

Second Annual Workers' Welfare Progress Report

January 2016 – February 2017



اللجنة العليا
للمشاريع والريث
Supreme Committee
for Delivery & Legacy

رعاية العمال
Workers'
Welfare



Letter from the Secretary General

The health, safety, security and dignity of all workers employed on our projects are of the utmost importance to the Supreme Committee for Delivery & Legacy (SC). We firmly believe that public reporting of our activities in this area enhances our ability to ensure the wellbeing of our workers. Our commitment to the principles of transparency and accountability is underlined by this latest Workers' Welfare Progress Report, which covers the period of January 2016 – February 2017 and provides a detailed explanation on our processes and policies, on what worked well and on what we need to improve.

The period covered in this report saw numerous important developments, with particular regard to auditing and inspections. We appointed a third party independent monitor – Impactt Ltd – who recently published their first SC compliance report. Impactt reviewed our Workers' Welfare Standards and assessed contractors' and subcontractors' compliance against them. Impactt's monitoring noted excellent compliance in the areas of working conditions relating to health and safety, contracts and administration, and living conditions, including accommodation, food and medical care.

While the report also pointed out areas where we must be more robust in our monitoring, it is encouraging that Impactt noted contractors' 'impressive ability to improve' upon being notified of non-compliance matters. We have committed to an approach that seeks to encourage our contractors and partners to understand the long-term benefits of improving their standards on workers' welfare issues. Evidence of this approach bearing fruit includes improved compliance from contractors, with some even committing to apply the SC's standards to their accommodation and worksites on projects unrelated to the FIFA World Cup™.

In November, the SC entered into a landmark agreement with the global union federation Building and Wood Workers' International (BWI). This agreement commits both parties to improving the health and safety of all workers engaged on tournament projects and compliance to international standards.

Through a joint working group, BWI and the SC have already carried out joint inspections covering construction sites and accommodation. Working with BWI provides us with the opportunity to benefit from an organisation with vast experience in the field. It also signals our commitment to openness, transparency and accountability to the international business and human rights communities.

Our Workers' Welfare department was also expanded throughout the period covered in this report, in order to better address the workload as our construction projects accelerate and the number of workers

employed on them increases. To date, we have 12,367 workers on our projects, on eight construction sites, with a total of 53 million man-hours worked. Our team spent 2,200 hours auditing ethical recruitment issues, 1,400 hours inspecting accommodation and over 1,000 hours inspecting construction sites.

We take encouragement from the progress that has been made over this period, and we also acknowledge that there is much to improve. I note with the deepest regret that during this period we suffered the first instances of loss of life on our sites. We have carried out thorough investigations, and will learn from these tragic incidents. We have shared our findings with the contractors and have instituted certain measures across the entire programme to avoid recurrences. Health and safety on site is not a matter for compromise and when we find persistent non-compliances we act – three contractors were blacklisted and 14 other entities demobilised during the same period. We are also working on addressing non-work related deaths. In mid-2016 we entered into discussions with the renowned Weill Cornell Medicine – Qatar (WCM-Q) to undertake a multi-phase pilot programme to evaluate our workers' nutritional intake and identify prevalent health issues, such as hypertension and diabetes. In addition, we will also work tirelessly on raising awareness on the importance of healthy lifestyles. At the time of writing this report, the agreement with WCM-Q was signed.

Every day our team strives to make life better for the people that work on our projects. We have worked with experts at Qatar University to create an internationally patented helmet with a solar-powered cooling system that has the potential to create safer and more comfortable working conditions during the hotter months of the year. We have also tested other cooling products, including towels and vests – all of which will be incorporated into our projects in the coming months. The grievance forums, where workers can share their concerns and complaints through their elected representatives, was supplemented by a multilingual hotline service, which serves as a discreet and easily accessible vehicle for workers to share their issues with SC representatives.

Our aim is sustainable, long-term change, with the 2022 FIFA World Cup™ acting as a catalyst to accelerate the positive progress that the Qatari government is committed to in the sphere of workers' welfare. We believe we are making steady progress toward that aim through a tangible commitment to the wellbeing of our workers, encouraging contractors where appropriate and taking action when required, and engaging with critics and observers in a spirit of transparency and accountability.

Hassan Al Thawadi
Secretary General
Supreme Committee for Delivery & Legacy

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Glossary of Terms



Glossary of Terms

AFR – Accident Frequency Rate
AIM – Audit & Inspection Manager
BWI – Building and Wood Workers’ International
CEM – Compliance & Enforcement Manager
CSR – Corporate Social Responsibility
FIFA – Fédération Internationale de Football Association
GA – Generation Amazing
GAMCA – Gulf-Approved Medical Centre Association
H&S – Health & Safety
HSE – Health, Safety & Environment
HSSE – Health, Safety, Security & Environment
ID – Identification Card
IIP – Incident Investigation Procedure
JV – Joint Venture
JWG – Joint Working Group
LOC – Local Organising Committee
MOADLSA – Ministry of Administrative Development, Labour & Social Affairs
MoU – Memorandum of Understanding
NGO – Non-governmental Organisation
OCP – Other Contracting Party
PWWO – Project Workers’ Welfare Officer
PWF – Programme Welfare Forums
QFA – Qatar Football Association
QSL – Qatar Stars League
QBIU – Qatar Behavioural Insights Unit
RAMS – Risk Assessment/Method Statement
SC – Supreme Committee for Delivery & Legacy
TDO – Technical Delivery Office
WCM-Q – Weill Cornell Medicine-Qatar
WW – Workers’ Welfare
WWD – Workers’ Welfare Division
WWF – Workers’ Welfare Forum
WWO – Workers’ Welfare Officer
WWS – Workers’ Welfare Standards

Introduction

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Introduction

The Report

The Supreme Committee for Delivery & Legacy (SC) is pleased to release this second edition of the annual Workers' Welfare Progress Report, which details workers' welfare-related achievements, progress and challenges faced during the period from January 2016 to February 2017.

The SC previously published two Semi-Annual Workers' Welfare Compliance Reports, covering the periods from March 2014 to September 2014 and from October 2014 to March 2015, as well as a 2015 Workers' Welfare Progress Report covering the period from April to December 2015, which are publicly available at www.sc.qa/workerswelfare.

Since the previous report, the SC's Workers' Welfare Division (WWD) has grown to include additional resources and functions, allowing the team to expand its scope and respond more effectively to the demands of the expanding programme. This has included the launch of multiple engagement and outreach activities, all of which are highlighted within this report.

The report also outlines the enhancements made to the audit process, which are based on a newly developed audit plan. The report provides an update on compliance efforts, and demonstrates the efficacy of the WWD in our continued efforts to implement the Workers' Welfare Standards (WWS). An overview of findings by the Independent External Monitor, Impactt Ltd, is also contained within this report. The full External Monitor report, which was released in April 2017, can be accessed on our website. Finally, an overview of health and safety matters are also discussed in this report, highlighting an increase in our efforts in this important area.

The report concludes with a summary of the key challenges faced by the SC, and in particular the WWD, during the January 2016 to February 2017 period. In the spirit of continual improvement, solutions have been provided and lessons learned listed. Finally, we detail what is ahead for 2017 and beyond.

Supreme Committee for Delivery & Legacy

Established in 2011 by the State of Qatar, the SC is responsible for the delivery of the required infrastructure and host country planning and operations for Qatar to host an amazing and historic 2022 FIFA World Cup™ which accelerates progress towards achieving national development goals and creates a lasting legacy for Qatar, the Middle East, Asia and the world.

Working closely with the Qatar 2022 Local Organising Committee (LOC), the SC is also responsible for 2022 FIFA World Cup™ host country planning and operations. Families and groups of fans arriving from around the world will experience a secure, human-centred tournament that both celebrates and exemplifies the hospitality for which Qatar and the region are known.

Workers' Welfare Division

The SC created a dedicated unit in April 2015 housed within the Office of the Secretary General. The unit subsequently became a division to mirror the growth of the programme. The vision of the WWD is an amazing 2022 FIFA World Cup™ that meets best practice in promoting workers' welfare while supporting human and social development in Qatar.

The WWD is comprised of full-time resources dedicated to ensuring effective implementation of the WWS across SC projects. The team grew between April 2015 and December 2016 to 13 full-time staff members, including four social auditors from an external audit firm. The WWD is a diverse and multi-lingual team with backgrounds in areas including industrial psychology and auditing.

The WWD is responsible for:

- Developing effective compliance and enforcement mechanisms for the WWS.
- Leading and undertaking audits and inspections of contractors (including worker interviews and accommodation and construction site inspections) and worker welfare tender evaluations.
- Delivering engagement, outreach and training activities, conducting research to guide policy and decision-making, and engaging with internal and external stakeholders.

