somewhat satisfied with the recreation facilities

The three most common recreation facilities available are a gym, games room and football field

## Work

95% are satisfied with their treatment by their supervisors

98% agreed they are respected at their workplace

99% agreed that their co-workers are friendly and helpful

On average, workers work six days a week for nine hours a day

65% are very or somewhat satisfied with their salaries

On average, workers can save QAR 923 per month

The most common reason for remittances are to take care of basic family needs and to help with emergency family expenses

96% said that their employer is providing transportation to work

## Health and Safety

99% agreed that their work environment is safe

92% reported that they are in good health

The average number of hours slept per night is seven and 96% are satisfied with this amount

89% reported having a medical card

94% said that they haven't had any injury at their workplace or worksite in which they were seriously hurt

97% said they have an aid box at work and 96% at their accommodation

## Leisure

The three most common destinations targeted during time off are malls, visiting other cities in Qatar, and the Doha Corniche

70% go shopping during their time off, while 93% meet with friends

92% use the internet

The SC understands the importance of engaging workers directly and providing them with many avenues in which they can make their voices heard; therefore 2019 will focus on actioning the survey findings for the enhancement of workers' lives and for continual improvement on the workers' welfare programme. It will also see the rollout of additional surveys covering other segments of the workforce.

## Training and Upskilling

The partnership with QISC continued throughout 2018 to deliver bespoke training to SC workers, with over 11,000 trainees attending courses throughout the year and many becoming certified in their respective fields.

The courses, delivered by QISC, aim to ensure that all workers on SC projects are offered a smooth transition into working and living in Qatar. They provide basic information on how to access services as well as insights in cultural awareness and an overview of workers' rights. Refreshers on health and safety, the WW Standards, grievance mechanisms, and other SC initiatives are also included.

The key focus for 2018 was health and safety both for workers and for key medical staff at accommodation and construction sites. An additional four courses were launched, designed and delivered with the aim of aligning to international best practice while meeting the SC's requirements. Workers, doctors and nurses were trained to identify and manage occupational health and safety risks, vital on construction sites, while doctors and nurses were also provided with internationally recognised basic and advanced life support training and tailored medical requirements training.

The partnership with QISC has been renewed for 2019 and courses will continue to be delivered in more than five languages. Soft-skills courses will be introduced to equip workers for their future careers, including a tailored programme for elected WRs with key skills in communication, leadership, conflict resolution and problem solving; and similar training for WWOs to support them in their roles.





## Nutrition Programme

2018 saw the successful completion of the third and final phase of the pilot nutrition programme, launched in 2017 with WCM-Q. The purpose of the programme was to ensure all workers are living with optimised health via health checks, balanced diets and sound nutrition advice delivered through WCM-Q's team of specialist doctors, nurses and nutritionists.

While the first two phases delivered health checks, and training and awareness to over 1,000 workers and selected contractors and catering staff, the third phase recommended enhanced menu options for accommodation and construction site canteens. These menus, developed by WCM-Q specialists, are designed to meet the ethnic requirements of workers while ensuring that sound health practices are followed, based on international best practice and the Qatar Dietary Guidelines.

2019 will see an extension of the programme, following a multi-year agreement signed with WCM-Q in the last quarter of 2018. The extension includes expansion of health checks via new technologies and remote monitoring to access thousands of workers at a time; expansion of the hotspot at HMC for fast and effective medical attention and follow-up treatment; continuation of training and awareness activities aimed at targeting more workers; as well as the rollout of the new menus.



