

# Third Annual Workers' Welfare Progress Report

March 2017 - January 2018



اللجنة العليا  
للمشاريع والريث  
Supreme Committee  
for Delivery & Legacy

رعاية العمال  
Workers'  
Welfare



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# Introduction



## Glossary

AED	Accident and Emergency Department
BWI	Building and Wood Workers' International
EPR	Electronic Patient Record
EMR	Emergency Medical Response
H&S	Health & Safety
HSE	Health, Safety and Environment
ILO	International Labour Organization
JWG	Joint Working Group
MOADLSA	Ministry of Administrative Development, Labour and Social Affairs
NGO	Non-governmental Organisation
NWR	Non-work Related
PWF	Programme Welfare Forums
PWWF	Project Workers' Welfare Forum
PWWO	Project Workers' Welfare Officer
OCP	Other Contracting Parties
QIC	Qatar Innovation Community
QISC	Qatar International Safety Centre
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SCH	Supreme Council of Health
SESRI	Social and Economic Survey Research Institute
SPO	Special Projects Office
SC	Supreme Committee for Delivery & Legacy
TDO	Technical Delivery Office
Tournament	2022 FIFA World Cup Qatar™
WCM-Q	Weill Cornell Medicine-Qatar
WW	Workers' Welfare
WWD	Workers' Welfare Department
WWF	Workers' Welfare Forums
WWO	Workers' Welfare Officer
WR	Workers' Representative
WWS	Workers' Welfare Standards



### Letter from the Secretary General

The Supreme Committee for Delivery & Legacy (SC) is deeply committed to utilising the 2022 FIFA World Cup™ as a platform for accelerating Qatar's journey of development, reform and progress. The effort that we exert on workers' welfare is an integral part of that commitment.

Our aim is to make workers' lives better, through a holistic and sustainable framework that is already delivering results on the ground, and that in the long-term, will leave behind a meaningful social legacy.

The past 12 months were a crucially important period of ground-breaking progress for us.

I am particularly proud of the significant strides we made on recruitment fees. While our Workers' Welfare Standards (WWS) prohibit the charging of these fees, we sought to work with our contractors and other contracting parties to ensure that

workers (including those who were hired prior to the commencement of SC projects) engaged on our projects are reimbursed for fees that they may have paid. Through our work with three specific contractors we have been able to begin the process of reimbursing 1,700+ workers more than QAR 3m.

We developed and consolidated partnerships with respected international stakeholders like Building and Wood Workers' International (BWI). Our partnership with BWI is centred on a Joint Working Group (JWG) that manages and oversees accommodation and construction site health and safety (H&S) inspections. BWI's expertise has proven invaluable, particularly with ensuring and improving the effectiveness of our Workers' Welfare Forums (WWF) and their election processes.

Ensuring workers are able to voice their grievances is of the utmost importance to us and we are making



a difference. At the end of 2016 we had 14 active WWF. I'm delighted to note that as of January 2018, we have increased the amount of WWF to 94. Our SC Grievance Hotline, which we launched in April 2017, and which supports multiple languages (Arabic, English, Hindi, Malayalam, Tagalog and Urdu) has seen an upsurge of 375% in filed cases in the period from September 2017 to January 2018. This resulted from awareness programmes that we initiated to ensure the grievance resolution process was clearly understood by the workers.

In addition, we appointed Impactt Ltd – our third party External Monitor – for a further three years. Their mandate involves quarterly reviews and assessments against the WWS, auditing the SC and our contractors, identifying continual improvement and carrying out ethical assessments and remedial services. Impactt published their [second annual report](#) in March 2017, and their [most recent report](#) in March 2018.

We have joined hands with new local partners such as Weill Cornell Medicine-Qatar (WCM-Q) to deliver a three-stage project aimed at enhancing workers' health, with a special focus on nutrition. Signed in April 2017, the initiative covers detailed medical check-ups, awareness and education for workers and contractors based on the results from the check-ups and finally – working with dieticians and nutritionists (early 2018) to develop healthy menu options that can contribute toward improved health and balanced diets.

We started working with the Qatar International Safety Centre (QISC) to deliver training courses designed to improve workers' quality of life. The courses cover introductions to life in Qatar, explanations of the WWS and grievance mechanisms. This will assist in developing workers' personal skillsets, smoothing the transition to living in Qatar, preparing them for their futures and ultimately, make their lives better.

Improving the construction site experience for our workers is a matter of key importance to us. We are using technology to enhance the safety of our workers.

Developments in wearable cooling technologies have allowed us to experiment with providing workers vests with cooling inserts, cooling towels and a series of other wearable accessories designed to reduce body temperature. Working with local partners from the Qatar Innovation Community (QIC), we expect to equip our workers with a wider range of cooling wearables in 2018, with the ultimate goal of locally producing a product tailored to Qatar's environment based on feedback from workers and contractors.

A matter of the utmost importance to us is making sure that health and safety standards and procedures on our sites are of the highest standard and applied rigorously. Two fatalities have occurred on our sites since construction began – Anil Kumar Pisman in October 2016 and Zachary Cox in January 2017. We have taken actions to ensure these incidents are never repeated. We have significantly reinforced our processes and procedures to make sure that worker safety is prioritised above all other requirements, through our work with BWI and other health and safety experts.

Cutting across all areas of our work is a commitment to transparency and openness. We continue to cooperate with stakeholders from the human rights community and international organisations and firmly believe that dialogue and exchange of knowledge is the ultimate path toward achieving the sustainable change that we seek to attain.

I am convinced that we are contributing to major progress in Qatar and setting an example for the region through the changes we are implementing. The International Labour Organization (ILO) recognised our government's commitment to 'positive change on the ground for all workers'.

This report demonstrates the depth of the SC's commitment on the matter. It demonstrates the hard work being done, the gradual shift in contractors' attitudes when it comes to workers' welfare, the scale of collaboration at local and international levels to find solutions to problems, and ultimately it demonstrates the results we are delivering in building a better future for our workers.

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

### About the Workers' Welfare Department

Workers' Welfare (WW) has always been at the forefront of the SC's work, and there have been dedicated teams working on welfare issues since 2013. The current Workers' Welfare Department (WWD) is housed within the Office of the Secretary General, and has a vision for an amazing 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 WWS across SC projects. The team has grown proportionally with the growth of the SC programme, and currently has 13 full-time staff members, including four external auditors/inspectors; a diverse and multi-lingual team with expertise ranging from auditing to industrial psychology.





### Compliance & Audits

- Lead and undertake workers' welfare inspections and audits (accommodation, construction sites and ethical recruitment)
- Conduct WW technical evaluations of SC bidders
- Manage enhancement of the WWS
- Oversee implementation and enforcement of the WWS
- Manage the Other Contracting Party approval process



### Health & Safety

- Oversee WW H&S matters including inspections
- Set overarching WW H&S requirements
- Conduct WW H&S accommodation inspections
- Conduct WW H&S Induction Training
- Coordinate WW H&S matters with site HSSE teams



### Engagement & Outreach

- Engage in a country-wide steering group collaborating with government entities to discuss critical workers' welfare issues
- Maintain relationships with external parties including embassies, NGOs and partners
- Develop and manage WW engagement and outreach activities including nutrition, cooling and others
- Carry out Training & Up- Skilling activities for workers and contractors



### Data Management & Reporting

- Manage development of WW research and assessments
- Collect and manage WW information and tools
- Maintain up-to-date databases including audit, contractors, and workers etc.
- Manage development and collation of WW reports



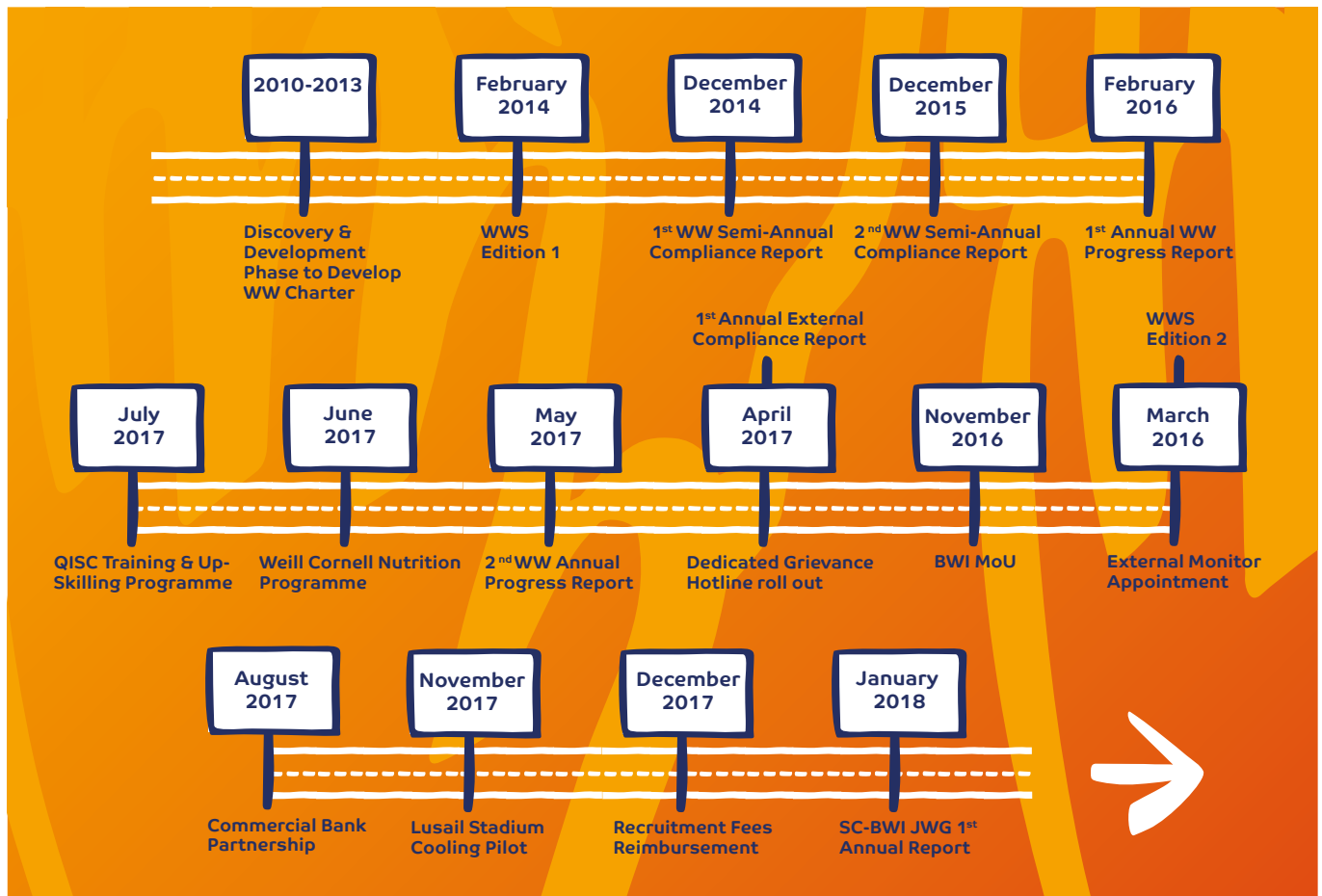
## Workers' Welfare Journey

The SC firmly believes the 2022 FIFA World Cup™ will lead to a legacy of enhanced, sustainable and meaningful progress on workers' welfare across Qatar. After winning the right to host the FIFA World Cup™, one of the most important steps was to develop a set of standards for workers' welfare in 2014, since updated in 2016 and shortly to reach their third edition. These are the WWS to which we hold ourselves and our contractors to account.