The full scope of the WWD is set out below:



Compliance & Audits

- Lead and undertake workers' welfare **inspections and audits** (accommodation, site, recruitment and employment practices)
- Conduct WW technical **evaluations of SC bidders**
- Manage enhancement of the **WW Standards**
- Oversee implementation and **enforcement** of the WW Standards



Accommodation Health & Safety

- Oversee workers' H&S matters, including **inspections**
- Set overarching WW **H&S requirements**
- Conduct workers' welfare H&S **accommodation inspections**
- Conduct H&S Induction **Training**
- Manage **business continuity**, risk and **crisis management**
- Coordinate H&S matters with **Site HSSE** teams



Engagement & Outreach

- Collaborate internally to **engage** with government entities, embassies etc.
- Manage relationships with **external parties**, including NGOs and partners
- Develop and manage WW **engagement and outreach** activities
- Carry out **training and up-skilling** activities for workers and contractors



Information & Reporting

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

Workers' Welfare Standards

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

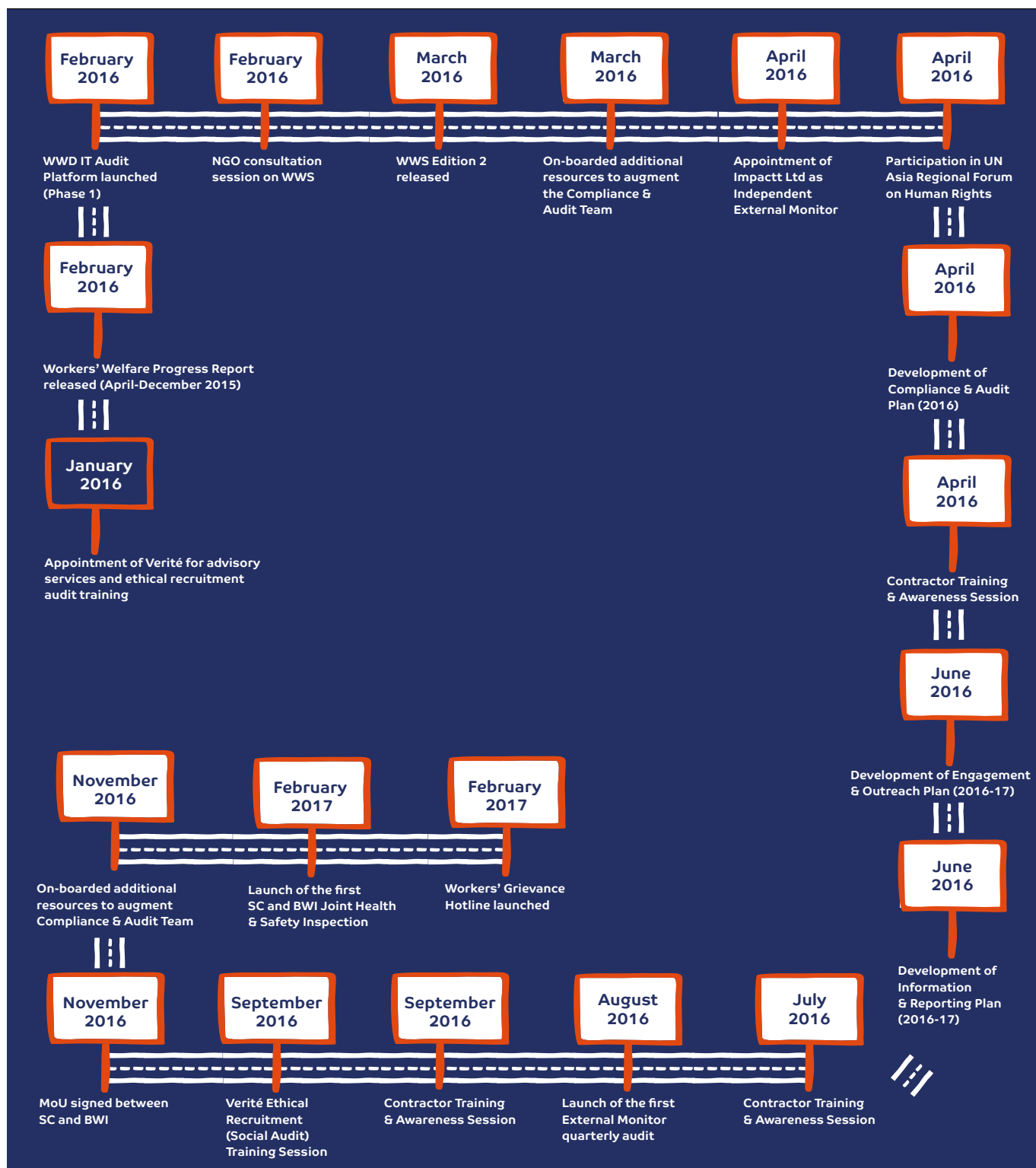
The standards are publicly available for download on [the SC's website](#).



Construction work on Al Wakrah Stadium

Workers' Welfare Key Milestones

The below table provides an overview of WWD milestones reached during this reporting period (January 2016 – February 2017):





Compliance & Audit

Compliance & Enforcement



Contractors
Blacklisted



Other Contracting
Parties Demobilised



Tenderer
Evaluations Failed



Successful
Interventions



Third Party Monitor
Audit Non-compliances and
Observations Identified were
Resolved or in Progress

2016 Key Achievements

Compliance & Audit Overview

The SC is committed to ensuring that workers have a healthy and safe place to live and work. Compliance with the WWS is monitored by the WWD through announced and unannounced accommodation inspections and ethical recruitment audits.

In the first year of implementation of the WWS, the WWD worked in partnership with contractors to tackle the most pressing issues. While some contractors already had reasonable practices in place, others required more attention. Since the inception of the WWS, there have been major improvements in the provision of healthy living environments, as well as major improvements in levels of compliance with the WWS.

In addition to the marked improvements seen across the programme, during 2016 a number of local contractors built accommodation in line with the WWS. Further, contractors for three SC precincts contractually committed to, or have begun building, WWS-compliant worker accommodation facilities adjacent to their construction sites. Having accommodation sites adjacent to construction sites reduces workers' travel time and minimises the impact on leisure time.

The images show accommodation built in accordance with the WWS by contractors, along with examples of facility upgrades at SC contractors' accommodation.



Challenger Contracting



Challenger Contracting



HBK Contracting





New computers installed at Teyseer Security Services, making use of the Ministry of Transport and Communications' Better Connections Programme, in order to comply with the WWS requirements for computer rooms and wifi availability.



Purpose-built accommodation at the Al Bayt Stadium site.

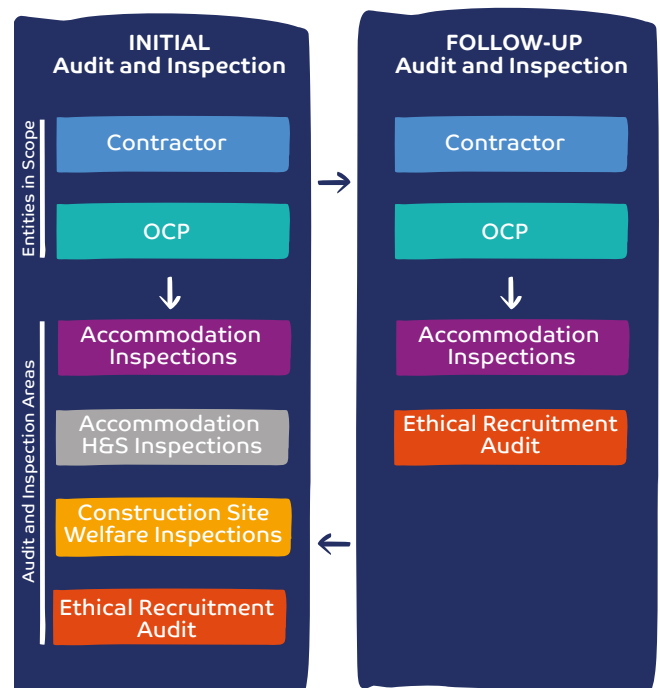
Compliance & Audit Plan

To accomplish its objectives, the SC developed a comprehensive and robust 12 month Compliance & Audit Plan, which is reviewed and updated quarterly to account for new contractors joining the programme. The Compliance & Audit Plan details the SC's approach and methodology, and acts as the basis for the yearly Audit & Inspection schedule. The plan sets out the quarterly coverage targets for audits and inspections, as demonstrated below:



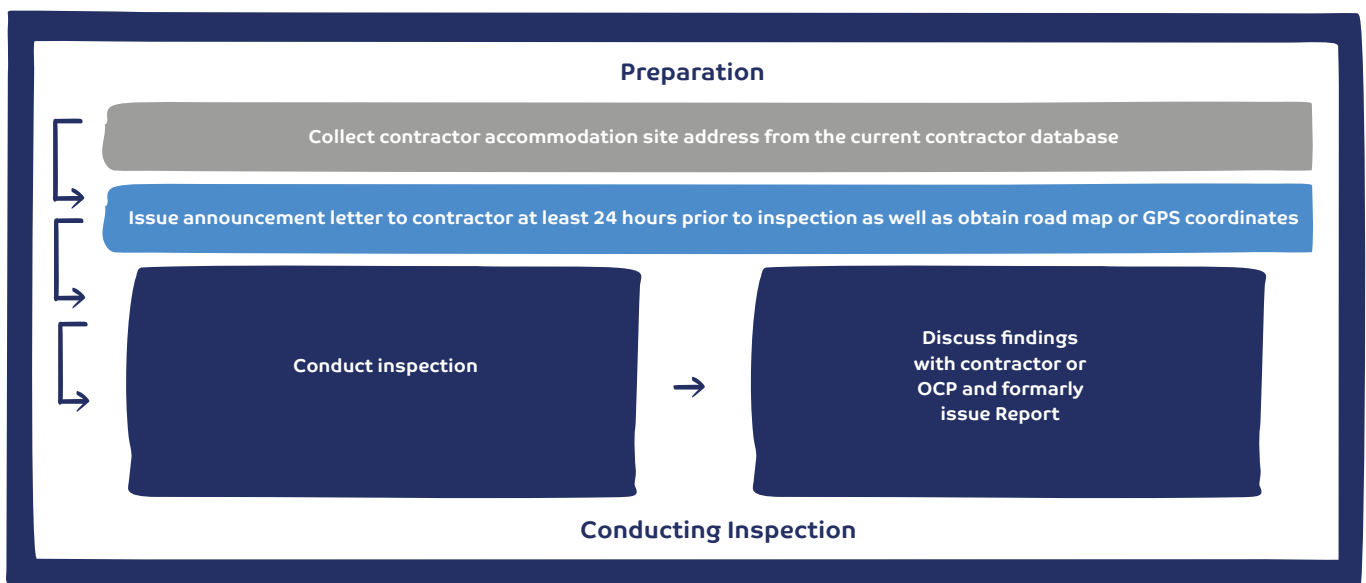
>100 workers = 5% of total population of contractor or OCP
 <100 workers = minimum 5 workers to be interviewed

The above is executed via an Audit & Inspection Cycle. Within the cycle, contractors and other contracting parties (OCP) are audited and inspected by the WWD and receive a comprehensive report containing their compliance level. Contractors are then required to provide a rectification plan to address any non-compliant items in the report. The cycle is concluded with a follow-up audit or inspection, and when the actions included within the rectification plan are undertaken. Once a contractor completes the full cycle, the Audits & Inspection team again conducts an initial audit and inspection, restarting the cycle.

