



2019 REPORT

**The Supreme Committee
for Delivery & Legacy
and Building and Wood
Workers' International**

Joint Working Group

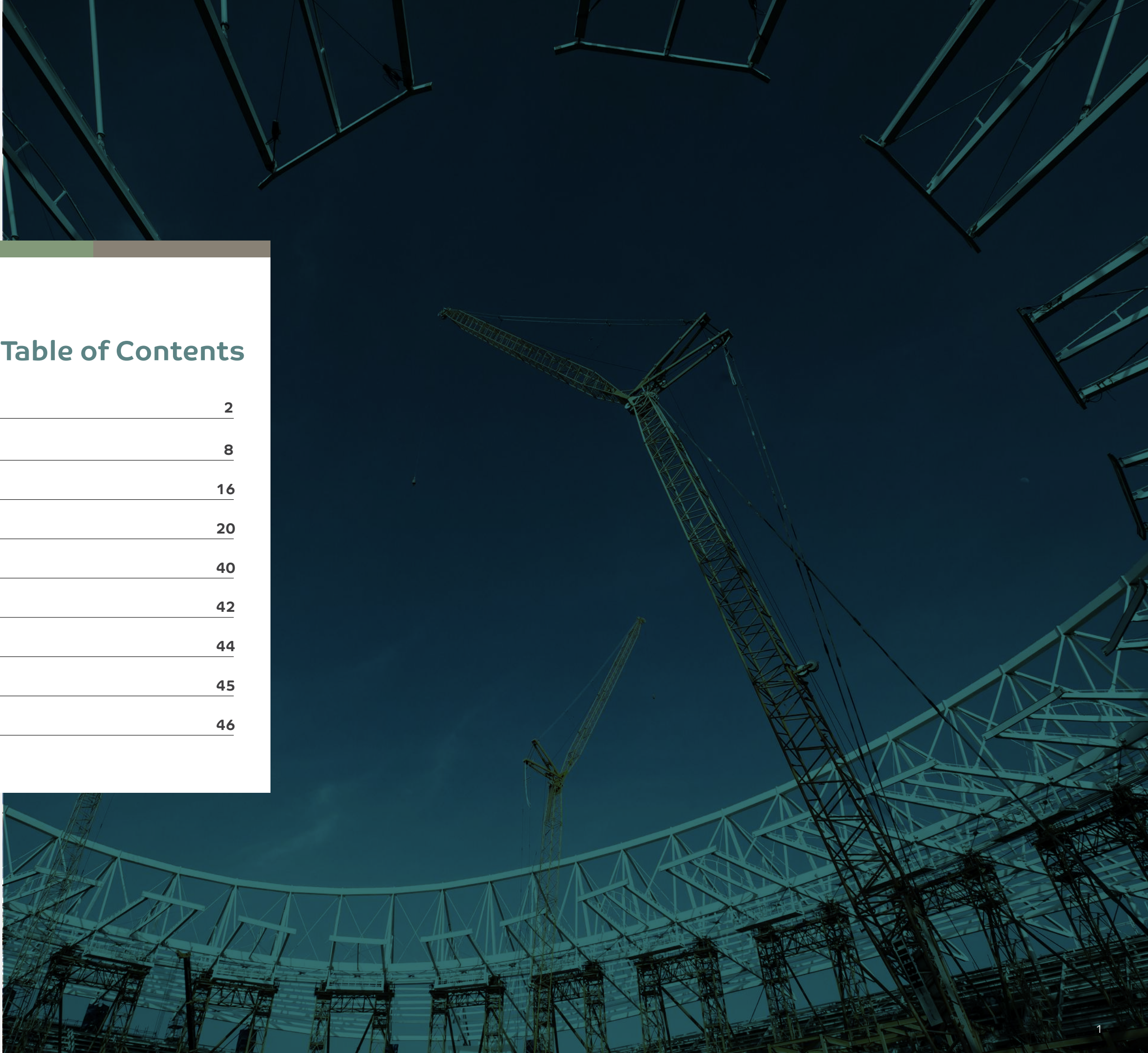
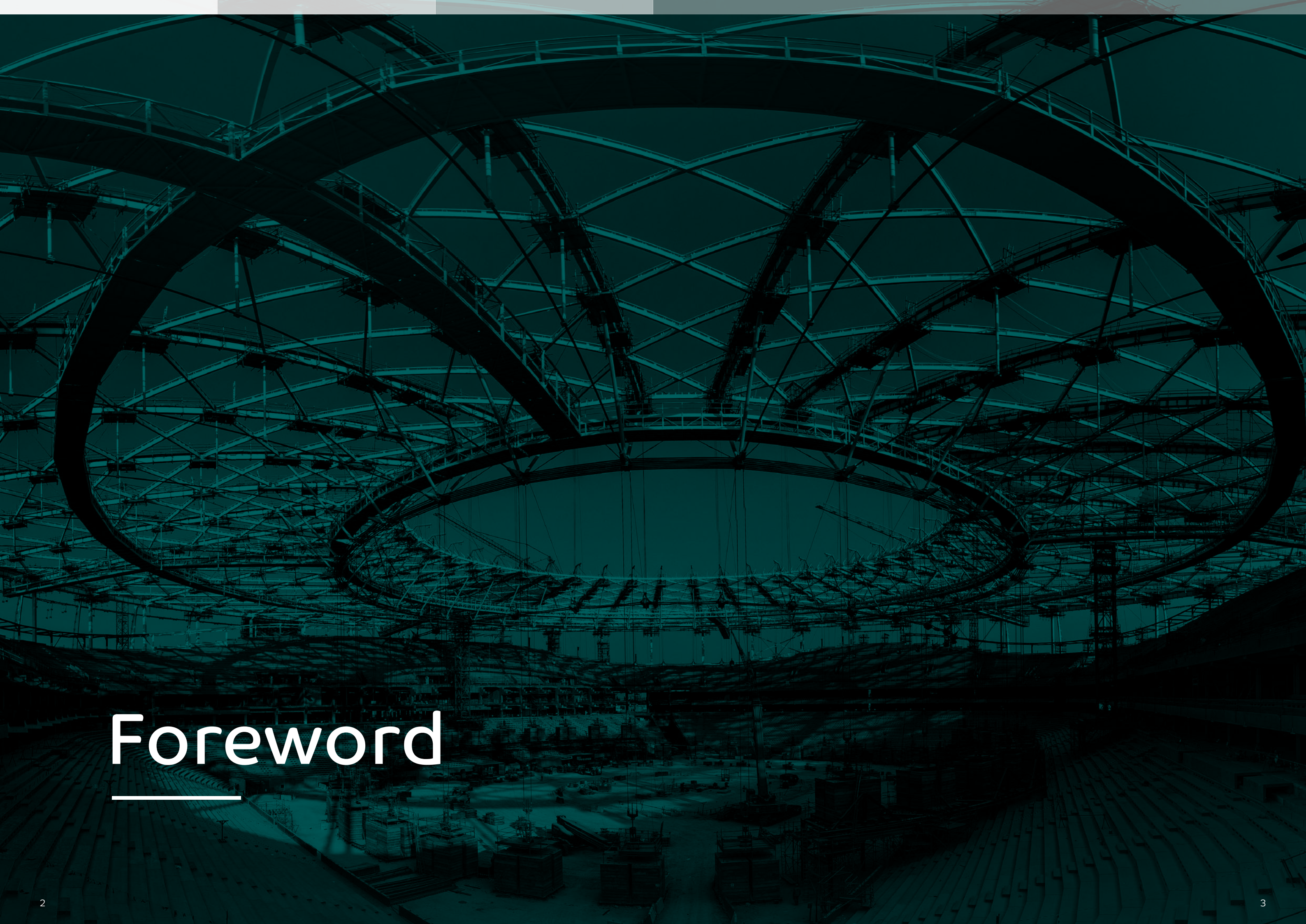


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Foreword

Secretary General of the Supreme Committee for Delivery & Legacy

Delivering on our ambition to host a truly transformative FIFA World Cup Qatar 2022™ (the Tournament) depends on continuous collaboration and cooperation. The success of the Middle East's first sporting event of this magnitude rests on a vast mosaic of partners and stakeholders, within Qatar, and around the world. Our ambition is for this event to serve as a catalyst for social progress and as an accelerator that powers our nation toward the 2030 Vision. Across numerous fields, we are deeply engaged with partners to succeed in our aims. Our partnership with Building and Wood Workers' International (BWI) embodies the values that we stand for and is a live example of how collaboration and cooperation can enact the transformational progress that we seek to deliver.

This latest edition of the Joint Working Group's (JWG) report details the results of the inspections, assessments, and recommendations during the 2019 reporting period. The report fully discloses the findings of the inspections, explaining areas of non-compliance and observations, and noting whether such matters were remedied. Transparency is important to us, crucial for the success of the relationship between the SC and BWI, and critical in terms of making the progress we're aiming for.

I am pleased to note that the report highlights various examples of good practice and tangible progress made by the SC on our sites, accommodation, occupational health and safety, and Workers' Welfare Forums (WWF). It is also reassuring that where instances of non-compliance and observations are highlighted, the vast majority were addressed by the concerned contractors. This process of highlight and rectify demonstrates the effectiveness of the JWG model, improves workers' lives and contributes toward the advancement of good practice in the Qatari construction ecosystem in general. All of the contractors engaged on our sites work on other projects in Qatar, and the knowledge transfer and lessons learned from these inspections can only serve to enhance standards across the board.

