



Semi-Annual Workers' Welfare Compliance Report

September 2014

A Lasting Legacy of Human and Social Development

Letter From the Secretary General

The Supreme Committee for Delivery & Legacy is tasked with overseeing the construction of all stadiums for the 2022 FIFA World Cup Qatar™. Our organisation has a responsibility to ensure that everyone employed on our projects is treated with respect and dignity, and accorded the legal rights to which they are entitled. In line with these responsibilities, we are proud to release the Supreme Committee for Delivery & Legacy's first Semi-Annual Workers' Welfare Compliance Report, which assesses our progress since the launch of our Workers' Welfare Standards in February 2014.

The six-month period reviewed is not a long time, particularly when considering the scale and complexity of the challenges we face. Nonetheless, we believe it is crucial to communicate the progress we have made to our stakeholders. The report will henceforth be issued every six months, demonstrating that we are achieving our goal of creating a healthy and safe environment for every individual playing a role in delivering the stadiums for the historic first FIFA World Cup™ in the Middle East.

The report begins by explaining the rationale behind the development of our standards. It goes on to focus on how we are translating the standards into meaningful change on the ground. The report outlines the successes we have achieved, as well as the challenges we have encountered. It also demonstrates the complexity of implementing worker welfare initiatives on a large scale and under tight timelines.

Looking back at our successes and the challenges we have faced, one thing is clear: lasting progress can only be achieved through sustained engagement and transparency. Engagement means taking a collaborative approach with our contractors and suppliers to foster compliance. It also means directly consulting with workers, to better understand their preferences and the key issues they face. Our most significant gains were achieved by working closely with both workers and companies to cooperatively develop solutions and fix problems as they arose. Building on these efforts, we recently launched the workers' welfare forums, which provide a safe environment for workers to share their concerns and ensure they are addressed.

Transparency is also crucial. Our commitment to transparency is premised on our belief that through a shared understanding of the issues we face, we can work more effectively with our stakeholders to develop sustainable solutions. It helps us and our stakeholders to better understand the situation at our worksites and at the workers' accommodation, resulting in more productive discussions and more appropriate solutions. We held workshops with contractors, project managers, and other concerned stakeholders. With regards to the implementation of our standards, we made our expectations very clear. We also facilitated media and NGO visits to construction and accommodation sites, and we met with numerous NGO and trade union representatives.

During the past six months, we have made significant strides in addressing challenges related to workers' welfare. This would not have been possible without the dedication of the members of our Workers' Welfare Committee, the commitment of our partners in government and the private sector, and the openness of the workers engaged in our projects. While we believe that our achievements are significant, we recognise that there is still more work that needs to be done.

Hassan Al Thawadi
Secretary General

Contents

01	Executive Summary	4
02	Introduction	8
03	The Workers' Welfare Standards	10
04	Application of the WW Standards	12
05	WW Assessment During the Tendering Phase	16
06	Overview of Tender Assessment Results	22
07	Implementing the WW Standards	23
08	Auditing of the WW Standards	26
09	Enforcement of the WW Standards	29
10	Progress in the First Six Months	30
11	Challenges in the First Six Months	34
12	The Way Forward	41

01

Executive Summary

The Supreme Committee for Delivery & Legacy (SC) is the organisation responsible for delivering stadiums and precincts, non-competition venues and other infrastructure for the 2022 FIFA World Cup™, and for ensuring that Qatar's hosting leaves a lasting legacy for the country, the Middle East and the world. We believe that all workers helping Qatar realise its vision for hosting an historic first FIFA World Cup™ in the Middle East should be treated with fairness and dignity. These beliefs are the foundation upon which our worker welfare initiatives are built. They underpin all policies, procedures and initiatives developed to improve the well-being of workers on SC projects.

The SC's first Semi-Annual Workers' Welfare Compliance Report demonstrates that real progress is being made on the most critical issues expatriate workers face. The workers' welfare performance data collected for this report has been very valuable in helping the SC to identify gaps in our policies, and to map out a course for refining our approach, as needed. In coming years, we will release a report publicly every six months, ensuring that information on our progress, impact and learnings is publicly available.

Since the release of the first version of the SC Workers' Welfare Standards (WW Standards) in February 2014, they have been rolled out across all SC contracts. Approximately 800 construction workers on four active project sites are covered by our employment and accommodation standards. As projects mature, this number will increase steadily. According to our current estimates, peak construction on SC projects, expected in 2018, will require 74,000 expatriate workers. As such, it is important that the enforcement mechanisms we develop now are able to keep pace with the growth in the number of both people and projects.

In the six months since the WW Standards were launched, the following milestones were reached:

- The WW Standards were integrated into the SC's procurement process.
- We developed a process for screening contractors at the tendering stage, including a scoring system to compare contractors and to set a baseline compliance score to benchmark progress.

- An auditing system was implemented, enabling the SC to monitor compliance with the WW Standards and mobilise quickly to take corrective action, as required.
- During the six month period reviewed, we have undertaken 60 audits. This includes tender assessment audits on 22 tenderers across 23 accommodation facilities (one tenderer nominated more than 1 accommodation facility) and 38 audits on service suppliers, contractors and subcontractors, along with audits of project work sites. Several companies have been audited multiple times to follow up and assess implementation of rectification measures.
- The SC's WW Committee and the Legal & Compliance Department developed enforcement mechanisms linking contractor payment regimes to worker welfare requirements, giving us recourse in the event of repeated non-compliance.

In the first six months, we made the decision to focus on the most pressing workers' welfare issue first - that is, improving the quality of the accommodation facilities where workers are housed. Some contractors hired by the SC already had an acceptable standard in their worker accommodation, while others required more work to bring them up to standard. In all cases, we were encouraged to see that the contractors were willing to work with us to improve their worker housing and, in the process, demonstrate an understanding of the value created for all stakeholders when workers are provided with a healthy living environment.

In addition to outlining our progress, this report highlights several challenges we have encountered in the first six months of implementing the WW Standards. These include the following:

- As our WW Standards were new, there was a general lack of awareness and, in several cases, a lack of capacity to implement some provisions. The latter cases required significant time and resources to address.
- The short duration of contracts at this stage of construction - an average of less than one year - made it difficult to address some of the more complex workers' welfare issues such as ethical recruitment and worker representation. Addressing these issues will require a great deal of information gathering, engagement and capacity building over the course of many months.

- We learned that sometimes our assumptions about workers' preferences are at odds with the workers' preferences. For example, despite the provision in the WW Standards that expressly prohibits companies from possessing the passports of their workers, many workers told us that they preferred their employers to hold their passports for safe keeping, as long as they had access to the passports when needed. This is corroborated by a Qatar University survey conducted in 2012, which reported that, while 90% of 1,189 low-income workers in Qatar reported that their employers possessed their passports, some were "content" with this situation. This is why we intend to ensure that workers' passports are accessible to them at all times but are safely secured, in accordance with the workers' preferences.