## Cooling Technology

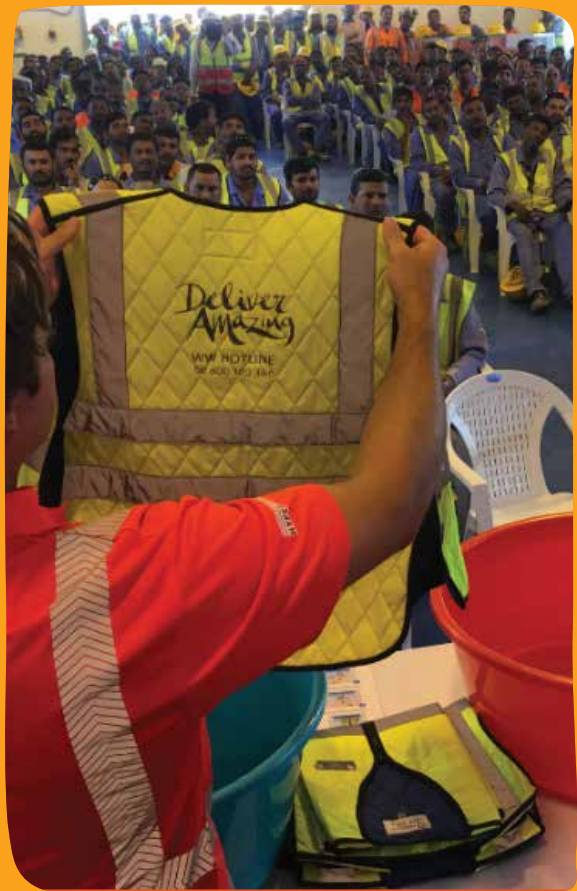
Ensuring the greatest possible comfort and safety of workers in all weather conditions is a priority. The SC's Special Projects Office (SPO) and WWD have searched for the best international products for workers in hot conditions and have tested many products over the past two years. Following research, tests and pilots, the SC chose to develop bespoke cooling technology with a specialist partner, TechNiche.

In June, 3,500 cooling vests were deployed to selected trades that are exposed to higher temperatures in their work; with training on how to use these products for optimal cooling. The feedback was overwhelmingly positive and an 8°C reduction in skin temperature was recorded in on-site tests.

2018 also saw a major breakthrough through the development of a fully functioning cooling work wear range adapted to Qatar's unique requirements, and which will provide a new generation of heat management for workers.







## Spotlight: Cooling Work Wear

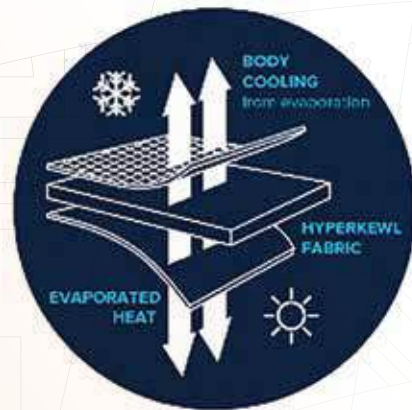
The core of SC's cooling work wear is made up of a high-visibility suit comprising of polo tops and trousers, both of which utilise the latest cooling technology in unique combinations, and a balaclava. The polo top uses a hybrid mix of a high-density wicking fabric and super absorbent polymer fibre. These two fabrics have never previously co-existed in a garment.

The polo top has a removable HyperKewl cooling collar and cuffs, unique in the way they cool down these key areas of the body after brief submersion in water. The trousers use a lightweight nylon with HyperKewl pocket inserts to cool down areas of major blood flow as well as lower back and rear knee airflow pockets.

HyperKewl fabric utilises a unique chemistry to achieve rapid absorption, stable water storage and controlled evaporation. The fabric enables garments to absorb water, hold it close to the body and then for it to slowly evaporate, helping the user to 'super-charge' the body's natural cooling process. Our bodies will normally cool us off through the evaporation of sweat on the skin, HyperKewl simply enhances this process.

The cooling suit can be integrated with wearable devices to monitor health, and alert wearers when they need to rest, re-hydrate or seek medical attention.

The cooling range will be deployed across construction sites in time for summer 2019, with further evolutions planned for the future. Qatar's climate is not unique, and, if successful, the cooling range could revolutionise the experience of working outside for anyone living in hot climates.







## Compliance and Audits

The workers' welfare programme is continuously striving for year-on-year improvements in order to raise the standards for Qatar and the region. Since the first public report in 2014 we have been able to point to tangible results, while also identifying key lessons learned. 2018 started with a number of specific challenges from the previous reporting period (March 2017-January 2018) to address, and an agreed set of directions to take forward.