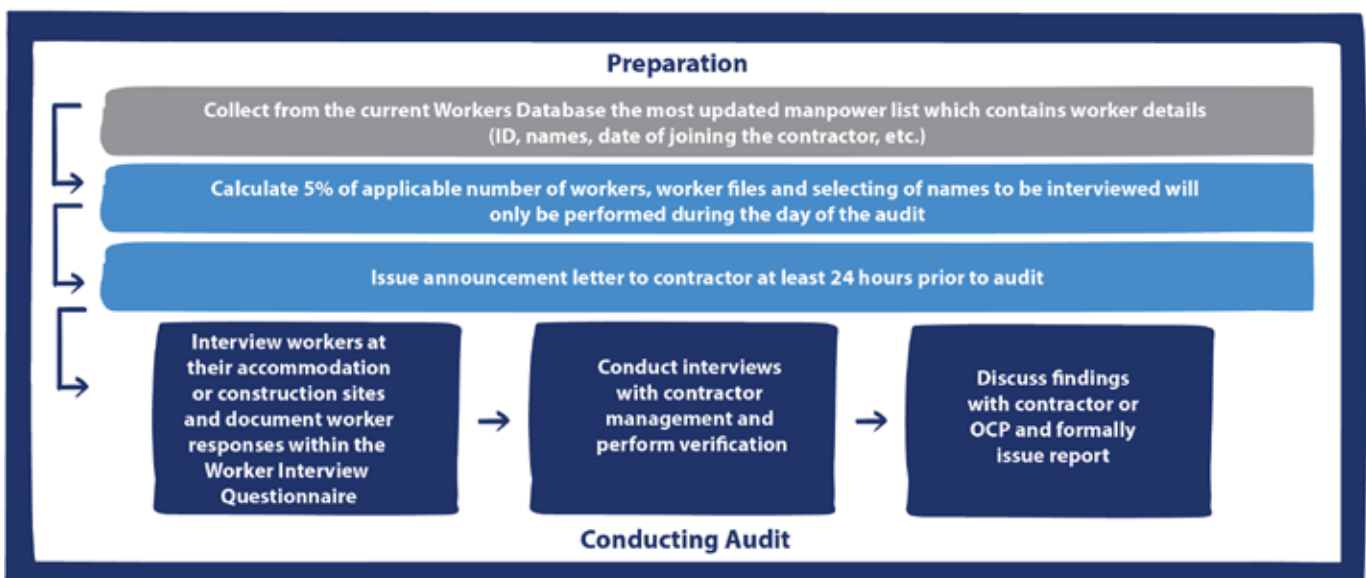


Audit & Inspection Cycle

An accommodation inspection and/or ethical recruitment audit is initiated by the WWD Auditor or Inspector sending an official request to the relevant contractor or OCP, providing them with a minimum notice of 24 hours. The contractor or OCP is advised of what documentation is to be made available, as well as which personnel will be interviewed.



Accommodation Inspection Process



Ethical Recruitment Audit Process

At the conclusion of the accommodation inspection or ethical recruitment audit, the WWD Auditor or Inspector completes a checklist and report which identifies whether the contractor or OCP complies or does not comply with each requirement of the WWS. This is provided to the contractor or OCP, which is then required to provide a rectification plan against each of the non-compliances. Any key issues identified within the report are brought to the attention of the Compliance & Enforcement team for immediate action.

ACCOMMODATION INSPECTION CHECKLIST									
Name of Project									
Name of Main Contractor									
Name of Main Contractor's Workforce Welfare Officer									
Date of inspection									
Name of other Contracting Party(ies) involved									
Name and Designation of WWS Inspector									
Name of Inspector									
Location of the Accommodation Site									
ACCOMMODATION INSPECTION ITEMS									
	Compliant	Non-Compliant	Not Applicable	Inspector's Comments	Rectification Plan	Inspected/Report Completed	Compliant	Non-Compliant	Not Applicable
1. Does the site have an accommodation site plan that shows the location of the site in relation to the nearest public transport, shops, and other facilities?									
2. Does the site have an accommodation site plan that shows the location of the site in relation to the nearest public transport, shops, and other facilities?									
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Accommodation Inspection Checklist and Report

Based on the plan and the above cycle, the Audits & Inspections team has achieved the following audit and inspection coverage throughout 2016:

Accommodation Inspections



Ethical Recruitment Audits



Accommodation Inspection Checklist and Report

IT Audit Platform

In early 2016, the SC WWD released the first phase of its IT Audit Platform. Extensive work has been undertaken throughout 2016 to enhance and update the system through subsequent releases. The second development phase of the IT Audit Platform began shortly thereafter and sought to further automate and streamline the audit and inspection processes, freeing up WWD auditors' and inspectors' time to focus further on workers' health, safety, security and wellbeing. The development of the WWD IT Audit Platform is ongoing, with the second major phase expected to be launched in May 2017.

Once completed, the upgraded platform will automate the initial and follow-up audits and inspections, weekly and monthly reports, and submission of rectification plans. It will also allow the quantitative measurement and monitoring of contractors' and OCPs' levels of compliance, and automate the contractors and other contracting parties' monthly reporting obligations. Finally, the platform will allow the WWD to obtain and report accurate information on accommodation sites, contractors, OCPs and workers.

The upgraded platform will include the following modules:

Accommodation Database	An application that maintains an accurate database of all the accommodation sites
Audits and Inspections	An application that effectively controls and manages the audit and inspection process
Compliance and Enforcement Register	An application that effectively controls and manages the immediate intervention items and/or key issues that are identified during an audit or inspection
Contractors Database	An application that maintains an accurate and up-to-date database of all contractors and OCPs
Other Contracting Party Approval	An application that allows a contractor to submit a request for the approval of an OCP for mobilisation by the WWD
Workers Database	An application that maintains an accurate database of all workers, including all of their relevant information and employment documentation
Workers' Welfare Forum	An application that effectively controls and manages the WWFs
Dashboards and Reports	A feature that automates and standardises over 20 reports and allows for the customisation of reports

Compliance & Enforcement Overview

Compliance & Enforcement was instituted within the WWD to effectively control and manage non-compliances and provide support to Project Workers' Welfare Officers (PWWO) and Workers' Welfare Officers (WWO). The Compliance & Enforcement team is headed by a Compliance & Enforcement Manager (CEM), who is responsible for managing compliance with the WWS across the SC's projects, and for working with contractors and OCPs to effectively mitigate and monitor the key issues identified by audit and inspection activities.

The team also includes specialised resources dedicated to rolling out the required compliance tools, including the Compliance & Enforcement register and processes, maintaining a non-compliance watchlist, and managing the resolution of key issues brought to their attention through the Compliance & Enforcement Process described below. By facilitating quarterly Programme Welfare Forums (PWF) and periodic contractor training on the WWS, the team also manages grievance mechanisms and contractor capacity building.

Compliance & Enforcement Process

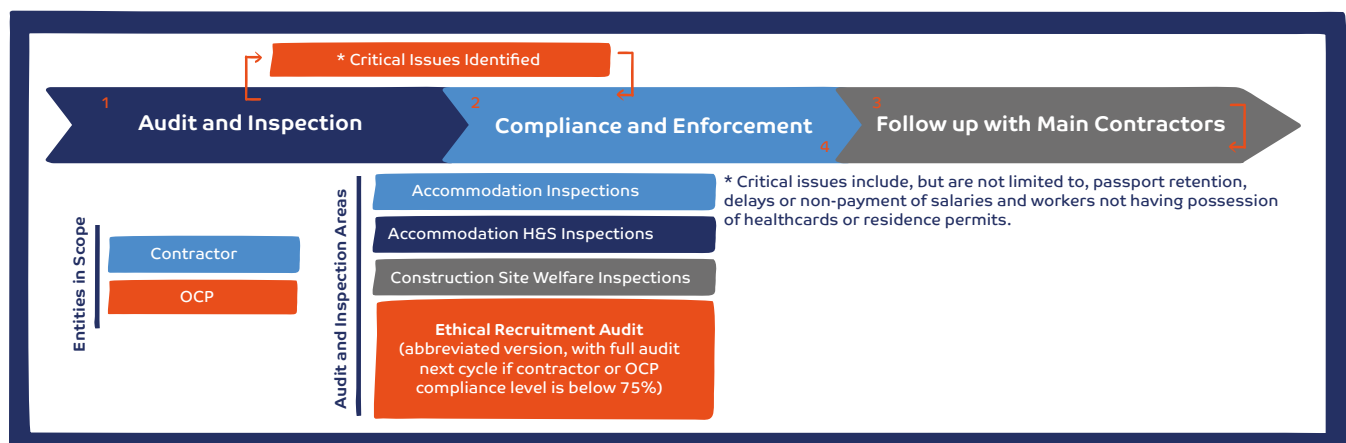
The Compliance & Enforcement Process starts within the Audit & Inspection team, when an auditor or inspector identifies key issues during an audit or inspection, and informs the CEM. The CEM identifies an action to be taken and an expected date of completion and informs the contractor's WWO. The CEM follows up with the contractor or OCP, which is then expected to inform the CEM upon completion of the required action. The CEM is responsible for verifying the action taken and for closing the issue.

