



Workers' Welfare Progress Report

April-December 2015



Letter From the Secretary General

Workers' welfare is of critical importance to the work of the Supreme Committee for Delivery & Legacy (SC). It has the potential – if handled meticulously and with responsibility – to create a transformative and truly global social legacy for the first FIFA World Cup™ to be held in the Middle East.

This Workers' Welfare Progress Report follows on from our two previous Semi-Annual Compliance Reports. These reports are a testament to our commitment to transparency. They are published on our public website and distributed to local and international public and private stakeholders.

During 2015, the scope of our technical delivery programme grew steadily. This inevitably led to an expanded scope for our cross-departmental Workers' Welfare Committee, which had widened its focus from accommodation to ensuring site welfare, ethical recruitment and stakeholder alignment. With this in mind, we decided to create a specific full-time department dedicated to the topic. In April 2015, we formally instituted a Workers' Welfare Unit within the SC. The unit is dedicated to ensuring the implementation of our Workers' Welfare Standards across all projects, and is split into three sub-divisions: 'Governance and Enforcement', 'Audits and Training' and 'Research and Planning'.

Focusing on the period between April and December 2015, this new report includes a compliance section, as have previous reports. Growing responsibility, however, has led to more challenges, both foreseen and unforeseen. As such, this report has expanded its reporting on challenges we are facing and how we plan to mitigate them. It also includes an overview of our progress on governance and procedures, and insights into our strategies and goals for 2016.

This will be a crucial year for the SC where workers' welfare is concerned. For most of 2015, the newly formed Workers' Welfare Unit was developing the second edition of our Workers' Welfare Standards, which we expect to publish in February. Detailed reviews of our own work, of workers' views, our contractors' experiences, local stakeholders' feedback and input from international NGOs have all assisted in the drafting of the updated standards. This collaborative approach is emblematic of our desire to ensure that the Standards are as effective as possible, reflecting the views of experts and responding to the needs of the workers making the 2022 FIFA World Cup™ a reality.

We will also appoint an independent auditor in 2016. This appointment is a key element of the four-tier auditing system and is further evidence of our commitment to accountability and transparency. The independent auditor will support audits carried out by contractors, our team at the SC and those undertaken by the Ministry of Administrative Development, Labour & Social Affairs.

In anticipation of expected further increases in workers and contractors on our sites, we – in collaboration with our partners at Aspire Zone Foundation – are creating an electronic auditing tool which, in its initial launch phase, will allow main contractors to register audits via tablet or desktop, while simultaneously enhancing the Workers' Welfare Unit's access to information and monitoring capabilities. This is just one piece of the robust workers' welfare-related research and development capacity we are creating. Working with our partners, we will continue to utilise new technologies that can assist in ensuring best practice, compliance and, above all else, enhancing workers' lives.

Ensuring the health, safety, security and dignity of every individual working on delivering the 2022 FIFA World Cup Qatar™ is of the utmost importance for the SC. Guided by the principles of the Qatar National Vision 2030, we will continue to collaborate with our stakeholders in government, the private sector and international organisations to ensure that the tournament serves as a catalyst towards creating a positive and sustainable social legacy for our country, the Middle East, Asia and the world.

Hassan Al Thawadi
Secretary General
Supreme Committee for Delivery & Legacy



Contents

1	Introduction	3
2	Governance & Procedures Progress	6
3	Compliance Update	21
4	Challenges	38
5	The Way Forward	43



1

Introduction

The Report

The Supreme Committee for Delivery & Legacy (SC) is pleased to release this Workers' Welfare Progress Report, detailing workers' welfare-related achievements, challenges and lessons learned for the period from April to December 2015.

As part of our commitment to transparency and openness, the SC has already published two Semi-Annual Workers' Welfare Compliance Reports, covering the periods of March 2014 to September 2014 and October 2014 to March 2015, respectively, which are publicly available at www.sc.qa/workerswelfare.

With this publication, we have shifted to referring to these regular publications as Progress Reports, which will be published on an annual basis. This change is based on our understanding that, while compliance remains an important aspect of our approach, it is just one of the many activities the SC is undertaking with regards to workers' welfare. Additionally, the scope of the external monitor, the appointment of which will take place during the first quarter of 2016, will include the issuance of an annual Compliance Report. The focus of the annual report published by the SC will then shift to providing detailed updates on progress made and challenges faced by the SC.

Since the previous report, the SC has continued to implement our Workers' Welfare Standards (WW Standards). We have continued to make progress on multiple fronts. As detailed in previous reports, our initial focus was on accommodation of workers on our sites, to ensure the availability of comfortable, hygienic and safe environments. The SC continues to monitor this area closely, while expanding our focus into a number of additional areas, including: site welfare, ethical recruitment, and internal and external stakeholder engagement and alignment.

This report details the SC's progress in updating its WW Standards; procurement and auditing processes, procedures and tools; governance, communication and engagement mechanisms; and site and accommodation inspections. Whilst we have made significant progress on the project, implementing the WW Standards across all sites is not without its challenges. This report also highlights the challenges the SC faced in 2015 and the measures we are taking to address them in 2016, including: access to information; implementing ethical recruitment practices; supply chain management; medical care; and transport and long distances between accommodation and work sites.

Supreme Committee for Delivery & Legacy (SC)

The SC is the organisation responsible for delivering stadiums and precincts, non-competition venues and other related infrastructure, such as training sites, for a successful 2022 FIFA World Cup Qatar™. The Qatar 2022 Local Organising Committee (LOC) handles all operational planning, tournament preparedness and co-ordination with FIFA on competition-related matters. The LOC held its first board meeting in February 2015. Responsibility for implementing the WW Standards resides with the SC, the entity overseeing the delivery of all stadiums for the tournament.

Promoting workers' welfare and successfully implementing the WW Standards is a complex and challenging undertaking, which involves multiple local, national and global actors from civil society, the private sector, international organisations and state-level agencies. In light of this reality, the SC has continued to build the capacity of its workers' welfare team over the past several months. These efforts have benefited from the endorsement and involvement of our senior management, which has continued to stress the criticality of workers' welfare to the entire SC programme and to the legacy of the 2022 FIFA World Cup™ for the State of Qatar.

Workers' Welfare Unit

As part of scaling up our workers' welfare team, the SC created a dedicated Workers' Welfare Unit (WW Unit) in April 2015. Housed within the Office of the Secretary General, the WW Unit replaced the Workers' Welfare Committee (WW Committee), which, as outlined in the SC's first Semi-Annual Compliance Report, was a cross-departmental committee tasked with improving the conditions and upholding the rights of workers on all SC projects.

The vision of the newly established WW Unit is '*an amazing 2022 FIFA World Cup™ that meets best practice in promoting workers' welfare while supporting human and social development in Qatar*'. The unit is comprised of full-time resources dedicated to ensuring effective implementation of the WW Standards across SC projects. The WW Unit contains three sub-units:

Governance & Enforcement is responsible for:

- Developing effective governance and enforcement mechanisms for the WW Standards.
- Designing policies, protocols and systems for integration, enactment and enforcement.
- Conducting workers' welfare technical evaluations of bidder submissions for SC projects.
- Engaging and integrating with internal and external stakeholders.

Audits & Training is responsible for:

- Leading and undertaking all workers' welfare inspections and audits, as stipulated by the WW Standards.
- Carrying out worker interviews, tender inspections and inspections of workers' accommodation, project work sites and recruitment and employment practices to ensure compliance.
- Designing and developing a worker's skills training centre.

Research & Planning is responsible for:

- Conducting and commissioning research and evidence-based proposals and assessments to facilitate the collection and tracking of workers' welfare-related information.
- Supporting the development of a national workers' welfare strategy and roadmap.
- Managing engagement and outreach programmes and transparency initiatives.



2

**Governance
& Procedures
Progress**

WW Standards

As outlined in the first Semi-Annual Compliance Report, the WW Standards were developed to guarantee acceptable living and working conditions for workers on SC projects. The WW Standards contain detailed requirements, beginning with recruitment of workers from their home countries and covering their employment conditions, work site conditions, accommodation and, finally, workers' repatriation to their home countries.

The SC's expectations begin with the ethical recruitment of workers. This means not paying recruitment fees in their home countries for their jobs in Qatar. It also means not being subject to contract substitutions, a practice through which employment terms promised by recruitment agents in the home country are 'substituted' with less favourable terms once workers arrive in Qatar.

This is an area in which we continue to face challenges, due to issues around governance and the recruitment of workers in their home countries. The SC is committed to working with its suppliers, NGOs and countries of labour sending origin to provide better education around this topic.