Addressing these challenges and fostering best practice requires a creative, collaborative approach. Working closely with our stakeholders, we learned not only what needs to be done to realise our vision for workers' welfare, but also how we need to approach ensuring the dignity of workers on SC projects. We found that the most effective way to bring about sustainable change and measurable improvements in labour standards and conditions is to build relationships with our stakeholders that are based on mutual trust, transparency, engagement and collaboration. While necessary in some cases, penalties do not inspire change as readily as incentives and capacity building. Compliance should not be seen as an imposition, but rather as a more efficient and productive way of conducting business. These ideas are central to our operating principles, helping us forge strong and enduring relationships with all of our stakeholders.



Workers at the Al Wakrah Stadium construction site

¹The results of the study were published in a journal article titled, "A Portrait of Low-Income Migrants in Contemporary Qatar", which appeared in the Journal of Arabic Studies 3.1 (June 2013), pp. 1-17.



02

Introduction

Since Qatar was awarded the right to host the 2022 FIFA World Cup™ in December 2010, the SC has launched a number of initiatives to ensure that the basic health, safe working and living conditions, and legal rights of expatriate workers in Qatar are respected.

To support these initiatives, the SC established a cross-departmental Workers' Welfare (WW) Committee. Tasked with improving the conditions and guaranteeing the rights of workers on all SC projects, the WW Committee focuses on implementing the SC's plans to create a legacy of human and social development in the State of Qatar and throughout the region. The WW Committee has already undertaken considerable work in developing and implementing a robust workers' welfare strategy and programme. Some key initiatives include:

- The WW Charter, released in March 2013, which sets out the principles and values that underpin our approach to workers' welfare; namely, that all individuals contributing to the delivery of SC projects have the right to be treated with respect and dignity.
- The WW Standards, released in February 2014, which are a set of mandatory, contractually-binding rules that ensure that companies working on SC projects are operating in line with the principles and values outlined in the Workers' Welfare Charter. These principles, values and standards, in line with Qatari law and benchmarked against comparable international standards, set clear guidelines that protect the rights of workers throughout the entire chain of contracting.
- Consultation and engagement with stakeholders, including Qatari government stakeholders, FIFA, the International Labour Organisation (ILO) and leading human rights organisations.
- Promoting and participating in high-level dialogues to support policy reform initiatives in Qatar.

Improving working and living conditions is a central element of our overall commitment to workers' welfare, which explains the focus of this initial report. However, the SC's commitment to promoting workers' welfare does not end there. By utilising the power of the FIFA World Cup™ to accelerate progress, the SC is supporting, complementing and building upon a number of existing and emerging efforts in the State of Qatar aimed at promoting workers' welfare. We believe that collaborative, multi-stakeholder engagement is the only way to create sustainable change.

This report outlines the progress and challenges in the application and implementation of the WW Standards during the six-month period since their release. In addition, this report explains the evolution of our approach, and outlines some of the future plans for workers' welfare from lessons learnt in the first six months of implementation.



A worker at the Al Wakrah Stadium construction site

03

The Workers' Welfare Standards

The WW Standards were developed in alignment with the SC's vision of the successful delivery of all infrastructure required for Qatar to host an amazing and historic FIFA World Cup™ that is in line with national development plans and leaves a lasting legacy for Qatar, the Middle East and the world. Drafted following extensive consultation with experts and stakeholders, the WW Standards aim to improve the working and living conditions of workers in Qatar, and to address ethical recruitment and employment-related challenges, both locally and in sending countries.

TIMELINE FOR DEVELOPMENT OF THE SC WW STANDARDS

DISCOVERY PHASE (2010-2011)

The SC conducted research on existing laws and conventions, and engaged stakeholders in government and the private sector in Qatar.

DEVELOPMENT PHASE (2012-2013)

Based on its research and stakeholder engagement, we formulated guiding principles for workers' welfare and began drafting the provisions contained within the WW Standards.

WW CHARTER RELEASED (March 2013)

The SC completed and published the WW Charter, which contains the principles that guided the development of the WW Standards.

REVIEW AND VALIDATION (Ongoing)

We regularly conduct workshops with contractors and government stakeholders, and collect feedback on our progress from NGOs and other external reviewers.

WW STANDARDS RELEASED (February 2014)

The SC completed and published the WW Standards, which include contractually binding rules for all contractors engaged on SC projects.

IMPLEMENTATION AND ENFORCEMENT (Ongoing)

The WW Standards are integrated into the tendering process and incorporated the into all contracts signed with companies working on our projects. Inspections are conducted during the tendering stage, and on an ad hoc basis once a contractor or supplier has been awarded.

The WW Standards apply to all contractors under the SC's direct oversight. Under the WW Standards, contractors are required to ensure that other contracting parties engaged on a project, including subcontractors, consultants, labour suppliers and recruitment agents, uphold the WW Standards. All companies engaged on SC sites can be audited at any time, ensuring that all levels of the contracting chain are held accountable and monitored for compliance.



Workers at the Al Wakrah Stadium construction site

04

Application of the WW Standards

The core of the SC's mandate is to deliver, in collaboration with our stakeholders, a number of stadiums and precincts that will enable the country to host the 2022 FIFA World Cup Qatar™. The schedules for stadium construction and refurbishment projects will be staggered over the next eight years. For the six-month period covered by this report, site works have commenced on Al Wakrah Stadium, Al Rayyan Stadium, Al Bayt Stadium – Al Khor City, Khalifa International Stadium and Qatar Foundation Stadium, as outlined below. The WW Committee works closely with the Technical Delivery Department and the Legal & Compliance Department to ensure the WW Standards are incorporated into the SC's contracts and are effectively implemented.

The following section outlines the application of workers' welfare on each active stadium site:

Al Wakrah Stadium

- Amana Contracting and Steel Buildings (Amana) was appointed in December 2013 to undertake Early Works. The appointment of Amana pre-dated the release of the WW Standards. As such, it is contracted to a modified set of standards that still ensure the health, safety and welfare of the workers on the project.
- HBK Contracting Co. W.L.L (HBK) was appointed in May 2014 to commence Enabling Works. HBK's contract incorporates the WW Standards.



Al Rayyan Stadium

- MANCO was appointed in June 2014 to undertake Early Works and Deconstruction Works. MANCO's contract incorporates the WW Standards.

Al Bayt Stadium – Al Khor City

- Al Bayt Stadium – Al Khor City is being delivered by Aspire Zone Foundation (Aspire), one of the SC's stakeholders. Bin Omran Trading & Contracting Company (Bin Omran) was appointed in April 2014 to undertake Early Works. Aspire has incorporated the WW Standards into its contract. The SC, in conjunction with Aspire, audits the contractors working on the stadium.