As part of this process, the team was able to compile a centralised watchlist of contractors and OCPs, based on their significant non-compliances. This ensures that non-compliant contractors and OCPs are not able to mobilise on any SC project without first implementing a rectification plan.

Over the course of 2016, Compliance & Enforcement activities continued to focus on conducting tender evaluations to ensure the suitability of contractors before they are selected for work on SC projects, and on immediate interventions in cases of major non-compliances.

The team conducted 68 tender evaluations, of which 22 tenderers were disqualified due to issues such as non-compliant accommodation, travel time from accommodation site to construction site and other critical non-compliances.

In terms of immediate interventions, 14 OCPs were demobilised due to critical non-compliances, one of which was allowed to remobilise following rectification of the non-compliances. The team also notified MOADLSA, flagging issues such as illegal use of business visas, non-payment of salaries through the Wage Protection System (WPS), excessive working hours and poor accommodation standards.



Compliance & Enforcement process

Contractors in Focus

The below shines a spotlight on two contractors and their compliance journeys, in terms of continuous improvement against the WWS:

Contractor	Tier	Initial Status/Non-Compliances	Improvements Noted
Pigeon Engineering	Tier 1	<ul style="list-style-type: none"> Their compliance percentage was 68% and 63% in May 2016 for Accommodation Inspections and Ethical Recruitment Audits, respectively. Significant non-compliances were identified through SC and Independent External Monitor audits and inspections in August 2016. 	<ul style="list-style-type: none"> In November 2016, workers on SC projects were shifted to compliant accommodation within Labour City. 85% of non-compliances and 68% of observations were closed, as reported by the Independent External Monitor during a follow-up audit in January 2017. The current SC compliance percentages are 87%, based on an ethical recruitment audit conducted in February 2017, and 84%, based on an accommodation inspection carried out in December 2016.
Tanareefa Trading and Contracting	Tier 2	<ul style="list-style-type: none"> Significant non-compliances were identified through SC and Independent External Monitor audits and inspections. A letter was issued to MOADLSA in November 2016 regarding deployment of workers on business visas and excessive working hours with no rest days. 	<ul style="list-style-type: none"> 22% of non-compliances and 33% of observations were closed, as reported by the Independent External Monitor during a follow-up audit in January 2017 Tanareefa facilitated SC and Independent External Monitor audits and inspections despite being demobilised in December 2016 due to the completion of their scope of work, which shows a commitment to continuous improvement. The current SC compliance percentage is 68%, based on an ethical recruitment audit conducted in September 2016.

Grievance Mechanisms

Workers' Welfare Forums

The WWF is the forum during which workers, via worker representatives, may raise matters of concern on any issue, without fear of retaliation. To date, there are 16 WWFs affiliated with 13 main contractors and contractor accommodation sites, and 17 WWFs set up by OCPs.

WWF meetings occur on a monthly basis and typically address grievances within the following categories:

1. Accommodation sites
2. Construction site working conditions
3. Food
4. Health & safety
5. Salaries and payments
6. Social activities

The WWD attends WWFs to ensure their effectiveness and that details of the meetings are shared with the Compliance & Enforcement team for action.

In an additional attempt to improve the quality and frequency of workers' grievances raised at the WWF, the WWD partnered with the Qatar Behavioural Insights Unit (QBIU), which was launched recently by the SC, to carry out a behavioural experiment for select WWFs. The QBIU was created within the SC to draw on behavioural economics and psychology using low-cost applied policy instruments. Their work will begin in specific WWFs, and will then be rolled out to a wider group of worker representatives based on rate of success and lessons learned.

Galfar Al Misnad, Salini Impregilo Group and Cimolai (GSIC JV), the joint venture team in charge of main construction on Al Bayt Stadium, completed six WWF meetings and has developed into a mature forum within a short period of time. Of all issues raised in these meetings, 98 percent have been closed through proactive action and follow-up by the WWO and PWWO, who coordinate and conduct these meetings. Issues that have been raised relate to food quality and variety, accommodation and construction site amenities, and laundry facilities, as well as transport arrangements to nearby markets and recreation facilities. Additionally, worker representatives that attend these meetings are encouraged to play a leadership role when it comes to creating events and programmes for the workers they represent.

Because of early promise shown by GSIC JV during WWF meetings, the QBIU agreed to conduct initiatives that would increase the effectiveness of the forums. One initiative involved distributing specially designed notebooks to a select group of worker representatives in order to facilitate their task of capturing and reporting grievances during forum meetings. This led to a 31% increase in the number of reported complaints in the treatment group compared to the control group. The roll-out of the experiment to the entire group of worker representatives is underway. Furthermore, GSIC JV will hold a Project Workers' Welfare Forum in March 2017 to discuss specific construction site welfare issues.

Grievance Hotline

The SC continuously strives to improve its programme by enhancing existing activities and identifying opportunities for providing additional grievance mechanisms to workers. Based on best practice, one opportunity identified was the establishment of a dedicated grievance hotline allowing workers to lodge their concerns, grievances or issues with respect to their benefits and rights within their accommodation, construction sites or recruitment processes.

A world-class hotline provider was identified following an in-depth market analysis. The hotline and an associated website were launched earlier this year. The hotline supports multiple languages (Arabic, English, Hindi, Malayalam, Tagalog and Urdu), operates 24/7, and provides workers with a confidential way of raising grievances or providing feedback directly to the SC. Alternatively, workers can visit the website to register their grievance or issue.

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

The WWD expects that the grievance hotline will be highly utilised by workers throughout the year. An impact assessment will be conducted in the latter part of 2017 to evaluate the effectiveness of the tool and to identify key areas of improvement for the SC, based on workers' grievances and issues.

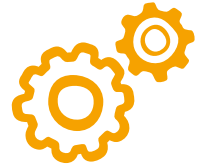
Contractor Capacity Building

In 2016, the WWD rolled out a number of training and awareness sessions for contractors, with the aim of improving their understanding and implementation of the WWS.

- For the period of January 2016 – February 2017, the WWD conducted three WWS awareness sessions for contractors, which were attended by over 100 members of staff from contractors and OCPs, including WWO representatives.
- In September 2016, the WWD retained the services of Verité to carry out Lead Auditor Training (Social Audit) for its staff and for selected contractors. Verité is an organisation that specialises in assessing social compliance and improving working conditions. PWOWs and WWOs from ten contractors attended the course, along with five members of the WWD.
- Three PWFs were held to discuss key topics such as WWF, monthly reporting requirements and rectification plans. The forums were attended by the majority of the PWOWs and WWOs from main contractors on SC sites.

Training

Main Contractor, Other Contracting Party and Workers' Welfare Officer Trainings



100+

Contractors, Other Contracting Parties or Workers' Welfare Officers Trained

Verité Ethical Recruitment Audit Training



10 Contractors and **5** SC WWD Auditors Received Social Audit Training Delivered by Verité

2016 key achievements



WWS awareness sessions for contractors

Independent External Monitor

The SC appointed Impactt Ltd in April 2016 as an Independent External Monitor to fulfil the third tier of the four-tier audit system. Impactt's scope includes:

- Auditing the SC and contractors
- High-level assurance
- Identifying opportunities for continual improvement
- Quarterly review and assessment against the WWS
- Publication of an annual public report

Impactt completed two quarters of audits and inspections (August and November 2016) on a representative sample of contractors, selected by Impactt and including all tiers of contractors working on SC projects, including competition and non-competition venues. A round of follow-up audits and inspections was carried out in January 2017, the results of which are featured in the Impactt Annual External Compliance Report, which is available for download at www.sc.qa/workerswelfare.

Impactt confirmed that the SC has made significant progress since the WWS were introduced, including the achievement of the following key milestones:

- External compliance monitoring
- Memorandum of Understanding (MoU) with Building and Wood Workers' International (BWI)
- Transparent public reporting

Impactt also found that contractors and OCPs who underwent follow-up audits in January 2017 had made "significant progress" in coming into compliance with the WWS. Overall, these contractors and OCPs closed or made progress on 81% of their non-compliances and 72% of their observations. Observations are items that are not considered non-compliances, but which, if not mitigated, may become non-compliances in the future. These contractors and OCPs were initially audited by Impactt in August 2016.