Mandatory and contractually binding, the WWS accord with universally accepted principles of human rights and demand that all individuals contributing to the delivery of SC projects be treated with dignity and respect. Covering the entire cycle of employment – from recruitment to repatriation – they are enforced by a four-tier audit system that includes independent external monitoring and immediate action to correct shortfalls.

Outreach has been another important part of the welfare journey, and our work here combines WWF, a Grievance Hotline and a dedicated team that meets regularly with workers on the accommodation and construction sites. Insights gained from this approach are helping us further improve workers' welfare and have led to new initiatives on nutrition and health, improvements to the Emergency Medical Response (EMR) facilities on our construction sites, and to a wide range of new training opportunities for our workers and contractors to help them do their jobs better, stay safe and build skills for the future.

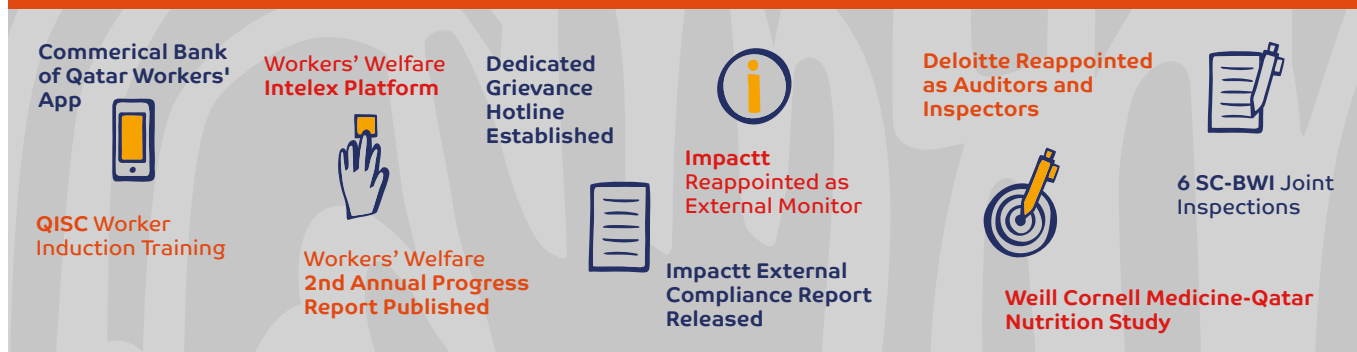
In searching for effective ways to protect our workers, the SC seeks out innovative solutions. One such innovation has been the use of cooling technology. As a result of pilots of different products, we expect to introduce cutting-edge technology in the next few months that will vastly benefit workers on our construction sites.



We know that transparency is key to progressing the welfare journey. Our own [Annual Progress Reports](#) are supplemented by annual [external compliance reports](#) published by Impactt Ltd, while our agreement with the global trade union BWI strengthens our construction site inspections, and also results in an annual public report. We also draw on BWI's expertise through a JWG consisting of SC and BWI representatives to serve the interests of our workers through training and an assessment of grievance mechanisms. The first [JWG annual report](#) was published in January 2018.

The publication of reports such as this underlines a key discovery during the WWD's journey; sharing what the SC learns is key to our continuous improvement and to the creation of a legacy for workers across the region. We are cognisant of the fact that despite all the progress we continue to make, much is left to be done, and these reports act as a benchmark for year-on-year improvement.

## Milestones



## Partnerships



## Workers' Welfare Standards

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

Since Edition 2 of the WWS was published in March 2016, the SC has continually reviewed and revised its requirements, considering feedback received from workers directly as well as other stakeholders, including contractors and NGOs, through Workers' Welfare Officers (WWO) and Project Workers' Welfare Officers (PWWO). In line with new insights and feedback, a substantial number of enhancements have recently been approved and will be disseminated to our contractors, with a key focus on ensuring their practical application and implementation.

The changes are intended to provide further clarity and consistency on the WWS; enhance its implementation; and ensure compliance with H&S requirements in relation to welfare. Importantly, the changes will enshrine the SC's right to demobilise other contracting parties (OCP) for critical non-compliances on welfare, and will bolster worker representation through enhanced roles and responsibilities for WWO and PWWO.

A focus on health means that of a total of 37 enhancements many are health related, including mandatory baseline health screenings; regular health checks; identification of high-risk workers; improvements to reporting requirements for medicals; Accident & Emergency Department (AED) operational readiness; emergency medical drills every two months; increasing medical staff on construction sites of over 1,000 workers while accommodation sites of more than 1,000 workers will have two full-time nurses; and requirements on contractors and OCP to implement medical facility plans and records management processes.

Contractors will be notified of the forthcoming changes to the WWS by official bulletin well in advance of their formal issue, in 2018, and will be provided with advice and support on how to comply with them.







## Executive Summary

The Third Annual Workers' Welfare Progress Report covers the period between March 2017 and January 2018.

The reporting period saw a number of milestones reached, including further enhancements to the WWS to make them as fit for purpose as possible and to ensure they are evolving to adapt to the changing environment. Additional enhancements were also made to the Intellex platform including the addition of key functionalities to streamline and facilitate capturing and reporting of information, as well as training of approximately 200 users on the use of the platform.

The SC has worked to address the challenges it faced throughout 2016, one of the most important of which was ensuring recruitment fees are returned to workers. During this reporting period we have seen a major step being taken that will impact nearly 10% of the worker population as of the end of December.

There have been strides made in workers' accommodation, with 237 accommodation inspections in the reporting period and improvements to the accommodation inspection regime covering escalation of immediate interventions during inspections, and photographic records. A key achievement in 2017, which addressed one of the main challenges faced by the SC in 2016, was the centralisation of accommodation sites. Following sustained collaboration with contractors and the implementation of the OCP approval process, 95% of workers are living in purpose-built workers' accommodation in line with the WWS.

To support worker empowerment, a formalised grievance policy was established, with a mechanism that identifies WWO, Workers' Representatives (WR) and a Grievance Hotline as three further key stages of recourse beyond a worker's immediate manager or supervisor. The Grievance Hotline was launched in April 2017, with awareness sessions carried out to foster uptake. As a result, the number of complaints increased by more than 375% during September 2017 to January 2018.

Addressing another main challenge of 2016, the SC focused on amplifying workers' voices and 2017 saw WWF elections conducted for 15 contractors and 12 OCP for 20 accommodation sites. As of January 2018, there are 94 active WWF across 24 contractors and 70 OCP. Accommodation site inspections by the SC-BWI JWG have also led to significant improvements in how the WWF operate.

In its role as the external monitor, Impactt conducted 14 initial audits and 19 follow-up audits, with the results published in its March 2018 [External Compliance Report](#). In January 2018, following a competitive tender, the SC appointed Impactt to continue its role as external monitor for another three years. In its report, Impactt highlighted the SC's achievements in reimbursement of recruitment fees, amplifying workers' voices through WWF, and high compliance in areas of accommodation and personal documents amongst other areas.

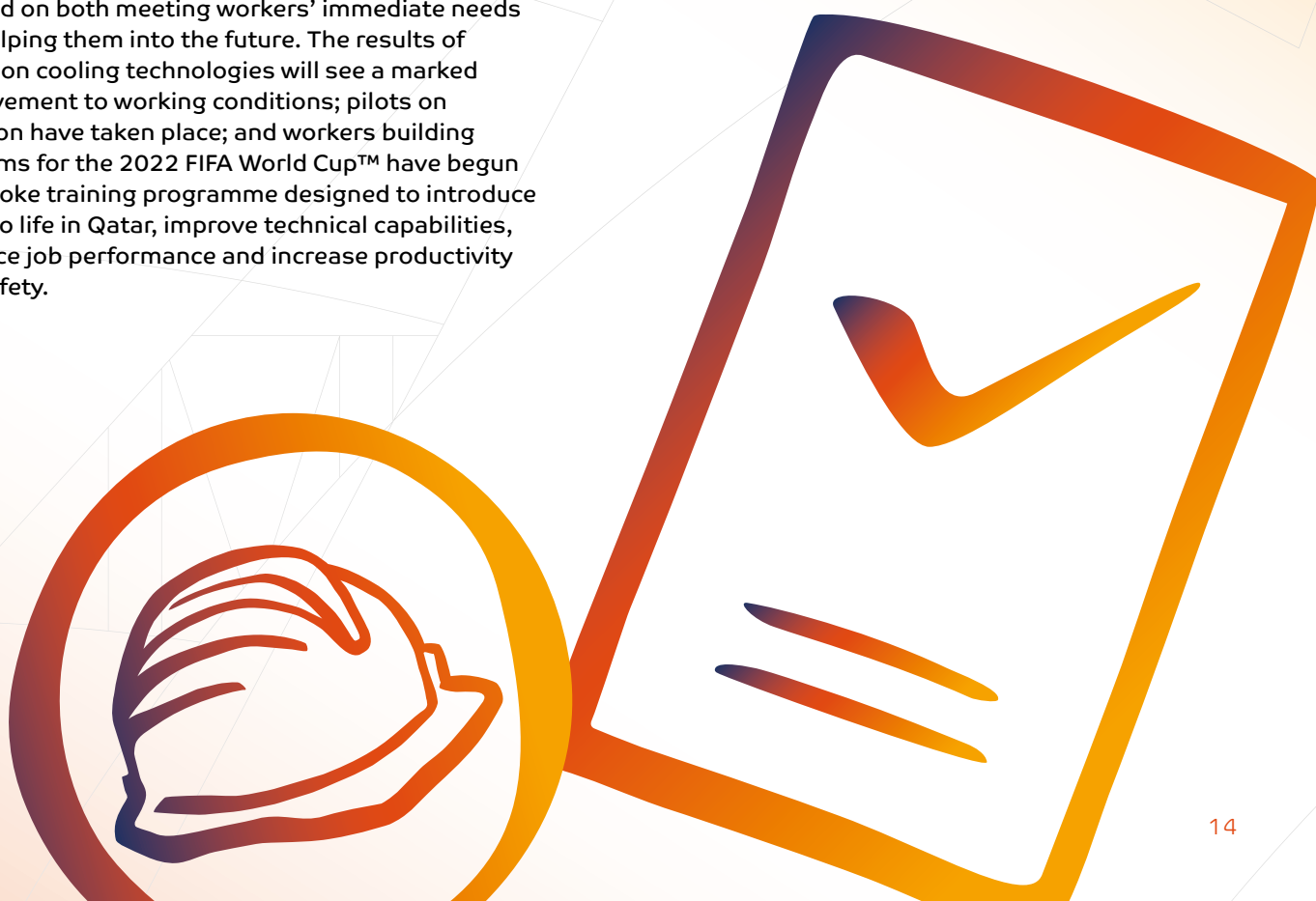
The H&S Division has continued to expand in 2017. As of January 2018, 534 construction site welfare inspections have been conducted and 227 accommodation H&S inspections. A Tier-2 and Tier-3 Incident Investigation Procedure (IIP) was developed which established an effective and consistent methodology for incident notification, investigation and reporting across all SC projects. It is underpinned by a training programme, which will continue throughout 2018.