Khalifa International Stadium

- Khalifa International Stadium is being delivered by Aspire. A Midmac/Six Construct joint venture (Midmac) was appointed in April 2014 to undertake the total renovation, construction, completion and maintenance of Khalifa International Stadium and Museum at Aspire Zone. Aspire has incorporated the WW Standards into its contract. The SC, in conjunction with Aspire, audits the contractors working on the stadium.



Qatar Foundation Stadium

- Qatar Foundation Stadium is being delivered by Qatar Foundation (QF), one of the SC's stakeholders. In March 2013, United Construction Establishment (UCE) was appointed by QF to undertake Early/Enabling Works. Since the publication of the QF Mandatory Standards of Migrant Workers' Welfare (QF WW Standards) predated the publication of the SC WW Standards, contractors appointed by QF are contracted to the QF WW Standards.
- Although Qatar Foundation Stadium is covered by the QF WW Standards, feedback reports prepared by QF are submitted to the SC, after which the SC performs its own audits on these contractors.



As of this report, approximately 800 construction workers were directly covered under a version of the WW Standards. This is a small percentage of the total number of construction workers expected to be covered under the WW Standards during the period leading up to the 2022 FIFA World Cup Qatar™. The number of workers on SC projects is expected to peak at 74,000 workers in 2018.

In addition to construction workers, the SC also contracts with service suppliers to provide reception, pantry, cleaning and security services at our headquarters. The contracts for the pantry, cleaning and security services were all signed prior to the release of the WW Standards. However, these contracts, which cover approximately 100 workers, require the service supplier to abide by minimum workers' welfare requirements, including Labour Law No. 14 of 2004. For these contracts, the WW Committee compliance team undertakes audits pursuant to the contracted requirements. All new service supplier contracts will incorporate the WW Standards.



Appreciation day for employees of service suppliers to Al Bidda Tower

05

WW Assessment During the Tendering Phase

As part of the tender process, the SC embeds the WW Standards into tender documents issued to companies wishing to do business with us. During the technical evaluation, tenderers are assessed on a number of key elements critical to project delivery, including workers' welfare.

The initial system used for the workers' welfare portion of the technical evaluation was a straight pass/fail mark, calculated following an inspection of the tenderers' accommodation facility (Requirement 4, as set out below). This approach resulted in a large number of tenderers being disqualified. Many of these disqualified tenderers had the potential and commitment to improve their workers' welfare practices. Building the capacity of these contractors, raising existing standards and practices, and strengthening compliance with national laws and international standards is critical to the SC's mission to use the FIFA World Cup™ to bring about progress and leave a lasting legacy after 2022.

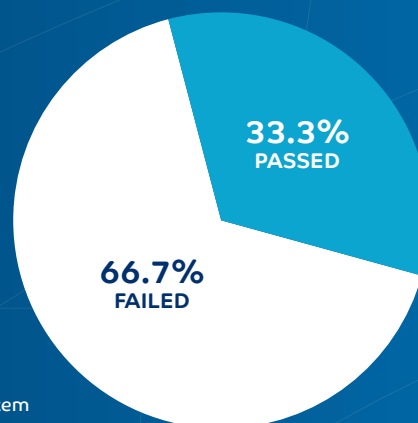


FIGURE 1:
Percentage of tenderers
that passed/failed under
the initial evaluation system

Consequently, we developed a standardised evaluation system that appropriately and objectively evaluates tenderers' level of workers' welfare compliance and commitment. This system helps ensure that the SC appropriately screens tenderers, selecting only those tenderers who meet or who have the ability to meet the WW Standards through continuous improvements. In doing so, it also provides the SC with an accurate, baseline assessment of its tenderers' workers' welfare practices.

Under the current system, tenderers must fulfill four requirements in order to pass the workers' welfare portion of the technical evaluation. These four requirements are detailed below:

Requirement 1

1. The Tenderer shall provide a signed Commitment Statement in the form provided in the request for proposal (RFP).
2. The Tenderer shall provide the name of its proposed Workers' Welfare Officer and show this role within its organisational chart provided, as part of its RFP response.
3. In relation to the recruitment of its workers, the Tenderer shall:
 - a) provide the name and contact details of all recruitment agents it currently uses and, for each agent:
 - i) advise whether the Tenderer has a formal contract in place with that agent;
 - ii) advise the number of workers that agent has recruited into Qatar for the Tenderer in the previous 12 months
 - iii) provide a copy of that agent's Ministry of Labour & Social Affairs registration.
 - b) advise whether the Tenderer has directly recruited workers into Qatar in the previous 12 months and, in relation to each such recruitment, provide:
 - i) a copy of the signed "Approval to Recruit" letter from the sending country;
 - ii) the name of any local agent used; and
 - iii) the number of workers the Tenderer has recruited into Qatar in the previous 12 months.

Requirement 2

The Tenderer shall provide the:

- a) number of workers anticipated at peak construction of the works, providing a projection for the duration of the project;
- b) percentage of workers that will be directly employed by the Tenderer versus the number of workers that will be employed by its subcontractors;
- c) name and contact number of its media/communications officer; and
- d) name and contact number of its accommodation manager/supervisor.



Workers appreciation day at the Brazil 2014 Fan Zone

Requirement 3

The Tenderer shall:

- a) provide the address/location (with map and GPS coordinates) of all of the Tenderers worker accommodation facilities in Qatar;
- b) nominate the specific accommodation facility where its workers undertaking the work will be housed, noting that the SC will not accept any worker accommodation that is located on private farmland. In relation to the nominated facility, provide:
 - i) the capacity and occupancy rates;
 - ii) an outline of the recreation facilities and amenities;
 - iii) whether the facility is owned by the Tenderer or rented and, if rented, the name of the owner/landlord;
 - iv) whether the facility is shared with other employers' workers;
 - v) the name and contact details of the entity responsible for facilities management;
 - vi) the name and contact details of the caterer used by the Tenderer, if any, and a copy of their ISO 2200 certification;
 - vii) the name and contact details of the security provider, if any, used at the accommodation; and
 - viii) approximate distance and travel time to the work site during morning and evening hours.
- c) provide the name and contact details of the transport company, if any, used to transport its workers.

Requirement 4

1. The Tenderer shall confirm that it will allow the SC or its representatives access to the worker accommodation nominated per Requirement 3, in order to conduct an inspection as part of the tender evaluation.
2. The Tenderer understands that the results of the inspection will be included as part of the tender evaluation assessment, and that a failure to achieve a minimum level of standard will result in disqualification.
3. The Tenderer confirms that it will not relocate its workers who are assigned to undertake the work from the accommodation facility nominated per Requirement 3 without the prior written consent of the SC.

Requirement 4, which includes the accommodation inspection, is one of the most critical elements of the workers' welfare evaluation system during the tendering phase. For these inspections, the WW Committee compliance team developed an abbreviated inspection form of the WW Standards, representing matters crucial to ensuring a safe and healthy living environment. Each requirement is assigned a weighted value, which is marked and then combined for an overall score, which shows the tenderer's overall level of compliance. The weightings and scores are confidential, to avoid tenderers manipulating the system. While the SC is committed to helping contractors make ongoing improvements, tenderers must still achieve a minimum score to be deemed eligible and suitable to work on SC projects.

