



رعاية العمال
Workers'
Welfare

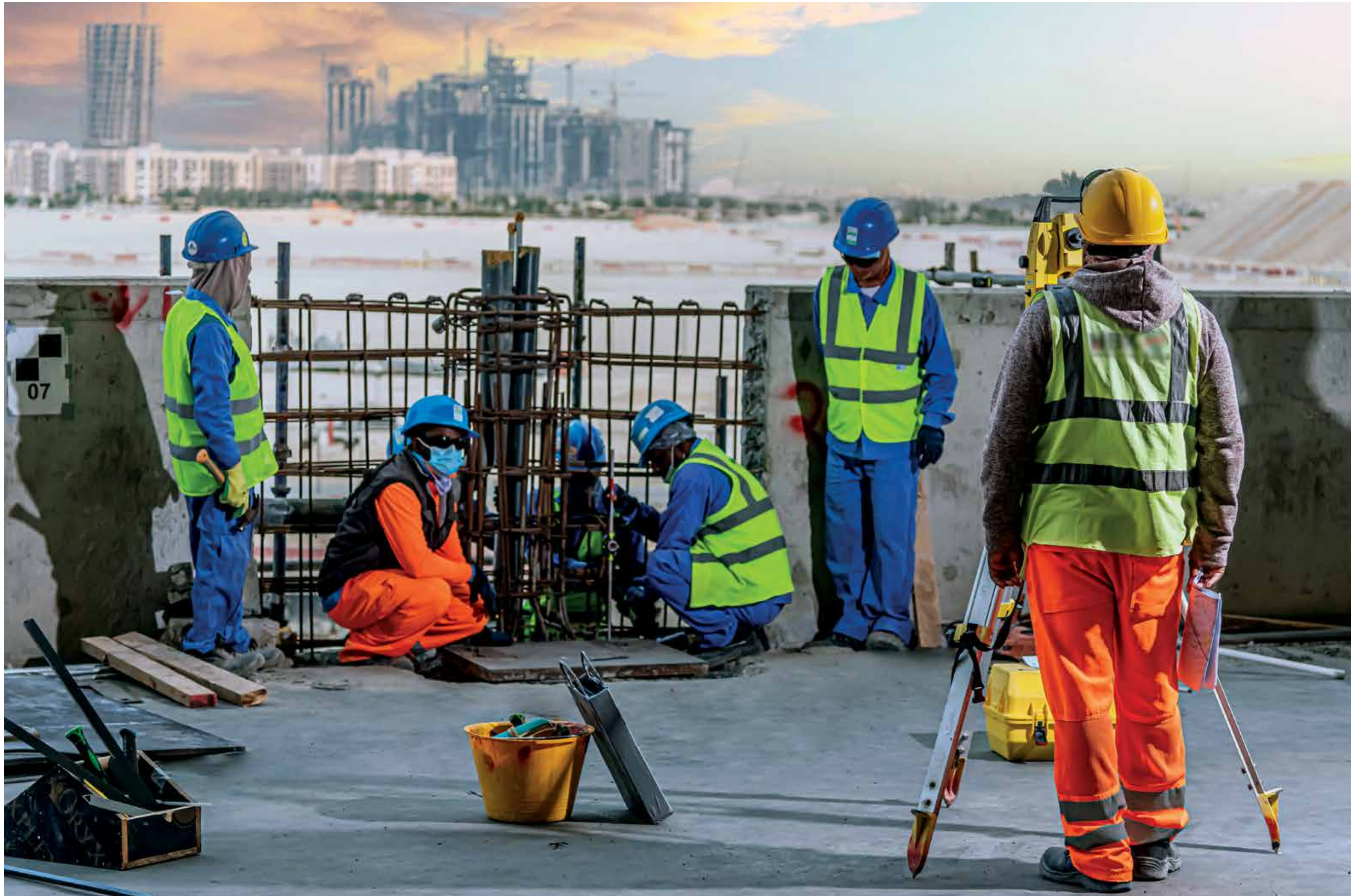


Sixth Annual Workers' Welfare Progress Report

January – December

2020





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Glossary of Terms



BWI	Building and Wood Workers' International
FIFA	Federation Internationale de Football Association
H&S	Health & Safety
HBKU	Hamad Bin Khalifa University
HCO	Host Country Operations
HMC	Hamad Medical Corporation
IIP	Incident Investigation Procedure
ILO	International Labour Organization
JWG	Joint Working Group
MoADLSA	Ministry of Administrative Development, Labour and Social Affairs
MoPH	Ministry of Public Health
OCP	Other Contracting Party
OHS	Occupational Health & Safety
PWWO	Project Workers' Welfare Officer
QISC	Qatar International Safety Centre
QRC	Qatar Red Crescent
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SC	Supreme Committee for Delivery & Legacy
SESRI	Social & Economic Survey Research Institute
TDO	Technical Delivery Office
Tournament	FIFA World Cup Qatar 2022™
TPP	The Phoenix Partnership
WCM-Q	Weill Cornell Medicine-Qatar
WR	Workers' Representative
WWD	Workers' Welfare Department
WWF	Workers' Welfare Forum
WWO	Workers' Welfare Officer
WWS	Workers' Welfare Standards