The development and enhancement of WWF is particularly encouraging. While there will always be room for improvement, it is evident that WWF are functioning and effective grievance mechanisms. The work that the JWG has engaged in on this matter has played a very important role in the improvement of the WWF effectiveness. The

ultimate test for this mechanism is the engagement of workers. The data within the report (82% election turnout) clearly demonstrates the increasing trust that the workers place in their representatives and WWF. From a legacy perspective, it is particularly pleasing that 11 of our contractors saw fit to extend the model for more than 10,000 non-SC workers. The Ministry of Administrative Development, Labour and Social Affairs (MoADLSA) and the International Labour Organization (ILO) Project Office for the State of Qatar have partaken in studies of the WWF and are considering the possibility of extending their usage across the country.

It is important that the work we are doing is recognised both in institutional and public spheres. At the Sporting Chance Forum and the United Nations Forum on Business and Human Rights, the SC/BWI partnership was praised on numerous occasions for the work that it has carried out and as a model of collaboration between a major event host and a global trade union confederate. BWI's *"Sports Campaigning in the 2020s: Setting Strategies and Identifying Opportunities"* was another opportunity to demonstrate the progress this partnership has enabled. Communicating the groundbreaking work that we're engaged in is of the utmost importance, and I firmly believe that institutions clearly see the value and effectiveness of the JWG and consider it a model that can be applied in future events.

I have continuously stated that our efforts in relation to Workers' Welfare (WW) are an ongoing journey. We have and will continue to face a variety of challenges, issues, and concerns that require our attention, commitment, and diligence on a constant basis, both ahead of 2022 and in the years that follow. However, we have progressed and we have made achievements. I am looking ahead to 2020 and anticipating the strengthening of the relationship between SC and BWI. The partnership is working very effectively because it is grounded in transparency, honesty, and a will to make things better. Maintaining and enhancing this spirit will ensure that both our entities leave behind the legacies that we strive for – leaving a positive impact on the industry as a whole, and ultimately, improving people's lives.

H.E. Hassan Al Thawadi



General Secretary of the Building and Wood Workers' International



The BWI welcomes the 2019 report of the JWG. It shows that the working relationship between the SC and BWI continues to be strong and plays a crucial role in the protection of the occupational health and safety of workers employed on SC projects in Qatar.

It also underlines the importance of WWF and their further development in terms of capacity and activities. They demonstrate that workers are ready, willing and able to represent their own interests through WWF, including by playing a growing role in health and safety issues.

Although we are pleased that progress has been made on occupational health and safety, the objective, transparent report of the JWG also shows that some concerns remain, as is always the case in such a process. Some of the problems cited are related to over-crowding on some sites. This is addressed in the “Way Forward” section at the end of the report. It highlights that lessons must be learned in order to better cope with that problem where it exists and anticipate similar challenges elsewhere.

It is helpful that the report, in addition to identifying problems and responses, also lists improvements found in the inspections. This underlines that important progress is being made and that the structures and procedures are working.

It is normal for inspectors, whether from the SC or BWI, to be critical and always seeking areas for improvement. This is how it should be. We cannot be content until all health and safety hazards, including those cited in the report, are addressed.

WWF continue to progress, and grievances are being reported more often and are of better quality. This gives hope for the expansion of worker representation and the development of independent structures that will go beyond the Tournament.

The report mentions the BWI human rights conference held in Berlin entitled, “*Sports Campaigning in the 2020s: Setting Strategies and Identifying Opportunities*”. We were very pleased that both the SC and FIFA participated in the conference.

It recognised and also showcased the accelerated progress that can be made on human rights for workers

through cooperation. This is the purpose of BWI campaigns; to get to the point where parties can work together, and where cooperation and trust can put us on the road to full respect for the human rights of workers.

In addition to the event organised by BWI, we often cite the joint cooperation as a model at other conferences and meetings, as well as in our publications. It shows that progress can be made based on shared concerns, goals and principles.

We would like to express appreciation for the contributions of the dedicated and skilled inspectors and trainers of the following BWI affiliates: Byggnads (Swedish Building Workers' Union); Federation of Free Workers (FFW) - Philippines; IG Bauen-Agrar-Umwelt (IG BAU) - Germany; Indian Affiliates Council-BWI (IAC-BWI); Målarförbundet (Swedish Painters' Union); PMLU-India; Public Utilities Workers' Union of Ghana; Svenska Elektrikerförbundet (Swedish Electricians' Union); Unia - Switzerland; Unite the Union - United Kingdom; and YOL-IS (Construction Workers' Trade Union - Turkey). Their contributions were critical to the success of the inspections.

We look forward to further cooperation with the SC through the completion of the facilities. One sign of progress is that the MoADLSA and ILO Project Office for the State of Qatar have discussed plans to extend WWF beyond the SC programme. It is important for the SC and BWI to finish the Tournament-related project works in such a way that the whole industry benefits. That will be a challenge for us as we move forward to the conclusion of the construction projects in the next two years.

If we succeed in this decisive last stretch to extend our good work and to reach the point that trade unions and other worker rights are fully protected, that will be the full measure of our success and of the lasting value of our dedication and efforts. We will leave behind a legacy of human rights and decent work for migrant workers, a stronger industry, and progress for the people and economy of Qatar. We have gone too far down this road to fail.

Ambet Yuson



Introduction

The SC understood prior to the commencement of any construction that protecting the health and safety of workers on the SC programme is of critical importance. A key mechanism to achieve this is through collaboration and partnerships. With this in mind, the SC signed a Cooperation Agreement with BWI in November 2016 to conduct joint health and safety inspections and to provide training for Workers' Representatives (WR).

A JWG was established to deliver the objectives and obligations outlined in the Cooperation Agreement. A public report outlining the findings of the JWG was a fundamental provision in the Cooperation Agreement. The first report was released in January 2018, followed by a second report in January 2019.

This report gives an overview of the inspections carried out in 2019. The JWG met six times during 2019 to carry out joint health and safety inspections, focusing on seven stadium construction sites and associated accommodation facilities. In addition, two WR training sessions were conducted at Lusail and Ras Abu Aboud stadiums.

The JWG also carried out follow-up inspections to ensure that contractors were rectifying the non-compliances identified and addressing observations made during the initial inspection. In addition to the inspections, the JWG also interviewed workers across sites to verify and ensure that the systems in place that are designed to support their well-being were effective.

Most of the issues identified by the JWG in 2019 were observations, indicating that the Workers' Welfare Standards (WW Standards) are more deeply ingrained across the SC programme. Non-compliances were less prevalent in 2019, with the exception being Education City Stadium – due to a rapid increase in workforce. A range of challenges were encountered by the JWG inspection that were subsequently addressed by relevant contractors.

Some of the main challenges faced on different sites and observed by the JWG in the year 2019 are:

- Medical staff at the site clinics operate on a reactive basis and further training is required to create a more proactive, worker-centric culture.

- WR require additional technical training specifically in occupational health-related topics.
- The installation of signage in multiple languages on site remains a challenge as contractors tend to install important health, safety and environment (HSE) signage in English.
- The inability of senior site management to be engaged and attend the JWG inspections remains a challenge, although more engagement was observed during the inspections in the latter part of the year, which is positive as we embark on 2020.

With respect to accommodation inspections, the JWG team typically made between one to four observations. The issues identified ranged from the need for more facilities, including dining and toilet facilities on construction sites, to the need for more cool rooms for workers, and the prevalence of black mould in accommodation facilities. These issues were raised with the respective contractors and remedial action was taken, or in later cases, has commenced.

The JWG observed that all sites and their associated accommodation facilities include well-staffed medical clinics with certified doctors and nurses, but there is a continued need for training on topics related to occupational health and safety.

The JWG also acknowledged enhanced awareness amongst workers about the function of WWF, the role and responsibilities of Workers' Welfare Officers (WWO), and the SC grievance hotline.