The following page contains a short extract of the checklist developed by the SC, based on the WW Standards, to ensure that ethical recruitment practices are undertaken by contractors.

EXTRACT OF CONTRACTOR SELF-AUDIT CHECKLIST

Date Of Audit:			
Contractor's Name:			
Auditor's Name & Signature Of Contractor Representatives:			
Name & Address Of Accommodation:			
INSPECTION ITEM: ETHICAL RECRUITMENT	Complies	Partially Complies	Does Not Comply
1. Ethical Recruitment			
During the recruitment of workers, particularly from overseas, the contractor complies with its current recruitment procedures and the SC WW Standards to ensure the fair and ethical treatment of workers.			
The Contractor currently ensures that:			
(a) Other contracting parties comply with the contractor's recruitment procedure or their own procedures, as applicable, and otherwise comply with the requirements of the WW Standards.			
(b) It treats all job applicants equally and fairly in providing access to employment, training and opportunities for promotion, irrespective of their age, nationality, disability, ethnic or national origin, gender, race, religion or belief or marital status.			
(c) It selects, employs, promotes and treats individuals on the basis of their relevant aptitudes, skills, capabilities and qualifications.			
The contractor and its other contracting parties only use the services of a recruitment agency that has been registered with Qatar's Ministry of Labour & Social Affairs (MOADLSA).			
The contract between the contractor and its recruitment agent:			
(a) Stipulates that workers are not to be charged any recruitment or processing fees.			
(b) Sets out the fees and charges which the recruitment agent will charge the contractor for the recruitment of workers.			
(c) Stipulates that any job advertisements placed by the recruitment agent for the purpose of recruiting workers includes a statement to the effect that no recruitment or processing fees will be charged to, or refunds demanded from, the workers at any time.			
(d) Stipulates that the recruitment agent will clearly inform workers in a language they understand the nature of the role and working and living conditions in Qatar, including the risks inherent in the work to be performed.			
(e) Details the ethical standards applying to the contractor and recruitment agents, including the prohibition of any payment or other things of value from the recruitment agent to any employee or agent of the contractor.			
(f) Prohibits the use of any sub-agents.			
The contractor has:			
(a) an effective and efficient grievance procedure in place that workers may utilise to lodge complaints against recruitment agents.			
(b) ensured that workers are informed as to how to utilise the grievance procedure, without fear of retaliation.			
(c) understood the requirement to reimburse workers, upon receiving documentary proof of any recruitment or processing fees paid by the worker to a recruitment agent.			
If the contractor becomes aware that a recruitment agent is in breach of any of the terms set out above, the contractor:			
(a) immediately reports that recruitment agent to the MOADLSA, the SC's Head of Compliance and local embassy or consulate of the country in which the recruitment took place.			
(b) terminates its contract with that recruitment agent.			

The checklist covers the mandatory requirements of the employment lifecycle of all employees involved in the SC technical delivery programme. This includes recruitment, contracts, payment, in-service, termination and repatriation requirements. A 'Corrective & Preventative Action' log is also provided. This checklist relates to Edition 1 of the WW Standards, and will be updated and replaced following the release of Edition 2.


With regards to accommodation, most workers in Qatar are housed in employer-provided accommodation. Often referred to as ‘worker camps’, this accommodation is inspected based on the WW Standards.

A short extract of the checklist developed by the SC to ensure that contractors provide suitable accommodation can be found below.

EXTRACT OF CONTRACTOR SELF-AUDIT CHECKLIST

Date Of Audit:			
Contractor's Name:			
Name & Signature Of Contractor Representative			
Name & Address Of Accommodation:			
INSPECTION ITEM: ACCOMMODATION-RELATED	Complies	Partially Complies	Does Not Comply
1. ACCOMMODATION			
For each accommodation site, the minimum lot area per person is 16m ² .			
Construction, alteration, repair, equipment, use and occupancy, maintenance, relocation and demolition of every building or structure, or any appurtenances connected or attached to such buildings or structures on site does comply with NFPA 101 Life Safety Code, Building Construction and Safety Code.			
All buildings, structures and parts thereof are maintained in safe condition.			
All devices and safeguards required for the buildings, structures and parts thereof are maintained in serviceable condition.			
At each entrance to the accommodation site, signage is clearly displayed in both Arabic and English with the name, logo and contact telephone number of the contractor occupying the accommodation.			
External walls are either non-combustible or fire resistant for at least 30 minutes (to BS 476), and comply with NFPA Standards.			
Every building is accessible by fire department apparatus through an emergency access route. An emergency access route extends up to 15m from all portions of the exterior walls of the first storey of any building.			
The Contractor install a Fire Detection and Alarm System (FAS) which is:			
(a) Designed and installed in conformance with the NFPA 72 Fire Alarm Code.			
(b) Installed throughout the entire accommodation site.			
(c) Connected to a central alarm-monitoring station that is supervised 24 /7 by accommodation site security and response teams. This alarm monitoring is networked to the monitoring system established by Civil Defence, if possible.			
The FAS was supplied, installed, tested and commissioned by an FAS supplier pre-approved by Qatar's Civil Defence Department (QCDD).			
All components constituting FAS are certified for service and listed with QCDD.			
No buildings are used in whole or in part until the FAS supplier has certified that the building and its occupancy are in accordance with the provisions of these standards and the law.			
The Contractor installed an appropriate number of fire extinguishers to be placed in offices, restrooms and all other amenity areas.			
Fire exits are clearly marked, illuminated and easily accessible from all locations, and all muster points are clearly designated.			
An uninterrupted power supply is provided for emergency lighting in order to assist with the safe evacuation of occupants to muster points.			

This checklist covers the mandatory requirements for any accommodation for the workforce related to the SC technical delivery programme. This includes infrastructure, communal areas, toilet and shower facilities, sport & recreation, laundry, prayer rooms, drinking water and transport, amongst other areas. This checklist relates to Edition 1 of the WW Standards, and will be updated and replaced following the release of Edition 2.



The WW Standards have been implemented since their release in February 2014. During almost two years of implementation, the SC, together with our stakeholders, has identified a number of areas for improvement and enhancement, which will be reflected in the forthcoming Edition 2 of the WW Standards.

The SC adopted a participatory approach in the development of Edition 2 of the WW Standards, which will be published in February 2016. Upon completion of the first draft, the SC has planned several activities to engage with and receive meaningful feedback from various local and international stakeholders. This is in line with the SC's approach across all of its projects, and our aim of establishing and maintaining open channels of communication and enhancing collaboration amongst all stakeholders.

Proposed amendments to Edition 2 of the WW Standards that will be discussed with our stakeholders include:

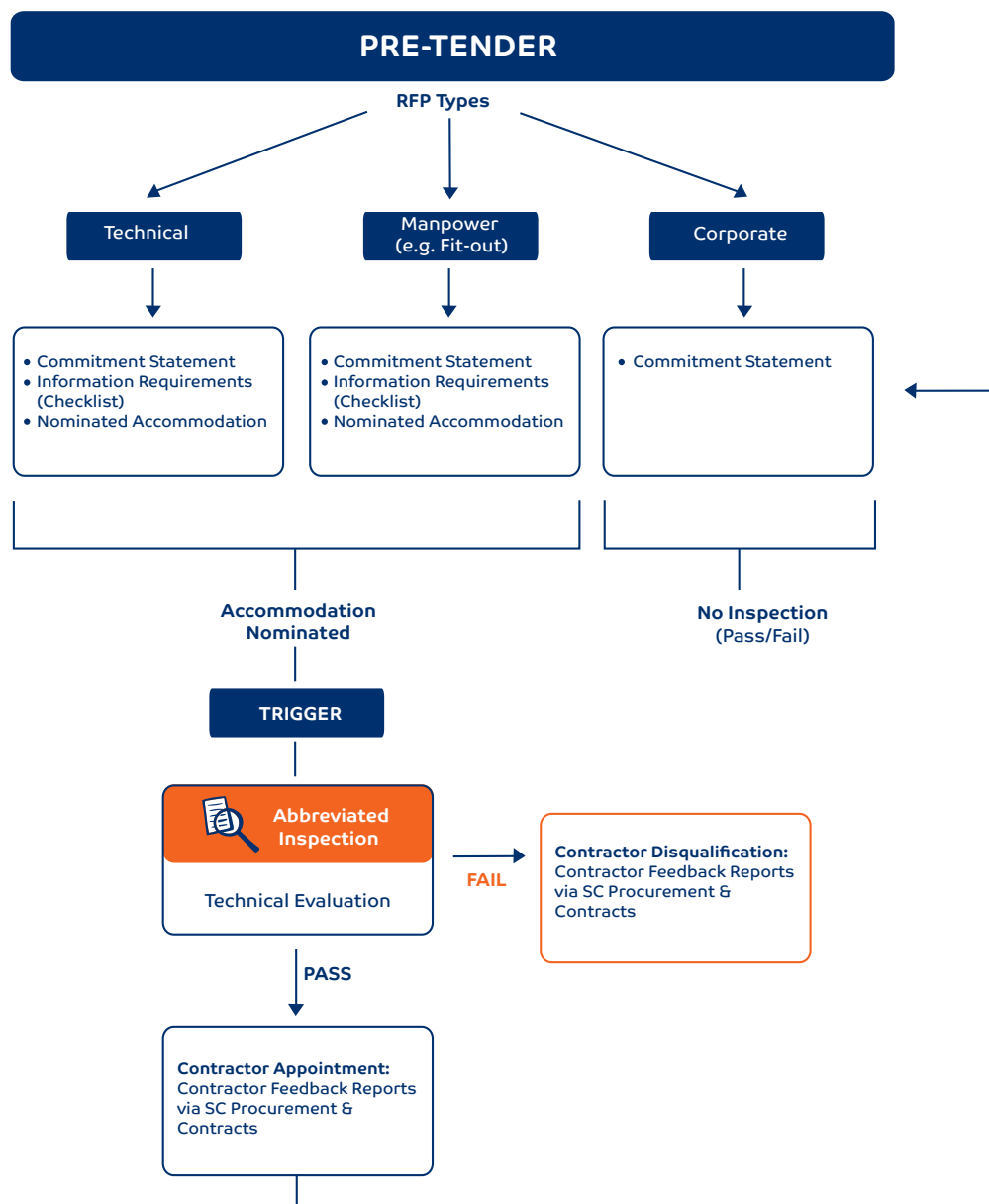
- A mandate that workers must be in full possession of their personal documents, such as passports and bank cards, and that contractors must provide individual lockable storage facilities for workers' use.
- A requirement that contractors complete a New Starter Checklist for each worker they recruit for an SC project, which includes queries on whether that worker paid any recruitment fees.
- A requirement – in accordance with the new Government Wage Protection System – which provides a sample pay slip to ensure that all workers receive accurate, standardised information about their pay, allowances and overtime amounts.
- A requirement for a Project Workers' Welfare Officer to be appointed, once the number of workers on site exceeds 500 workers, whose responsibility includes looking after work site welfare matters and forming part of the relevant Workers' Welfare Forum.
- A chapter outlining the support and grievance mechanisms available to workers.
- A mechanism for companies to voluntarily adopt the WW Standards and come under the auditing and compliance regime and support systems of the SC. Companies which voluntarily adopt but do not comply will be disqualified from SC tenders.
- Removal of a number of cosmetic requirements, which, following assessment, it became clear were not required by the workers, such as tack boards, open shelving and bedside tables.

Procurement Procedures & Audit Process

Pre-Tender

As part of the tender process, the SC embeds the WW Standards into tender documents issued to bidders. Tender documents contain specific requirements relating to workers' welfare, depending on the category of services being procured – whether technical projects, manpower services or corporate services.

A summary of the pre-tender process is set out in the below Pre-Tender chart.



Technical Projects & Manpower Services

For technical projects and manpower services, tenderers are invited to a briefing session, during which the WW Unit presents the SC's expectations with regard to workers' welfare as they relate to technical submissions. Potential bidders have the opportunity to request clarifications and ask questions. Each tenderer is required to:

1. Submit a Workers' Welfare Commitment Statement signed by the tenderer's senior management, which confirms the tenderer's commitment to enforce and comply with the WW Standards.
2. Nominate the accommodation where workers engaged on the SC project will be housed.
3. Submit documents and other information regarding recruitment and employment practices, including contracts between the tenderer and their recruitment agents and sample employment contracts between the tenderer and its workers.
4. Provide authorisation for the WW Unit to enter and inspect their nominated accommodation.

During technical evaluations, tenderers are assessed based on their ability to successfully deliver projects, which includes abiding by our WW Standards. The system used for the workers' welfare portion of the technical evaluation is a pass/fail mark, calculated following an inspection of the tenderers' proposed accommodation facility. Matters crucial to ensuring a safe and healthy living environment are inspected, with a weighted value assigned to each standard. Weightings and scores are kept strictly confidential, to avoid tenderers attempting to manipulate the system.

Recruitment and employment information provided by the tenderers is also reviewed, but does not contribute to the tender assessment during this phase. If the tenderer is successful in winning the contract, the SC uses the information to conduct an ethical recruitment and employment audit.

The combined score and standardised evaluation system appropriately and objectively evaluate tenderers' levels of workers' welfare compliance and commitment. This approach has resulted in 18 tenderers being disqualified from a total of 68 tender inspections. Reasons for disqualification have included tenderers' proposed accommodation not meeting the SC's minimum level of compliance in areas such as:

- Over-density in bedrooms.
- Bathrooms and kitchen areas displaying a low level of cleanliness and hygiene.
- Poor fire and life safety within accommodation.
- Overall lack of proper facility maintenance.

Disqualified tenderers are informed that they did not pass the workers' welfare tender requirements and, as with all tenderers, receive a feedback report from the WW Unit indicating areas of non-compliance identified during the tender inspection. The workers' welfare evaluation of a disqualified tenderer remains on record with the SC for six months. Should that tenderer bid again for work with the SC during that period, they are re-assessed against the non-compliances identified during the first inspection. This provides the tenderer with motivation to make improvements based on the feedback report.

The development of this process was due to the recognition that most tenderers to the SC are not likely to be compliant to the WW Standards from the onset, and that a pragmatic approach is required. The SC will engage contractors who have the potential and willingness to improve their level of workers' welfare compliance, with the support of and in partnership with the SC. This practice of on-going engagement and collaboration is welcomed by contractors and has proved to be a viable mechanism for achieving sustainable improvements.

Corporate Services

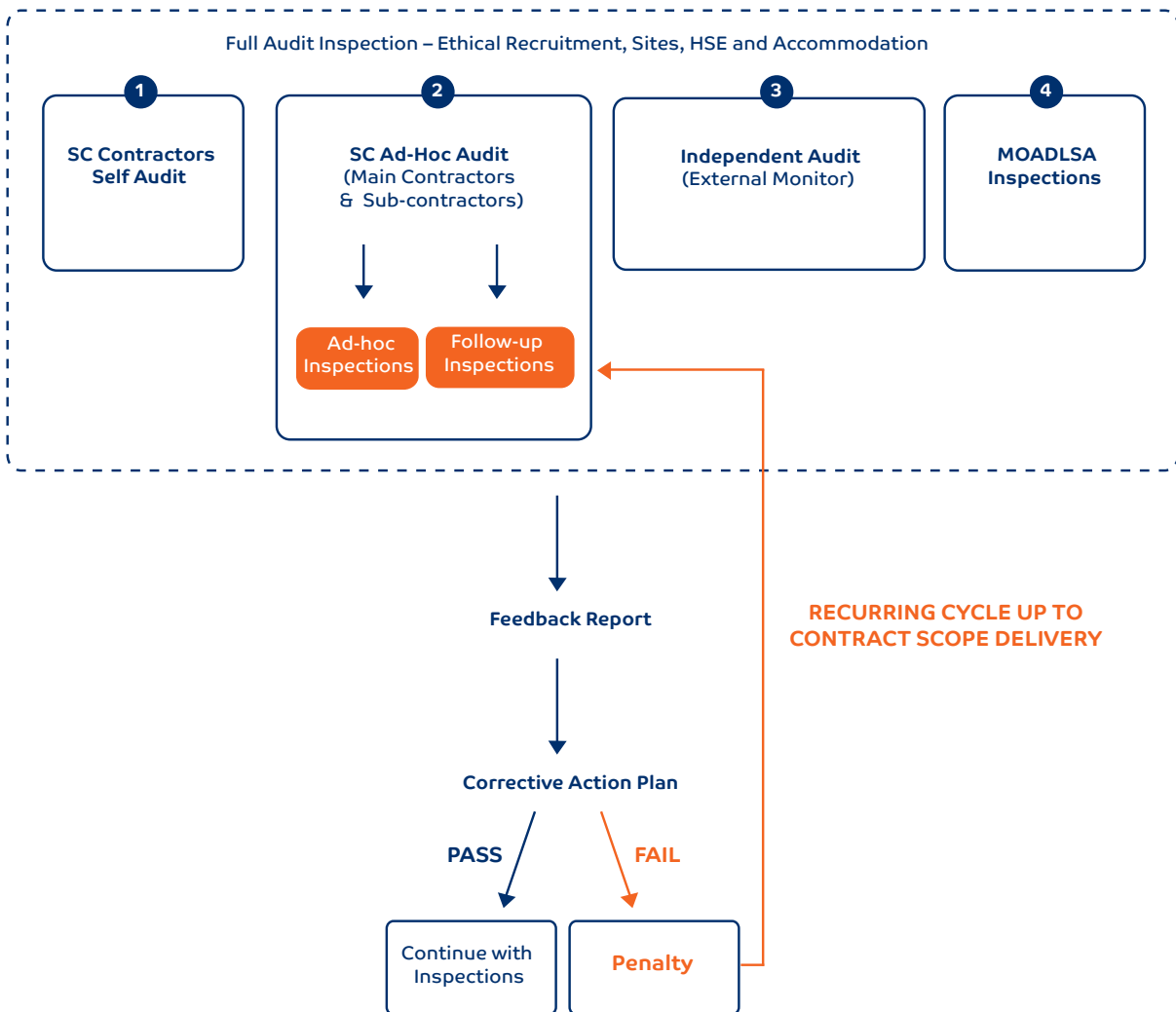
For corporate services contracts, each tenderer is required to submit a Workers' Welfare Commitment Statement signed by the tenderer's senior management, which confirms the tenderer's commitment to enforce and comply with the WW Standards. Technical evaluations are carried out on a pass/fail basis based on provision of the signed commitment statement. No tenderers for corporate services have been disqualified due to failure to meet the workers' welfare tender requirements.