The SC was able to make headway in areas of ethical recruitment, including recruitment fees; annual leave and travel tickets; working hours; timely payments; and workers' commuting times from their accommodation to construction sites. On a health and safety front, extensive training for medical staff addressed the issue of lack of experience and awareness, while TPP's SystmOne addressed the challenge of efficiently managing workers' medical records.

As with any programme of this size, new challenges were identified throughout the year and work towards resolving them was initiated.

The smaller OCPs continue to face more issues in meeting the WW Standards requirements. For these smaller firms the learning and implementation curve is often steep, further compounded by short contracts, typically less than six months, which limits the time in which the SC can help. Early projections from contractors on their OCP mobilisations helps in planning pre-approvals effectively; and the ongoing reduction of Tier-3 OCPs enables the SC to further target its support.

Over the course of the year, a number of new requirements to the WW Standards were refined or bedded down, and there has been some lag or resistance in their adoption by some contractors. A number of contractors have continued to reject the reimbursement of recruitment fees scheme and have been reluctant to pay back workers, despite repeated follow-ups. There has also been resistance to provide return air tickets and annual leave. The SC is evaluating the option of excluding such contractors and OCPs from future projects.

Meanwhile the WWF needs wider reach. There is resistance from some contractors and OCPs to conduct elections. There is also a lack of resonance among the workforce, whose demography changes quickly, resulting in workers on the programme from various OCPs and manpower suppliers not being fully aware of the grievance mechanisms, WWF and the elections process.

## Health & Safety

There were three key challenges in 2018 related to occupational health and medical records.

The majority of the 90 doctors and nurses across the programme are experienced in primary care with little to no training in the specialist field of occupational health. Further training and development will be needed to change the existing reactive clinic-style culture into one that is proactive and worker focused.

The standard of health records is relatively low, with the majority of medical facilities maintaining spreadsheets or paper logbooks. Poor records directly affect workers' care as referrals lack proper medical histories; and there is a financial impact due to longer times needed off-site for medical examinations. The SC has agreed to underwrite the cost of comprehensive medical checks, and has initiated an electronic medical records strategy to secure a more efficient and effective care service.

Licensing of medical facilities also posed an issue throughout the year. Following audits and inspections by the WWD H&S team, many medical facilities were found to be non-compliant based on the WW Standards, and lacking the required licensing. Following close consultation and collaboration with the medical teams, the facilities were brought up to the required standards, however licensing remained to be an issue due to the lengthy process involved. The SC is working closely with contractors to ensure all medical facilities are licensed and have valid medical facility management plans.

## Data and Reporting

One challenge which requires continual monitoring and follow-up by the WWD is around access to data and data accuracy and integrity. While the last few years have seen significant improvements in contractors meeting their monthly reporting requirements, there continues to be an issue in some cases with the timely submission of data, and in vetting and verifying its accuracy and integrity once it has been received.

The introduction of the Intelex system in 2017 helped to alleviate some of these issues by providing a robust and secure platform for contractors to upload all required data, however the WWD continues to engage closely with contractors in order to tackle any persistent issues on this front.

## Engagement and Outreach

It is sometimes a challenge to secure contractor buy-in for workers to participate in engagement and outreach activities due to work schedule concerns and competing priorities. Awareness campaigns and a collaborative approach have, more often than not, overcome the problem.

The availability of workers to take part in programmes can also be a challenge, due to their work and personal commitments. The SC has tried to tackle this by providing programmes on construction sites and at accommodation sites to make it easier for workers to attend sessions. The SC also offers multiple days and time slots and options that workers can choose from.





While we are pleased with the positive developments that have occurred on our programme in 2018, we recognise that challenges and obstacles still remain, which we are diligently working on addressing. There is no quick-fix solution to many of these challenges, but rather a systematic and sustainable effort is required. We are proud of the collaborations that we have established throughout our journey as they have helped us to develop best practice solutions contextualised for Qatar and the SC programme. They have supported us in tackling some of our challenges and ensuring the longevity of some of the solutions that we've adopted.

Moving forward we will build on our successes and make a concerted effort to address any pending challenges. As such, 2019 will see the continuation of current programmes to embed and enhance the WW Standards. In addition, a number of new areas will be explored to further enhance the workers' welfare programme and ensure it sets a strong foundation for a lasting legacy for Qatar.