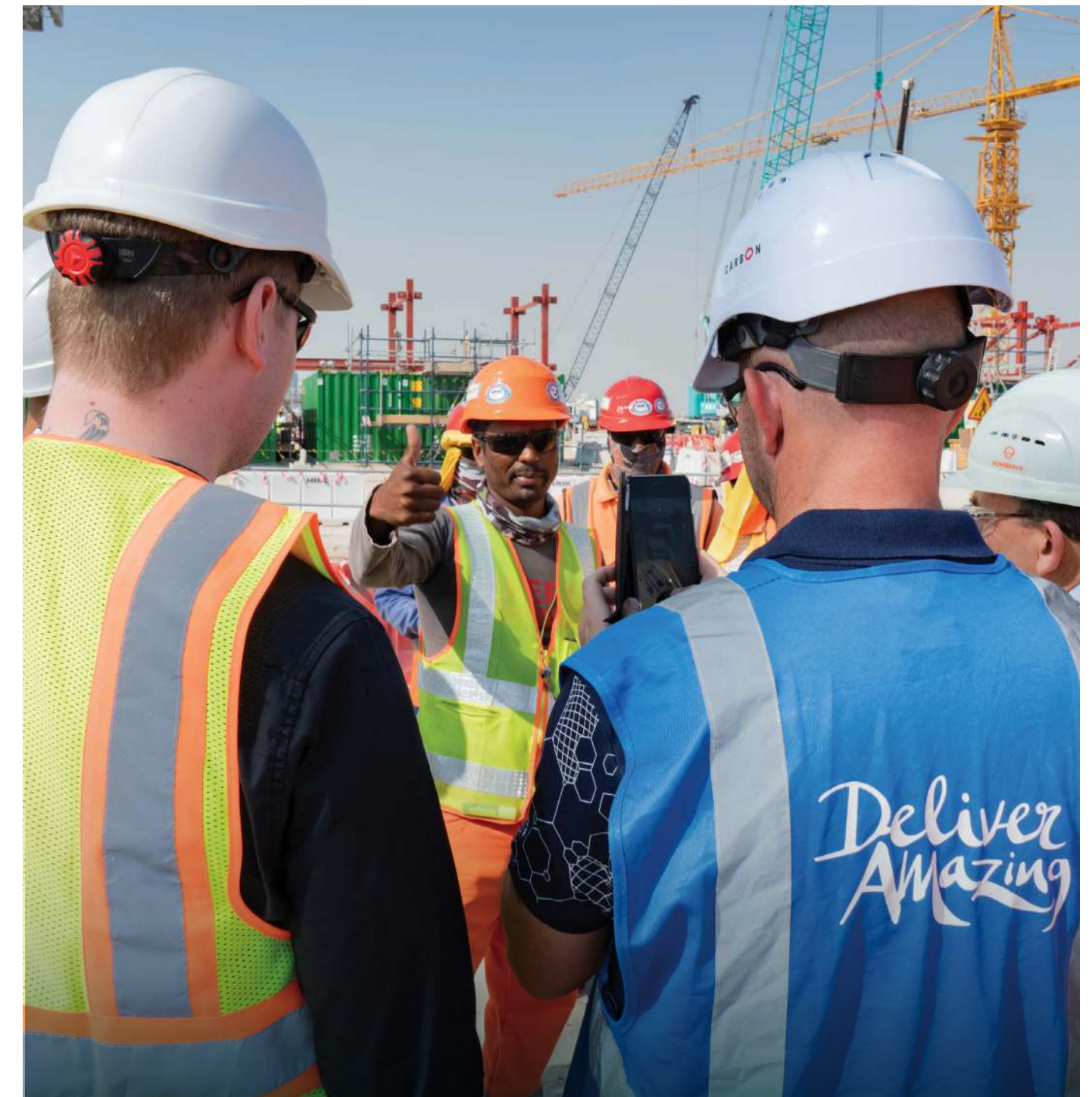
The partnership between the SC and BWI has led to the successful monitoring and identification of issues related to workers' health and safety. Given the critical nature of the partnership and its success, the SC and BWI have extended their collaboration through to 2020.



The Supreme Committee for Delivery & Legacy

The SC was established in 2011 to deliver the infrastructure required to host the Tournament. The SC is primarily responsible for the design, construction and upgrade of stadiums, training sites and non-competition venues. When Qatar won the right to host the Tournament, the immediate focus turned to delivery of both infrastructure, and the social and human

change that had formed a key pillar of the bid. The commitment to social and human change was far more than just a promise. Guided by the Qatar National Vision 2030, it was an opportunity to bring about fundamental change in the working conditions of migrant workers responsible for the delivery of SC projects.



Workers' Welfare at the SC

The SC's Workers' Welfare Department (WWD), which reports directly to the Secretary General, was established to protect workers' health, well-being, safety and security.

In 2013, the SC published the Workers' Charter. Subsequently, in 2014, the SC's WW Standards were released. These gave effect to the principles and objectives under the Charter by setting minimum standards around the treatment of SC workers. Both these

ground-breaking, governance documents were created with the UN Guiding Principles on Business and Human Rights.

The WW Standards are a contractually binding framework developed to protect workers through three pillars, covering ethical recruitment, accommodation and the work environment. The WW Standards safeguard workers throughout the entire chain of contracting and the WWD oversees their implementation and enforcement.



Compliance and Audits

- Undertake WW inspections and audits.
- Conduct WW technical evaluations of SC bidders.
- Manage enhancement of the WW Standards.
- Oversee implementation and enforcement of the WW Standards.
- Manage Other Contracting Party (OCP) approval process.



Health & Safety

- Oversee all workers' Health & Safety (H&S) matters.
- Set overarching WW H&S requirements.
- Conduct WW H&S accommodation and site welfare inspections.
- Conduct H&S induction training.
- Coordinate H&S matters with construction site HSSE teams.



Strategic Initiatives and Outreach

- Manage WW strategic initiatives to support delivery of the department's goals.
- Conceptualise and manage delivery of innovative engagement and outreach projects targeting workers.
- Conceptualise and manage delivery of WW research projects with relevant partners.
- Develop and manage training and up-skilling activities for workers and contractors.



Data Management and Reporting

- Collate and manage WW information.
- Develop and manage WW reporting systems and tools.
- Maintain WW databases to ensure availability of accurate data.
- Develop internal and external WW reports.

Construction Health & Safety at the SC

The SC's Technical Delivery Office (TDO) is directly responsible for delivery of the stadiums, non-competition venues and the Tournament infrastructure. In 2013, the TDO established its internal safety management processes, which have continued to be updated, based on the Plan Do Check Act (PDCA) philosophy. This identifies and develops the key internal safety themes and deliverables, providing the focus and tools to deliver a safe and healthy working environment.

The WWD's H&S team, as well as the Audits and Inspections team, is responsible for ensuring that the welfare of workers at accommodation and construction sites is in line with H&S standards. The TDO's H&S function specifically covers H&S assurance on construction sites. It is responsible for implementing the SC "Safety Management System" across the programme's construction sites to ensure H&S is managed effectively; reporting on key H&S performance indicators across the

programme; and monitoring safety performance on site through regular audits and inspections.

The TDO's H&S function is directed by the Senior H&S Assurance Manager and administered by the H&S Assurance team. The Assurance team provides support and oversight at the programme level, as well as support and oversight to the supply chain, and employees on each individual project.

This responsibility extends to effective reporting on key H&S performance indicators across the programme, and monitoring safety performance on site through regular audits and inspections. The Assurance team, with the support of all parties, also provides H&S assurance that design, construction, operations and deconstruction into the Qatar 2022 legacy, will meet the SC's requirements, and comply with Qatar's codes and standards. With the support of the supply chain, the Assurance team seeks to:



Set a minimum standard complying with:

- The H&S requirements of the TDO programme; and
- The Qatar Construction Specifications (QCS) 2014.



Reduce and prevent accidents, incidents and illness across the programme by:

- Targeting the main causes of accidents, incidents and ill health; and
- Developing specific, minimum H&S standards, including setting minimum levels of competence for supervisors.



Reduce design, construction and operational risks by:

- Applying the "principles of prevention" in all phases of the programme lifecycle;
- Following a detailed design risk management process; and
- Applying a zero-tolerance policy for infringements.



Building and Wood Workers' International

BWI is a Global Union Federation that brings together independent, democratic trade unions representing workers in the Building, Building Materials, Wood, Forestry and Allied sectors. BWI was founded in December 2005 in Buenos Aires, Argentina with the merger of the International Federation of Building and Wood Workers (IFBWW) and the World Federation of Building and Wood Workers.

BWI brings together around 351 trade unions representing about 12 million members in 136 countries. Its headquarters are in Geneva, Switzerland. BWI Regional Offices are located in Panama, Malaysia, South Africa, and there are Project Offices in India, Burkina Faso, Kenya, Russia and Brazil.

BWI's mission is to help make it possible for workers in BWI sectors to have and develop strong and independent trade unions that they control. To that end, the body organises global trade union solidarity and intervenes with governments and companies, intergovernmental organisations, and others, to ensure that workers and their trade unions are strong enough to defend workers' interests. The key to BWI's work is the defence of workers' rights and other human rights.

Among those rights is the right to work in a safe and healthy environment. Construction is one of the most hazardous industries in the world; however, employment in this sector does not have to mean death, injury or disease. BWI concentrates on training in health and safety, but also in building cooperation with companies and governments to ensure that worksites are safe and healthy.

BWI's work in Qatar is part of a global effort to develop institutional participation of workers, normally through their trade unions, to improve laws and enforcement. Its work also includes upholding occupational health and safety protection practices in the workplace, through safety representatives and committees. BWI has been instrumental in organising International Workers' Memorial Day (IWMD), the annual recognition of workers

who have died or suffered from illness and accidents related to work.

In 2019, we were very pleased to, once again, conduct IWMD events to raise awareness about health and safety. It was a platform to remember the victims of workplace hazards, and also show that something can be done to bring about change. This cooperation will continue and enhances our ongoing engagement with governments, construction companies, and regional and international bodies, especially the ILO. We also work with the International Financial Institutions (IFIs), Multilateral Development Banks (MDBs) and the International Federation of Consulting Engineers (FIDIC).

Work on global sporting events and associated construction began in our predecessor organisation, the IFBWW. What is now called, the BWI Global Sports Campaign for Decent Work and Beyond, began in 2006 and was related to the FIFA World Cup 2010™ that was to be held in South Africa.