Workers at Khalifa International Stadium

	Non-compliances	Observations
Closed	77 (48%)	39 (53%)
Progress made	54 (33%)	14 (19%)
Open	27 (17%)	19 (25%)
Unverified	3 (2%)	2 (3%)
Total	161	74

Summary of Overall Closure/Improvement Status

Contractor	% of non-compliances closed	% of observations closed	Contractor description
Main Contractor	36%	56%	International company headquartered in Europe with a global workforce of under 20,000
Tier 1 Contractor	64%	50%	International company headquartered in Asia with a global workforce of over 15,000
Tier 1 Contractor	85%	68%	Company headquartered and operating in Qatar with a total workforce of less than 2,000
Tier 1 Contractor	43%	46%	Company headquartered and operating in Qatar with a total workforce of less than 1,000.
Tier 2 Contractor	22%	33%	Manpower company headquartered and operating in Qatar

Summary of Contractor/OCP Closure/Improvement Status

The results of Impactt's third party external monitoring demonstrates positive compliance percentages with the WWS for accommodation and construction sites. Most contractors were compliant on recruitment agency contracts, contract substitution and passport retention. There were, however, some key issues that require the SC's ongoing attention, which are listed below, in order of Impactt's prioritisation:

- Recruitment fees
- Personal documents
- Induction
- Contracts and administration
- Working hours, wages, rest and leave
- Working conditions (H&S)
- Accommodation and food
- Workers' treatment
- Worker representation
- Grievance mechanisms
- Disciplinary procedures

In order to address the above key issues, Impactt recommended the SC follow a three-year roadmap, which is summarised in the following table. Further details on Impactt's Annual External Compliance Report can be found on the websites of [Impactt](#) and [the SC](#).

#	Key Initiative	Sub-sections
1	Improve the effectiveness of efforts to drive compliance with the WWS	Support contractors in improving the effectiveness of their due diligence processes
		Encourage contractors to share challenges transparently
		Build contractors' capacity to develop and implement improvements within their own operations
		Ensure that contractors, rather than workers, pay the costs of recruitment
2	Prompt behaviour change in manager-worker interactions	Amplify workers' voices
		Build management skills
		Ensure that contractors employ effective worker representation systems (WWF) and grievance mechanisms
3	Collaborate for greater reach and impact	Participate in and contribute to multi-stakeholder actions to catalyse improvements in addressing systemic issues



Health & Safety

Construction Welfare Inspections



2016 Key Achievements

Health & Safety Overview

Within the SC's 'Work Safe, Deliver Amazing' framework, the vision and mission of Health & Safety (H&S) is focused on ensuring a sustainable culture of health, safety and welfare across the programme. Incidents are unacceptable impediments to our strategic objectives, operational readiness, morale and resources, and their prevention is actively pursued. At every level within the SC, decision-makers employ risk management techniques to effectively control unacceptable risks to the health, safety and welfare of all workers.

Every individual involved with SC projects, including our stakeholders, is empowered to set a high standard of H&S. The health, safety and welfare of our workers has a direct bearing on the prosperity of the SC and the State of Qatar, and it is the SC's duty to enforce the WWS and promote international best practices.

The WWD launched its H&S and site welfare function in the second half of 2016 and appointed a Workers' Welfare H&S Senior Manager in October. The Senior Manager is responsible for managing all facets of H&S within the WWD, including construction site welfare and accommodation H&S. WW H&S works closely with H&S representatives from the Technical Delivery Office (TDO) and Health, Safety, Security and Environment (HSSE) teams within the SC to resolve related issues and to develop programme-wide initiatives.

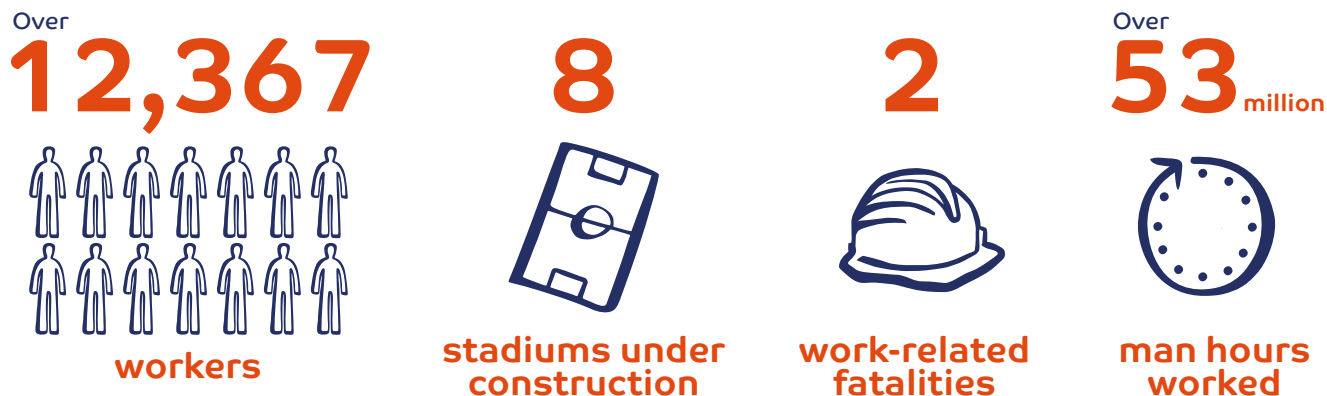
Some of the key achievements throughout this reporting cycle include:

- Baseline construction site welfare inspections conducted across all SC construction sites.
- Accommodation H&S inspections carried out with an extra focus on accommodation that may pose a higher risk due to its size and number of workers accommodated therein.
- Signing an MoU with BWI and launching the first round of joint H&S inspections.

An additional key achievement since the inception of the WWD's H&S function has been the development of an SC-wide Incident Investigation Procedure (IIP). The IIP establishes an effective and consistent methodology for incident notification, investigation and reporting across all SC projects. The IIP has been tested in the field and found to be successful. A certified IIP training programme is currently under development and expected to be rolled out in the coming months.

Health & Safety Facts & Figures

The TDO HSE team utilises a tailored, web-based system to report site safety and health incidents and occurrences, as per the HSE reporting legal 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. Accurate as of the end of February 2017, the high-level statistics on the adjacent page were recorded by the system.



Data as of end of February 2017. 'Sites' in this graphic refers to stadium sites – the WWD's H&S inspections cover 15 different construction works packages, as per the number of existing SC contracts

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

- An accident frequency rate (AFR) during the report period of 0.04.
- Nine RIDDOR reportable incidents.
- 21 senior leadership tours.
- 788 identified good or best practices.
- Over 547 safety awards issued to workers as a part of the SC's Rewards and Recognition initiative.
- Three Safety Day events (encouraged by the SC) at the Al Bayt, Khalifa International and Al Rayyan Stadium sites.

As part of the comprehensive H&S inspections regime, the TDO HSE team carries out general and specific H&S inspections on a scheduled and unannounced basis. Additionally, the WW H&S team carries out planned and unplanned inspections of construction site welfare and accommodation H&S, utilising a comprehensive, custom-created checklist developed as part of Edition 2 of the WWS. As of 28 February 2017 :

- 586 scheduled and unannounced site safety visits were conducted.
- 136 construction site welfare inspections were conducted.
- 197 accommodation inspections were conducted.

Construction site welfare inspections examine drinking water, sanitary facilities, mess areas and medical facilities. Accommodation H&S inspections include fire prevention and protection, infrastructure, medical care, transportation, and traffic management and security.

H&S inspections are a leading approach to accident prevention. They are thus an integral part of the SC's sustainable H&S culture.

In addition, a key achievement for the SC was being awarded the Royal Society for the Prevention of Accidents' (RoSPA) Gold Achievement award – a non-competitive award based on an organisation's individual occupational H&S performance.



Health & Safety Incident Reporting

Work-related Fatalities

Al Wakrah Stadium Fatality

On 22 October 2016, a fatal accident involving a 29-year-old Nepalese male worker occurred on the Al Wakrah Stadium project site. Immediately after the accident, a joint accident investigation team was established, led by the Main Contractor, the MIDMAC, PORR Qatar and Six Construct Qatar Ltd. Joint Venture (JV). The investigation was completed on 29 October 2016, and the JV's formal report on the accident was issued to the SC. The report contained findings from the investigation and the proposed actions to be put in place to prevent any recurrence.

The report found that the deceased worker was struck by a water tanker and died instantly from severe head injuries. Emergency response procedures and reporting protocols were enacted immediately and all site activity was suspended. A meeting was convened on the morning of the accident to implement emergency investigation protocols. As part of a four-tier investigation process, staff from the JV, construction supervision consultant, project manager and the SC were assigned to the investigation team. Having representation from all four tiers was key to demonstrating a clear and effective investigation process.

During the course of the investigation, it was determined that the deceased worker was likely crouched in front of the passenger side of the water tanker and using his mobile phone when he was struck. As per several witness interviews, the driver was unaware of the deceased worker's close proximity to the vehicle, due to significant blind spots associated with large water tankers.

The report identified a number of health and safety gaps – primarily unauthorised mobile phone use and minimal training and supervision. In addition, significant gaps were identified in policies and procedures, such as the lack of a stringent mobile phone policy and a detailed Risk Assessment/Method Statement (RAMS) for stockpile activities. As a result, the SC immediately introduced a number of control measures, including:

- More stringent enforcement of mobile phone usage rules on construction sites.
- Education of workers about vehicle blind spots and the dangers of using shaded areas around equipment as places to rest.
- Increasing the frequency of driver competency checks.
- The implementation of an H&S hotline.