Post-Tender and Auditing

All technical projects and manpower services tenderers that are awarded contracts with the SC are required to attend a project on-boarding meeting. Workers' welfare forms an integral part of the agenda. The WW Unit provides the contractor with comprehensive feedback from the workers' welfare tender assessment and briefs them on the on-going audit system. The contractor is reminded and advised that the SC is aware of the status of the proposed accommodation, due to the tender inspection process, and will therefore be able to assess the accuracy of the contractual self-audits required to be undertaken by the contractor.

In order to continuously measure and monitor contractors' compliance and progress against the SC WW standards, a four tier auditing system has been developed and will be fully functional in 2016. To date, levels one and two are active, while three and four are being finalised for execution in the coming year. The system is outlined in the Post-Tender chart on the following page.

POST-TENDER



1. Monthly Self-Audits (Active)

A monthly self-audit is a pre-requisite for processing contractors' monthly payment claims. This audit is conducted and submitted to the WW Unit, with a copy also sent to the relevant Stadium Project Manager. When the Audit Platform is rolled out, this process will be automated, which will help facilitate data capture and improve the efficiency of contractor self-audits.

2. Ad-Hoc SC Audits (Active)

In order to conduct the ethical recruitment and employment audit, the WW Unit visits contractors' head offices to inspect the relevant documentation and interview personnel. Following the head office audits and interviews, the WW Unit proceeds to conduct interviews with workers at their accommodation. During these worker interviews, information obtained at the head office about recruitment practices and employment conditions is verified in person, and personal experiences relating to the employment conditions and the recruitment process are discussed.

To ensure consistency at all times when performing ethical recruitment and employment audits, the WW Unit applies a rigorous methodology. This includes conducting one-on-one interviews, which are then verified against the robust checklist developed in alignment with the ethical recruitment section of the WW Standards. All audits are supported by photographs and documentation, and, in some cases, include audio and video recordings.

3. External (Third-Party) Monitor (Upcoming)

The SC is expected to appoint an external monitor by the end of the first quarter of 2016. The scope of the external monitor will be to undertake ad-hoc third-party audits of the SC's contractors and sub-contractors. The external monitor will periodically publish public reports, detailing the findings of these audits.

4. Ministry of Administrative Development, Labour & Social Affairs (MOADLSA) Inspections (Upcoming)

The Labour Inspectorate Department of the MOADLSA is working on enhancing its auditing capacity. They are increasing the number of labour inspectors and ensuring that they receive the appropriate training to fulfil their duties. The scope of the department's audits, which consist of on-site compliance checks, includes inspections on health, safety and occupational health, accommodation and labour. Inspections are conducted on a regular and on-going basis, and can also be triggered by a complaint.

The SC is strengthening its relationship with the MOADLSA, with the aim of including them as an active partner in the WW Standards audit process and will look to proactively inform MOADLSA of all new contractors coming to work on our sites.

Rectification Plans

For areas of non-compliance identified via any of the above audit mechanisms, contractors are required to submit a rectification plan – including due dates – for the SC's review and approval. The contractors must then implement the agreed rectification plan. If they fail to do so, the SC retains the right to apply any remedies set out in the contract. These remedies will be detailed in Edition 2 of the WW Standards, and include an entitlement for the SC to correct the non-compliance at the contractor's cost, blacklisting the contractor for any future SC projects and, in serious cases, terminate contracts.

SC Audit Tool

According to SC's current estimates, construction activity and the number of workers on SC projects is expected to peak in 2018. It is essential that the monitoring and enforcement mechanisms developed now are able to keep pace with projected growth. The SC must also ensure that it moves to a more streamlined and automated process, through which the capture, analysis and reporting of large amounts of data can be facilitated.

To enhance and automate the auditing process, the SC, in partnership with Aspire Zone Foundation, is currently designing and developing a unique IT solution based on the WW Standards. During the first phase of this Audit Tool's roll-out in early 2016, the system will enable main contractors to perform self-audits via a tablet or desktop application, and will provide more detailed and updated workers' welfare information to the WW Unit. It will also allow the WW Unit to access the employment records of any worker on an SC site. Subsequent phases will capture SC audits, in addition to adding audits on sub-contractors further down the supply chain.

Below and on the following page, examples of screens from the Audit Tool are shown. The images are for illustrative purposes only, and do not contain actual data relating to companies or accommodation sites.

Workers' Welfare John Doe

Project Umm Al Amad Camp 1

Selected Month: November 2015 Assessment due on: 30 November, 2015 Submission Status

Accommodation Survey Start Accommodation Photos Upload Employees List Upload

Ethical Recruitment Start Payroll Upload Sick Leaves Upload

Minutes of Meetings Add Starter Checklists Add

Accommodation Ethical Recruitment Minutes of Meeting Starter Checklists Files

Compliance Survey Summary Accommodation Photos

10% 60% 12% 12%

Complies Partly complies Does not comply Not applicable

Show: All Compliant Partly Compliant Not Compliant Not Applicable Category: All

Showing 1-25 from 171

1. Buildings Compliance Commitment Due

> The Contractor does, at its own expense, provide every Worker with three (3) meals per day, free of charge whether the Worker is at the Accommodation Site or the Site. 1 Dec 2015

✓ Movements of external vehicles inside the facility, like water tankers and waste removal tankers are instructed and monitored by the security staff. 1 Nov 2015

الجنة العليا للمشاريع والإرث
Supreme Committee for Delivery & Legacy



Workers' Welfare



John Doe



Project

Umm Al Amad Camp 1

Home > Accommodation > Umm Al Amad Camp 1

Selected Month
November ▼

Selected Year
2015 ▼

Assessment due on
30 November, 2015

Submission Status

Accommodation Survey Start	Accommodation Photos Upload	Employees List Upload
Ethical Recruitment Start	Payroll Upload	Sick Leaves Upload
Minutes of Meetings Add	Starter Checklists Add	

Accommodation Ethical Recruitment Minutes of Meeting Starter Checklists Files

Compliance Survey Summary

Accommodation Photos

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
First Room												
Dining Room												
Kitchen												
Bathroom												
Recreation (Indoor)												
Recreation (Outdoor)												
Hallway												
Bedroom												
Laundry												
Transport (Bus)												
Transport (Boarding)												



اللجنة العليا
للمشاريع والمراتب
Supreme Committee
for Delivery & Legacy

© 2016 Supreme Committee. All rights reserved.

Government Procedures & Tools

In 2015, the State of Qatar introduced several procedures aimed at tackling specific workers' welfare issues, all of which have greatly facilitated the SC's efforts on this front.

One such step was the introduction of the Wage Protection System (WPS) by the MOADLSA and the Qatar Central Bank (QCB). The electronic system monitors and documents the process of wage payments to workers at all organisations subject to Qatar's Labour Law. The aim of the initiative is to ensure that employers pay wages systematically and in a timely manner, as stipulated by the Labour Law.

The initiative requires all companies to register through their local bank. It provides MOADLSA with the information required to compare payments with official records, such as visa numbers, employment contracts and salary details, thus allowing the ministry to ensure that workers are being paid their salaries on time. A penalty system is in place to ensure that the system is implemented and updated as per the regulations.