Since that time, BWI has been involved in a number of mega-sporting events, including the FIFA World Cup™ and the Olympics. These have included Brazil, for both the FIFA World Cup™ and the 2016 Summer Olympic Games, UEFA EURO 2012 in Poland and Ukraine, the FIFA World Cup Russia 2018™ and, in that same year, the Winter Olympics in PyeongChang, South Korea. We continue our focus on, and cooperation in Qatar, while working on the upcoming 2020 Summer Olympic Games in Japan, and preparing for future events, including the FIFA World Cup 2026™ in Canada, Mexico and the United States.

BWI does not only seek improvements in working conditions during the construction of sporting facilities ahead of mega-events. It also pushes for permanent changes in the wider construction industry, particularly those with a focus on state-of-the-art occupational health and safety practices and worker representation. To ensure that representation is real, democratic and sustainable, BWI concentrates on the effective rights of workers to organise trade unions and bargain.

In summary, although all campaigns and engagement differ, according to national circumstances and traditions, there are regular, consistent elements to BWI's work. They include:

- Creating environments that enable workers to organise into trade unions.
- Support trade unions so that they can negotiate collective agreements with construction companies on salaries, fair procedures and working conditions, especially developing systems of protection of occupational health and safety. This applies whether enterprises are national or multinational, contractors or sub-contractors, and regardless of ownership.
- Seek cooperation and agreements with global bodies, such as FIFA and the International Olympic Committee (IOC) on decent work conditions and health and safety, including joint inspections and mechanisms to address and resolve workers' grievances.
- Influence and work with national governments and host cities of sporting events on policies relevant to employment conditions, health and safety, protection

of the rights to organise and bargain, and in some countries, labour migration.

- Reach out to the public, in particular, sports fans and sports clubs, on the links between sports and human rights, including the human rights of workers.
- Urge corporate sponsors to include the promotion of all worker rights and human rights in their due diligence efforts.

The BWI's global sports campaign is not separated or isolated from other priorities. In fact, it is only a more visible part of its overall efforts to mobilise and consolidate global trade union solidarity. BWI is much more than its secretariat. It includes member organisations and this involvement can be seen throughout BWI's work in sports. In Qatar and elsewhere, member organisations organise nationally to support and bring leadership to BWI's efforts. In Qatar, the member organisations have also made joint inspections possible, accompanied by trade union members with experience in occupational health and safety.





Joint Working Group

Mandate and Objectives

The key component of the relationship between the SC and BWI is the JWG, which operates in accordance with the “Terms of Reference” agreed between both parties in early 2017, before any inspections commenced. The Terms of Reference set out the parameters in which the inspections are managed and undertaken.

The JWG’s responsibilities are as follows:

- Organise occupational health and safety inspections related to workers engaged in SC construction projects.

- Assess the effectiveness of the SC’s existing grievance mechanisms, including WWF.
- Review and assess existing health and safety training curriculum and make recommendations for enhancement.
- Train WR with specific skills in order to enhance their performance.



Methodology and Members

The JWG has 10 permanent members who are supplemented on an ad-hoc basis by subject matter experts. Observers may also participate on a case-by-case basis.

The JWG is organised into four areas and includes the following members:

Operations, Oversight and Stakeholder Liaison	Organisation and Conduct of Inspections	Health & Safety Training	WWF and Grievance Mechanisms
Mahmoud Qutub (Chair) (SC)	James McLaughin (SC)	Stephan Van Dyk (SC)	Mahmoud Qutub (SC)
Payvand Vahdat (SC)	Stephan Van Dyk (SC)	James McLaughin (SC)	Naresh Jain (SC)
Jin Sook Lee (BWI)	Jin Sook Lee (BWI)	Rajeev Sharma (BWI)	Rajeev Sharma (BWI)
Rajeev Sharma (BWI)	Simon Hester (BWI)	Apolinar Tolentino (BWI)	Marco Polo Ferrer (BWI)

The JWG developed a project plan, which sets out the schedule and timing of inspections. It assigns responsibilities to members of the JWG, and where required, other representatives of the SC and/or BWI.

Each inspection starts with a kick-off meeting where the JWG is presented with a progress report on the rectification of issues arising from past inspections, followed by a general overview presentation of the accommodation, workforce demographics and the construction sites that will be inspected. Since 2018, the WWD has incorporated the findings from the JWG inspections into the SC’s existing electronic audit system – the Intellex platform.

Following the presentation, the JWG inspection team inspects accommodation and construction sites where they identify health and safety non-compliances, note

positive and negative observations, and gather photos and other documentary evidence. Interviews with workers are also undertaken during the inspections, and feedback is provided to the contractors’ management.

The JWG convenes immediately after all inspections to discuss findings, non-compliances and observations, and gather lessons learned. The plan for the following inspections is also discussed and agreed.

The findings report, agreed and signed by all parties, is then generated through the Intellex platform. The contractors are sent their respective reports and requested to submit a rectification plan on all non-compliances identified, together with evidence that any issues have been resolved. The JWG has prepared this yearly report based on the findings of the inspections undertaken in 2019.



Findings

Overview

During 2019, the JWG inspected seven different construction sites, as well as their respective accommodation sites.

The main inspection findings, as well as the good practices identified and relevant to each stadium, are detailed overleaf. The total number of non-compliances and observations identified by the JWG and their current status is included in a summary table, together with key statistics relevant to each stadium. The issues identified represent the JWG’s observations of the non-compliances, as well as observations, while on site and during accommodation visits, of areas where opportunities for improvement are present.

Beneficial observations relating to topics such as WWF, traffic management and electrical distributions are examples that have had a programme-wide impact. Most of the issues identified by the JWG were observations. Typically, between four to 15 observations were identified during construction site inspections. Non-compliances were less prevalent – with the greatest number identified being 17 – during the follow up on Education City Stadium. The JWG team typically made between two to four observations during the accommodation inspections.

As December 2019 marked the end of Education City Stadium’s construction, a large number of workers were deployed between September and December, ranging from 4,021 to 9,287 in three months. Therefore, after their initial inspection in August 2019, the JWG conducted two follow-up inspections (September and October) in order to review, assess and make recommendations. This is set out across two different tables of findings (initial and follow-up) for Education City Stadium.

February 2019
Inspection of Al Wakrah Stadium and Accommodation Facility



April 2019
Inspection of Al Thumama and Al Bayt stadiums



August 2019
Inspection of Education City and Al Rayyan stadiums



September 2019
Inspection of Lusail and Education City (follow up) stadiums



October 2019
Inspection of Education City Stadium (follow up)



December 2019
Inspection of Ras Abu Aboud and Lusail (follow up) stadiums





Al Janoub Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (February)		
Non-compliances	6	6
Observations	5	5
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (February)		
Non-compliances	2	2
Observations	2	2

Contractor	MPS JV: Midmac (Qatar) PORR (Austria) Six Construct (Belgium)
No. of Workers	484
No. of OCPs	3
Major Nationalities	Indian (37%) Bangladeshi (30%) Nepalese (24%) Other (9%)