Khalifa International Stadium Fatality

On 19 January 2017 at Khalifa International Stadium, a 40-year-old British male rope-access technician was installing a catwalk system in the stadium's roof when one end of the catwalk, supported by a lever hoist, dropped, leaving it suspended vertically. When the platform dropped, the rope technician's lifeline became snagged, causing it to become overloaded and snap, causing him to fall 39 metres. The project nurse provided emergency medical treatment at the scene and he was immediately transported to a nearby hospital, where he passed away from multiple chest and head injuries due to the fall from height.

A joint accident investigation team was established and led by the Main Contractor, Midmac-Six Construct Joint Venture (MSJV) and was completed on 29 January 2017. The investigation team included staff from MSJV, construction supervision consultant and the SC. MSJV's report on the incident was issued on 30 January, containing the investigation team's findings and proposed actions to be put in place to prevent recurrence.

At the time of print, a separate investigation by local authorities was still ongoing, therefore, for purposes of this report, the SC cannot release the detailed findings. However, what can be reported is that during the course of the investigation, the team had raised concerns with the method of installation of the raised catwalk system. This required further investigation regarding the method itself and the supervision skills of the specialist contractor staff.

A number of corrective and preventative actions were promptly put in place by MSJV on the stadium. Furthermore, the SC implemented checks and additional controls across all stadium sites to prevent recurrence of the incident. These included a review of all working-at-height activities across all SC projects, an enhanced process when reviewing specialist activities within construction sites, and a detailed review of all roof and gantry designs.

Incident Investigation Procedure (IIP)

As a result of a number of challenges identified during the Al Wakrah Stadium fatality investigation, the SC developed an IIP setting out standardised investigation process across all SC projects. The Khalifa International Stadium fatality investigation was undertaken employing the methodologies set out in the IIP.

The IIP covers three primary elements: (i) Incident Notification; (ii) Incident Investigation; and (iii) Incident Reporting. Moreover, the IIP includes sub-elements such as assignment of an investigation team and leader, collection of evidence, conducting witness interviews, analysing evidence and determining conclusions through causal analysis. The aim of the IIP is to provide the continuity needed for all stakeholders to understand their roles and responsibilities and to work together for the common objective of determining the root cause of any incident, so as to prevent recurrence.

By reinforcing health and safety measures across its worksites, and by building capacity amongst contractors and emergency response staff on all sites, the SC is working hard to ensure these types of incidents do not recur.

Non-work-related Fatalities

Five non-work-related incidents were recorded during the reporting period. In January 2016, and as reported in the first annual Workers' Welfare Progress Report, a 55-year-old Indian worker employed as a heavy goods driver was taken to a Doha medical facility after suffering a heart attack at his accommodation. He sadly passed away later that evening.

On the morning of 27 April 2016, a 48-year-old Indian national collapsed in the players' tunnel area of one of the construction sites while carrying out steel fixing activities. The worker received medical treatment and was taken to a nearby hospital, where he passed away of heart failure due to acute respiratory failure.

On 22 October 2016, a 27-year-old Nepalese helper at an accommodation site was sleeping when he began experiencing breathing difficulties. He received medical treatment and was transported by ambulance to a nearby hospital, where he later passed away of acute heart failure due to natural causes.

On 1 December 2016, a 26-year-old Ethiopian mason was sleeping at his accommodation when, in the early morning hours, he began experiencing breathing difficulties. Within minutes he received emergency medical treatment and was transported by ambulance to a nearby hospital, where he later passed away due to acute respiratory failure.

On 4 February 2017, a 25-year-old Bangladeshi duct insulator was sleeping at his accommodation when, in the early morning hours, his roommates awoke and observed him in pain and struggling to breathe. He received emergency medical treatment at the scene and was transported to a nearby hospital, where he later passed away due to acute respiratory failure.

In all of the above cases, the SC identified deficiencies in emergency medical response procedures. The WWD H&S team commenced a thorough investigation through a formal emergency medical response assessment across all construction sites and major accommodation sites. Health-focused outreach initiatives conceived in 2016, such as the nutrition programme, will support such efforts by focusing on prevention and reinforcing health and wellbeing messages with contractors and across the workforce.

Additionally, the SC ensures that following any fatality (work or non-work-related), all measures are taken to ensure that:

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

Contractor in Focus

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

Bin Omran Trading & Contracting (BOTC) has a total workforce of 5,000 workers in the State of Qatar, of which 540 workers are assigned to the SC project at Al Bayt Stadium. BOTC has a fully licensed medical facility at its accommodation, staffed by a medical support manager, three licensed doctors and ten registered general nurses, operating 24/7.

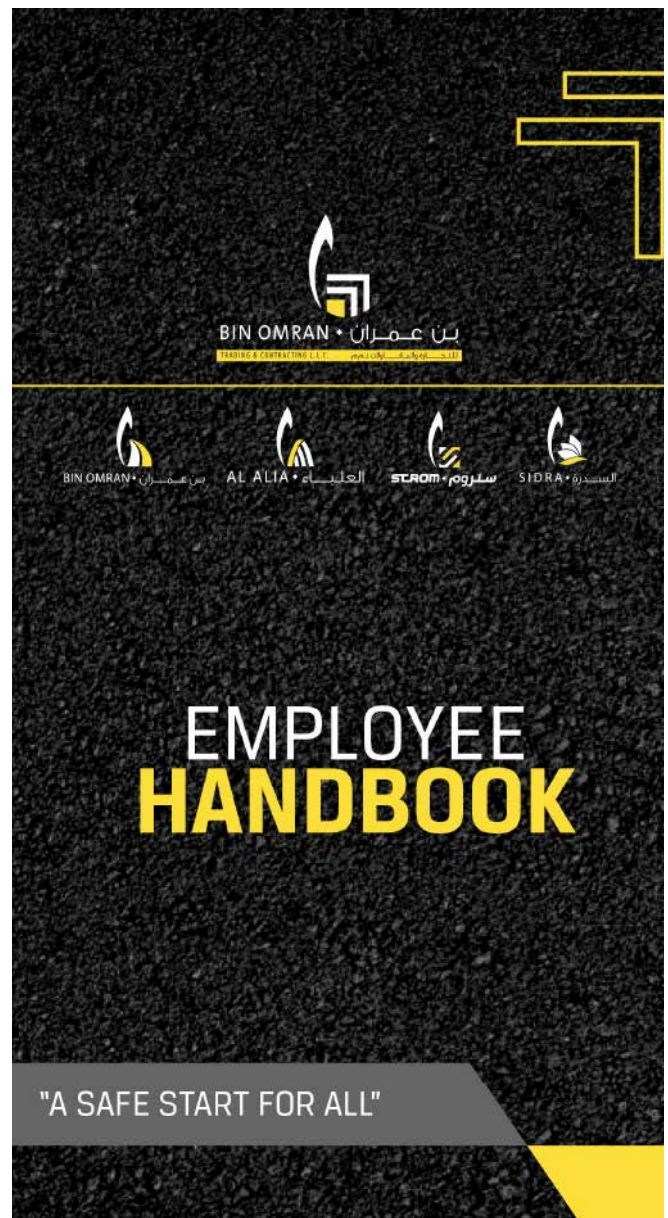
The medical facility is fully equipped and centrally located for worker access and emergency response. BOTC maintains a dedicated medical records room containing all medical files for all 5,000 workers. Workers who are diagnosed with diabetes or hypertension during health screenings are put on a special nutrition programme, which includes colour-coded worker ID cards representing the specific dining area at which each individual is required to eat, based on their nutritional and dietary needs. Additionally, workers diagnosed with diabetes or hypertension receive food delivered to the site according to the colour code on their IDs.

BOTC also has a licensed first-aid unit on the Al Bayt Stadium project site operating during all working hours. BOTC has assigned a full-time licensed doctor and registered general nurse covering 691 staff and workers. The medical staff is actively engaged in emergency medical drills and health and wellness awareness training.

To complement this work, BOTC's Employee Handbook was created to promote the wellbeing of BOTC staff and its subsidiaries' staff, both at their offices and on site. The handbook was designed as a guide to provide generic health, safety and welfare information, and to raise awareness about potential hazards that could lead to health or medical incidents.

The handbook assembles all health and safety policies and legal regulations and guidelines into one comprehensive manual, and also provides BOTC's subsidiary workforce with general best practice principles on safe systems of work.

These initiatives address many of the common challenges faced on the H&S front, and BOTC has become a case study for others to follow.



BOTC's Employee Handbook



BOTC medical facility - day care room



BOTC medical facility - patient treating room

Engagement & Outreach

15



Engagement & Outreach

The SC has always believed that the 2022 FIFA World Cup™ would be a catalyst to accelerate positive initiatives already being undertaken in Qatar, leaving a legacy of sustainable and meaningful progress for the country. Towards achieving this goal, the WWD developed an Engagement & Outreach Plan in June 2016. The plan outlines a stakeholder engagement approach that will ensure effective engagement and communications throughout the design and delivery of all SC projects.

The Engagement & Outreach Plan emphasises positive impact and long-term sustainable outcomes for SC workers. The various outreach activities included within, which are at varying stages of planning or implementation, are relevant to and targeted towards the SC's workforce, which exceeded 10,000 by the end of 2016.

The initiatives elaborated upon within this section demonstrate that the SC takes the responsibility of ensuring the ongoing health and wellbeing of workers engaged on FIFA World Cup™ sites very seriously, and shows how committed we are to ensuring the creation of a lasting legacy well beyond 2022.