In October 2015, Qatar's government announced Law No. 21 of 2015 on the Entry, Exit, and Residency of Foreign Nationals. This law has introduced positive measures such as the creation of a grievance committee to which foreign nationals can appeal if their employer does not issue an exit permit. Additionally, it requires the employer of a foreign national to renew the foreign national's residence permit within 90 days from its expiry. Otherwise penalties can be imposed. The SC will monitor the effect of these changes when they take effect at the end of 2016.

New inspection requirements for all buses and coaches have also contributed to the betterment of workers' lives. Introduced by the General Directorate of Traffic and in effect from 1 July 2015, the new requirements ensure the safety of passengers, other drivers and pedestrians. Some key features of the new requirements are the application of thermal insulators to windows, air conditioning and special blinkers for vehicles carrying more than fifty passengers, along with other vehicle safety measures in line with GCC specifications and standards.

The SC has incorporated these requirements into Edition 2 of the WW Standards, therefore ensuring that all contractors on SC projects are complying with the Directorate's new inspection requirements and safeguarding their workers as they travel to and from their work sites.

Workers' Welfare Forums (WW Forums)

The WW Standards require each contractor to establish a WW Forum within their accommodation. Workers within each accommodation site nominate representatives to attend a monthly forum meeting, which operates as a safe environment for workers to raise matters of concern and have them addressed and resolved.

The SC receives reports outlining the grievances and needs raised, in addition to the actions identified and implemented by the contractors to resolve the issues. Recurring themes relate to food and beverages, facilities, services, maintenance and personal development. From these over-arching themes, issues range from wanting a wider variety of options at meal times and requesting additional recreational facilities to proposing that more training and development opportunities be organised. In more than 70% of cases, contractors have addressed issues immediately. In cases where immediate resolution is not possible, longer-term mitigations are put in place.

In addition to WW Forums, and as described in the Procurement Procedures & Audit Process section of this report, the SC undertakes worker interviews as part of our Ad-Hoc Audits. The majority of all recruitment and employment grievances identified to date have come through this channel. The addition of the Project Workers' Welfare Officer mandated in Edition 2 of the WW Standards will provide yet another avenue for site-specific issues to be raised and addressed.

Moving forward, the SC will continue to review its approach to grievance capture and reporting. We want to ensure that we do not develop an over-reliance on forums that require workers to take the initiative and report matters. This is particularly important as the number of workers is expected to increase substantially during the next two years. To that end, the SC has identified one platform currently being funded by Humanity United. We are also aware of a mobile phone-based tool in multiple languages being developed by Caravan Studios and CH2M Hill, which will allow workers to provide confidential feedback on living and working conditions in destination countries, thus enabling project managers and contractors to be more responsive to workers' concerns.

Stakeholder Engagement

Collaboration, dialogue and productive consultations are core elements of our philosophy and our practices as they relate to workers' welfare. The SC has benefited in many ways from the continuous engagement that it maintains with local and international stakeholders. We look forward to increasing engagement in 2016 and in the years to come.

The SC is in close contact with FIFA, providing the organisation with opportunities to visit stadium sites and contractors' accommodation sites during their regular visits to Qatar.

We continue to engage with various NGOs and to brief high-level delegations on our workers' welfare progress. In 2015, this included the International Labour Organisation, Building & Wood Workers' International and the Institute for Human Rights and Business, with which we discussed progress regarding the WPS, the WW Forums and our workers' welfare auditing system. We also hosted governmental and business delegations from Germany, the US, Bulgaria and Pakistan, amongst other countries.

In 2015, we facilitated several site visits for international media outlets, including but not limited to:

- Agence France Presse (AFP)
- Associated Press (AP)
- Bloomberg
- Wall Street Journal
- British Broadcasting Corporation (BBC)

Other outreach and engagement initiatives included attending a meeting with Qatar's National Human Rights Committee (NHRC) and with representatives of countries with a large number of workers in Qatar. The meeting addressed several challenges, including the implementation and functioning of the WPS, relationships between employees and their managers and devising better means of communication in what are often multi-lingual environments. The meeting was attended by representatives of the Nepalese, Sri Lankan, Bengali and Filipino communities, in addition to representatives from Qatar Foundation, MOADLSA and The Solidarity Centre. It was very productive, providing representatives from countries sending workers to raise concerns with high-ranking officials in Qatar. Findings based on discussions during the meeting can be used as a baseline against which progress on workers' welfare can be measured.


The WW Unit continued to attend monthly Karama Stakeholder meetings. The Karama Initiative was established in 2010 by Qatar Foundation. It is a working committee which examines all aspects of a workers' employment cycle. Since its establishment, its membership has grown to include Qatar Foundation, Msheireb, Qatargas, CH2M Hill, Qatari Diar Vinci Construction, Qatar Rail, Ashghal, the SC and the MOADLSA. These parties meet on a regular basis to share information and best practices and to develop initiatives aimed at improving workers' welfare in Qatar in a holistic manner. Companies, universities and other speakers are regularly invited to present on their areas of expertise, enabling knowledge sharing and transfer.

Finally, the SC participated in Tech Camp Nepal following an invitation from the US Department of State and organised by Humanity United. The three-day event brought together global technology companies to develop ways to reduce the exploitation of Nepali workers.



3

Compliance
Update



As outlined in the previous two Compliance Reports, the SC understands that achieving full compliance with our WW Standards cannot be our sole focus. Rather, we aim to ensure that all parties are making continual improvements, and that the basic and fundamental rights of workers on our projects are being respected. Additionally, the SC acknowledges that it cannot expect to be completely immune from violations, as no system is perfect. Our aspiration, therefore, is not to be assessed based on violations, but on the overall response to violations and the genuine progress in addressing the structural issues at the heart of the problem.

The SC has been carrying out comprehensive compliance audits of all sites populated by our workforce, in partnership with our main contractors. The Compliance Overview table represents the identified ‘status towards compliance’ of all sites inspected during the period covered by this report. Due to the varying lengths of contracts, some workforce data has been excluded, as it is not readily available.

The below color indicators identify levels of compliance with our WW Standards as of the last audit performed in 2015.

- Green:** High level of compliance (further rectifications may still be required)
Amber: Medium level of compliance (further rectifications will be required)
Red: Low level of compliance (significant rectifications will be required)

Al Wakrah (Delivered by the SC)			
Construction Phase (Dec 15) - Early Works			Comments
Enabling Works Contractor	HBK	Green ¹	<ul style="list-style-type: none"> • High level of compliance by Main Contractor • Initially self-cooking, contractor changed to free catered food in the accommodation and on-site • Implemented a WW Forum • First aid room better equipped and registered, as per legal requirements • Privacy curtain, tag boards, bedside tables and bedside lamps were implemented • On-site workers' welfare facilities were improved • Contractor took initiative and appointed another Workers' Welfare Officer for the site, in addition to the existing Workers' Welfare Officer at the accommodation
Sub-Contractors	1	Amber ¹	<ul style="list-style-type: none"> • Needed improvement in recreational and gym facilities as well as catering arrangements. Bunk beds were removed and single beds introduced.
Qatar Foundation Stadium (Delivered by Qatar Foundation)			
Construction Phase (Dec 15) - Early Works			Comments
Enabling Works Package 2	Active Consolidated Contracting Company & Teyseer	Amber ³	<ul style="list-style-type: none"> • Bunk beds are being used in some of the rooms in isolated cases • Occupants were smoking inside the building and no designated smoking areas were found outside the building • Pest control issues • Some of the smoke detectors had temporary plastic covers in place • Contractors have made a commitment to correct the outstanding items as part of the Rectification Plan
Al Bayt Stadium - Al Khor City (Delivered by Aspire Zone Foundation)			
Construction Phase (Dec 15) - Early Works			Comments
Early Works Contractor	Bin Omran Trading & Contracting	Green ¹	<ul style="list-style-type: none"> • Key areas of standards were compliant, although some remedial actions were required to achieve high compliance • Sq. meters per person was not as per WW Standards • Shading between buildings were installed and two TV rooms were implemented • A WW Forum was introduced • Wi-Fi was installed at certain areas within and around the accommodation and a computer room was installed where ictQatar provided computers and training through the 'Better Connections Programme'