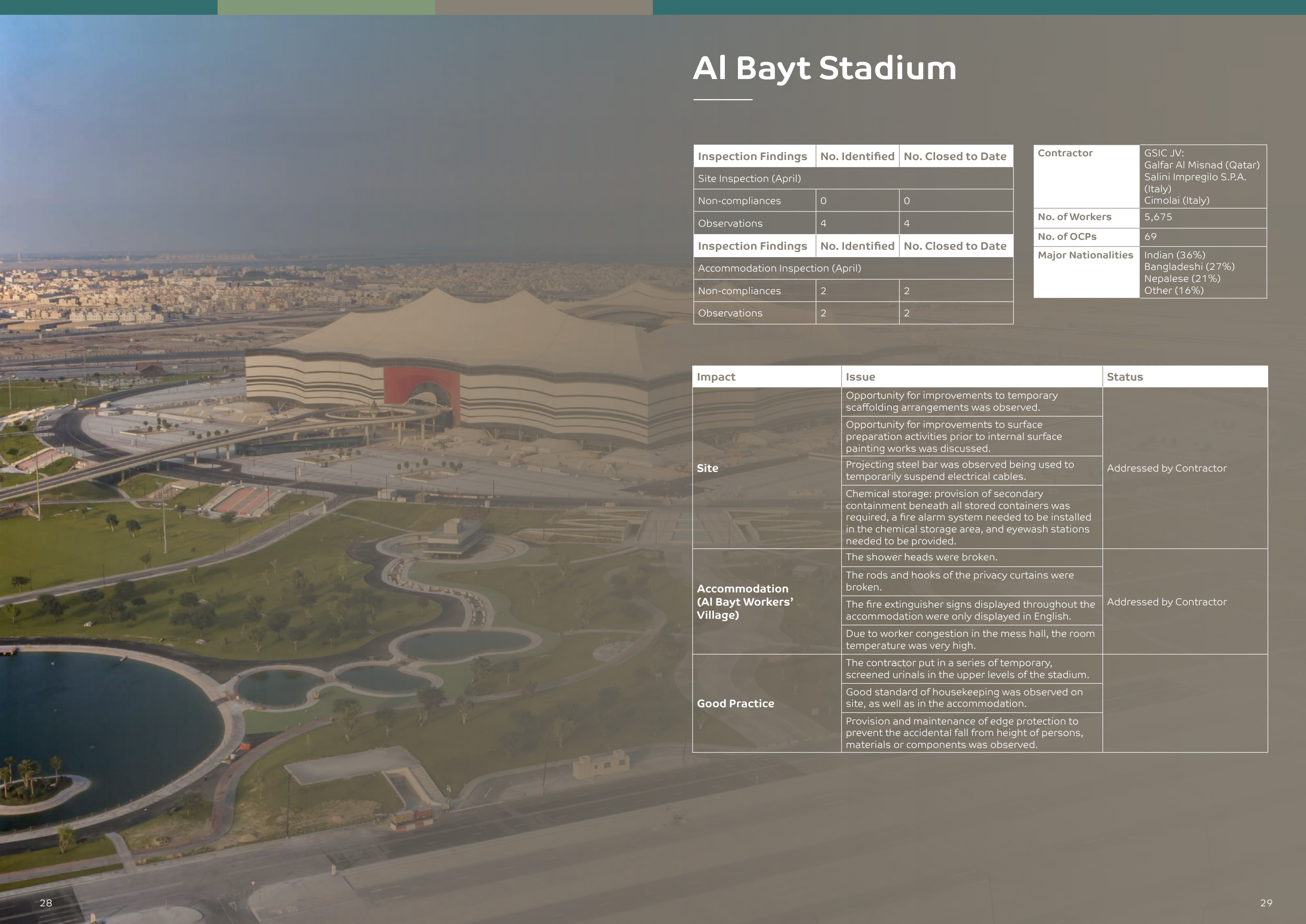
Impact	Issue	Status
Site	During the asphaltting works, some of the operators were not wearing their seatbelts properly.	Addressed by Contractor
	Temporary electrical connections were not managed satisfactorily (routing of the cables, cables on the floor etc.).	
	Faulty/damaged electrical wires were observed.	
	Level 4 of the VVIP area was poorly managed. It was difficult to find the way in and out.	
	The door locks of the electrical rooms were maintained, but the distributor boards were not secured enough.	
	Workers were found using glue while carrying out insulating works and not all workers were wearing the required full body harness.	
	In one of the pump rooms, water was found on the floor and the workers were not wearing noise protection.	
	The roles and responsibilities in the Risk Assessments and Method Statements (RAMS) needed to be specifically defined.	
	Training should be carried out on Hand-Arm Vibration Syndrome (HAVS) as some workers using power tools were not aware of it.	
	The safety notice boards were not updated on a regular basis.	
WWF	Black mould was observed in most rooms and inside the recreational facility (gym).	Addressed by Contractor
	Some workers were not being paid the required minimum wage (QR750 base salary).	Addressed by Contractor
	Workers requested a trophy for their monthly cricket match.	
	Workers requested to go to Grand Mall on Fridays.	

Al Thumama Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (April)		
Non-compliances	0	0
Observations	9	9
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (April)		
Non-compliances	3	3
Observations	0	0

Contractor	Tekfen-Al Jaber JV: Tekfen (Turkey) Al Jaber (Qatar)
No. of Workers	3,524
No. of OCPs	41
Major Nationalities	Indian (33%) Nepalese (29%) Bangladeshi (25%) Other (13%)

Impact	Issue	Status
Site	Workers working at height on safe and complete aluminum mobile towers were observed using unnecessary full body harness.	Addressed by Contractor
	Uneven walkways and barrier management at the extreme edge of areas at height and pedestrian walkways were observed.	
	Two emergency numbers were posted for the site, which could create confusion.	
	Some cable hangers were exposed to the wind and could easily fall.	
	Some of the workers working at height were not familiar with the rescue procedures.	
	Bent formwork/shoring props needed to be properly locked.	
	Improper tool storage was observed.	
	Use of inadequate respirator for the fire proofing painting was observed.	
Accommodation (Labour City)	Traffic management on site: Inadequate control of vehicle movement, vehicle crossing points without flagmen, and stones/debris on pedestrian walkway.	Addressed by Contractor
	There was no nurse or medical facility at the accommodation site.	
	There was a lack of information on notice boards with respect to first aiders.	
Good Practice	Black mould was observed under the wash basin and drainage was clogged in the kitchen area.	Addressed by Contractor
	The construction site clinic was found to be adequate and the doctor on duty was found to be impressive.	
	The chemical store was well organised and managed by the site team. It should be referenced as a good example for other SC projects.	
	Well-organised storage of safety harnesses was observed on site.	



Al Bayt Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (April)		
Non-compliances	0	0
Observations	4	4
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (April)		
Non-compliances	2	2
Observations	2	2

Contractor	GSIC JV: Galfar Al Misnad (Qatar) Salini Impregilo S.P.A. (Italy) Cimolai (Italy)
No. of Workers	5,675
No. of OCPs	69
Major Nationalities	Indian (36%) Bangladeshi (27%) Nepalese (21%) Other (16%)

Impact	Issue	Status
Site	Opportunity for improvements to temporary scaffolding arrangements was observed.	Addressed by Contractor
	Opportunity for improvements to surface preparation activities prior to internal surface painting works was discussed.	
	Projecting steel bar was observed being used to temporarily suspend electrical cables.	
	Chemical storage: provision of secondary containment beneath all stored containers was required, a fire alarm system needed to be installed in the chemical storage area, and eyewash stations needed to be provided.	
Accommodation (Al Bayt Workers' Village)	The shower heads were broken.	Addressed by Contractor
	The rods and hooks of the privacy curtains were broken.	
	The fire extinguisher signs displayed throughout the accommodation were only displayed in English.	
	Due to worker congestion in the mess hall, the room temperature was very high.	
Good Practice	The contractor put in a series of temporary, screened urinals in the upper levels of the stadium.	
	Good standard of housekeeping was observed on site, as well as in the accommodation.	
	Provision and maintenance of edge protection to prevent the accidental fall from height of persons, materials or components was observed.	

Education City Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (August)		
Non-compliances	7	5
Observations	11	10
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (August)		
Non-compliances	2	1
Observations	0	0

Contractor	Conspel (Qatar) Joannou and Paraskevaides (Cyprus)
No. of Workers	4,021
No. of OCPs	42
Major Nationalities	Indian (51%) Bangladeshi (23%) Nepalese (17%) Other (9%)

Impact	Issue	Status
Site	Lack of suitable steps to access the mechanical rooms.	Addressed by Contractor
	Temporary working platforms were observed without scafftag and the fall protection rails were below the required and standardised height.	
	Several areas of flooring were protected with poorly maintained hardboard.	
	COSHH products and their effects needed to be clearly monitored.	
	Insufficient welfare signage.	
	Improved and updated directional signage needed to be added.	
	Safety arrangement while operating concrete helicopter power trowel needed to be reviewed.	
	Presence of dust and fumes in the basement due to unplanned operation of dump trucks was observed.	
	Insufficient cool rooms on site.	
	Some walkways were not demarcated away from the working areas.	
	Floor voids and gaps were observed in several areas.	In Progress – Contractor has not yet addressed this as an application for the clinic license renewal is pending approval.
	The fall protection rails were below the required and standardised height.	
	Access and egress into mechanical rooms were observed with severe lack of suitable steps, which can lead to tripping.	
	Untagged scaffold was observed.	
	Monitoring of air quality was needed where petrol-driven plant and equipment are used.	In Progress – More awareness sessions are being conducted on the proper use of StayQool suits.
	There was only one nurse available during the night shift, with approximately 2,000 workers on site.	
	The clinic license had expired in May 2019.	
	Poor compliance with use of StayQool PPE clothing (undergarments worn with shirts) was observed.	
Accommodation (Qatar Foundation Workers' Village)	There was no soap or liquid hand wash in the bathrooms.	Addressed by Contractor
	The accommodation site's clinic license had expired in May 2019.	In Progress – Contractor has applied for renewal of the clinic license. The application is pending approval.
Good Practice	Workers' site toilets were clean and well maintained.	
	Well-maintained chilled water stations were in good supply across the site.	
	More than 400 workers were CPR trained (in addition to appointed first aid responders).	
	Wayfinding signage was good, enabling anyone on site to identify their location in the event of reporting an incident.	
	Good control of temporary electrics.	
	Good follow-up procedure used by the site nurse/ doctor for workers with medical history.	