A comprehensive EMR Strategy and Implementation Plan has been developed to address the 2016 challenge of delays in medical response. The first two phases of the six-phase strategy have been delivered, including baseline health screening for 98% of the workforce; 100% compliant medical facilities across construction sites; and 96% compliant or application in-process medical facilities across accommodation sites. This focus on health is being translated through to the WWS, with the bulletin to the second edition of the WWS including a number of additional measures for health and medical care.

The WWD has continued to progress the Engagement and Outreach Plan with new initiatives and projects focused on both meeting workers' immediate needs and helping them into the future. The results of a pilot on cooling technologies will see a marked improvement to working conditions; pilots on nutrition have taken place; and workers building stadiums for the 2022 FIFA World Cup™ have begun a bespoke training programme designed to introduce them to life in Qatar, improve technical capabilities, enhance job performance and increase productivity and safety.

The reporting year saw a number of challenges. Many of these were a function of new processes and strategies implemented – including enhanced processes in auditing, a new grievance system and a comprehensive strategy for medical care – which opened up new gaps in process or understanding, or which required rapid and complex deployment. Others were persistent issues, such as late payments. We will continue to learn from and address these challenges in the course of 2018.

Goals for the next reporting year, which will see the publication of the third edition of the WWS, include working collaboratively with contractors to build their understanding of the new WWS and to raise compliance levels, along with specific goals in those areas that are crucial to workers' welfare, from audit and compliance, to health, cooling technologies, outreach and worker empowerment.



# Compliance and Audits

# 2



## Compliance and Audits

### Overview

The WWD seeks to implement the WWS effectively and efficiently through a dedicated Compliance and Audit Division, comprising accommodation inspections and audits for ethical recruitment, and direct testimony from workers.

In overview, the Audits and Inspections team conducted nearly

**237** accommodation inspections in 2017

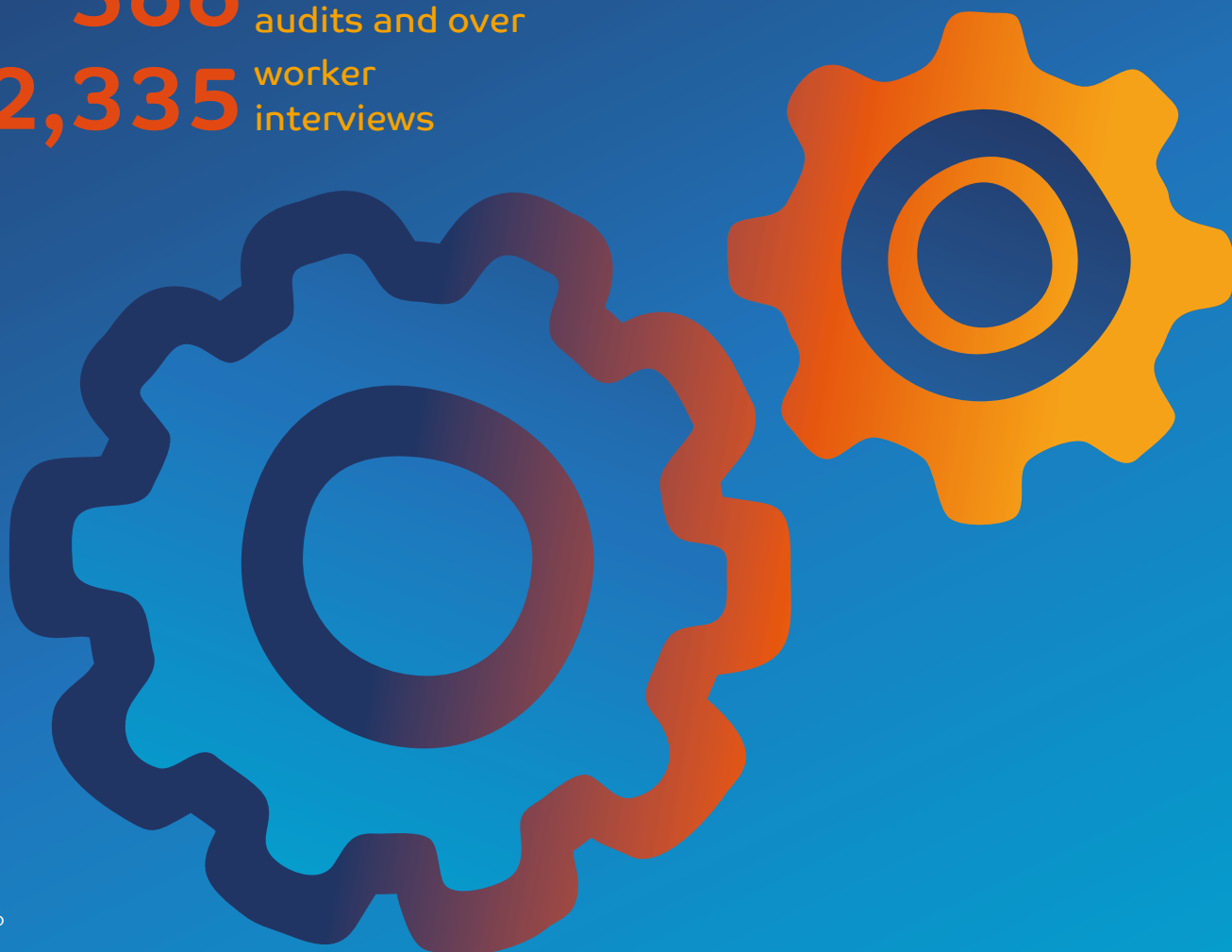
During the same period, the team conducted over

**566** ethical recruitment audits and over  
**2,335** worker interviews

Meanwhile, the Compliance and Enforcement team trained nearly 400 entities/individuals and established the SC Grievance Hotline in 2017. Compliance and Enforcement has also processed over 200 OCP approval records and demobilised nearly 30 non-compliant OCP.

In safeguarding our workers' welfare, one of the most important tasks has been to ensure recruitment fees are returned to workers and we have seen that millions of Qatari Riyals per year are returned to thousands of workers.

Immediate interventions and the rollout of the second edition of the Intellex platform (which contains more comprehensive data such as accommodation data and workers' interviews) is seeing continued improvements in levels of compliance with the WWS. Communication with contractors over reporting requirements is more streamlined, leading to a more efficient and effective compliance process.



## Audits and Inspections

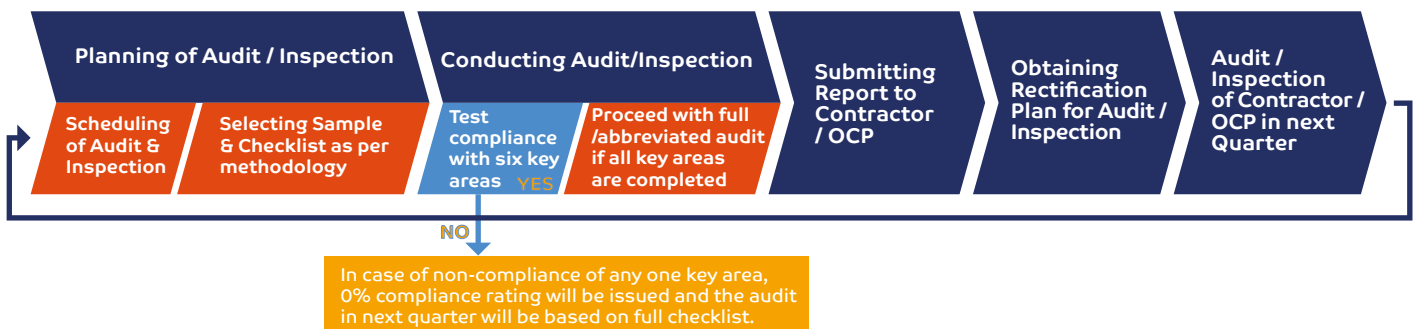
Designing a robust audit and inspection scheme has been central to the objective for improving worker standards, governance and safeguarding workers' welfare. For the WWS to be properly enacted requires improved capacity, increased transparency and information management along with a formalised and appropriately resourced compliance programme.

A robust Audit and Inspection Plan, in which each contractor and OCP is audited and inspected at least once every 90 days, ensures compliance with the WWS.

### Audit and Inspection Plan Methodology

The diagram below sets out the rolling plan through which the SC will audit and inspect on each project.

The Contractor and all the OCP are audited and inspected initially against the WWS with subsequent follow-up audits and inspections being conducted to ensure rectification of non-compliances, implementation of Rectification Plans and maintenance of minimum compliance levels.