In addition to the inspection result, an assessment is made regarding the commitment and likelihood, in terms of cost and time, that the tenderer will bring itself into compliance with the WW Standards. Each tenderer must fulfill Requirements 1, 2 and 3, which include, amongst other things, a signed Commitment Statement by the tenderer's senior management confirming their commitment to comply with the WW Standards. The documents requested under Requirement 1 are compared against the requirements of the WW Standards and the level of overall compliance is assessed and included within the technical evaluation of tenderers.

All inspections and the assessments are undertaken by members of the WW Committee compliance team. Compliance team members are experienced in various aspects of workers' welfare and the tender processes. They are also familiar with the landscape of accommodation and other workers' welfare challenges specific to Qatar. This background and knowledge enables them to make informed assessments and benchmark contractors with regard to their workers' welfare compliance and commitment.

This process ensures that the groundwork for implementing the WW Standards has been laid by the time the tendering process is complete. The tender assessment process provides a wealth of information that is fed into the next stage of the process, which first emphasises the rectification of challenges identified during the tender assessment. Once the core challenges have been rectified, the focus shifts to monitoring compliance, benchmarked against the rectification plan submitted by the contractor.



Workers at the Al Rayyan Stadium construction site receiving training

Workers' Welfare (WW) in the Contract Life Cycle for Applicable Contracts

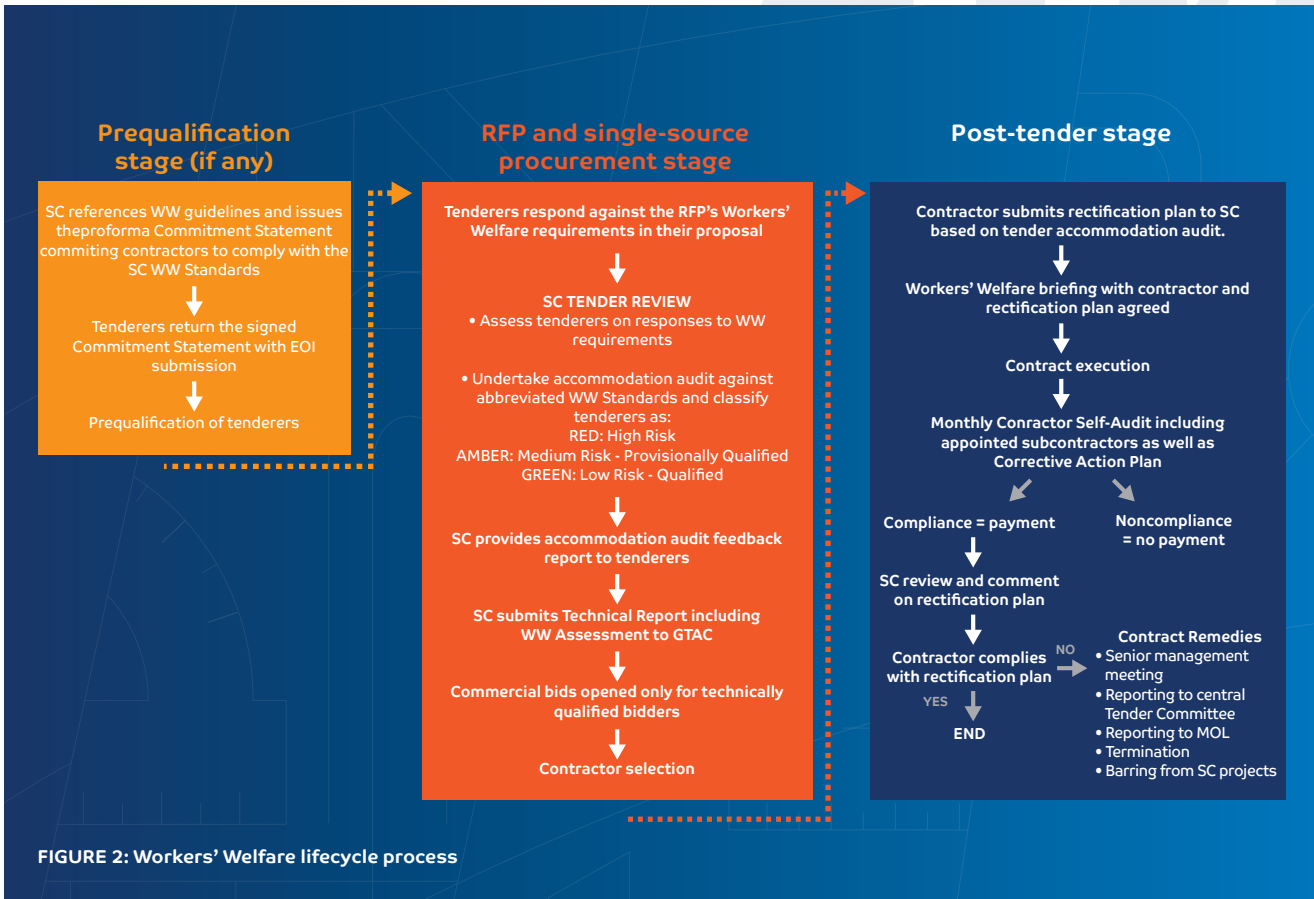


FIGURE 2: Workers' Welfare lifecycle process

After the project is awarded, the successful contractor must attend a project kick-off meeting. Workers' welfare is an integral part of the agenda. The SC provides the contractor with comprehensive feedback about the workers' welfare tender assessment, and we agree with the contractor on a plan, which outlines short, medium and longer-term measures to address all areas of non-compliance. These goals are prioritised and incorporated into a formal rectification plan that contains a clear timeline for when the changes need to be made. The contractor is advised that the rectification plan is subject to amendment to ensure compliance with the full WW Standards.