Follow up of Education City Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (September and October)		
Non-compliances	17	17
Observations	13	13
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (September)		
Non-compliances	5	5
Observations	1	1

Contractor	Conspel (Qatar) Joannou and Paraskevaides (Cyprus)
No. of Workers	9,428
No. of OCPs	43
Major Nationalities	Indian (46%) Bangladeshi (27%) Nepalese (20%) Other (7%)

Impact	Issue	Status
Site	There was a significant lack of toilet facilities, given the number of workers currently on site. The toilets were not well maintained and all those visited permeated a strong, foul odour. Cleaners were not provided with enough cleaning materials. (September and October)	Addressed by Contractor - A zoning system was successfully put in place to address the challenge of monitoring the high number of workers on site. The site was divided into seven zones and a dedicated HSE lead and team were responsible for supervising each zone.
	Poor traffic management was observed in several areas. No control of vehicle/ pedestrian segregation, as well as insufficient flagmen available to control moving plant and equipment. (September)	
	Poor provision of COSHH stores on site. (September)	
	A finished parapet wall (less than 1m high) was noted to present a risk of fall. (September)	
	General way finding and 'welfare specific' signage was noticeably lacking. (September)	
	There did not appear to be a good H&S culture in relation to the wearing of mandatory PPE. No one challenged peers or colleagues where PPE non-compliance was observed. (September)	
	Several ad-hoc 'workshops' were observed on site with no consideration for ergonomics or manual handling hazards. (September)	
	Workers were observed using rotary percussion tools and heavy vibrating equipment without a HAVS assessment or any information on work/rest periods. (September)	Addressed by Contractor
	General housekeeping across the site needed significant attention to reduce the risks of slips, trips, falls and fires. (September)	
	All three workers' mess halls visited were noticeably overcrowded with an unhealthy environment (heat and humidity), insufficient natural ventilation, light and seating, while cleaning of the area and food waste management was poorly handled. (September and October)	
	Overcrowded and insufficient rest areas allocated to workers inside the construction site, which were poorly lit and with no ventilation (AC). Plastic sheeting/tarpaulin laid on the floor, where the workers slept. (September)	
	A painting operation was observed where the workers had not been briefed on the hazards associated with the product, and the wrong type of PPE/RPE was being used. (September)	

Impact	Issue	Status
Site	Inadequate dust masks and hand gloves were used for painting activity. (September)	Addressed by Contractor
	Site medical staff were overwhelmed with the amount of additional new workers requiring mandatory health screening, etc. (September)	
	Senior site management were unavailable to join the JWG on the site tour (due to other engagements). (September)	
	The washing of approx. 4,000 steel dinner trays was carried out on site by one person in a confined area, using lukewarm water and no evidence of detergents. (September)	
	First aid boxes were available on site, but they were locked to prevent unauthorised use/tampering. (September)	
	There was very little use of the SC-introduced StayQool PPE clothing on site. (September)	
	The contractor needed to improve external area construction waste segregation and waste management. (September)	
	The contractor needed to improve awareness for foremen regarding regular breaks due to hand-arm vibration while using the concrete drilling machine. (September)	
	The materials were not secured properly while working on the catwalk. (September)	
	Edge protection around the wall under construction was inadequate. (September)	
	Workers were observed doing carpentry work on the ground rather than on a trestle type arrangement or bench. (September)	
	Materials were not stored properly in the chemical storage area. (September)	
	The riser covers needed to be suitably secured as they had potential for objects to fall through the gaps to lower levels. (October)	
	Mobile towers were used for MEP work without suitable edge protection. (October)	
	Workers were using noisy cutting equipment without appropriate hearing protection. (October)	
	In various areas around the stadium, the task lighting was not suitable. (October)	
Accommodation (Qatar Foundation Workers' Village)	Some staircases had rough finishes, excess material and dust gathering. (October)	Addressed by Contractor
	It was advised to give instruction to all workers on the project that the HSE teams have to be respected, and to give them the authorisation and commitment from senior management to engage, intervene and make observations. (October)	
	The kitchen ventilation needed improving as the temperature was too high while cooking.	
	The sanitation of the dining area and the kitchen was extremely poor and unsatisfactory.	
WWF	The kitchen floor tiles were slippery and many workers were not wearing non-slippery safety shoes.	Addressed by Contractor
	Bed bugs were observed in some rooms.	
	There were no chairs available in the recreation area.	
Good Practice	Workers stated that the food was not good, the dal was tasteless and the chicken was not properly cooked.	Addressed by Contractor
	Chemical storage was inspected and found to be in excellent condition. (October)	
	Traffic management has improved considerably between September and October. Walkways have been put in place with suitable barriers and signage, flagmen and drivers have a daily briefing on the previous days' performance and potential changes to the traffic management plan. In areas where there is restricted space for suitable walkways, flagmen have been deployed to manage them.	



Al Rayyan Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (August)		
Non-compliances	2	2
Observations	5	5
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (August)		
Non-compliances	1	1
Observations	4	4

Contractor	ABLT JV: Al Balagh (Qatar) Larsen & Toubro (India)
No. of Workers	5,285
No. of OCPs	82
Major Nationalities	Indian (40%) Bangladeshi (27%) Nepalese (30%) Other (3%)

Impact	Issue	Status
Site	StayQool PPE clothing was not being worn by many workers, and those using StayQool suits were not wearing them correctly (use of undershirts).	Addressed by Contractor and more awareness sessions are being carried out
	Cool drinking water was not widely available within a 3-minute walk from the work areas, and thermos flasks were not being used by the workers.	Addressed by Contractor
	Several areas of the flooring were covered with blue plastic sheeting, which presented a significant trip hazard.	
	Poor wayfinding and welfare signage was observed.	
	Contractor's WWO seemed largely unfamiliar with the site layout and whereabouts of workers' welfare provisions.	
	There was insufficient provision of suitable cool rooms on site.	Addressed by WWD and will be incorporated in the new batch of suits
Accommodation (Challenger City)	The use of StayQool PPE (all orange hi-vis) may detract from identifying specific specialist trades, currently identified by different colour hi-vis vests or lettering on the same.	
	Plastic caps on some smoke detectors were still not removed.	Addressed by Contractor
WWF	Some flies were observed in the dining (It must be noted that the flies were observed during cleaning time when all the doors were kept open to sweep away the cleaning water from the floor tiles).	
	There was a need to promote further awareness of Sadiqi app among workers especially WR.	Addressed by Contractor
	There was a need to carefully monitor abusive treatment cases from engineers/supervisors towards workers on site.	
Good Practice	Awareness needed to be raised by improving communication of NOC requirements based on type of employment contract.	
	The daily evening bus service to the local market was praised during WWF.	
	Salary payments to temporarily unfit workers go beyond labour law requirement and this was appreciated by the workers.	
	Positive feedback was received in relation to the provision of annual air tickets to the nearest domestic airport instead of international airport.	

Lusail Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (September and December)		
Non-compliances	0	0
Observations	16	15
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (September and December)		
Non-compliances	6	6
Observations	5	5

Contractor	HBK-CRCC JV: Hamad Bin Khalid (Qatar) China Railway Construction Company (China)
No. of Workers	4,355
No. of OCPs	39
Major Nationalities	Indian (41%) Bangladeshi (22%) Nepalese (17%) Other (20%)

Impact	Issue	Status
Site	There was very little use of the SC-introduced StayQool PPE clothing on site. (September)	Addressed by Contractor
	The induction presentation needed to be updated, e.g. color of helmets, etc. (September)	
	Many operatives were observed not having personal water bottles. (September)	
	Site safety posters needed to be available in different languages. (September)	
	Training needed to be conducted regarding the erection of mobile scaffold. (September)	
	The roles and responsibilities of the Safety Officer/ Supervisor needed to be enforced. (September)	

Impact	Issue	Status
	Traffic management needed to be improved on the pitch. (September)	Addressed by Contractor
	There was an absence of designated water stations in some areas. (December)	
	There was no visible signage indicating to the workers where the water stations were. (December)	
	The cables were not properly hung to the desired height. (December)	
	Two ladders were found incorrectly installed. (December)	
	Alternative to brooms should have been used to minimise dust generation. (December)	
	Scrap removal such as metals should not have been collected on top of a truck. (December)	
	The mesh guard for the concrete screed pump had been removed. (December)	
	Generator fencing was not locked to prevent unauthorised entry. (December)	
Accommodation (Lusail Site Accommodation)	Training of medical personnel on occupational health needed to be conducted. (September)	In Progress - The previous doctor was trained but resigned. The new doctor has not been trained yet.
	The electric panel near the volleyball and basketball court was not covered and locked. (September)	Addressed by Contractor
	The inside of the doors in the bedrooms had no thumb turn locks. (September)	
	Rooms had no curtains, so it was not possible to make the room darker during day time. (September)	
	The medical doctor was available only at night. (September)	
	Caution signs were not displayed while cleaning or washing the floors. (September)	
	Workers were observed walking within the accommodation without the StayQool suits. Instead they were in their normal blue coveralls. (September)	
	Between dining hall no. 2 and the supervisors' dining area there were two locked doors with an illuminated exit sign. The door should have either been opened or the exit sign removed. (December)	
	Exposed electrical cables were observed in the laundry room. (December)	
WWF	A water leak was observed in the dining hall behind the water dispenser. (December)	Addressed by Contractor
	Workers requested more variation in their food menu.	
Good Practice	No ATM machines were available at the accommodation site.	Addressed by Contractor
	Good housekeeping: The site was found to be generally clean and orderly.	
	Good provision of pedestrian walkways and overall good traffic management.	
	Good site welfare facilities/arrangements, e.g. urinals in the stadium area (each level), drinking water stations, rest areas, etc.	
	Hazardous substances/chemicals were safely stored in the chemical storage area (main chemical store).	