Entities in Scope	Audit & Inspection Areas	Approach & Methodology	
Contractor	Accommodation Inspections	Accommodation Inspections include the entire checklist of 188 checklist items. The Accommodation H&S Inspection is an intensive H&S inspection on accommodation sites with over 100 workers.	As part of the Accommodation Inspection, the six key areas will be inspected before proceeding with full inspection.
OCP	Accommodation H&S Inspections	As of December 2017, there are 24 accommodation sites with over 100 workers.	In case of non-compliance of any one area, 0% compliance rating will be issued.
	Construction Site Welfare Inspections		
	Ethical Recruitment Audit	Once the Ethical Recruitment Audit of any Contractor / OCP is scheduled, the type of checklist to be used will be based on the compliance score of the previous audit.  Abbreviated audit checklist to be used when previous compliance score is 75% or more. For previous compliance scores below 75%, the full checklist is to be used for the audit.	As part of the Ethical Recruitment Audit, the six key areas will be audited before proceeding with full/ abbreviated audit.  In case of non-compliance of any one key area, 0% compliance rating will be issued and the next audit will be based on the full checklist.



### Accommodation Inspections

**67** Accommodation Sites

**237** Accommodation Inspections

**2,120** Hours Inspecting



### Ethical Recruitment Audits

**10%** Of Peak Workforce Interviewed

**2,335** Workers Interviewed

**206** Contractors and OCP

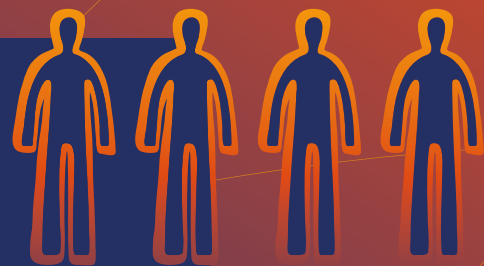
**7,657** Hours Auditing

**566** Ethical Recruitment Audits

### Training

**180+** Contractors and OCP Trained on the Intelex Platform

**200+** Contractors, OCP or Workers' Welfare Officers Trained



In 2017 further improvements to the accommodation inspection regime were implemented covering escalation of immediate intervention areas during inspections, and photographic records to be retained on inspection completion.

Immediate intervention items for accommodation inspections which, if found, must be escalated to the Compliance and Enforcement Manager include:

The contractor/OCP did not facilitate the inspection

The contractor/OCP is more than 50% non-compliant

Bunk beds are used

Fire alarm system is not connected to a centralised alarm monitoring station

More than four beds are placed in a bedroom

The space between the beds is less than 6 metres squared

No doctor, nurses and/or medical station is available within the accommodation site

Self-cooking is being carried out in the accommodation site

Shower and toilets are combined

Workers are not being provided with three meals per day

Any other issue which the inspector determines to be significant enough to raise an immediate intervention

Accommodation areas to be photographed and uploaded into the Intellex platform for each completed inspection include:

Accommodation site signage at the entrance

Bedrooms showing the beds, side tables and windows

Lockable personal storage available for workers in the bedrooms

Privacy curtains within the bedrooms

Outdoor multipurpose sports field

Communal indoor recreation and gymnasium

Dining hall with chairs/benches

Food serving area within the dining hall

Laundry room/laundry tub/washing machines

On-site kitchen

Drinking water fountain

Hand washing facilities

Shoe racks within the corridors

Prayer room within/nearby the accommodation site

Water tanks

Toilet, wash basin and shower

Any other critical item supporting a non-compliance or an observation

## Compliance and Enforcement

Compliance and Enforcement was instituted within the WWD to control and manage non-compliances and provide support to PWWO and WWO. The team is responsible for managing compliance with the WWS across SC projects, and for working with contractors and OCP to mitigate and monitor critical issues identified by audits and inspections.

To achieve its work, the team draws on a compliance register and database of non-compliant contractors/OCP with alerts for those on the watch list, those demobilised from SC projects, and those reported to the Ministry of Administrative Development, Labour and Social Affairs (MOADLSA).

The team also manages grievance mechanisms including the SC Grievance Hotline and WWF, and carries out the pre-mobilisation approval process for OCP. Providing periodic contractor awareness sessions and training on the WWS and contractor capacity building are some of the other key tasks.

Where contractors face challenges in rolling out the WWS, the WWD is able to help in sharing best practice and brainstorming in quarterly Programme Welfare Forums (PWF) that involves all PWWO and WWO from contractors.

A key achievement this year has been the centralisation of accommodation sites. Following sustained collaboration with contractors and the implementation of the OCP approval process, 95% of workers are living in purpose-built workers' accommodation in line with the WWS. Out of this, 85% of the workers (out of approximately 18,000 workers) are housed in the six most compliant accommodations. 5% of the total workforce is in apartments or villas, working on SC projects for a temporary period. The figures are based on the total workforce as of December 2017.

Compliance and Enforcement instituted two new processes during the reporting period:

- (a) pre-mobilisation approval of the OCP and
- (b) investigation of the issues raised on the SC Grievance Hotline.



The Compliance and Enforcement Team managed to achieve the following milestones:

**132** OCP mobilised through the OCP approval process implemented in January 2017

**17** rejected by the WWD

**28%** of pre-tender inspections failed in 2017: 35 out of 126

**60%** of the immediate interventions identified during 2017 were closed with an action plan

**28** OCP were demobilised due to compliance and enforcement interventions

**67** OCP were included on the watch-list based on poor workers' welfare compliance levels

**1** OCP black-listed since 2014 and not permitted to participate on any SC tender was removed from the black-list in December 2017 due to marked improvements

**30** OCP were brought to MOADLSA's attention for non-compliances

## Area in Focus: Ethical Recruitment

The WWS prohibit charging of recruitment fees and contractors are instructed to ensure that recruitment is carried out in line with the WWS. This year the SC has taken a major leap in collaborating with contractors and OCP to ensure compliance to this key requirement, and as a result, a number of reimbursements have been made.

Al Rayyan main contractor (L&T) ensured reimbursement by its recruitment agent of medical fees and other mobilisation expenses charged by sub-agents in the home countries to 34 workers at the time of their recruitment. A total of **23,400 QAR** was reimbursed to workers.

Al Rayyan Tier-1 OCP (Manforce) reimbursed fees to four workers, based on evidence provided. A total of **2,900 QAR** was reimbursed to each worker.

Al Thumama main contractor (Al Jaber) reimbursed **two workers 715 QAR** for medical expenses they had been charged.

Doha Port Project main contractor (Petroserv) agreed to reimburse recruitment fees that may have been charged to 160 workers at the time of hiring. The reimbursement has been initiated as a Project Allowance of 125 QAR each month (effective January 2018), and will continue to be paid until 1,500 QAR is reimbursed to each worker. Total monetary benefits to the workers will be approximately **240,000 QAR per annum**. This will be applicable to an additional 400+ legacy workers joining the project in the coming months.

Lusail main contractor (HBK) committed to compensate 1,500+ workers for hardship that might have been caused to them when they relocated to Qatar from their home countries. The reimbursement will be made as a Special Project Allowance of 150 QAR each month (effective January 2018) for an indefinite period. Monetary benefits passed on to the 1,500+ workers will be approximately **2.7 million QAR** per annum. The benefits are expected to double, based on an increase in mobilisation of workers, with a peak of 2,800 by December 2018.

Lusail Tier-1 OCP (Twelvers) agreed to reimburse recruitment fees that could have been charged to 43 workers at the time of hiring. The reimbursement has been initiated as a Project Allowance of 150 QAR each month (effective December 2017), and will continue to be paid until 3,600 QAR is reimbursed to each worker. Total monetary benefits to the workers will be approximately **103,000 QAR** per annum.

This major step taken by the SC contractors demonstrates a level of commitment that's quite unprecedented and in particular in the case of the three contractors, HBK, Petroserv and Twelvers that have taken this decision without seeking any evidence from the workers. This ground-breaking "Universal Payment" approach will impact **1,700+ workers**, equivalent to **10%** of the total workforce at SC sites, with total benefits totalling **3M QAR** per annum.



## Grievance Mechanisms

During the reporting period a formalised grievance policy with associated processes and procedures was established. This four-tier grievance redress mechanism now identifies WWO, WR and a Grievance Hotline as three further key stages of recourse beyond a worker's immediate manager or supervisor.

### SC Grievance Hotline

The SC Grievance Hotline and website were launched in April 2017. WWD conducted awareness/orientation sessions across the SC programme on grievance redress mechanisms (WWO and the SC Grievance Hotline) from August to December 2017. Awareness sessions were conducted in batches of 50 to 100 workers for a duration of 20 minutes each, focusing on the four-tier grievance structure - the supervisor/manager, WWO/PWWO, WR and the SC Grievance Hotline.

Awareness materials (stickers, workers' rights cards and posters in multiple languages) were also distributed across all accommodation and construction sites to enhance this effort.

As a result of these awareness campaigns, the number of complaints increased by more than 375% during September 2017 to January 2018. Approximately 60% of the grievances received on the SC Grievance Hotline were resolved. In October 2017, Impactt interviewed 178 workers across seven contractors and found that 78% knew about the hotline, of which 87% said they trusted it\*.

\*Source: 2018 Annual External Compliance Report by Impactt Ltd

### SC Grievance Hotline: how does it work?

The SC Grievance Hotline supports multiple languages (Arabic, English, Hindi, Malayalam, Tagalog and Urdu), operates

**24/7**

and provides workers with a confidential way of raising grievances or providing feedback directly to the SC. Alternatively, workers can visit the website to register their grievance or issue.

All grievances are received by senior members of the WWD, depending on the nature of the grievance raised, and are handled as efficiently as possible. Workers are able to follow up on the status of their grievance until they are comfortable with the resolution provided.



SC Grievance Mechanisms at a glance:

**74** SC Grievance Hotline complaints received

**47** resolved and closed

**27** under investigation or implementation

**10** could not be investigated due to non-availability of required information to conduct further investigation\*

**94** WWF established through collaboration with contractors

**24** main contractors and

**70** OCP (14 WWF were established as of December 2016)

**4** PWF conducted  
Every PWF was attended by

**30+**

welfare team members from the contractors. Key topics included the effectiveness of the WWF, the SC Grievance Hotline and other grievance mechanisms, EMR assessment and OCP approval process

\* A specific list of questions was provided to the call centre staff to ensure all callers provide basic information required for an investigation. Call centre staff have been alerted to the need to collect missing information in the 10 original cases, should the workers call back.

Area in Focus: WWF

WWF

**94** Workers' Welfare Forums

**205** Workers' Welfare Officers

**25**  
Workers'  
Representative  
Elections conducted

**86%**  
Voter turnout for  
Representative  
Elections

The WWF is the forum during which workers, via their WR, may raise matters of concern on any issue, without fear of retaliation. All meetings are chaired by the WWO and consist of only WWO and WR.

In *Impactt's 2018 Annual Report*, the enhancement and efficiency of the WWF was identified as a key item of focus for the SC. Election guidelines were finalised in September 2017, incorporating feedback from BWI. These guidelines mandate an appropriate representation of workers in the WWF, shortlisting criteria, formation of the Election Committee, conducting of elections and formation of the WWF.