SC workers enjoy football-themed leisure time at Al Khor Recreation Facility

Cooling Technology

An opportunity to embrace cutting-edge technology and to enhance the day-to-day lives of the SC's workers during the summer months was identified, and a variety of cooling products on the market have been assessed for use on SC construction projects, based on their effectiveness and suitability.

In August 2016, following a thorough market assessment, five products were shortlisted for testing to assess their effectiveness during the hottest period of the year. The products, including cooling towels, cooling vests, specialist ice packs, and neck and wrist wraps, were piloted by security guards working at the SC's headquarters in Doha and by a random selection of workers on SC sites. The results of the pilot led to the following actions being taken by the SC:

- Procurement of 10,000 cooling towels for roll-out to all SC workers in 2017, based on excellent user ratings received during the pilot.
- Procurement of cooling vests for distribution throughout 2017 to selected trades who were expected to benefit the most from this product, based on pilot testing.

Market analysis to identify new suitable cooling technology is ongoing, along with plans to leverage the newly formed Qatar Innovation Community to develop specialist products tailored to Qatar's environment. The Qatar Innovation Community's goal is to accelerate innovation across Qatar and create new solutions for the FIFA World Cup™ and beyond.

At the same time, an innovative cooled helmet was designed and developed by leading researchers at Qatar University. The helmet has the potential to significantly reduce skin temperature – by up to ten degrees centigrade. This will allow for safer and more comfortable working conditions for SC workers during the summer months.



Innovative cooled helmet undergoing testing

The solar-powered helmet has been rigorously tested, patented worldwide and is being produced by a group of Doha-based scientists, in cooperation with the SC and the Aspire Zone Foundation, our stakeholder responsible for delivering Khalifa International and Al Bayt stadiums.

During the testing and development phases, a number of detailed studies were undertaken by Qatar University, including testing the system in climatic chambers, analysing wearers' amounts of sweat per hour, adding the effects of sun, air and wind, and measurement of the amount of heat that passed through the wearers' heads. Further considerations in the development process were the weight and price of the cooled helmet. As little weight and cost as possible were added, to keep the innovative technology accessible. An additional weight of just 300 grams and a small solar panel attached to the helmet ensures that the new product is both safe and effective.

The developers have pointed to a number of regions where the technology could also have applications once it goes into mass production. The SC has now ordered more units, with the aim of providing them for use during the coming summer period.



Cooling vest inserts chilled overnight for next-day use



Cooling vests being prepared for use



Cooling vest testing at Al Bidda Tower

Nutrition

The SC is collaborating with local partners and stakeholders to deliver a nutrition-focused pilot initiative targeting the health of SC workers. By engaging workers and catering suppliers directly around the issues of health and nutrition, we aim to contribute to social and human development through targeted and impactful health interventions. The ultimate desired outcome is happy, healthy and engaged workers with more balanced diets and higher productivity levels. In addition, we hope to gain a broader understanding of the issues affecting migrant workers' health in Qatar, such as hypertension and diabetes, in order to better target future interventions.

To deliver a best practice programme such as this, the SC has partnered with the highly regarded Weill Cornell Medicine-Qatar (WCM-Q), the local campus of Cornell University in the United States, for planning and delivery.

The pilot will include three phases and target a sample of 1,000 SC workers from various cultural and ethnic backgrounds. They will be monitored and assessed by experts from WCM-Q over a 12-month period in order to examine their health and assess their general awareness and approach to nutrition and diet. This will serve as a baseline and driver for future phases.

The second phase will aim to educate these same workers on the benefits of healthy lifestyles and balanced diets via a health and nutrition awareness campaign and training focused on the nutritional content of food (i.e. low sodium, reduced fat, glucose control etc.). Making up phase three of the pilot, the SC and WCM-Q will also deliver training to SC contractors and catering companies to raise awareness of the importance of nutrition, and provide access to dietitians and nutritionists, enabling them to develop healthy menu options and ensuring a balanced diet for workers.

Following the pilot, the WWD will assess the results and determine whether or not the initiative will be scaled up and rolled out to a larger number of SC workers. This work will culminate in a report which is expected to shed light on the nutritional and dietary issues facing workers who travel to Qatar for work, and develop a set of clear and robust recommendations and preventative interventions that will help every worker live a happier and healthier life while in Qatar.

Workers' Cup

The Workers' Cup football tournament is a joint project of the Qatar Stars League (QSL) and the SC. The Workers' Cup concept was established with the central goal of using the power of football participation to reach out to and engage all sections of Qatari society.

The 2016 Workers' Cup was the tournament's fourth edition. It included 24 teams (480 registered players), seven companies (of which several were SC contractors working on 2022 FIFA World Cup™ projects) and 52 matches played each Friday between 18 March and 6 May, at three venues.

The 2016 Workers' Cup drew to a spectacular close on Friday 6 May at Al Ahli Sports Club Stadium. Taleb Group emerged victorious with a 3-1 penalty shoot-out win over Gulf Contracting. This edition of the tournament was attended by a number of VIP guests, including the FIFA President, ambassadors to Qatar from various countries, BWI's Secretary General and the senior management of many participating companies, the Qatar Stars League (QSL), the Qatar Football Association (QFA) and the SC.

More than 5,000 spectators attended the opening match and ceremony, with approximately 800 to 1,000 spectators attending each matchday thereafter, and 11,000 spectators attending the final match and awards ceremony. On matchdays, the SC and our stakeholders offered free medical tests, a relaxation tent with drinks, free orange juice and popcorn stands, merchandise giveaways, football-related activities and roaming entertainers.

Preparations for the 2017 Workers' Cup tournament began in the last quarter of 2016, with an even bigger tournament planned. The 2017 edition featured 32 teams, 15 of which are companies linked to SC projects, including four involved with our Generation Amazing programme. The opening match, held on 24 February 2017, was watched by 6,000 spectators and involved two SC companies – Bin Omran Trading & Contracting (BOTC) and Nakheel Landscapes.



Workers' Cup 2016



Spectators enjoy Workers' Cup group-stage match

Inclusive Generation

Generation Amazing is the Supreme Committee for Delivery & Legacy's flagship corporate social responsibility (CSR) programme. It uses the opportunity created by Qatar's hosting the 2022 FIFA World Cup™ to empower and educate people across Qatar, the region and the globe.

Generation Amazing consists of two projects – international and local. The local project targets workers and youth, and utilises sport to address issues around inclusion, health and wellbeing, and environmental sustainability. Inclusive Generation, the arm of Generation Amazing that engages workers, aims to increase participants' self-awareness and awareness of others, their football ability and their sense of belonging and self-worth. The curriculum uses football training delivered by GA coaches and volunteers to introduce these key issues to participants.

In 2016, Generation Amazing delivered a pilot project to SC workers on behalf of the WWD. The pilot utilised the GA training manual to engage a small group of SC workers during a ten-week programme. This involved weekly training sessions based on various football for development educational modules. These modules form a part of the Generation Amazing curriculum, and include the delivery of football sessions that are designed to teach social skills and induce behavioural change.

Similar to many of the other Engagement & Outreach initiatives planned or delivered in 2016, the WWD will evaluate the success of the initiative and determine whether or not it will be scaled up and rolled out to a larger number of SC workers.

Stakeholder Engagement

The SC continues to engage with a broad range of stakeholders to prioritise issues, share best practices and develop effective policies for addressing challenges. As well as regularly discussing workers' welfare with our contractors and construction partners, we regularly engage with governing bodies, rights organisations, non-governmental organisations and international delegations.

Stakeholder engagement continued to be a focus for the SC in 2016. We further developed constructive relationships and worked with NGOs and other stakeholders for the benefit of migrant workers in Qatar and the region.

In early 2016, as part of the development of the second edition of the WWS, the SC held a series of consultation meetings with several NGOs, including Amnesty International, International Labour Organisation, BWI, Engineers Against Poverty and Humanity United. FIFA's sustainability team was represented at some of these meetings.

In March, the SC appointed Verité to advise and assist in the tendering process and appointment of an Independent External Monitor, in order to complete the third layer of the SC's four-tier auditing process.

In April 2016, the SC appointed Impactt Ltd as External Compliance Monitor. Impactt's role is to monitor compliance with the WWS by contractors, subcontractors and the SC, and provide advisory services to the SC.

Partnerships



BWI

pwc



impactt



PERSONAL COOLING

Deloitte.



VERITE

Also in April, the SC participated in the 2016 UN Asia Regional Forum on Business and Human Rights, with SC Secretary General Hassan Al Thawadi speaking on a panel alongside leading human rights experts.

Finally, the SC also hosted a delegation of FIFA sponsors during the same month. The delegation received a presentation from the WWD as well as tours of SC project sites and workers' accommodation.

In November 2016, the SC and BWI signed an MoU to lay the foundations for joint H&S inspections to be carried out by the SC-BWI joint working group (JWG) which includes representatives from both organisations. This ground-breaking MoU further demonstrates the SC's commitment to robust H&S protocols and transparent reporting across all of its projects.

Throughout 2016, the WWD continued to attend monthly Karama Initiative stakeholder meetings. The Karama Initiative was established as a working committee by Qatar Foundation in 2010 to examine all aspects of a workers' employment cycle, with a regular exchange of ideas and sharing of best practice amongst the group to advance the workers' welfare agenda across multiple sectors in Qatar.