Ras Abu Aboud Stadium

Inspection Findings	No. Identified	No. Closed to Date
Site Inspection (December)		
Non-compliances	0	0
Observations	4	3
Inspection Findings	No. Identified	No. Closed to Date
Accommodation Inspection (December)		
Non-compliances	2	1
Observations	2	1

Contractor	Hamad Bin Khalid (Qatar)
No. of Workers	633
No. of OCPs	7
Major Nationalities	Indian (66%) Bangladeshi (22%) Nepalese (7%) Other (5%)

Impact	Issue	Status
Site	Filters and fumes from on site generators needed to be looked at to fulfil internal best practice.	Addressed by Contractor
	The spray painting operation needed to be further inspected for compliance.	
	More signs needed to be introduced including different languages to accommodate the whole workforce.	
	The doctor has been recommended to attend occupational health training.	In Progress
Accommodation (Al Bayt Workers' Village)	Electrical distribution boards were not secured.	Addressed by Contractor
	Signs in the accommodation were mostly in English.	In Progress - Contractor is in the process of translating and laminating new signs.
	Rooms smell of dampness as air conditioners were contributing to condensation.	In Progress - Workers are being trained on the use and proper temperature setting of air conditioners, especially during summer.
WWF	The WR were not aware that they could raise HSE topics during WWF.	Addressed by Contractor
Good Practice	Toilets and welfare facilities across the site were in good condition and met the desired requirements.	
	Clear walkways and high standards of housekeeping were observed across the site.	

Occupational Health & Safety

In 2019, there was a decline in occupational health-related issues identified. That said, the JWG inspections still acknowledged occupational health as a critical area for further improvement.

The JWG noted that all sites and their associated accommodation facilities generally include well-staffed clinics with certified doctors and nurses. The general health services, which are provided to the workforce free of charge, were found to be fit for purpose.

The doctors interviewed during the inspections were aware of occupational health, diagnosis and treatment, but ongoing follow-up training sessions and awareness programmes are recommended. Doctors and nurses have also been trained on mental health, which is a vital part of occupational health and well-being.

The JWG made a number of specific health-related recommendations for health professionals and contractors, as follows:

For health professionals:

- Perform refresher training or follow-up training on occupational injuries, diagnosis and treatments. This should include training on working with chemicals and spray paint.
- Provide a platform for doctors on site to meet with HSE professionals to discuss occupational injury cases.

For contractors:

- Review health risk assessments and design requirements for spray painters and chemical handling to mitigate respiratory illnesses.
- Review the risk assessments and method statements for tasks involving the use of vibrating tools and ensure that procedures are implemented for managing the risk of contracting HAVS.
- Record occupational health and injury cases on the electronic medical records system (TPP SystmOne) and implement a health management plan for affected workers.

Activities and Milestones for 2019

- Continued training for medical staff to recognise occupational H&S risks and steps taken to mitigate the effects.
- Protocols implemented to ensure accommodation health clinic records are reported to the H&S management teams at the relevant construction sites.
- JWG performed an additional H&S inspection following concerns raised at a previous inspection of Education City Stadium.
- TPP SystmOne was rolled out across five SC sites, which significantly improved medical record keeping and health data management.
- Qatar Red Crescent (QRC) undertook comprehensive medical screening for over 26,500 workers.
- The SC partnered with the Hamad Medical Corporation (Heart Hospital) to provide specialist cardio assessments and treatments to workers who were diagnosed with abnormal ECG/cardio-related illnesses.
- To supplement occupational health initiatives, approximately 4,500 workers were provided with trade-specific occupational health-related training through the SC’s collaboration with Qatar International Safety Center (QISC).

- The JWG observed that key initiatives led by the SC around heat stress, including cooling technology and heat stress management study, are positive steps to protect workers.

Key Achievements for 2019

- 17 medical staff (doctors and nurses) across the programme completed Advanced Cardiac Life Support Training and seven completed the Basic Life Support Training.
- Medical staff on site, including on Al Bayt, Al Rayyan and Ras Abu Aboud stadiums, engaged with the H&S teams on a weekly or bi-weekly basis to review the condition of workers identified with having occupational health injuries and/or illnesses.

Challenges Faced in 2019

- The sudden increase in workers on site during the final stages of construction at Education City Stadium put a strain on facilities, including dining halls, rest areas and washrooms.
- Medical staff at the site clinics operate on a reactive basis and further training is required to create a more proactive, worker-centric culture.
- WR require additional technical training specifically in occupational health-related topics during WWF.
- The installation of signage in multiple languages on site remains a challenge as contractors tend to install important HSE signage in English.
- The inability of senior site management to be engaged and attend the JWG inspections remains a challenge, although more engagement was observed during the inspections in the latter part of the year, which is positive as we embark on 2020.



Workers' Welfare Forums

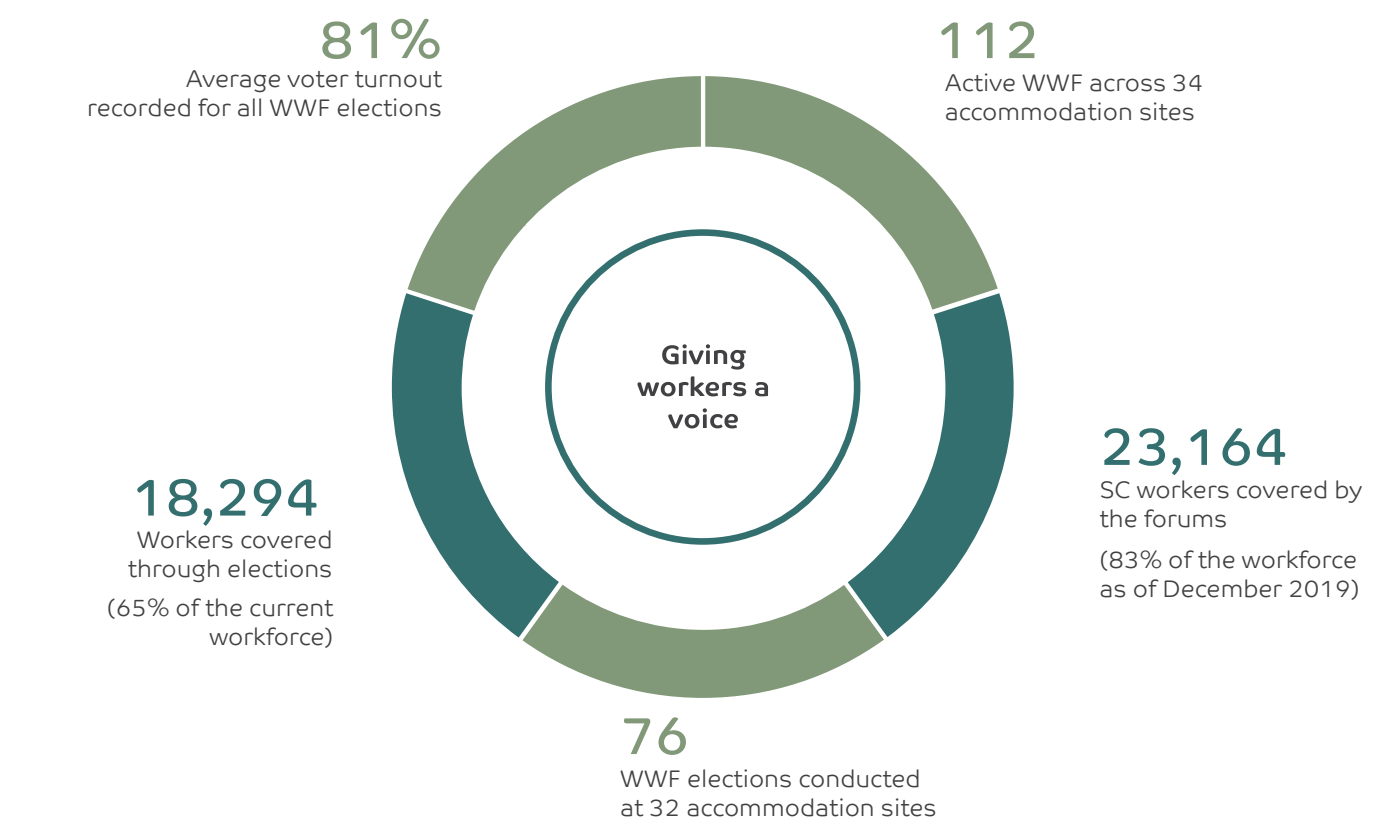
The successful implementation and delivery of WWF is a key focus area for the JWG and was identified as a platform that needed to be monitored due to its positive impact on workers and contractors. The JWG attended the forums for seven contractors and engaged with WR in order to enhance awareness amongst workers on the role of WWF, WWO and the SC grievance hotline. The provision of business cards for WR at Ras Abu Aboud, Education City, Al Bayt and Lusail stadiums enabled ease of access for workers to voice their grievances through their representatives in an organised and non-confrontational

manner. The Nudge booklets – a guide designed to assist WWO and WR to capture and report grievances – continue to improve the frequency and quality of grievances reported.

As highlighted in the findings, WWF raised issues, which are being addressed by the contractors and monitored by the SC.

The success of WWF is clearly visible in growing attendance, active engagement and increased participation.

Key Statistics



Activities and Milestones for 2019

WWF have had a positive effect beyond the SC programme:

- 11 contractors set up WWF for their non-SC workers across 17 different accommodation sites, covering 10,140 workers. Of the 11, eight WWF have elected representatives.
- The SC has facilitated MoADLSA and ILO in their study of the WWF model. As of December 2019, both organisations attended four WWF elections and WWF at 14 contractors. The MoADLSA and ILO have indicated their intent to launch joint committees across Qatar.