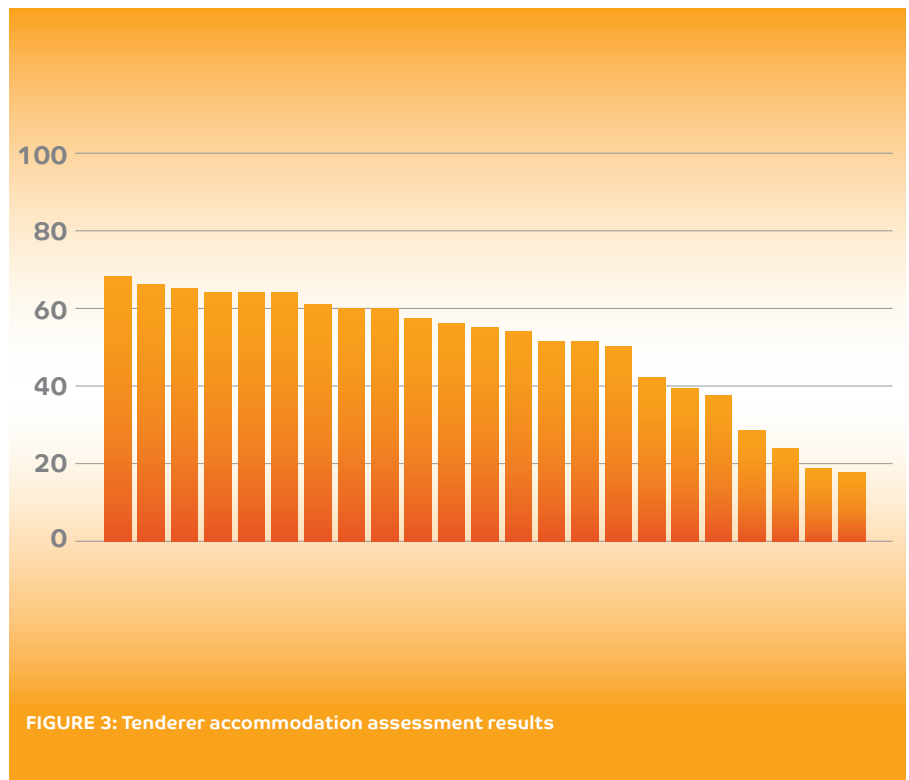
We have found that this results-oriented approach, which prioritises early engagement and open communication, works to achieve the goals agreed to in the rectification plan. It immediately improves the environment in which the workers live and work, and ensures that contractors begin working immediately towards full compliance with the WW Standards.

06

Overview of Tender Assessment Results

During the six month period reviewed, the SC has undertaken tender assessments on 22 tenderers across 23 accommodation facilities (one tenderer nominated more than 1 accommodation facility). FIGURE 3 below shows the scores, expressed as a percentage, of tenderers assessed during the first six months of implementing the WW Standards.

Tenderers that fell below the minimum requirements set out in Requirement 4, detailed above, are notified that they will only be considered for future SC tenders if they provide evidence of having undertaken meaningful improvements to achieve a higher level of compliance with the WW Standards.



07

Implementing the WW Standards

The SC sets high standards for our contractors. To ensure that workers on our projects are treated with dignity and their rights are respected, we base our approach to workers' welfare on collaboration. We work in partnership with our contractors to first tackle the most pressing health and safety issues, such as fire safety measures, including emergency evacuation plans and clearly signed exits and muster points. While some contractors already have acceptable health and safety practices at the worksite and in their accommodation, others require assistance to bring their practices up to standard. Ensuring that workers have a safe and healthy place to live and work is a high priority.

Due to the existing condition of many workers' accommodation sites, the SC allows for a reasonable period of adjustment to the requirements of the WW Standards. This allows us to spend time building relationships with our service suppliers and contractors, jointly determining reasonable and sustainable rectification measures. In taking this collaborative approach, the SC has built a level of trust and understanding with existing contractors, resulting in meaningful improvements to the conditions of workers on our projects.

The initial focus of our efforts has been the accommodation provided to workers. No accommodation facility currently in use is fully compliant with the WW Standards. Improvements are ongoing, however, and are expected to continue. We are working closely with service suppliers and contractors to ensure that each worker lives and works in a safe and healthy environment.

The core areas we immediately address are:

- No more than four people to a bedroom
- No bunk beds
- Proper bathroom facilities
- Catered food 3 times per day
- Laundry service
- Entertainment, such as TV with cable and internet
- Recreation facilities
- First aid and medical facilities
- Health and safety, including fire alarm systems and related requirements, such as emergency access plans, muster points and fire wardens
- Deep cleaning plans

We have encountered a number of challenges in our efforts to achieve progress in some of the above core areas. For example, many existing buildings were not designed to provide space for the recreation and dining hall requirements set out in the WW Standards. Additionally, since many of these buildings are leased, alterations cannot be made without the approval of the landlord. For these premises, the SC has worked with contractors and landlords to make whatever changes are possible to improve the facilities and meet the intent of the WW Standards.

Most projects being undertaken during the period covered by this report, including the Early and Enabling Works phases of construction, have a short lifespan. This has complicated the SC's ability to follow through on the agreed medium and longer-term goals identified in the rectifications plans. As an example, compliance with the WW Standards may require that the contractor build additional facilities for workers, but the construction of said facilities exceeds the duration of the Early and Enabling Works project.

While addressing core health and safety issues, the SC also begins the process of addressing medium and longer-term goals outlined in the rectification plan created for each contractor. These goals address issues related to recruitment and employment practices of the contractors. As these issues involve complex legal questions related to international law and the laws of sending countries, additional investigation and collaboration with all relevant stakeholders is required. Progress is being made, however, such as in developing a template pay slip, setting out methods of calculating overtime and developing a consent form for workers who voluntarily request their employers to securely store their passports.



Workers appreciation day at the Brazil 2014 Fan Zone

“

On behalf of Migrant Forum in Asia (MFA), we would like to thank [the SC] for meeting with the Philippines delegation as part of the Asian Inter-Parliamentarian Caucus on Labour Migration's Strategic Missions Engagement from 2-11 August 2014 in Doha. We highly appreciate that you were able to take the time to engage in this important dialogue on the urgent need for social protection for migrant workers in Qatar.

Your presentation was instrumental in allowing the representatives from MFA and the Philippines delegation to gain a more thorough understanding of how the Supreme Committee sets a model example for standards that ensure the protection and rights of migrant workers in Qatar. We sincerely appreciate you sharing with us your management policies and precautionary approaches to labour practices.

We very much hope to continue this dialogue over the coming year in establishing a collaborative effort between the missions of migrant sending nations, as well as the various stakeholders in labour practices in Qatar. Through a multi-lateral discussion we hope to move labour standards to the regional and international level.

”

WILLIAM GOIS

REGIONAL COORDINATOR
MIGRANT FORUM IN ASIA

08

Auditing of the WW Standards

Compliance audits are the most powerful tool at the SC's disposal for monitoring compliance with the WW Standards. We have developed a four-tiered auditing system that provides multiple opportunities for issues to be detected and rectified throughout the project lifecycle.

The four-tiered auditing system includes:

1. Monthly self-audits by the contractor, in conjunction with the SC Project Manager
2. Ad hoc SC audits to validate self-audits by the contractor
3. Ad hoc external monitor audits by an independent third party auditor, auditing the SC and the contractor. The results of the external monitors' audits will be published periodically, and used to update the Workers' Welfare Standards, as necessary
4. Random inspections undertaken by the Ministry of Labour & Social Affairs (MOLSA)

Self-Audits

SC contracts stipulate that the submission of the monthly self-audit is a pre-requisite for processing contractors' monthly payment claims. The self-audit is conducted in conjunction with the SC Project Manager, who plays an important role in ensuring the self-audit is properly conducted. Following the self-audit, a rectification plan is agreed and implementation of the plan is managed by the SC Project Manager and overseen by the SC's WW Committee. As contracts containing the WW Standards have only recently been signed, the monthly self-audit process is just commencing and will be strictly enforced moving forward.