During the period from January 2017 to January 2018, WWF elections were conducted for 15 contractors and 12 OCP for 20 accommodation sites, covering 8,078 workers. Overall voter turnout was approximately 86% in these elections; J&P being the lead with 96% turnout followed by HBK at 92% turnout.



The Compliance and Enforcement team was involved in the election process monitoring, and in the majority of the elections at least one other WWD representative was in attendance. A BWI representative was also invited as an observer in the WWF and Programme Workers' Welfare Forum (PWWF) elections at Sixco's accommodation site in October 2017 and ABLT JV's Challenger City accommodation site in December 2017. The representative expressed satisfaction with the mechanism of conducting elections and appreciated the 100% turnout at the Sixco Workers Village and 81% at ABLT JV's Challenger City accommodation.

In total, the number of WWF increased from 14 to 94 in January 2018.

Meanwhile, to support construction site welfare, PWWF were established at three construction sites.





## External Monitoring

The SC is committed to transparent public reporting. In 2014, it published its first [Semi-Annual Workers' Welfare Compliance Report](#), followed by a [second Semi-Annual Compliance Report in 2015](#) and an [Annual Progress Report in 2016](#). In a further major commitment to transparency, in April 2016 the SC appointed Impactt as external monitor with a scope covering all contractors across all contracting tiers working at SC competition and non-competition venues. A global specialist in delivering improvements to workers conditions, Impactt brings independent oversight and transparency through compliance audits, quarterly reviews against the WWS, and the publication of annual reports.

In January 2018, following a competitive tender, the SC appointed Impactt to continue its role as external monitor for another three years until 2020.

In its [2018 Annual External Compliance Report](#), Impactt highlighted “momentous changes in the human rights landscape in Qatar” with government announced reforms to improve working conditions including a minimum wage; joint labour committees at facilities with over 30 workers; a National Committee for Combatting Human Trafficking; a fund for workers' support and insurance; and workers' contracts issued before they leave their countries, to prevent contract substitution.

This national progress was also recognised by the ILO in November 2017, and has led to a three-year technical cooperation programme between the Government of Qatar and the ILO.

The report also endorsed specific actions the WWD has taken in 2017 for their positive impact on workers, including the major leap on the issue of recruitment fees; continued high compliance rates in the areas of accommodation and personal documents; and improvements in due diligence, induction, disciplinary procedures and worker representation.



## External Compliance Monitor Findings

In the period May 2017 to January 2018, Impactt conducted 14 initial audits and 19 follow-up audits of contractors and interviewed 679 workers, a significant increase on the previous year's figures.

As a result of its initial audits, Impactt recorded all areas receiving compliance rates above 50%, with high percentages in personal documents, end of service procedures, construction site health & safety, transportation, and accommodation and food. Some areas increased compliance rates by more than five percentage points, including contractor self-audits, induction, disciplinary procedures and worker representation. Impactt especially highlighted the hard work put in by the WWD to support contractors in enhancing their self-audits, and their induction, disciplinary and grievance procedures.

However Impactt also observed that compliance rates had decreased in some areas, with room for improvement noted in recruitment fees, contracts and administration, treatment, and wages and allowances. Key areas needing improvement were highlighted as increased awareness and enforcement of contractual rights and obligations and the use of MOADLSA-approved recruitment agents, increased enforcement on the use of the Wage Protection System (WPS), and development and implementation of procedures related to fair treatment of workers.

Some of the key findings included:

- SC's major leap in getting agreement from three contractors to reimburse approximately 1,740 workers around 3 Million QAR
- Enhancement in WWF with 94 active WWF across the programme. Further 25 Contractors/OCP conducted WWF elections (housed in 21 accommodations) through confidential ballot (vote) representing 9,500 workers. Average voter turnout was 86%
- Continued high compliance rates in the areas of accommodation and personal documents

- Improvement in due diligence, induction, disciplinary procedures and worker representation
- Strengthening of a pre-mobilisation approval process for OCP
- The SC identified a number of accommodation sites that comply with the majority of WWS requirements, and mandated contractors to move workers to these facilities. As of December 2017, 85% of workers at SC projects were housed in six highly compliant accommodation sites

In follow-up audits, contractors were found to have closed out or made progress on 58% of issues. Non-compliance closure rates of over 50% were achieved in contractor self-audits, personal documents, treatment, construction site health & safety, transportation, and worker representation. There were, however, lower non-compliance closure rates in recruitment fees, working hours, rest and leave, and wages and allowances. Impactt noted that improving closure rates here should be a priority for the coming year.

Compliance issues tend to increase in number and severity further down the supply chain, and Impactt noted that "the SC is mindful of this trend and, as a consequence of the improvement in the contractor self-audits and the pre-approval process for OCP, it has virtually eliminated Tier 3 contractors from its projects".

Impactt's recommendations for the coming year are based on the roadmap it developed last year and which has been fully adopted by the SC. The recommendations combine continuing efforts on existing actions and initiatives with specific new goals in the three key areas of the roadmap: to improve compliance with the WWS; to prompt behaviour change in manager-workers interaction; and to collaborate for greater reach and impact. These recommendations will be taken forward by the SC and WWD in 2018.



## WWD Health & Safety

### Overview

Within the SC's 'Work Safe, Deliver Amazing' framework, the H&S mission is to ensure a sustained culture of health, safety and welfare across the SC programme. Incidents are unacceptable impediments to our strategic objectives, operational readiness, morale and resources, and their prevention is actively pursued.

At every level in the SC, decision makers employ risk management techniques to control unacceptable risks to the health, safety and welfare of all workers. Every individual across the SC programme, including stakeholders, is empowered to set a high standard of H&S.

The H&S Division was launched in the second half of 2016 and has continued to expand its roles and responsibilities throughout 2017.

Construction site welfare inspections are standardised, rigid and comprehensive. They focus on critical health, safety and welfare elements such as: dining facilities, food safety, medical facilities, clean drinking water and sanitary facilities. Accommodation H&S inspections, similar to construction site welfare inspections, focus on key elements of fire prevention and protection, infrastructure and facilities management, medical care for workers, food safety, and safe transportation of workers.

The Technical Delivery Office (TDO) Health, Safety and Environment (HSE) Team carries out general and specific H&S inspections on a scheduled and unannounced basis. As of January 2018, 607 construction site H&S inspections have been conducted and 227 accommodation H&S inspections.

The TDO HSE team utilises the Intalex platform to report site safety and health incidents and occurrences, in line with the HSE reporting legal requirements of Qatar. The Intalex platform, which is based on the UK's Reportable Injuries, Diseases and Dangerous Occurrences Regulation (RIDDOR) system, ensures that the SC is able to record, investigate and document all accidents and incidents via incident reports and close-out forms.

### Construction Site Welfare Inspections

**20** Construction Sites



**534** Construction Site Welfare Inspections



**2,428**  
Hours  
Inspecting

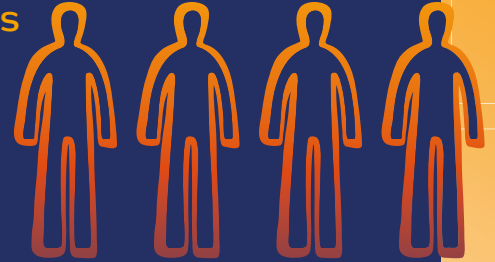


For the reporting period, the following high-level statistics were recorded across the SC programme:

**8** stadiums under construction



**18,000+** workers



**0** work - related fatalities

**49 million +** man hours worked



During the same period, the TDO HSE team also captured positive high-level statistics, including:

- 0.03 Accident Frequency Rate
- 27 RIDDOR reportable incidents
- 63 senior leadership tours
- 2,595 identified good or best practices
- 600 plus safety awards issued to workers as part of the SC's rewards and recognition initiative
- 6 Safety Day events at Al Bayt, Al Wakrah, Al Rayyan and Qatar Foundation Stadium construction sites

The Intellex platform has been further developed for the reporting of non-work related (NWR) incidents. To date, 65 NWR incidents, mostly medical illness cases, have been reported in the Intellex platform to the SC.

The reporting period saw the development of a Tier-2 and Tier-3 IIP which established an effective and consistent methodology for incident notification, investigation and reporting across all SC projects. It was tested in the field and found to be very successful. Following this, a training programme, developed in partnership with the Corporate HSSE Assurance Team, has seen over 80 individuals from consultants, to contractors and SC staff successfully trained in the IIP. This training will continue throughout 2018.

### Work-related Fatalities

For the reporting period, the SC is pleased to report that there have been no work-related fatalities.

### Non-work Related Deaths

Throughout this reporting period, the SC is sad to report the unfortunate NWR deaths of five workers on the SC programme\*.

On 04 May 2017, a 54-year old Indian carpenter clocked out from work, boarded a bus to an off-site location, and collapsed shortly after arriving at his destination. Bystanders called emergency services and the worker received medical emergency treatment by paramedics. The worker was taken to a nearby hospital where he later passed away from heart failure due to natural causes.

On 17 July 2017, a 57-year old Indian rigger was on-site for his first day of work when, during the course of his duties, he began to feel unwell. The worker took a break in the rest area and an hour later walked a short distance to the medical facility where he received immediate medical treatment by the duty nurse. He was transported to the nearby hospital, but passed away in the ambulance due to coronary artery disease due to hyperlipidaemia (cholesterol).