Khalifa International Stadium (Delivered by Aspire Zone Foundation)			
Construction Phase (Dec 15) - Refurbishing			Comments
Main Contractor	Midmac	Green ¹	<ul style="list-style-type: none"> High level of compliance by Main Contractor Implemented a WW Forum Sourced a new accommodation and designed it based on the SC WW standards Currently building a new accommodation facility
	Six Construct	Amber ¹	<ul style="list-style-type: none"> Improvement was required in medical facilities provided to workers. An action plan has been implemented
Sub-Contractors	7	Green ²	<ul style="list-style-type: none"> Contractors were based in Labour City which achieves a high level of compliance
	6	Amber ²	<ul style="list-style-type: none"> Density issues and poor facility management. Rectification plan is to move to Barwa, which is the first step to achieve a high level of compliance
	30	Red ²	<ul style="list-style-type: none"> Sub-contractors were appointed with no prior WW assessment Self audits submitted by these subcontractors assessed themselves fairly as having low level of compliance The SC is working with main contractor to develop remedial solutions A number of these subcontractors will be relocated to Barwa-al Baraha in early 2016 Other contractors will be required to develop rectification action plans or be removed from site
Lusail Stadium (Delivered by the SC)			
Construction Phase (Dec 15) - Early Works			Comments
Early Works Contractors/Geo-Tech Contractors	Galfar Al Misnad	Green ²	<ul style="list-style-type: none"> Non-compliance with regards to kitchen hygiene and fire and life safety were identified at one of the contractors' accommodation. This was remedied by installing a fully operational fire alarm and monitoring system
	Fugro	Amber ¹	<ul style="list-style-type: none"> Absence of recreational areas were identified. This could not be rectified due to building footprint limitations and design of the accommodation. As such, the contractor undertook to provide transport to sport facilities
Sub-Contractors	1	Amber ¹	<ul style="list-style-type: none"> Needed improvement in recreational and gym facilities as well as catering arrangements Recreation facilities, room density issues, ratio of washrooms per person was too low

Al Rayyan Stadium (Delivered by the SC)			
Construction Phase (Dec 15) - Deconstruction Works			Comments
Enabling Works Contractors	Bin Omran Trading & Contracting	Green ¹	<ul style="list-style-type: none"> Feedback report was provided and improved recreational and gym facilities as well as catering arrangements were provided
	Manco	Amber ¹	<ul style="list-style-type: none"> Bunk beds were removed and new cupboards were installed. Gym facility was implemented. Computer room and Wi-Fi introduced Recreational area upgraded
Sub-Contractors	1	Amber ¹	<ul style="list-style-type: none"> Needed improvement in recreational and gym facilities as well as catering arrangements Recreation facilities, room density issues, ratio of washroom per person was too low

SC Headquarters ⁴ (Managed by the SC)			
Construction Phase (Dec 15) - N/A			Comments
Operational Contractors	Service Provider	Amber ⁴	<ul style="list-style-type: none"> Non-compliance related to room density issues, and ratio of wash facilities per person was too low. An aggressive rectification plan was initiated, including employees to be relocated into newly built accommodation and a reduction in density per room to the correct washroom ratio No indoor or outdoor recreational areas were available, so contractors undertook to provide transport to such facilities Wi-Fi was not available to employees but proof was submitted that they have applied through the network provider and it was later installed
	Service Provider	Red ⁴	<ul style="list-style-type: none"> Some accommodation designs have hampered the implementation of certain requirements, but there were options to overcome this via alternatives agreed with the contractor
	Service Provider	Red ⁴	<ul style="list-style-type: none"> Aggressive rectification plan focusing on showers, general housekeeping and hygiene. No sport and recreational facilities, no TV room and no Wi-Fi

¹Results based on SC Audit.

²Results based on Contractor Self-Audit.

³Contractors appointed by Qatar Foundation (QF) are contracted to the QF Mandatory Standards of Migrant Workers' Welfare. QF prepared its own feedback reports, which are provided to the SC, after which the SC may perform its own audits on these contractors.

⁴Not contracted to the WW Standards as appointment pre-dated this. Nevertheless, the SC has audited and provided feedback to each of these contractors.

Health & Safety

Within the SC's 'Work Safe, Deliver Amazing' framework, the safety and welfare of all workers on SC sites is of utmost importance. Whilst health and safety is everyone's responsibility, the Health Safety & Environment (HSE) team within the Technical Delivery Office has overall responsibility and oversight of health and safety execution across the SC programme.

The HSE team utilises a robust system to report site safety incidents and occurrences, as per the legal HSE reporting requirements of Qatar. The system, 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.

Key safety statistics for the period from April to December 2015 are shown in the graphic below.




In addition to high-level statistics, the HSE team captured all reportable work-related incidents for the same period, in accordance with RIDDOR. The six incidents were:

- April 2015 – left wrist fracture and facial injury requiring stitches following a fall from approximately 2.5m scaffolding
- September 2015 – hand injury sustained during assisting in the erection of a scaffold platform
- October 2015 – fractured left forearm when incorrectly using a scaffolding pipe to adjust and align plywood shutters
- October 2015 – talus fracture of left ankle following a fall off the second rung of a ladder
- November 2015 – fractured finger after jackhammer became wedged in concrete and, after removal, the operator was unable to control the descending movement
- November 2015 – very top of finger severed when finger was caught between two steel beams being moved into position

The nature of the above incidents demonstrates the need for additional skills and safety training for workers on SC sites, which will be addressed by the SC's Workers' Skills Training Centre, which is currently under development.

Unfortunately, two additional non-work related incidents were recorded for that period. In October 2015, a 52-year-old



Indian painter working on the Khalifa International Stadium site suffered cardiac arrest during lunch at one of the site's dining halls. The worker received immediate medical treatment, in line with the site's emergency response procedure, and was taken to a nearby hospital. He passed away in the hospital later that evening, following emergency surgery. The SC's investigation into the handling of the matter found that the response was in compliance with site emergency response procedures.

In January 2016, during the period when this report was being compiled, a 55-year-old Indian worker employed as a heavy goods driver was taken to a Doha medical facility after suffering a heart attack in his accommodation. He sadly passed away later that evening.

In both cases, the SC ensured that appropriate procedures were followed for the repatriation of the remains and payment of the final benefits to the employees' families.

Investigations into both incidents confirmed that work duties were not a contributory factor. In line with international health and safety standards adhered to by companies operating across the world (including the United Kingdom and United States), the incidents were recorded as non-construction-related fatalities.

Construction Sites

In order to carry out the on-site inspections, the SC developed a checklist, a short extract of which appears below, which covers the mandatory requirements for any construction site related to the SC's stadium delivery. This includes drinking water, washing and sanitary facility, dining area and medical facility requirements, amongst other areas. The full checklist, which relates to Edition 1 of the WW Standards and will be updated and replaced following the release of Edition 2, is utilised to ensure that contractors on-site comply with the WW Standards.

EXTRACT OF SC SITE WELFARE AUDIT CHECKLIST

Date Of Audit:			
Contractor's Name:			
Auditors:			
Site Name & Address:			
INSPECTION ITEM: SITE WELFARE	Complies	Partially Complies	Does Not Comply
Buildings			
Air Conditioning is installed in all habitable buildings occupied or used by Workers on Site in accordance with ASHRAE Codes and Standards and all windows, doors and ventilation openings in all habitable buildings is equipped with insect screens.			
Pest control measures are implemented in all site offices, mess areas, washing and sanitary facilities.			
Drinking Water			
Cooled drinking water shall be provided in Site offices, mess areas, field rest shelters and at other suitable points to ensure every Employee is within a three (3) minute walk from a water station.			
Drinking water shall be marked "Drinking Water" in the Prescribed Languages.			
The Contractor and Major Sub-Contractor shall ensure that the water is of 'wholesome' quality and free of all contaminants.			
The Contractor and Major Sub-Contractor shall install water filters, chlorinators and disinfection units and ensure that water storage tanks are cleaned and maintained.			
Washing Facilities			
Every Site where a Worker is employed for more than four (4) consecutive hours shall have washing facilities.			
Rooms containing washing facilities shall have sufficient exhaust ventilation to remove foul air and moisture in accordance with ASHRAE Codes and Standards.			
The walls and floors of rooms containing washing facilities shall be finished with impervious wipe clean surfaces in order to maintain them in a hygienic condition.			
On Sites employing up to twenty-five (25) Workers of the Contractor or Other Contracting Parties, washing facilities shall include one (1) washbasin, plus one (1) extra washbasin for every additional twenty-five (25) Workers.			
On Sites employing more than one hundred (100) Workers of the Contractor or Other Contracting Parties, washing facilities shall include four (4) washbasins, plus one (1) extra for every additional fifty (50) Employees.			
Consumables such as liquid hand soap and paper hand towels shall be available in accordance with use and refilled as soon as reasonably possible.			

Khalifa International Stadium

Khalifa International Stadium is being delivered by Aspire Zone Foundation. A Midmac/Six Construct joint venture was appointed in April 2014 to undertake the total renovation, construction, completion and maintenance of the stadium at Aspire Zone.