Letter from the Secretary General

It is indisputable that 2020 will be forever remembered as the most challenging in our collective modern and global histories. Few on our planet were spared from the consequences of the pandemic. As we progress through 2021, we can only unite in our shared hope for the effective distribution of vaccines, and a return to 'normality'.



This is the sixth edition of our Workers' Welfare Annual Report. It reflects the realities of handling matters concerned with containing the spread of COVID-19 within our workforce. It elaborates on how our committee ensured that any individual working for our projects was provided with the necessary tools to navigate the variety of challenges presented by the pandemic.

At state level, extensive measures were implemented to support the health and wellbeing of the population. COVID-19 tests were provided free of charge to all residents, and any individual testing positive was entitled to receive high-quality medical treatment at no cost. The government also provided guarantees for migrant workers in quarantine or undergoing treatment to ensure salaries continued to be paid in full.

The combination of the significant development of our national healthcare sector over the last ten years, with our own comprehensive medical programme for the Supreme Committee for Delivery & Legacy (SC) workforce ensured our relative readiness to handle the initial onset of the pandemic.

Our team instituted necessary initial precautionary measures immediately. These measures encompassed risk assessments to identify people at a higher risk of infection and providing alternative accommodation arrangements, while ensuring salaries and benefits continued to be paid. Other measures such as social distancing and masks were rapidly implemented, and we placed significant emphasis on ensuring that educational awareness and communication initiatives were prioritised.

Close collaboration with our partners at the Ministry of Public Health (MOPH) ensured optimum efficacy in our response. This included a specific 1000-bed isolation facility, which enabled us to monitor and maintain strict quarantine protocols and minimise spread of infection. Workers at the facility received daily consultation, interviews to monitor progress, and assessments on anxiety and depression to support wellbeing in the isolation period. The facility catered to 785 workers, and was eventually closed in August, following a significant decrease in the number of active cases.

The partnership with MoPH extended to developing a mental health awareness campaign for workers, providing information and tools aimed at combating symptoms of social isolation and maintaining general mental and physical health through the pandemic. The content was translated into eight languages, and through collaboration with local embassies, eventually reached over 200,000 residents of Qatar through a COVID-19 specific app.

I am extremely proud of the work undertaken by our Workers' Welfare Department (WWD) and appreciative of the contribution and collaboration from our local and international partners in handling the issues pertaining to the pandemic. I'm proud too, that progress and development continued in spite of COVID-19 – as visible in this report – with the introduction of cooled suits for workers, enhancement of our health screening procedures, and the introduction of mental health-specific care. The health and safety of our workforce was prioritised above all, and that will continue to be the case through 2021 as we continue our collective battle against the pandemic.

It is with our sincerest regret that we reported one COVID-19 related death in 2020. In June, an Electrical Engineer working at Education City Stadium sadly passed away after testing positive for COVID-19. Three more people died in non-work-related incidents during the reporting period. The details on these cases are enclosed in the report. We continue to strive to provide the best possible environment for our workforce, through enhanced medical screenings and testing, continuous monitoring and observance of health protocols, and enhancing sites and accommodation to ensure that both workplace and home are safe and comfortable for any individual working on our projects.

While 2020 is inextricably linked with the pandemic, it is important to note that it marked a significant moment for Qatar's laws pertaining to expatriate labour, with the dismantling of the Kafala system, and the announcement of a non-discriminatory minimum wage. These reforms underlined our country's commitment to progress in this sphere, and as a leading light for reform in the region. Every country around the world is on a similar journey, at various different stages. Qatar is committed to reforms that are long-term, sustainable, and that will serve to improve lives for the decades that follow the FIFA World Cup 2022™.

2021 promises to be another challenging year, as we edge closer to the kick-off date. Of particular importance will be the expansion of the SC WWD's mandate to cover matters beyond construction, and into a wider variety of areas that are critical to hosting the Tournament in 2022. We remain steadfastly committed to hosting a tournament that respects the health, safety, security and dignity of our workers and the expansion of the scope – in collaboration with FIFA and the Q22 joint venture – solidifies this commitment.