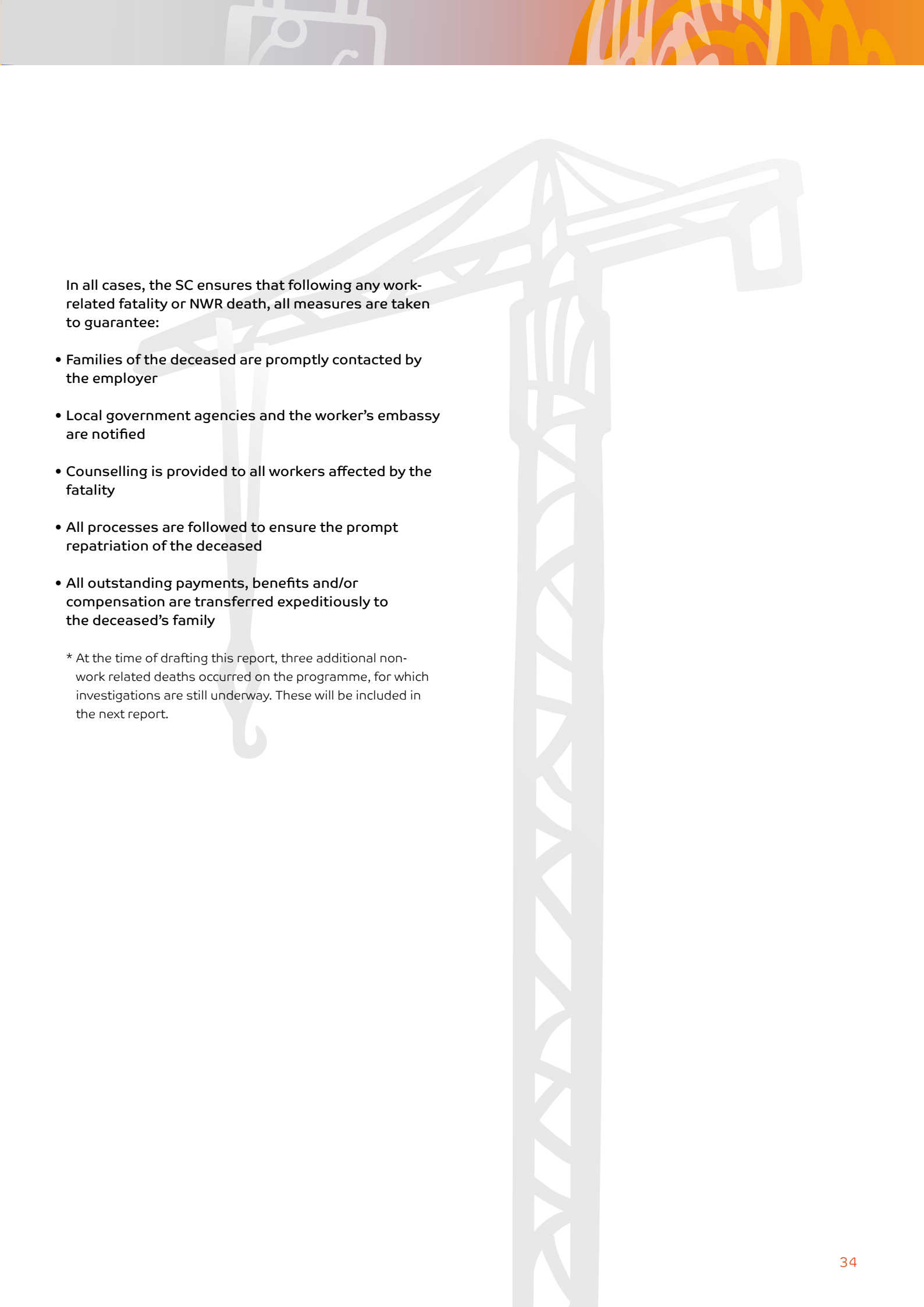
On 15 August 2017, a 56-year old Indian helper had just returned to his accommodation when he collapsed. His roommate sought immediate help and the duty nurse proceeded to the worker's room. Following medical treatment by the nurse, he was transported to a nearby hospital, where he passed away due to acute heart failure.

On 03 October 2017, a 27-year old Bangladeshi steel fixer was heard making unusual sounds by his roommate during his sleep. Unable to wake him, the roommate sought help, and the worker received immediate medical treatment from the duty nurse. He passed away in the hospital as a result of acute heart failure from coronary insufficiency due to narrowing of the left descending coronary artery by atheroma.

On 25 January 2018, a 42-year old Indian scaffolder was observed in the early morning by one of his roommates unconscious in his bed. The nurse from the accommodation medical facility was notified and immediately responded to the scene and provided medical treatment. The worker was transported to the nearby hospital, but passed away prior to reaching the hospital from heart failure due to hyperthyroidism.

In the majority of cases, the WWD H&S team investigation identified that these workers either had a history of chronic illness such as diabetes, hypertension, or thyroid, or there was no history of the workers receiving a comprehensive medical health screening.





In all cases, the SC ensures that following any work-related fatality or NWR death, all measures are taken to guarantee:

- Families of the deceased are promptly contacted by the employer
- Local government agencies and the worker's embassy are notified
- Counselling is provided to all workers affected by the fatality
- 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

\* At the time of drafting this report, three additional non-work related deaths occurred on the programme, for which investigations are still underway. These will be included in the next report.

### Site Inspections – SC-BWI JWG

Following the partnership with BWI in November 2016, a JWG was established in January 2017 comprising representatives from both SC and BWI. The JWG was tasked with managing and coordinating a series of construction site and accommodation facility inspections during the year. The inspections focused on projects involving international contractors with headquarters in countries where BWI has representation - these included Austria, Belgium, Cyprus, Italy, India and Turkey and covered 74% of workers employed on SC projects by relevant contractors and OCP.

In addition, the JWG was responsible for assessing the effectiveness of the WWF and grievance mechanisms available to workers. The BWI members of the JWG also independently assessed SC's existing H&S training curriculum and, where appropriate, made recommendations for enhancements.

During 2017, the JWG carried out inspections on six separate occasions (during February, April, June, August, October and November), consisting of eight initial inspections (across four accommodation and construction sites) and five follow-up inspections. The stadium project sites inspected by the JWG were: Al Wakrah Stadium, Al Rayyan Stadium, Al Bayt Stadium and Qatar Foundation Stadium.

The JWG developed a project plan which set out the schedule and timing of inspections and assigned responsibilities to members of the JWG and, where required, other representatives of the SC and/or BWI. Each inspection began with a kick-off meeting where the JWG was presented with a progress report on the rectification of issues arising from past inspections, followed by a general overview presentation of the construction site and accommodation facilities that were the subject of the inspection.



Inspectors toured the site and accommodation facilities and identified any H&S non-compliances with the SC's construction H&S requirements and the WWS. In addition, the inspectors noted any observations, whether positive or negative. Interviews with workers were also undertaken during the inspections. Feedback was then provided to the contractor's site management or, for accommodation inspections, to the management team of the accommodation facility.

The JWG identified non-compliances and observations during the initial visits. A report was prepared following each inspection that was agreed and signed by both parties. The report was then provided to the contractor or accommodation management to allow them to rectify any outstanding issues. The JWG then verified that these were addressed by the relevant contractors during subsequent follow-up inspections.

Most of the issues identified by the JWG inspectors were predominantly observations. Non-compliances were less prevalent with the greatest number identified being four (during the Al Bayt Stadium Site inspection). Useful observations relating to topics such as the WWF and working at heights have impacted the SC programme.

For example, an improved consistent system for issue and storage of harnesses, in parallel with training for workers working at heights, was undertaken across all construction sites. The first JWG inspection came shortly after the tragic accident on Khalifa Stadium in January 2017, therefore special attention was placed on reviewing and improving the practice of storing harnesses, working at height procedures, as well as proposing necessary training for all those involved.

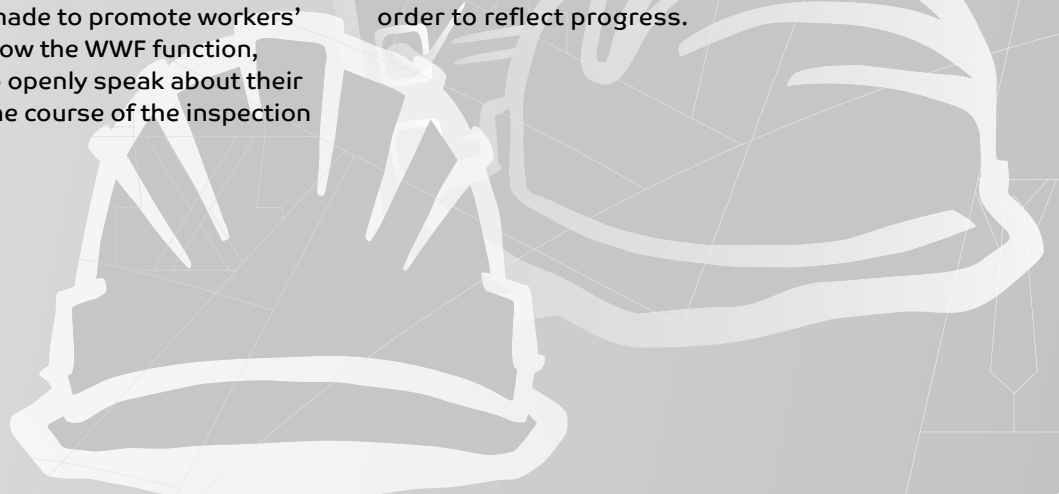
Major improvements were made to promote workers' awareness of the WWF, on how the WWF function, and how workers are able to openly speak about their issues. In addition, during the course of the inspection

visits the JWG considered occupational health and identified a number of areas where it could be further improved upon, for example, streamlined medical record keeping and carrying out ongoing training for medical staff to recognise specifically work-related health problems and to take steps to mitigate the effects.

Full details of the JWG findings are detailed in the [SC-BWI JWG Report](#) which was published in January 2018.

Initial site inspections encountered a number of "teething problems" including translation issues, maintaining a consistent team of inspectors, establishing inspection benchmarks and ensuring unimpeded access to workers. Towards the second half of the year, having had the experience of undertaking several inspections, the JWG, together with the contractors in some cases, overcame these issues, reached a common understanding and were able to work as a cohesive unit.

We will continue building on the JWG inspections and working to ensure that contractors remedy any outstanding observations. The cooperation agreement has been extended for 2018 to build on the positive steps achieved by the JWG. The scope has been extended and will, in addition to the sites inspected in 2017, incorporate Lusail Stadium as well as two training site projects and accommodation sites for Tier 1 OCP. In parallel, BWI will focus on their commitment to the SC to provide "train the trainer" for WWD and TDO H&S teams. As the SC-BWI partnership moves into a second year, the JWG will have an opportunity to further identify what worked and what can be improved upon in order to reflect progress.











### Contractor in Focus

Many contractors have made huge strides in developing and implementing their own H&S standards. The SC would like to highlight the extraordinary measures taken by one specific contractor to implement the highest levels of welfare standards for their workers.

HBK Contracting has a total workforce of 11,000 workers in the State of Qatar, of which 1,940 workers are assigned to the SC project at Lusail Stadium. HBK's welfare facilities have been cited as being the gold standard across the SC programme. From sanitary facilities to mess halls and clean drinking water stations to rest areas, HBK has designed a concept that is replicated across the construction site in five distinct locations accessible by workers.

To complement this work, HBK averaged 87% compliance on their SC construction site welfare inspections during the reporting period. HBK was also audited by Impactt in October 2017 and received an average initial compliance score of 83% across accommodation inspections, construction site welfare inspections and ethical recruitment audits. This was followed up by a compliance score average of 87% in January 2018.