One key area that will continue to be a focus for the workers' welfare programme is enhancing and building on the partnerships and relationships forged over the last couple of years. The agreement with Impactt Ltd will continue over the next two years, playing a key role in fulfilling the third tier of the SC's audit and inspection regime. The SC-BWI JWG will also continue its activities, providing an added layer of assurance on both the health and safety and access to remedy fronts.

The SC will work on identifying and engaging key players in the human rights industry, forging the necessary partnerships for the growth and betterment of its workers' welfare programme.

## Compliance and Audits

Recent revisions to the audits and inspections plan will enable audits in 2019 to be scheduled according to risk. A significant proportion of SC workers are employed by a third of the firms on the programme, and extra emphasis on these firms will improve audit quality and efficiency and allow more time to interview workers.

Audits and inspections will also have a new focus on building capacity and fostering cooperation across contractors and suppliers in the hotels and hospitality sector.

Future editions of the WW Standards are expected to include clear guidelines on mandatory life insurance for workers, and mechanisms to implement the WW Standards in the hospitality sector.

There will be concerted focus and review of key recruitment agencies; further regulation on the charging of recruitment fees and mobilisation costs to workers by agencies and sub-agents; aligning contractors to work only with MOADLSA-approved recruitment agencies; and working with governments of sending countries to regulate recruitment agencies and practices at the time of recruitment.

The WWF will be strengthened so it can better fulfil its role, with a full training programme for WRs; elections for contractors with more than 100 workers; a nominal hardship or incidental expenses allowance for WRs; and the ability to participate in other committees (for example food, safety, sports, events and festivals).



## Health & Safety

Major advances are expected on the health and safety programme, including the completion of all health screenings; securing help for patients with chronic illnesses through medical case management and appropriate work placements; and the expansion of medical training to cover mental health and workplace patient safety and care.

A key focus on occupational health will include competency-level training for all medical staff across the programme. Occupational health is a relatively new concept in Qatar, and there will need to be a cultural shift requiring continuous training and interaction with medical staff to establish a proactive case management approach.

Food safety and quality is of the utmost importance as over 80,000 meals per day are served across construction sites and accommodations. The H&S team developed a food safety and quality (FSQ) strategy to ensure the highest quality standards across the programme. 2019 will see major developments in this area.

Steps are also being taken to achieve the first electronic records management integration in Qatar.

The SC and BWI will extend the Cooperation Agreement for 2019 and will meet in January to develop a revised strategy.

## Engagement and Outreach

The second iteration of the workers' survey will cover a further 5-10% of the workforce, with actions addressed from the first year's findings; while training will continue to focus on health and safety, plus a new array of soft skills courses.

Two further studies are due: a workers' remittance impact study which will guide changes to improve the financial circumstances of workers; and an epidemiological study investigating the contributory causes of non-work-related deaths amongst SC workers.

2019 will see the first year of a multi-year agreement with WCM-Q on nutrition, with new and enhanced menu options at accommodation and construction sites, expanded health checks and remote monitoring, along with further training and awareness activities.

Bespoke cooling products will be officially unveiled early in the year with a deployment of 30,000+ items across SC construction sites in time for the summer. Further plans on cooling technologies are also expected in the year, in line with Qatar's ambitions to be an international leader in this sector.

### Workers' Welfare Beyond 2022

The SC understands the power of a mega-sporting event such as the 2022 FIFA World Cup™ on accelerating key issues such as human rights, and we have already started witnessing the wider spill-over effects of the SC programme. With peak workforce expected in 2019, the SC will use this essential period to begin considering the wider legacy implications of the platforms and initiatives we have instituted to protect the rights of our workers, and putting in place the plans required to ensure a seamless integration with existing government authorities and national initiatives.

The SC's initiatives and programmes have the potential to create significant social change both in the lead up to the tournament and its ongoing legacy, therefore we will continue to engage with local stakeholders and leverage on the MOADLSA and ILO Technical Cooperation programme in order to communicate and share our priorities for wider national adoption.