The self-audit form is in the same format as the audit form used by the SC Workers' Welfare compliance team, and is compared against audits conducted by the SC. In the event of any discrepancy in the results, SC audits take precedence and the contractor must develop a rectification plan accordingly.

SC Audits

Compliance with the WW Standards is also monitored by the SC through an ad hoc audit process. To date, we have conducted audits on contractors for all stadium projects. Qatar Foundation Stadium contractors are first audited by QF, based on the QF WW Standards, and feedback reports are submitted to the SC for verification. This verification process includes SC audits on these contractors.

An audit by the SC commences with the sending of a notice of audit to the relevant contractor. We provide little prior notice of an audit, sufficient for the contractor to collect the relevant documents and personnel but not enough to allow the contractor to alter accommodation for the purpose of making false claims during the inspection. The first part of the audit focuses on the recruitment and employment requirements. It consists of reviewing the requested material and interviewing relevant contractor personnel. The second part of the audit is to visit the accommodation and conduct interviews with the accommodation manager and other relevant personnel. The final part of the audit is to meet with workers and collect their independent responses, to verify or challenge information provided by the contractor.

At the conclusion of the audit, the SC completes an audit checklist, which records whether the contractor “Complies”, “Partially Complies” or “Does Not Comply” with each requirement of our WW Standards. This is provided to the contractor, who is then required to provide an updated rectification plan against each of the “Partially Complies” or “Does Not Comply”. The SC then studies the rectification plan, and a plan and timeline for implementation is agreed by the SC and the contractor.

In the six months covered by this report, the WW Committee compliance team conducted audits on 28 companies’ accommodation, including service suppliers, contractors and subcontractors. In addition, the compliance team inspected the Brazil 2014 Fan Zone, Al Wakrah and Al Khor construction sites. Of these 28 companies, some have been audited multiple times, to follow up and assess implementation of rectification measures. The results of these audits have shown progressive improvement on the level of compliance with the WW Standards. However, no contractor has achieved full compliance.

External Monitor Audits

External monitor audits have not yet commenced, as the SC is in the process of appointing the external monitor, with an appointment anticipated in the near future. The scope of the external monitor will be to undertake ad hoc audits on the SC's, contractors and subcontractors compliance with the WW Standards. The external monitor will periodically publish public reports, detailing the findings of these audits.

MOLSA Inspections

MOLSA inspections are conducted by the Labour Inspection Department of MOLSA. The Labour Inspection Department conducts health, safety and occupational health inspections, accommodation inspections, and labour inspections, which include on-site checks and reviews of workers' files for compliance. Inspections are conducted on a regular and on-going basis. In addition, inspections can be triggered by a complaint. MOLSA has been actively increasing the number of trained labour inspectors and ensuring that they receive the appropriate training in order to fulfil their duties.

CONTRACTORS' PERSPECTIVES

"It has been our main target, as HR department, to undertake the implementation of these standards in our worker's accommodation. What has been achieved so far, and will continue to be done in the future, will benefit the workers, hence our company, and thus also the various ongoing projects, for the best good of Qatar and its leaders."

MICHAEL HORVAT

DIRECTOR, BUSINESS SUPPORT SERVICES
BIN OMRAN TRADING & CONTRACTING COMPANY

"Midmac has always paid attention to labor welfare and provided laborers with facilities and treatment better than most. Since the new SC standards were announced, however, this effort went into high gear and Midmac management made it a personal target to be at the forefront of best practice in provision of labor welfare. There is more to be done but we can now pride ourselves that we achieved our targets in most areas and will strive to achieve the rest"

ROGER MERHEJ

SENIOR ADMINISTRATOR, HR AND ADMINISTRATION DEPARTMENT
MIDMAC CONTRACTING COMPANY W.L.L

09

Enforcement of the WW Standards

The enforcement mechanism for the WW Standards is embedded in the contracts signed by the SC and the relevant contractor or service supplier. The enforcement mechanism was deliberately incorporated into the body of the signed contract, rather than the WW Standards, to ensure it is reflected in the contractors' payment schemes and termination measures, both of which are outlined in the contracts.

If a contractor does not act in accordance with the agreed rectification plan or is found to be consistently non-compliant with the WW Standards, the SC may use any of the enforcement mechanisms at its disposal. Currently these include:

1. Payment Delay
2. SC Rectification at Contractor's Cost
3. Contract Termination
4. SC Blacklisting
5. Ministry of Labour & Social Affairs Reporting
6. State of Qatar Central Tenders Committee Reporting

As at the date of this report, it has not been necessary to use any of the above measures, owing in part to the collaborative approach that we have taken with contractors and service suppliers. In addition to this collaborative approach, there are currently a small number of contractors on SC projects. This approach, however, will continue to be used by the SC, as we see progress over penalties as a more sustainable model in guaranteeing the welfare of workers on our projects. Nevertheless, as a last resort, contractual and legal remedies will remain applicable and used as appropriate.

One additional protection mechanism contained in the contract pertains to the 'WW Officer'. The WW Officer is a contractor representative appointed at the accommodation site of the contractor. Workers are entitled to raise grievances or other matters relating to the accommodation and welfare to the WW Officer, which are then relayed to the contractor and the SC. To ensure the WW Officer is able to successfully implement the assigned tasks, contracts contain a section specifying 'Key Persons' who are individuals that cannot be removed or replaced by the contractor without the prior consent of the SC. The WW Officer is identified as a Key Person. This is done to give contractual protection and therefore certainty to the WW Officer that they can report and act on issues raised by workers without fear of retaliation.

10

Progress in the First Six Months

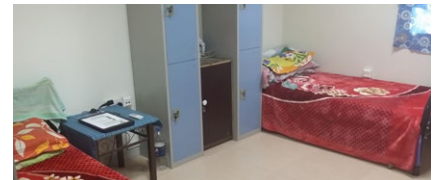
In the first six months of implementing the WW Standards, a number of contractors have made changes to their worker accommodation, employment practices and worker representation. The improvements to accommodation have benefited all workers within that accommodation and not just those on SC projects. The SC is confident that this meaningful progress will continue over time, as we continue to work with contractors and service suppliers. We believe that, over time, these improved practices will become embedded in the market.

Improvements in Bedrooms:

Immediate progress was made in reducing the number of workers within bedrooms, and the installation of adequate personal storage. By having an additional storage room dedicated to storage of workers' non-essential belongings, such as suitcases, space was made available within the bedrooms, and shelves, tack boards and bedside lamps and tables were installed.



Better layout and furnishing of bedrooms



Easy Access to Food and Laundry:

Shifting from a self-cooking system to free catered food, and providing laundry services, has created a better work-life balance for workers. They have additional leisure time for recreational activities and for communicating with their families and friends back home. Free catering also improves fire safety within accommodation facilities, by centralising and controlling cooking facilities.