Other best practices implemented by various contractors include:

- WR being provided with mobile phone or mobile phone allowances to perform their duties by various contractors, including JPAC, ABLT JV and HBK Contracting.
- WR were provided with certificates of appreciation following their tenures at Al Rayyan and Lusail stadiums.
- WR were granted access to participate in other committees, such as food, safety, sports and events at Al Thumama, Al Rayyan and Lusail stadiums.
- WR have been given initial awareness briefings on their rights and responsibilities and provided with the following comprehensive training:
 - Comprehensive soft skills training programme that includes awareness of their roles and responsibilities, effective communication, conflict management, leadership, H&S (300 WR trained).
 - BWI conducted capacity and leadership training for 46 WR at Lusail and Ras Abu Aboud sites.

To supplement WWF, the SC grievance hotline broadened to include four new languages: Mandarin, Vietnamese, Nepali and Turkish. In total, the hotline can provide assistance to workers in 11 languages.

What Projects are Carrying Forward in 2020

- Full-fledged, soft skills training programme will continue to be rolled out for all WR by the SC-QISC collaboration and BWI.
- WWF elections will be conducted for all contractors and OCPs with more than 100 workers.
- Project Workers' Welfare Forums (PWWF) will be established on all sites with more than 100 workers, to address site-related health and safety matters. Furthermore, PWWF representatives will be provided with training on health and safety incident identification, reporting and resolution.
- Scale up the SC grievance hotline in collaboration with MoADLSA to include all workers across Qatar.
- Continue to support MoADLSA and ILO in formalising a similar WWF model for wider implementation across Qatar.



Training

Training and awareness are an integral part of SC's WW programme. Collaborations with the likes of QISC, Weill Cornell Medicine - Qatar (WCM-Q) and BWI, help the SC achieve its objectives.

The JWG identified WR training as essential in ensuring that they understand their roles and responsibilities and are equipped to undertake them. In 2019, BWI and the SC conducted two training sessions for WR. On 26-27 November, 26 WR were trained at the Lusail Stadium site and on 2-3 December, 16 WR were trained at the Ras Abu Aboud Stadium site.

- The main topics covered in the training included:
- WR roles and responsibilities.
 - Effective communication and public speaking.
 - Planning and managing proactive meetings.
 - Negotiation and conflict resolution skills.
 - Rights and obligations of WR – salient features of laws governing workers in Qatar.
- The training sessions were well received by the attendees who commented on the engaging content and delivery. The post training feedback confirmed that the sessions helped improve their knowledge, skills and confidence and provided them with the tools necessary to fulfill their critical role as WR.



Global Event Participation: BWI and the SC

Ensuring that there is global recognition of the progress made by the SC in WW is important as it highlights the legacy of the Tournament and also provides best practices that others can learn from. BWI organised a high-profile human rights conference in Berlin titled “Sports Campaigning in the 2020s: Setting Strategies and Identifying Opportunities”. The SC was invited to speak at the event and participated in a panel titled ‘Shifts and Goals: The Changing Global Sports Governance’.

Mahmoud Qutub, Executive Director of the SC’s WWD and Chair of the JWG, spoke alongside Federico Addiechi, FIFA’s Head of Sustainability & Diversity and Ambet Yuson, BWI General Secretary, about Qatar’s ongoing commitment to safeguarding workers’ rights and setting new benchmarks for the region ahead of the Tournament.

Qutub highlighted the lengths the SC has gone to in order to bring about positive change in workers’ welfare and deliver a legacy across Qatar and beyond. He detailed key initiatives led by the WWD, including robust audit, inspection, compliance and enforcement standards, the reimbursement of illegal recruitment fees, and improvements in workers’ accommodation and grievance mechanisms.

Ambet Yuson along with a number of representatives of BWI affiliates present at the conference recognised the SC’s efforts, especially the introduction of WWF to address grievances.

FIFA’s Federico Addiechi recognised the value brought by BWI and similar stakeholders in relation to mega-sporting events. The case of Qatar was cited as a positive example which showcased a true human rights commitment unseen before on a World Cup programme.





Way Forward

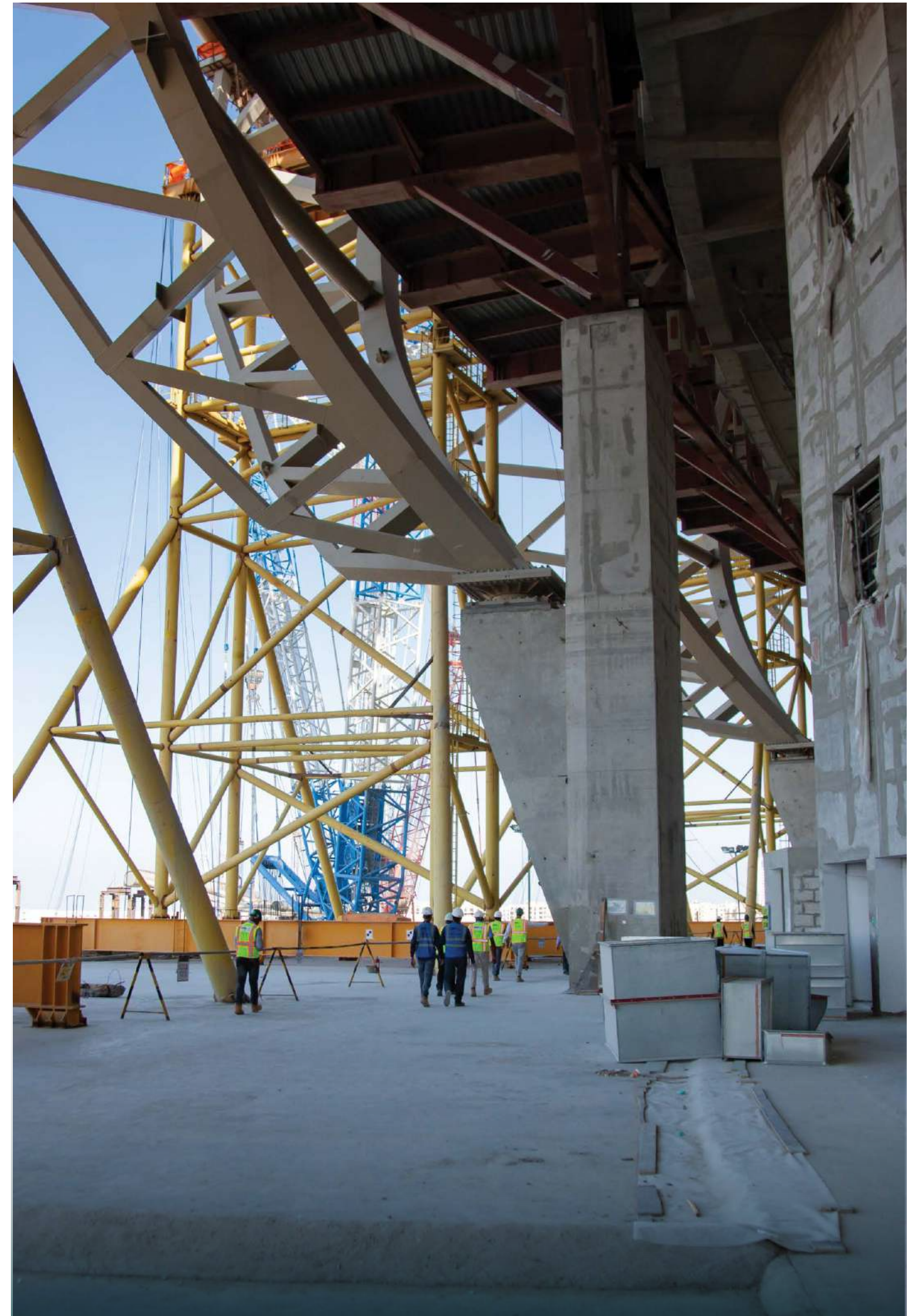
Since 2017, the SC-BWI partnership has made significant inroads in ensuring the health and safety of workers on SC projects. The inspections conducted by the JWG have played a significant role in identifying and raising awareness around key issues and subsequently finding solutions. The observations and recommendations made by the JWG have been instrumental in the development of measures to further safeguard workers, both on construction and accommodation sites. Leveraging on the BWI global affiliates and inspectors has also helped identify internationally recognised best practices that can be applied to the SC sites.

Based on the findings and recommendations of the JWG, a range of initiatives will continue to be implemented in 2020 to enhance the lives of our workers. WWF, which have served as an important platform to give workers a voice, will continue to be rolled out across the programme to benefit both SC and non-SC workers.

Training is another critical area of focus in 2020 and the JWG is expected to deliver more WR training to enhance soft skills focusing on leadership, communication and conflict resolution. Doctors and nurses will also be provided continued training in occupational health and safety to ensure early identification and prevention of occupational injuries.

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

The positive impact of this partnership merits its extension for 2020. A meeting was scheduled in January to define the way forward. The strategy for 2020 will build on the lessons learnt through the three-year engagement and remain committed to enhancing the health, safety, welfare and dignity of all workers.





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