Khalifa International Stadium has a high standard of on-site workers' welfare facilities, including a comfortable, air-conditioned dining hall, numerous rest areas and catered meals served during workers' shifts to contractor and sub-contractor staff. A Supreme Council of Health-registered nurse is also available, along with an on-site first aid clinic.



Khalifa International Stadium site dining areas

Al Wakrah Stadium

The enabling works contractor implemented a temporary on-site dining facility to cater to its workers and sub-contractors' workers for the short duration of the contract. The facility was air-conditioned and of a good standard. A site nurse and first aid clinic were also available.



Al Wakrah Stadium site dining areas

Workers' Accommodation

Khalifa International Stadium

Midmac's accommodation is located in the Industrial Area of Qatar and accommodates around 1,200 workers. The accommodation is fitted out to the specifications set out in the WW Standards, thus creating a healthy and safe living environment for those workers employed on the Khalifa International Stadium site. Facilities available at the accommodation site include:

- Free laundry service
- On-site catering prepared by an in-house caterer, which also delivers food to workers at the stadium, where they receive fresh, hot meals in one of two large dining halls
- Cleaning services for common areas and bedrooms
- Shaded rest facilities
- Full-time medical doctor
- Indoor sport and recreational area
- Free wifi
- Barbershop
- TV rooms
- Convenience store in close proximity



Midmac accommodation

The Midmac/Six Construct joint venture contracted the Eversendai group to perform steel works on Khalifa International Stadium. Following an accommodation inspection by the joint venture in early 2015, Eversendai was instructed to either substantially improve its workers' accommodation or relocate its workers. Eversendai chose to relocate, and, in April 2015, began the process of moving its Khalifa International Stadium workers to Barwa Al Baraha. This was a positive move, as Barwa Al Baraha is a newly-built facility which provides catered food, laundry services and recreation areas, amongst other amenities. This is an example of the SC's WW Standards enhancing the lives of workers, providing them with better standards of accommodation than their previous facility.



Lusail Stadium

Galfar Al Misnad was appointed the early works contractor on Lusail Stadium. Its accommodation is located in Umm Salal, and is an older facility consisting of single-level portacabins. The WW Unit performed an audit on the nominated accommodation and discovered areas of non-compliance with regard to kitchen hygiene, fire and life safety and bedroom requirements. The contractor and the WW Unit then agreed on a rectification plan. In addition to meeting all requirements set out in the rectification plan, the contractor went above and beyond by installing a sewage treatment plant, using the treated water for green areas and flushing. In order to address points raised in the rectification plan, the contractor carried out the following:

- Installed a complete firefighting system throughout the accommodation
- Upgraded all facilities throughout, although only 45 workers living there were employed on the Lusail Stadium project at the 950-bed accommodation site
- Provided shading between living areas
- Installed new individual cupboards with lockable storage
- Laid aggregate between living units

The facility also has a full-time doctor, who informed part of the initial design of the registered clinic, which includes a full emergency room and a separate room with multiple beds for out-patient care.



Medical facility at Galfar Al Misnad accommodation



Galfar Al Misnad bedrooms before



Galfar Al Misnad bedrooms after



Galfar exterior before



Galfar exterior after

Al Wakrah Stadium

HBK Contracting Co. was appointed in May 2014 to commence enabling works on the Al Wakrah Stadium site. The contractor accommodated their workers for the project in a compound called Ezdan 40, which was located very close to the project. The compound consists of approximately 40 villas, of which HBK rented 18. In addition to the villas, the compound has central recreational areas, a Mosque, a gymnasium, a swimming pool and a small shop. HBK implemented the WW Standards at the accommodation site, with services including a computer room, catered meals and a full-time doctor to look after the workers' health. Following HBK's implementation of the WW Standards within the compound, other companies who rented villas within the compound began voluntarily implementing similar upgrades.



HBK Exterior



HBK Medical facility



HBK Computer room



HBK bedrooms

Al Bayt Stadium and Al Rayyan Stadium

The SC worked closely with Bin Omran Trading Company following their appointment as early works contractor on Al Bayt Stadium. Bin Omran improved their accommodation by adding:

- Recreational facilities
- Shading between accommodation blocks
- Water cooling mechanism
- Aggregate in outdoor areas for dust suppression

Many of these improvements were documented in our first Semi-Annual Compliance Report. They benefited all 815 workers living at that accommodation, although only around 180 worked on the SC project. They continue to benefit workers on Al Rayyan Stadium, for which Bin Omran serves as civil works contractor.

In addition, Bin Omran is in the process of constructing a new accommodation facility which meets the WW Standards. It is expected to be completed in the first quarter of 2016. The WW Unit is in close contact with Bin Omran regarding the completion of this facility.

CONTRACTOR IN FOCUS - Nakheel Landscapes

In July 2015, Nakheel signed a contract with Aspire Logistics to establish a turf farm for the testing of various types of turf for use in stadiums.

Although Nakheel was an existing Aspire contractor, for the maintenance and development of green spaces at Aspire Zone, this was not a project to which the WW Standards applied.

However, since the award of the turf farm project and a separate project for the development of temporary training pitches at Al Rayyan Stadium, Nakheel has come under the scope of the WW Standards.

The first audit of Nakheel conducted by the WW Unit revealed significant challenges in the nominated accommodation. A large number of these challenges related to poor maintenance of the accommodation by the landlord, which Nakheel had been trying to resolve. After the results of the inspection were provided to Nakheel, its management decided to relocate workers to Labour City, which immediately and significantly improved their living conditions. Although only 140 Nakheel employees work on SC-related projects, Nakheel has relocated approximately 1,200 workers to Labour City. It has set a goal of moving the majority of its 4,000-strong workforce to Labour City by the end of the first quarter of 2016.



Nakheel bedroom



Nakheel computer room

In addition to this positive step, Nakheel launched an Employee Consultation Procedure (ECP) on 1 December 2015. Signed by Nakheel's managing director, the ECP sets out a process for employee representation, based on candidates nominated for election. Thirteen candidates were nominated in the last cycle. On 24 December 2015, elections were held, resulting in five workers' representatives being elected.



In addition, non-compliance with recruitment requirements contained in the WW Standards were identified during the SC's audit. A large number of workers were found to have paid recruitment fees to agents in their sending countries. This information was passed on to Nakheel, which is now working with the SC to address the issue by improving Nakheel's recruitment practices. In December 2015, Nakheel also ensured that workers had possession of their passports, and received signed acknowledgements of this from every worker. In addition, documents reviewed at the time of the audit indicated that Nakheel pays employees on time.





4

Challenges

As with any complex multi-faceted programme, implementation of our WW Standards presents many challenges. The SC has always been of the view that such challenges represent opportunities for continuous improvement and for further consultation with our stakeholders. This way, appropriate remedies are identified and implemented on an on-going basis.

Information

Accurate data is required to identify, rectify and prevent issues from re-occurring. In this regard, a lack of information, reliable statistics and research within Qatar has been an on-going challenge. The SC is considering ways to improve this. The first way in which the SC has chosen to address this challenge is through the development of the Research & Planning function within the WW Unit. The Research & Planning team will conduct and commission research, analysis and assessments in order to enhance the availability and management of workers' welfare-related information. The team will also create mutually beneficial partnerships with universities and research institutes, beginning with Qatar University (QU), through which specific research projects that the SC can benefit from will be undertaken. For example, based on mutual interest and desire to advance the national agenda in the areas of labour and migration, the SC and QU opted to collaborate to build a world-class workers' welfare research and evidence hub for understanding and promoting workers' welfare in the State of Qatar. The partnership aims to understand and investigate all aspects and issues through the entire cycle of migrant workers' experiences: from recruitment, pre-departure and orientation in the labour-exporting countries, to the protection of welfare and rights in Qatar, and, finally, repatriation.

The IT Audit Platform, outlined in the Governance & Procedures Progress section of this report, will also assist the SC in addressing this challenge. The platform is expected to act as a repository for all information relating to workers' welfare on SC projects, including audit and inspection information, WW Forum data, new starter checklists and detailed worker information. This information, which will be updated and enhanced on a continual basis, will provide the SC with an up-to-date and comprehensive view of workers' and the issues they face. It will be in place long before the SC is expected to reach its peak in terms of number of workers on SC projects.


Other initiatives that the SC plans to undertake are the addition of more on-the-ground activities to engage with workers, such as worker interviews, allowing the SC to proactively collect relevant data and information. Closer collaboration with NGOs is also planned, so that the SC can leverage the information collected during their fieldwork and analysis to supplement our planning and further educate workers about their rights in Qatar.