Provision of catered food rather than self cooking



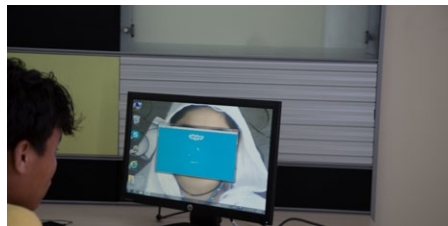
Hygienic and comfortable dining rooms

New TV Rooms and Recreational Facilities:

The provision of TV rooms and other recreational facilities contributes to better work-life balance and provides entertainment for workers after working hours and on their days off. The provision of computers connected to the internet and WiFi connections enable workers to communicate more easily with their families and friends. In this regard, the SC has been greatly assisted by the Better Connections Program undertaken by the Ministry of Information & Communications Technology, which has provided refurbished computers to be installed in our contractors' accommodation facilities.



New TV rooms and recreational facilities



Facilities to communicate with families and friends

In addition to progress made on workers' accommodation, the SC has also observed improvements in employment practices. In some cases, we were encouraged to see that contractors already had strong employment policies in place. Some of the progress related to employment practices includes:

Improved Employment Practices:

- Contractors are paying their workers' salaries monthly.
- New contracts entered into by contractors with recruitment agents have included provisions taken from the WW Standards.
- Contractors have been advised to revise the layout of pay slips given to workers, to reflect the requirements of the WW Standards.
- Educational materials regarding employment rights under Qatari law, such as National Human Rights Committee booklets in various languages, have been distributed to workers at their accommodation.

Besides improvements to accommodation and employment practices, workers participation is also being addressed.

Workers' Welfare Forums:

Some contractors have commenced the operation of their Workers' Welfare Forums. These forums are running as the SC envisioned by creating a safe environment for workers to raise matters of concern to them such as accommodation, food, transport, and health and safety, among others, which has led to further improvements. As more contractors commence work on SC projects, we will ensure their forums are established, which in turn, will lead to the commencement of the Programme Welfare Forum that will provide another level in ensuring that issues which are not addressed at the level of the Workers' Welfare Forums are escalated and resolved.



HBK Workers' Welfare Forum

Case Study

Amana was appointed in December 2013, prior to the release of the Workers' Welfare Standards. The company was contracted to an earlier version of the standards. During the past six months, Amana has initiated actions to go beyond the set of standards to which it is contracted, and move to be fully compliant with the current SC standards. This has entailed the leasing of a new accommodation facility to enable them to accomplish their goal of full compliance.

Since improving its accommodation facility, Amana has reported a significant increase in production delivery and an extremely low level of sick leave and absenteeism rate on the Al Wakrah Stadium project, for the period between January to May 2014.

The experience of Amana demonstrates that investments made by contractors in improving the welfare for workers will achieve a solid return, in terms of increased production rates and reduced absenteeism.



Amana workers at workers appreciation day at the Brazil 2014 Fan Zone

11

Challenges in the First Six Months

Along with the progress made during the first six months of implementation, the SC has encountered significant challenges, which will be addressed in collaboration with stakeholders or, in some cases, by amendment of the WW Standards. The SC views these challenges as opportunities to engage in continuous improvement of our approach to workers' welfare. As we implement the WW Standards, the lessons learnt during the process are shared with our stakeholders, ensuring the wider community benefits from our experiences.

Simple challenges identified include:

Shoe Racks:

The WW Standards makes provision for shoe racks to be supplied outside all bathrooms. In practice, we found that shoe racks are only required when the bathroom is in a separate building. They are not required when bathrooms are located in the same building as the bedrooms.

Decibel Levels:

The WW Standards specify maximum noise levels within accommodation. These levels are too low and need to be revised.

Cooled Tank Water:

Non-drinking water is transported and stored in outdoor tanks and, during the summer months, is often too hot for use directly from the tap. Further requirements will be considered and inserted into the WW Standards regarding insulating and cooling water.



Cooling water is difficult during the summer months, as water is often stored in tanks that are exposed to the sun

Thumb Door Locks for Bedroom Doors:

As a safety measure for bedrooms, instead of having key locks from inside, thumb doors locks are preferable. In cases of emergency, room occupants require easy egress without searching for door keys.

Outdoor Shading:

Workers enjoy sitting outside with friends during off days and outside of work hours. A requirement for outdoor shading, in addition to the current requirement of outdoor recreational areas, will be considered.

Others challenges are more complex. These include:

Catering:

The WW Standards impose a catering requirement, banning self-cooking in worker accommodation for health and safety reasons. However, many workers have indicated that they would like to be able to cook on their days off. This issue requires further consideration and a possible amendment to the WW Standards.


Privacy Curtains:

The WW Standards require contractors to provide privacy curtains in bedrooms. Interviews with workers revealed that not all workers want privacy curtains installed. This issue requires further consideration and a possible amendment to the WW Standards.

Passports:

The WW Standards require that all workers have personal possession of their passports. Interviews with workers revealed that some workers are reluctant to keep their passports in their possession, for the following reasons:

- **Security:** Some workers are more comfortable with their passports being securely held by their employer, even if locked cabinets are provided at their accommodation.
- **Cost:** If a worker loses her or his passport, the worker is required to pay for a replacement. In addition, not all sending countries have embassies in Qatar. For workers from those countries, a lost passport presents a serious issue.



The SC will continue to take any involuntary confiscation of passports seriously, and will ensure that workers' passports are accessible at all times, but are safely secured in accordance with the workers' preferences. In the interim, the SC has developed a solution requiring contractors to install a fireproof safe at the accommodation. Any worker who does not want personal possession of her or his passport can store it in the safe after signing a consent form verifying that the worker has voluntarily provided the passport to the employer for safekeeping. This means the passport is available to the worker at any time, while also ensuring that the worker feels safe.

Fire Detection Systems:

The WW Standards' requirement for accommodation facilities' Fire Alarm and Detection System to be connected to Civil Defense has been difficult for contractors and service suppliers to fulfil. The SC is liaising with Civil Defense to clarify this requirement, particularly for those contractors accommodating workers in apartments or villas within compounds.

Hotline:

The WW Standards require each contractor to make available a Hotline number for workers to call to raise grievances, report concerns or non-compliances with the WW Standards or to make suggestions, anonymously and without fear of retaliation. We have identified challenges regarding the implementation of this at a contractor level and that it would be more practical to centralise this facility and create a single Hotline number and email address, either to be managed by the SC or an independent service provider on the SC's behalf. Implementation options are currently being considered by the SC.