In addition to this, HBK's number of chronically ill workers compared to the total workforce stands at only 2%; a figure that is extremely low compared to other projects.

The Lusail Stadium construction site has also been the test bed for the latest cooling technology initiatives and SC medical requirements pilot training session. Food safety and quality has received significant attention from management including the establishment of an on-site canteen used by workers for purchasing snacks, teas and coffee for a nominal charge.

HBK has been at the forefront of workers' welfare and has become an example for other contractors to follow.





## Emergency Medical Response

The WWD H&S Team completed a programme-wide EMR assessment in March 2017 to collect specific information around workers' health and contractors' medical facilities and emergency preparedness. The assessment was intended to provide a baseline, and identify challenges and opportunities for enhancements, in order to put the SC construction sites and workers' accommodation in a better position to respond should an incident occur.

From this, an EMR Strategy and Implementation Plan has been developed and put into action with a view to enhancing EMR capabilities across the SC programme.

The scope of the EMR assessment covered the major elements of medical and emergency response including:

Medical Facility Licensing

Staff Licensing

Operations

Procedures

Training and Awareness

Emergency Drills

Medical Response and Communication

Medical Equipment

Medical Records Management

Medical Health Screening

## EMR Phases

Phase 1

Compliance and Enforcement

Phase 2

Health Assessments/Management of High Risk Workers

Phase 3

Training and Upskilling

Phase 4

Emergency Response and Communication

Phase 5

WWS Updates for Medical Facilities

Phase 6

Electronic Medical Records Management

Phase one of the EMR Strategy focused solely on ensuring that medical facilities on accommodation and construction sites were compliant in accordance with Qatar Law and properly equipped and licensed by the Supreme Council of Health (SCH).

Phase two ensured that baseline health screenings were completed for all workers across the SC programme and that contractors had procedures in place to properly manage workers identified as having a chronic illness.

Phase three focused on improving the competency of first aiders in the field, medical staff and project management staff. This effort utilised internal and external resources to improve emergency response capabilities and basic life support measures, enhance worker health screening and case management, and to further develop communication and information sharing between medical staff and project and construction management.

Phase four focused on improving EMR by partnering with our contractors to conduct joint emergency medical drills and evaluations; research ways to improve communication methods for reporting emergencies; and develop medical facility management plans.

Phase five built upon the existing WWS to improve medical facilities and medical care for workers. The enhancements due to come online in the third Edition of the WWS are a by-product of the EMR assessment report findings.

Phase six was designed to evaluate existing patient records management systems; evaluate the use of an electronic medical records management system which would centralise information from accommodation and construction site medical facilities and communicate with government medical records systems.

**In the reporting period, the first two phases of the plan have been delivered as follows**

#### Key Statistics

**98%**

of workforce received baseline medical checks

**96%**

Compliance for accommodation sites medical facilities

**100%**

Compliance for site medical facility/ staff licensing



Established a dedicated medical clinic at Hamad Hospital to fast-track SC workers

Roll out of SC medical requirements training programmes

WWS enhancements in the areas of medical facilities and medical care



Precinct-level meetings focused on the health and wellbeing of workers on construction sites have also led to greater management awareness of health-related issues.

For phase three of the plan, first aid courses conducted by level 3 and level 4 Internal Quality Assurance qualified trainers (accredited and regulated in the UK) saw the following training:

- Basic Life Support – 151 individuals trained
- Emergency First Aid at Work – 21 individuals trained
- First Aid at Work – 79 individuals trained

We are already seeing progress on phase four, where a standardised medical facility management plan template has been developed by one of the SC's main contractors, Galfar Al Misnad, at Khalifa International Stadium Energy Centre, and is now seen by many as the standard to be used across the SC programme. Three medical facility management plans have been approved for use, while another seven plans are in draft. The SC is committed to ensure that all medical facilities will have approved plans in place during 2018.





Meanwhile, another SC contractor, J&P, at Qatar Foundation Stadium, has developed a working prototype panic alarm system in their workers' accommodation site. It allows a worker to easily and accessibly push an emergency button in the corridor of his building to immediately notify the accommodation manager and medical team of an emergency situation; thus resulting in improved medical response times.

Starting in February 2018, the SC will begin conducting joint emergency medical drills with contractors with the intent of improving emergency response times across the SC programme.

At the same time, SC will initiate a pilot programme in partnership with The Phoenix Partnership (TPP), a UK-based private IT company, which has been dedicated to delivering world class healthcare software for over 20 years. The pilot initiative will roll out in early 2018 and will utilise TPP's SystemOne's Electronic Patient Record (EPR) system, which aims to highlight the efficiencies and quality benefits of real-time, single integrated patient record management.

# Engagement and Outreach

4



## Engagement and Outreach

### Overview

The SC has always believed that the 2022 FIFA World Cup™ would be a catalyst to accelerate positive initiatives already being undertaken in Qatar, leaving a legacy of sustainable and meaningful progress for the country. Towards this goal is an Engagement and Outreach Plan, first developed by the WWD in 2016, with a stakeholder-focused engagement approach to the design and delivery of all SC projects.

The Engagement and Outreach Plan emphasises positive impact and long-term sustainable outcomes for SC workers. It combines a number of activities – which are currently at varying stages of planning or implementation – relevant to and targeted towards the SC's workforce, which exceeded 18,000 by the end of January 2018.

The SC takes the responsibility of ensuring the ongoing health and wellbeing of workers engaged on FIFA World Cup™ sites very seriously, and the engagement and outreach initiatives deployed as a result of the plan demonstrate our commitment to ensuring the creation of a lasting legacy well beyond 2022.

Projects are diverse, innovative and focused on both meeting our workers' immediate needs and helping them into the future. One involves working on cooling technologies to identify the most effective products for Qatar's unique construction environment; another sees a working partnership with world renowned WCM-Q on a pilot to give workers a better understanding of nutrition and to enhance their health; while another partnership with QISC involves a training programme of soft and hard skills available to all workers on SC projects so that they can improve their technical skills and develop soft skills in areas beyond their immediate work.





## Cooling Technology

Ensuring the greatest possible comfort and safety for our workers in any weather condition is a priority. The Special Projects Office (SPO) and the WWD have carried out a variety of pilots and rolled out wearable cooling technologies on SC construction sites since summer 2016 in order to identify the most effective products for Qatar's unique environment, specifically keeping workers cool during hotter periods.

Evaluation mechanisms provided to the workers and contractor management on these pilots enabled us to capture qualitative feedback and thus measure the true benefit being delivered by each product. From this we were able to identify options that we may be able to tailor to our needs.

2017 was an important year for the wearable cooling technology project. In May, cooling vests were deployed on Al Wakrah Stadium. These vests utilised 'cooling inserts' that were frozen or 'recharged' in specially provided freezer units. In the same month, cooling towels were distributed across 10 construction sites; in total 9,713 towels were distributed. The towels were met with clear appreciation by the workers across the sites. More

than 8,000 innovative cooled helmets, designed and developed by leading researchers at Qatar University, are currently being manufactured and 4,000 will be distributed on SC sites in the first quarter of 2018.

November saw a Techniche product test on Lusail Stadium. World-leading cooling apparel specialist Techniche travelled to Qatar to work with the SPO and WWD on a pilot of three new vest types plus accessories such as neck and wrist wraps. The initiative sampled 150 operational staff from HBK, the main contractor at Lusail Stadium to gauge the overall effect of using evaporative and Phase Change Material technologies. Under temperatures of almost 40 °C, thermographic imaging recorded an 8-10 °C reduction in thermal body temperature of all workers wearing the products. 100% of workers found the wearables beneficial.



We have also leveraged the QIC to maximise the national collaboration potential of the project. The ultimate goal is to create a legacy cooling product which will not only serve our workers and keep them comfortable during the hotter times of the year but also demonstrate the ability of the country to identify an improvement opportunity and develop home grown solutions to meet that need.

Overall, the SC programme has also delivered important learning opportunities related to heat and humidity, certain product types as well as logistical considerations for contractors. New partners from academia and the private sector have been identified in 2017 to help further exploration toward the perfect technology to benefit our workers, and to benefit others working in similar environments across the globe.





## Nutrition

Ensuring all workers are living with optimised health via health checks, balanced diets and sound nutrition advice is a priority for the SC.

The WWD has partnered with WCM-Q to deliver a three-stage pilot project with 1,000+ SC workers from various cultural and ethnic backgrounds aiming to increase their understanding of nutrition and enhance their health. The first stage of the project consisted of a full medical check-up and a wider assessment of workers' wellness and of their knowledge around nutrition and diet. Health checks were rolled out in October, with workers assessed and deemed to have medical issues requiring investigation given a dedicated 'hotspot' at Hamad Medical Centre for fast and effective attention and follow-up treatment.

The second stage consisted of educating these same workers on the benefits of healthy lifestyles and balanced diets via an awareness campaign and training focused on the nutritional content of food (such as low sodium, reduced fat, and glucose control), and which included an awareness day for 1,000 workers in Al Khor with educational and entertainment activities. Additionally, awareness and training has been given to contractor management and catering decision makers to enhance their service in delivering better food options.

In the third stage, due to run in early 2018, the SC will provide access to dieticians and nutritionists, so they can develop healthy menu options for a balanced diet for workers that stays as close to traditional foods as possible.







## Training and Up-Skilling

Workers building stadiums for the 2022 FIFA World Cup™ have begun a bespoke training programme designed to introduce them to life in Qatar, improve technical capabilities, enhance job performance and increase productivity and safety.

This pilot programme is being undertaken in partnership with training and safety specialists, QISC. As part of the first phase rollout, workers are offered a smooth transition into working and living in Qatar. The courses began in November 2017, with workers learning basic knowledge such as how to get around and access to services, cultural awareness and an overview of their rights. The course also features refreshers on H&S standards, the WWS, grievance mechanisms, and other SC initiatives they can benefit from.

These courses aim to improve productivity, enhance the skills required by workers for their jobs, and better equip them for their future careers. They are being delivered in English, Hindi, Malayalam, Tagalog and Urdu, catering for the diverse range of nationalities on SC projects. Options for daytime, evening, weekday and weekend courses are available to accommodate working hours.

Later in 2017 a medical requirements training was rolled out to key medical personnel within contractors and OCP, with the aim of delivering on the EMR phase 3. Medical staff are trained in key areas in which gaps were identified during the EMR assessment, and also in WWS medical and health requirements, in order that all contractors and OCP are able to deliver on their commitments. These courses are scheduled for the remainder of 2018 and will eventually cover all relevant medical staff.