I sincerely hope that by the time our next annual report is published, the effect of the pandemic has reduced, and for another year of adapting and overcoming challenges, setting a benchmark for workers' welfare in major events, and continuing to improve the lives of those assisting us in realising our dreams.

About the Supreme Committee for Delivery & Legacy

Established in 2011 by the State of Qatar, the SC is responsible for the delivery of the competition venues – the stadiums and training sites. Our goal is to enable Qatar to host an amazing and historic FIFA World Cup 2022™ and to deliver the Tournament so that it accelerates progress towards achieving national development goals and creates a lasting legacy for Qatar, the Middle East, Asia and the world.

Together, the stadiums, non-competition venues and wider infrastructure will underpin a compact and connected FIFA World Cup™ with sustainability and accessibility at its heart. And when the tournament is over, the stadiums and surrounding precincts will become vibrant hubs of community life – an integral part of the legacy we are building.

Working with Qatar 2022 (Q22), the SC is also responsible for host country planning and operations. Families and groups of fans arriving from around the world will experience a secure, human-centred tournament that both celebrates and exemplifies the hospitality for which Qatar and the region are known.

Beyond the tournament itself, the SC is harnessing the power of football to stimulate human, social, economic and environmental development across Qatar, the region and Asia through legacy programmes including Generation Amazing, Challenge 22, Workers' Welfare, Josoor Institute, B4Development and initiatives such as Community Engagement.



About the Workers' Welfare Department

Workers' Welfare has always been at the forefront of the SC's work, with dedicated teams working on welfare issues since 2013. The current WWD is housed within the Office of the Secretary General and has a vision for an amazing Tournament that achieves best practice in workers' welfare and supports human and social development in Qatar.

The WWD dedicates full-time resources to ensure effective implementation of the Workers' Welfare Standards (WWS) across SC projects. The team has grown proportionally with the SC programme, and currently has 25 full-time staff members, plus three external auditors and inspectors; between them a diverse and multi-lingual team with expertise ranging from auditing to industrial psychology.

The WWD is responsible for:



Overseeing all workers' health & safety (H&S) matters across the SC programme



Developing effective compliance and enforcement mechanisms for the WWS



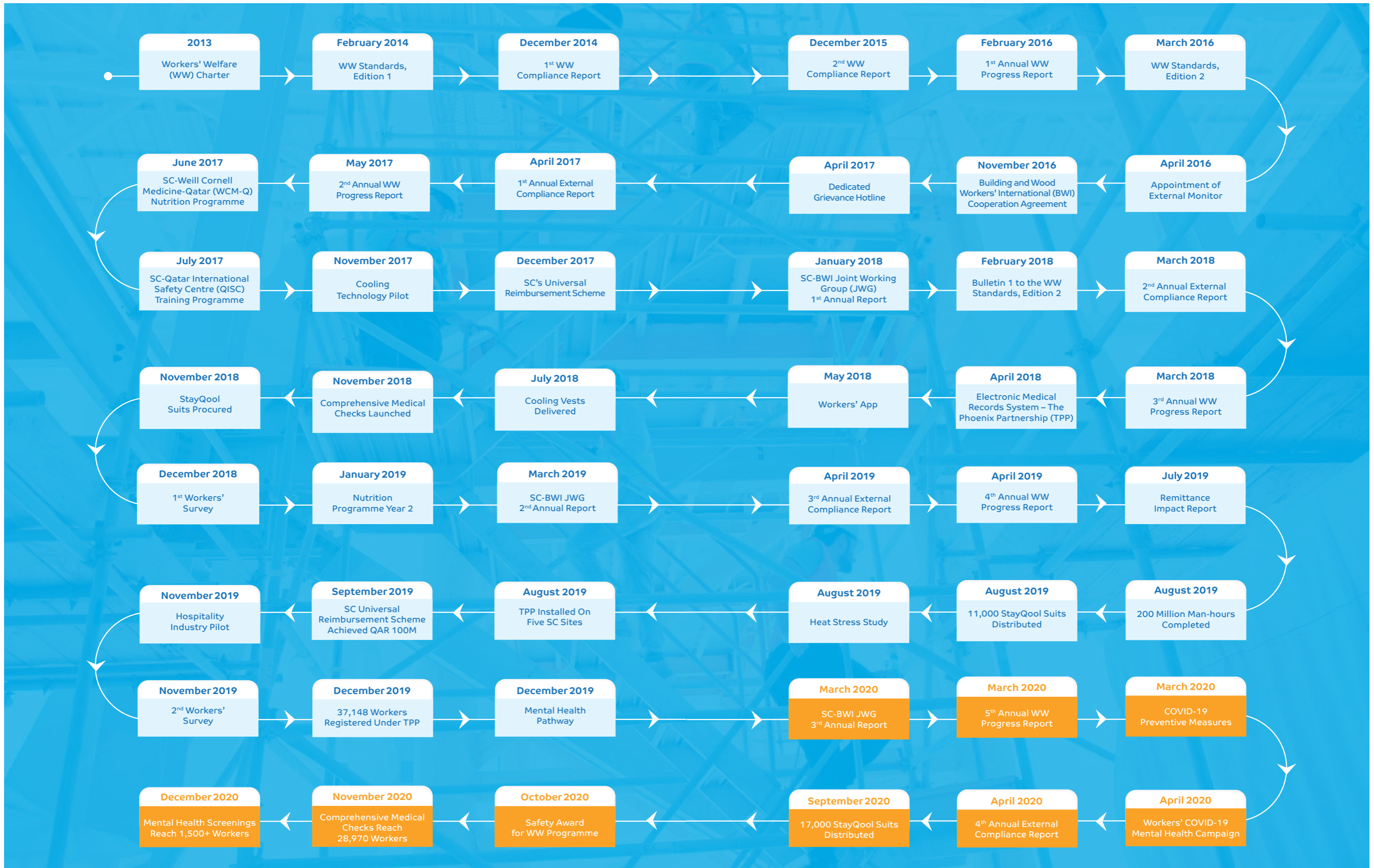
Leading and undertaking audits and inspections of contractors (including worker interviews, accommodation and construction site inspections) and Workers' Welfare tender evaluations