Ethical Recruitment & Employment

Contract Substitution & Recruitment Fees

The SC is aware of serious issues regarding recruitment practices of workers entering Qatar, the most common being contract substitution and payment of recruitment fees by workers. This is not an issue the SC can address in isolation. We are therefore engaging with NGOs and other interested parties to develop cohesive and innovative ways to address this on-going issue.

Internally, the SC continues to track the recruitment and employment practices of contractors on SC projects, in order to verify that these practices comply with the WW Standards. Awareness and education amongst workers, agents and employers is also a priority, to ensure that all parties understand their rights and obligations throughout the process. The SC therefore plans to run briefing sessions for all workers, Project Workers' Welfare Officers, and Workers' Welfare Officers within the accommodation, so that they are better informed of the process and their roles and rights within it.



Addressing these challenges requires a collaborative, multi-lateral approach. The SC will continue to engage with key players involved in this issue, in order to benefit from best practice and lessons learned. Additionally, we plan to visit sending countries, where our WW Standards will be presented to agents and others involved in the recruitment process at the point of origin.

Late Payment of Wages

Late payment of wages has been a problem in Qatar for some time. As detailed in the Governance & Procedures Progress section of this report, it has now been addressed at a national level by the Qatari government's introduction of a WPS.

Confiscation of Passports & Residence Permits (RPs)

Previously, the SC had agreed to a system whereby passports could be kept in the accommodation office, provided that workers gave signed consent for this to take place. During audits, the SC uncovered instances where consent forms may not have been voluntarily signed, therefore it was determined that this process could still potentially lead to workers' abuse. We have therefore abandoned this practice, requiring instead that all workers maintain possession of their passports. Edition 2 of the WW Standards mandates contractors to provide individual, lockable storage facilities in which workers are able to store their passports and other personal documents.

To ensure compliance, the SC will continue its monitoring activities through the multiple initiatives described in this report, including, but not limited to, audits, inspections, interviews with workers and by using the data collected in the Audit Tool.

A related challenge is the delayed issuance and expiry of RPs, a form of documentation required for all non-Qatari citizens to enjoy legal residence in Qatar. Again utilising the Audit Tool, the SC intends to capture the expiry dates of the RPs of all workers on SC sites, and to actively monitor and follow up to ensure that their RPs are issued and renewed in a timely manner.

Supply Chain Management

The WW Unit is focusing on the identification and assessment of global trends in social compliance within supply chains, and considering how to apply these findings to the SC's operating environment. Global lessons learned point to the fact that a highly de-centralised construction model creates risks, due to the large number of sub-contractors engaged on projects. These sub-contractors often sub-contract parts of their work, creating multiple complex layers within the supply chain.

The Qatari market relies extensively on the use of labour supply companies, which exist solely to provide labour to contractors and sub-contractors. As identified by various NGOs and other organisations, workers at this level in the contractual hierarchy are arguably the most vulnerable to potential labour abuses. The SC recognises that it needs to have greater oversight of the use of sub-contractors and labour supply companies across its sites, and to ensure that all parties involved are fully aware of their workers' welfare responsibilities.

This is being addressed via heightened collaboration within the SC and with our contractors, to develop and execute a more uniform and transparent process for hiring and tracking workers on SC sites. The SC is also considering a requirement whereby our contractors will adopt a model similar to the SC's tender process, potentially with SC oversight, to ensure the screening and assessment of the welfare of all sub-contractors' workers prior to their commencing work on SC projects.

In addition, we are confident that the database function of the Audit Tool will allow for enhanced management of our supply chain's workers' welfare responsibilities.

Medical Care

On the SC's projects, challenges related to medical care include both access to and securing workers' medical histories, which is often a pre-requisite for treatment.

The Supreme Council of Health has reported delays in the issuance of health cards and the registration of on-site medical practitioners and medical offices. The SC is tackling this by closely monitoring the monthly reports we receive from our contractors, which provide updates on the status of the workers' health cards, and working with contractors to rectify any issues and delays. If required, the SC will raise concerns directly to the appropriate government authorities, ensuring that all health cards are received in a timely manner.

Another issue related to medical care is the requirement that all workers entering Gulf countries are required to undergo a medical check at a Gulf-Approved Medical Centre Association (GAMCA) facility in their home country prior to working in the Gulf. Only GAMCA-approved medical certificates can be accepted by immigration authorities in the receiving Gulf country. However, documentation indicates that the process can be circumvented through the use of forged medical reports, for example. As valid medical certificates are vital to ensuring that workers entering Qatar are healthy and fit for duty, the SC will continue to elevate these issues to the relevant authorities, ensuring that remediation is being carried out.

Full compliance with the use of GAMCA facilities for medical checks for incoming workers, in addition to utilising the results of better health surveys, will allow for the collection of more meaningful data on the subject and allow appropriate efforts to be made to ensure adequate access to medical care.

Transport

The provision of safe and efficient transport has been a challenge for contractors in Qatar. As detailed in the Government Procedures & Tools section of this report, the General Directorate of Traffic recently implemented a new set of regulations for buses and coaches, which aims to tackle this long-term challenge by imposing specific vehicle safety regulations on all vehicles carrying 11 or more passengers. For its part, the SC has included a requirement in Edition 2 of the WW Standards that contractors must comply with these requirements. With the General Directorate's support in monitoring and enforcing these requirements, improvements in workers' transportation are expected to be fast-tracked.

Accommodation Distance and Travel Time

Travel times from workers' accommodation to work sites remains a challenge. Improvements in one area can lead to a negative consequence elsewhere. For example, workers on Al Bayt Stadium in Al Khor who currently live in the new Labour City accommodation benefit from quality facilities, but are required to travel approximately 45-60 minutes to get to and from their accommodation every day.

Due to the limited amount of acceptable labour accommodation facilities, such compromises are currently unavoidable. The situation will improve as more completed government-built labour accommodation becomes available to the market. On behalf of the government, the Ministry of Municipality & Environment has started to award build, operate and transfer contracts to developers for permanent worker accommodation facilities, which will provide more options and allow contractors to rent accommodation closer to their work sites in the future. The locations and capacities of these accommodation facilities are listed below. Construction has begun on the first of at least five new worker accommodation facilities.

Location	Gross Area (Ha)	Bed Space Capacity
Umm Slal	101	24,000
Birkat Al Awamer A	96	28,000
Birkat Al Awamer B	90	28,000
Umm Ghweilina	100	28,000
Al Wakrah	85	28,000
Al Khor	123	28,000
Al Shamal	69	15,000



5

The Way Forward

Addressing labour issues on a project at the scale of the 2022 FIFA World Cup™ stadium construction programme requires attention both to the standards created for contractors to follow and to the inspection and enforcement regime by which those standards are enforced. In 2015, the SC greatly improved its ability to achieve its workers' welfare-related goals, ensuring that both the contents and enforcement of the standards are addressed effectively. We have focused our efforts on further refining our WW Standards, which had already received acclaim and endorsement from multiple NGOs, and on further developing a robust monitoring and enforcement programme.

While we believe the SC is making steady progress, we acknowledge that there is more to be done and we remain committed to building on our past achievements in the coming year. One major challenge will be to design and implement a more cohesive and strategic approach to workers' welfare which addresses our current challenges and limitations while identifying opportunities for multi-stakeholder plans to improve workers' welfare.

Our key focus areas in 2016 will be:

- Rolling out and further developing the Audit Tool mentioned throughout this report, which will enable the SC and its contractors to generate more accurate, streamlined and immediate insights into the implementation of the WW Standards.
- The release of Edition 2 of the WW Standards, in consultation with FIFA, contractors and several NGOs.
- Appointing an External (Third-Party) Monitor in order to fully implement the four-tier audit system detailed in this report.
- Identifying and deploying innovative technologies and other solutions which will have a positive impact on workers' lives.
- Commencing operations of the SC Workers' Skills Training Centre, a specialised centre offering soft and hard skills training to all workers on SC projects, including induction upon arrival in Qatar, skills assessment and training, and adult basic education to improve skills in areas outside of the workers' direct job requirements.
- Expanding record keeping and data capture via the newly established Research & Planning function and other mechanisms outlined in this report.
- Enhancing coordination between the SC and local and international entities, including key advances with MOADLSA for the betterment of workers' welfare throughout Qatar, and working with partners to improve contractor audit programmes and reporting.
- Hiring additional inspectors to account for growing demand and to ensure that the team is able to deliver and implement rectification plans for all issues.

The SC has always stated that time and effort is required to continuously enhance the welfare of our workers. We continue to believe that pro-active engagement, research and an open and transparent approach will allow us to make significant progress in bettering the lives of workers in Qatar, establishing a genuine social legacy of lasting workers' welfare reform for the first FIFA World Cup™ in the Middle East.

Workers' Welfare