In early 2018, work began on developing and delivering an Occupational H&S course. The WWD H&S team worked closely with the experts in QISC to develop a bespoke and tailored programme that aligns to international best practice, while meeting the SC's requirements. A pilot was carried out during the drafting of this report, in order to assess the course content and receive feedback from contractor and OCP representatives, and will then be rolled out more widely across the entire programme. The pilot included engineers and management level staff from a number of key SC contractors.





QISC was originally set up to deliver H&S training for the oil and gas industry in Qatar and fire safety training for Qatar's emergency services, and is now a renowned source of expertise in H&S with a state-of-the-art training centre catering to all industries across Qatar. The courses take place at this centre, at accommodation and construction sites, and occasionally in the SC's facilities.

Post- training questionnaires provided to attendees before and after training courses so far suggest a positive increase in knowledge and understanding from the early stages of this programme.



# Challenges

5





## Challenges

The SC has worked to address all of the challenges outlined in the last [Progress Report](#) with notable successes in areas such as recruitment fees, but with some persistent challenges remaining such as late payments. Major developments in the year including enhanced processes in auditing, a new grievance system and a comprehensive strategy for medical care have brought to light further challenges, and we will continue to address these in the course of the coming year.

### Audits & Inspections

- While the establishment of a full lifecycle audit process in 2017 has been a significant achievement, it has opened up new challenges. If the system that is now in place is to function fully, it will require better nationwide information resources. A web-based Intelx platform has enabled more effective control and management of workers' welfare, however at the present there is no nationwide database or blacklist in place, which would streamline and enhance compliance and audit activities at a national level.
- Initial SC-BWI JWG site inspections encountered a number of teething problems including translation issues, maintaining a consistent team of inspectors, establishing inspection benchmarks and ensuring unimpeded access to workers. These were addressed by the second half of the year by the JWG in partnership with contractors, and there is now a common understanding and a cohesive unit for inspections.

### Compliance & Enforcement

- A robust enforcement regime requires sanctions and in some cases enforcement may need to be backed by legislation. The lack of mechanisms in place to enforce annual leave and travel tickets; ensure working hours are not exceeded; or limit the amount of time workers can spend commuting from their accommodation to construction sites, has been a challenge.
- Implementation of the OCP approval process was challenging due to the magnitude of the task, which started in January 2017 and took considerable time to formalise. The project was fast paced with critical deadlines and the need to mobilise workers quickly. The challenge was compounded by the fact that contractor workers' welfare teams were not fully involved in the pre-qualification approval process, and also by a lack of understanding about WWS requirements at the OCP management level.
- The initial lack of compliant accommodation available near the construction sites remained to be a challenge throughout the year, but was resolved in the last quarter of 2017.
- Over 80% of workers are legacy workers, hired during the last two to 10 years, and persuading contractors to comply with the WWS has been a key challenge requiring many deliberations at various levels of management. We have had some success in getting confirmation on the reimbursement of recruitment fees that would have been charged to more than 1,700 workers.
- The audit process is also bringing to light continuing problems in offer letters not matching with employment contracts and payslips, and in delayed payments to workers, all of which we are working on resolving.



## Health & Safety

- Implementation of the EMR Strategy presented numerous challenges, the first being the difficulties faced by contractors in securing medical licences, which can often be a lengthy process. Additionally, while the SC successfully achieved 98% health screenings for workers across the programme, the quality of the health assessments has been poor in many cases. Finally, contractors' medical staff did not have the appropriate training or experience in emergency medical response, or in electronic medical records solutions for management of high-risk workers.
- Ensuring that a safe and high-quality food lifecycle process is in place for all workers has been a challenge. The issues include lack of assurance that caterers conform to International Organization for Standardization 22000 and Hazard Analysis and Critical Control Points (HACCP) requirements; improper design and construction of kitchens; ensuring that nutritious and ethnically-appropriate meals are provided; securing transport and delivery of meals to sites; and managing food waste. Food safety and quality will be a major initiative in 2018.
- Scheduling medical check-ups with workers within the Nutrition Programme without interfering with their day-to-day work was a challenge. At the outset of the programme, workers faced long waits at Hamad Medical Centre for follow-up appointments, however WCM-Q were able to prioritise workers via the 'hotspot', the SC's dedicated area providing efficient follow-up treatment. Challenges were also faced initially in ensuring that key messaging around health and nutrition was understood at all levels of the supply chain, from workers to contractors to caterers, and we have since launched a training and awareness campaign to drive the message home.

## Workers' Engagement

- Workers' awareness about the grievance mechanisms available to them, such as WWO, WWF and the Grievance Hotline, was limited. A programme to build awareness started mid-year with awareness sessions between August and December 2017. Workers were provided with hardhat stickers and workers' rights cards mentioning the Hotline number, and posters in six languages were placed at prominent locations at accommodation and construction sites.
- Finding time to schedule training within the Training & Up-Skilling Programme without interfering with workers' timetables was challenging. It required ample lead times and strong communication channels and cooperation via the WWO, which has resulted in a smoother implementation of the training plan.



## The Way Forward

In 2017 we said we would continue to focus our efforts on compliance with the WWS, and on working collaboratively with contractors to raise awareness and compliance levels; and that we would also place greater emphasis on initiatives that promote the health, safety and wellbeing of workers engaged on SC projects.

On our continuing journey to the 2022 FIFA World Cup™ and throughout 2018, we remain committed to these areas by further enforcing the WWS and its central position in safeguarding workers' welfare. The bulletin to the WWS, with 37 enhancements, will require a close working relationship with contractors, OCP and other stakeholders.

Further, in the first quarter of 2018 we identified a number of specific goals in areas ranging from compliance and audit, to H&S, to cooling technologies, and workers' engagement and empowerment. Specifically, we plan on focusing on the following areas in the coming year.

### External Monitoring

We will take forward the recommendations set out in [Impactt's 2018 annual report](#) which are structured around the three pillars of the roadmap: driving compliance with the WWS, promoting behaviour change in manager-worker interactions, and collaborating for greater reach and impact.

As well as the continuation of existing activities being undertaken by the WWD, Impactt recommends measures to further help contractors improve communication with workers so they understand their rights; utilise workforce management data to overcome excessive working hours; build the skills of worker representatives; use multi-stakeholder forums to identify solutions to recruitment processes in home countries; and engage internationally at leadership and practitioner level. These are areas we aim to address throughout the year in collaboration with contractors and partners.

Meanwhile, the new agreement with Impactt, signed in January 2018, will see annual external monitoring activities comprising of 24 initial contractor and OCP audits and 24 follow-ups.

### SC-BWI JWG

We will continue building our relationship with BWI by carrying out a schedule of H&S inspections throughout the year, while also working to remedy the JWG observations from 2017. More focus will also be placed on further enhancing WWF, and up-skilling WWO and WR, to ensure that the maximum benefit is reaped from the SC's grievance mechanisms.

The Cooperation Agreement has been extended for 2018 to build on the positive steps achieved by the JWG. The scope has been expanded to include, in addition to the sites inspected in 2017, Lusail Stadium, two training sites, and accommodation sites for Tier 1 OCP.

### Audits & Inspections

- Audits and inspections will continue as per the Audits and Inspections Plan, with a target of achieving 100% of planned activities.
- Efforts will continue to be focused on ensuring that workers reside near the construction sites, in WWS compliant accommodation.
- The SC submitted a recommendation to the Qatari government, proposing the set up and implementation of a nationwide Intellex system, and this will be followed up throughout the year with the aim of streamlining and enhancing auditing efforts.

### Compliance & Enforcement

- A new project which has been in the pipeline throughout 2017 will be rolled-out, and will take forward Impactt's recommendation regarding implementation of a workforce management system to "support contractors to set up a robust monitoring system for pay and hours".
- Stringent enforcement of the WPS in line with approved time sheets will be implemented.
- A detailed approval process and mechanism will be carried out to ensure that 65% to 70% of workers are mobilised by contractors and Tier-1 OCP only, thus eliminating issues faced with Tiers lower down the supply chain.



- An evaluation criteria will be finalised to identify contractors and OCP who can be considered as compliant or as preferred, based on their compliance levels and improvement record.
- Stakeholder groups involving bi-monthly meetings between main contractors and OCP welfare teams will be rolled out across the SC programme to identify challenges, implementation issues, and share best practice.
- A survey will be conducted with OCP to determine the level of support provided to them by the main contractors, and also the challenges they face in implementing the WWS.

#### Health & Safety

- Training will continue throughout 2018 to equip personnel with the necessary knowledge and skills to carry out incident investigations in accordance with the SC's IIP.
- A strategy to ensure safe and appropriate storage, preparation and delivery of food to workers across the programme will be developed.
- EMR will continue to be a top priority, with a focus on EMR and communication, development of medical facility management plans, training, and electronic medical records management while maintaining the new norm of baseline health screenings and management of high-risk workers.
- Joint emergency medical drills will be conducted with contractors across accommodation and construction sites.
- Evaluate the use of electronic medical records management systems to centralise workers' medical information, via the roll out TPP's system across the programme.
- Equip more SC workers with proven cooling products and leverage the network of the QIC to produce and test a prototype in Qatar of a bespoke wearable cooling product embracing cutting-edge technologies.
- Deliver phase 3 of the Nutrition Programme, working with caterers to revise menus and provide access to nutritionists for support. We will also look to launch the second year of the programme, covering a wider population of the workforce.

#### Workers' Engagement

- As part of the Training & Up-Skilling Programme, all SC workers will pass through WW induction training. The medical requirements training for contractors' medical staff will continue to be rolled-out, while Occupational H&S training will kick-off across the programme.
- In terms of grievance mechanisms, we will continue to work on sustained improvements including those proposed by Impactt, to amplify workers' voices. We will collaborate with contractors and OCP to conduct elections and enhance the PWWF. WRs will be more empowered and will receive training to enhance their communication and leaderships skills.
- In 2018, we will launch our first workers' survey. Carried out in partnership with research experts from Qatar University's SESRI, the survey will be conducted face-to-face and electronically and will cover approximately 10% of the workforce. The survey will gather sentiment and satisfaction levels from workers on areas such as working conditions; dialogue with management; and compensation.

The WWD will, in 2018, continue to further deliver H&S matters across the SC programme, to entrench robust audit, compliance and enforcement mechanisms underpinning the WWS, to implement innovative solutions for welfare, and to establish effective outreach and engagement activities.

We would not be able to achieve our ambitions without the help of our partners, and we are proud of the partnerships we have sustained, which we will continue to foster and leverage for their contribution to the genuine and meaningful betterment of our workers.



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