Accommodation Constraints:

Some accommodation facilities are located on land zoned as farmland. These accommodation structures are not required to be certified by Civil Defence and are outside the jurisdiction of MOLSA inspections. This is why the SC has clearly outlined in its tendering requirements that such accommodation will not be considered going forward. Furthermore, some existing accommodation facilities do not have the physical structure or space to accommodate all of the requirements of the WW Standards. In these situations, the SC will focus on improving the layout and furnishing of rooms to improve ventilation and space. Finally, some contractors have faced difficulties in obtaining approvals from the accommodation sites' landlords to upgrade leased accommodation. In such circumstances, the SC will directly engage with the landlords in order to reach an amicable resolution.

Contractors Moving Accommodation:

There have been cases of contractors nominating an accommodation facility, which is assessed during the tender evaluation process, but changing accommodation upon winning the tender. The SC is in the process of introducing measures to control such changes, including the introduction of a contractual requirement to remain in the same accommodation that was inspected during the tender process, unless the accommodation is assessed by the SC to be of a higher standard. Failure to abide by this requirement will result in contract termination.

Tender Assessment:

The general practice of awarding contracts to the lowest-priced technically compliant tenderer has an influence on workers' welfare. In some cases, contractors with a lower level of compliance have a lower price versus those contractors demonstrating a higher level of compliance. The SC has sought to fairly assess all tenderers by using the tender evaluation process. We will continue our discussions with stakeholders to determine how this practice can be modified while still maintaining a balance between cost and workers' welfare.

Poor Facilities Management:

The SC has observed that many accommodation sites lack proper facility management plans. A clearly articulated facility management plan, which includes a deep cleaning scheme, regular testing of fire equipment is crucial to guaranteeing workers' health and safety in their accommodation. Contractors that have worked with the SC to develop facility management plans have shown a marked improvement in cleanliness, hygiene and safety at their facilities. We are working with our service suppliers and contractors to ensure proper facilities management planning and training for staff managing workers' accommodation.



Example of lack of facilities management of accommodation



Example of lack of facilities management of accommodation

Contract Duration:

Some of the contracts entered into by the SC are for a short duration, with a current average of less than one year. This presents challenges in terms of implementing the medium and longer-term goals agreed to in rectification plans, some of which, such as building new facilities for workers, require several months to address. Focusing on the short-term goals first ensures that immediate, demonstrable progress is made. However, as SC projects mature, contract durations will increase, and there will be a shift towards achieving medium and longer-term goals.

Bunk Beds and Room Density:

Some contractors lack awareness of the prohibition on using bunk beds in workers' accommodation, as set out in Ministerial Decision 17 of 2005. This is a challenging issue, as reducing density requires contractors to drastically increase the amount of space required for accommodation. At the present time, accommodation that is in line with the accommodation specifications outlined in the WW Standards is limited and expansion of existing accommodation is not always a viable option. Although most of our contractors have successfully addressed this issue and replaced bunk beds with single beds, others have been unable to do so. For those contractors, the SC is focusing on improving the layout and furnishing of rooms to improve ventilation and space.



Example of the need to improve the quality of rooms in accommodation in which density cannot immediately be reduced

Interpretation of Laws:

Arabic is the official language of Qatar. As such, Qatari law is drafted in Arabic. Unofficial translations to English have led to varying interpretations, causing confusion for contractors and service suppliers.

Preferred Recruiters List:

Currently, there are few resources available for contractors to determine whether a recruitment company uses ethical practices. The SC is currently creating a database of recruitment agencies, in order to identify and report those agencies that are identified as unethical.

Unifying Workers' Welfare Standards:

The WW Standards apply to all projects under direct SC oversight and to stadiums being delivered by Aspire. Other large project developers, such as QF and Ashghal, have developed their own standards. While others, such as Qatar Rail, currently apply the QF WW Standards. The adoption of a unified workers' welfare standard across all major infrastructure projects in Qatar is required to create a consistent compliance and enforcement environment for contractors that regularly bid for large projects in Qatar. The SC will continue to engage all relevant stakeholders in order to reach alignment.

CONTRACTOR IN FOCUS

Midmac was appointed on 1 April 2014 to undertake the total renovation, construction, completion and maintenance of Khalifa International Stadium and Museum at Aspire Zone.

Midmac's existing worker accommodation was inspected and assessed as having a high compliance level to the WW Standards, although some minor challenges were identified. During the inspection, Midmac indicated that they intended to take up another accommodation facility and to furnish and fit out that facility in accordance with the WW Standards. The WW Committee compliance team was invited in July to visit the new Midmac accommodation facility and found it to be in full compliance with the WW Standards. This facility sets a benchmark for worker accommodation in Qatar.

Midmac's new accommodation facility – a benchmark for worker accommodation in Qatar.



Indoor Recreational Room



Bedroom



Internal Free Laundry Service



Recreational Facility

WORKER'S PERSPECTIVE

"[The] facilities provided to us are much more [than] we can imagine given in any camps. [The] camp staff and supervisors are very humble and so far every complaint is very well rectified. The working conditions on site are very good and many grievances are handled promptly."

MOHAMMED SHAKIL
MASON FOR HBK CONTRACTING
COMPANY W.L.L

12

The Way Forward

The SC's workers' welfare initiatives rest on our conviction that every worker deserves safe, healthy and fair working conditions. This report, which will henceforth be issued on a semi-annual basis, is an important milestone in demonstrating our commitment to responsible labour practices and our belief that the progress we are making and the challenges we are facing are relevant to others who share our vision of improved conditions for workers in Qatar and throughout the Middle East and the world.

As highlighted in the report, the complexity and scale of workers' welfare issues requires a phased approach to implementation. The first phase focused on the most pressing matters: health, safety and the quality of worker accommodation. The SC and contractors have worked hard to make progress on enhancing workers' accommodation, and are determined to continue to do so. In addition, the SC is deepening its efforts on increased worker participation and more complex issues related to employment practices and ethical recruitment.

Going forward, the SC will work to consolidate the improvements made by existing contractors, to ensure that their level of compliance with the WW Standards improves on a continual basis. We will also continue to undertake tender evaluation inspections and ad hoc audits, strengthening this function by hiring additional members of the Workers' Welfare Committee compliance team. The introduction of an external auditor will also be a valuable tool to ensure compliance and capture new requirements as we make progress in enhancing the lives of workers on our projects.

In the coming six months, Workers' Welfare Forums will continue to be activated to ensure that workers play a central role in enduring the rights to which they are entitled. The Programme Welfare Forum, which will bring together a representative group of SC staff, contractors and workers that will meet every other month to discuss worker welfare issues, will also commence in the coming six months. Both forums are solutions-oriented, and provide a voice to all parties engaged on our projects.

In rolling out the WW Standards, we found that engagement, trust-building and a focus on progress over penalty has led to sustainable improvements in the lives of workers. We have also learnt invaluable lessons from our stakeholders in the Qatari government, civil society, the private sector and the international community. Our own experience implementing the WW Standards, along with the feedback we have received from stakeholders, is captured in Edition 2 of the WW Standards, which will be issued in the coming six months.