SC Secretary General Hassan Al Thawadi and BWI General Secretary Albert Emilio (Ambet) Yuson sign a memorandum of understanding in November 2016



Challenges

The SC has worked to address all of the challenges outlined in the 2015 Progress Report. While some mitigations were successful, such as those related to the late payment of wages and supply chain management, others still prove challenging. Our efforts to address these challenges continue, as outlined below. Additional challenges appeared throughout the course of 2016. These are also highlighted.

Recruitment Fees

The topic of recruitment fees remains a challenge, but many contractors have already made significant changes to their own human resources policies to ensure recruitment fees are not paid and fair employment practices are maintained. The SC is focusing its efforts on ensuring contractors comply with this requirement and is promoting the use of a MOADLSA list of registered recruitment agents, while remaining engaged in dialogue around ethical recruitment practices in the region. Unfortunately, the workers' countries of origin, such as Bangladesh or India, still allow the payment of recruitment fees, and evidence is typically not available to support workers' claims that recruitment fees have been paid.

Residence Permits and Confiscation of Passports

An additional challenge that remains is the use of business visas, which some contractors use to circumvent the more conventional work visa route, mostly due to visa restraints and nationality quotas. While the use of business visas is not illegal, and may actually be appropriate in some cases, some contractors have exploited this option, which can result in workers living and working in Qatar for an extended period without having been medically assessed in their home countries. Due to the subsequent lack of valid Residence Permits, these workers may not be entitled to some benefits under Qatar's labour law. Where this issue is identified, the WWD has worked with contractors to find meaningful solutions to ensure the health and safety of workers is maintained.

The issue of confiscation of passports has not been as prevalent as in previous years. The WWS stipulate a requirement that all workers must maintain personal possession of their passports. Since some contractors are not complying with this requirement, the WWD is monitoring it closely and requests immediate rectification where this issue is identified. However, worker interviews conducted during routine audits and inspections have revealed that there is a reluctance by some workers to adhere to this approach, due to the cost and complications of replacing lost passports.

Compliance

Following the development and publication of the WWS, the SC was faced with the challenge of enforcing compliance. The SC needed to ensure commitment from contracting parties to the WWS, a time-consuming and resource-intensive task, particularly since, as of December 2016, there were 23 main contracting parties and 176 subcontracting parties. The SC found that emphasis had to be placed on contractual obligations and a robust enforcement framework, supported by an upgraded online platform that simplifies and streamlines the auditing process. The SC is also relying heavily on contractor and OCP training and awareness sessions to ensure compliance with the WWS.

Medical Care

An issue that continues to be a major challenge is that of workers and recruitment agents circumventing the Gulf-Approved Medical Centre Association (GAMCA) system for the issuance of valid medical certificates. A GAMCA-approved pre-deployment medical examination ensures that workers are healthy and fit for duty, and identifies any pre-existing conditions that may need to be addressed in the country of origin. Full compliance with GAMCA requires a multi-stakeholder approach that includes recruitment agents and labour supply firms, relevant authorities, contractors and the SC's Compliance & Enforcement team. The SC is currently working with contractors to explore alternative ways of addressing this issue such as mandating annual medical examinations, particularly for those workers that were in Qatar prior to commencing work on SC projects, a practice already being undertaken by some of the contractors.



Workers' Welfare Forums

The WWF have become more consistent and effective across contractors and OCPs. The key challenge has been inconsistency in implementation, lack of motivation amongst worker representatives, and inadequate senior management commitment among contractors. In some instances, contractors are not doing enough to ensure that all workers understand their rights and know what grievance mechanisms are in place for their benefit.

The SC has tried to address this through the introduction of a QBIU 'nudge' initiative, as mentioned earlier in the report, by hosting monthly training and awareness sessions for WWOs and by increasing the number of open communication channels with contractors, through means including the PWF.

The establishment of the SC-BWI JWG is another positive step towards reinforcing the WWFs and addressing their effectiveness. The joint inspections carried out by the JWG will seek to identify further areas for improvement and will feed back into the WWD training and awareness sessions and PWF.

Finally, the SC launched a dedicated workers' grievance hotline which provides workers with an additional avenue to raise grievances and supports the objective of the WWFs.

Accommodation Distance & Travel Times

Travel times from workers' accommodation to work sites remains a challenge. Due to the limited amount of WWS-compliant accommodation and the fact that much of it tends to be concentrated in large scale worker-centric developments such as Labour City, many workers face long travel times to and from their worksites, often exacerbated by traffic congestion during peak times.

However, as mentioned in an earlier section of this report, increased construction activity on some stadium sites has meant an increase in purpose-built worker accommodation being located adjacent to or near project sites. While supply is still limited, this has provided a reprieve on work sites such as Al Bayt, Al Rayyan and Lusail, eliminating or significantly reducing travel times. The WWD will continue to monitor this situation to find workable solutions for the majority of workers on SC projects.

Information & Training

The development of an Information and Reporting function within the WWD, which was created to address a challenge highlighted in the 2015 Progress Report, further aided the research and data collection that underpins the WWD's enforcement framework and guides decision-making. This function also supports a more transparent and collaborative approach with contractors, particularly when it comes to audit and compliance planning, data analysis and monthly reporting requirements. Finally, this function has led the contractor training and awareness sessions delivered throughout 2016, addressing the lack of awareness among contractors regarding their obligations under the WWS and Qatar's labour law.

Health & Safety

As comprehensive construction site welfare and accommodation health and safety inspections continue, the SC faced a key challenge: ensuring a lifecycle process was in place for all non-work-related incidents. This was addressed by conducting consistent and methodical incident investigations and developing the IIP.

As discussed throughout this report, emergency medical response-related delays are a challenge the SC is currently addressing through a full capabilities assessment across all major high-risk project and accommodation sites, including first aid rooms and clinics. Ways in which we can increase emergency response capabilities will be explored further in consultation with contractors and service providers. A proposed strategy will be developed based on the results of that assessment. Additionally, a lack of sufficient first aiders within accommodation sites is a challenge which is currently being tackling through various in-house training programmes, such as first-aid training provided to 130 workers in November 2016.

The Way Forward



The Way Forward

The issues of labour recruitment and the health, safety and wellbeing of workers on site and in accommodation are taken very seriously by the SC. Our steadfast approach to workers' welfare is having a profound impact on the ground and throughout our supply chain. However, the SC recognises that there is a long road ahead to the 2022 FIFA World Cup™ and is committed to enforcing the WWS and maintaining strict monitoring of contractors across the programme.

With Edition 2 of the WWS continuing to represent best practice in Qatar, we will continue to focus our efforts on compliance with the standards, and on working collaboratively with contractors to raise awareness and compliance levels through continuous improvement. Greater emphasis will also be placed on initiatives that promote the health, safety and wellbeing of workers engaged on SC projects.

We are proud of the partnerships we have forged in 2016 and will continue to identify opportunities to establish new partnerships with organisations that are committed to working with us in a genuine and meaningful way for the betterment of workers.

Our key focus areas in 2017 will be:

1. Continuing to carry out comprehensive audit and inspection coverage through our innovative four-tier auditing system and to work closely with the Independent External Monitor to identify and resolve non-compliances in an efficient and effective manner. Naturally, the WWD will continue to find ways to improve the efficiency of audits and inspections and capture worker feedback in order to measure the impact of the WWS.

2. Support for contractors will continue, and most likely increase, in the hope that this will improve the effectiveness of their due diligence processes when it comes to auditing of OCPs. Additionally, the WWD, in collaboration with the TDO, will introduce a pre-approval process for OCP prior to mobilisation, to safeguard against non-compliant OCPs mobilising on SC projects.

3. Working with contractors, WWOs and others, the WWD will increase the effectiveness of the WWFs by ensuring consistent methodologies, discipline (in terms of monthly meetings), maintenance of the minutes of meetings, elections of workers' representatives and facilitation of the QBIU across five main contractors, covering approximately 4,800 workers across six accommodation sites. Additionally, we will establish Project Worker Welfare Forums across all construction sites to focus on construction site welfare issues and grievances. The WWD will also, through awareness campaigns, facilitate the effective roll-out of the grievance hotline for workers.

4. Implementing the three-year roadmap identified by the Independent External Monitor, which highlights the need for greater levels of collaboration, capacity-building and behavioural change.

5. Evaluating medical facilities across SC projects, to determine medical emergency response capabilities, the state of health and wellness training and awareness, and the extent of medical health screening for workers.

6. Carrying out SC-BWI joint health and safety inspections in order to share best practice and continue to build the capacity of contractors and OCPs.

7. Rolling out the nutrition pilot programme, cooling technologies and the training and upskilling of workers, while closely monitoring their impact throughout the year to determine how these initiatives can be scaled up and delivered to a greater number of workers.

8. Continuing to collaborate with government bodies, NGOs and regional innovation-focused initiatives such as Challenge 22 and the Qatar Innovation Community, particularly when it comes to research and development in the areas of health and safety, recruitment practices and knowledge-sharing.

9. Launching the second phase of the WWD IT Audit Platform, an online audit tool that will streamline the audit and inspection process throughout the supply chain. This platform will also be mobile-enabled and will assist in managing the audit and compliance process through the automation of workflows, reports and dashboards.

10. Building capacity, in partnership with the HSSE Assurance team, through Intelex, a system for health and safety management. Intelex has the capability to monitor all reported non-work-related incidents and perform trend analysis, and can be used by accommodation sites to report, investigate and document non-work-related incidents.



Construction work on Al Bayt Stadium