Delivering engagement, outreach and training, conducting research to guide policy and decision-making, and engaging with internal and external stakeholders

Workers' Welfare Journey

■ Milestones to Date
 ■ 2020 Milestones



Workers' Welfare Standards



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

Comprehensive training and awareness on the WWS are given to all contractors and Other Contracting Parties (OCPs), key management personnel and WWD team members. To date, more than 1,000 personnel have been trained.



Bulletin 1 further enhanced the welfare and wellbeing of workers by mandating medical health screenings for workers; empowering Workers' Welfare Officers (WWOs) and Project Workers' Welfare Officers (PWWOs); and strengthening the OCP approval process to include compliant accommodation, ethical recruitment practices, a universal reimbursement scheme, and provision of annual air tickets or encashment as a prerequisite for approval.

More recently, the WWD mapped the existing WWS to international hospitality best practices and local standards to identify whether the standards needed to be adapted or enhanced for that industry. A number of external stakeholders including selected hotel operators, Impactt Ltd, BWI and the Ministry of Administrative Development, Labour and Social Affairs (MoADLSA) were also consulted in the process. Given the holistic nature of the WWS, no significant changes were required.

Executive Summary

The sixth Annual Workers' Welfare Progress Report covers the period from January to December 2020.

2020 was a challenging year in which Qatar, along with the rest of the world, faced the spread of the COVID-19 pandemic. We implemented a robust strategy based on our existing healthcare programme, which helped us delay the onset of the spread. Throughout the pandemic, our priority has been to ensure the safety of our workforce, from identifying high-risk groups and deploying augmented COVID-19 inspections, through to providing isolation facilities and mental health support.

The pre-existing medical infrastructure established by the programme, along with the additional COVID-19 measures and inspections, have been key to mitigating the spread of infection among workers and, as we go into 2021, we continue this pre-emptive approach of vigilance, strict compliance and support.

The pandemic affected operational delivery in many areas of the programme, with accommodation inspections on hold, Workers' Welfare Forums (WWFs) disrupted due to social distancing guidelines, and some health-related projects such as the nutrition programme on hold from March to November. However, many areas were able to adapt successfully – for example with the adoption of risk-based assessments of accommodation supplemented by worker interviews, the move of WWFs and training online, and the establishment of new forms of engagement including a new contractor survey – in a sign of the maturity and resilience of the programme.



Despite the challenges, the year saw continuous improvement in compliance among contractors and OCPs ranging across ethical recruitment, air ticket allowances, better employment conditions, and continuing improvements in housing, with the majority of the SC workforce now in centralised accommodation. We were also able to continue to fine-tune the audit system in favour of critical areas of the WWS, such as wage protection, working hours and end of service benefits.

The SC continues efforts to stamp out the illegal practice of workers paying recruitment fees in their home countries, a worldwide problem. This year, the SC's Universal Reimbursement Scheme (SCURS) was further reinforced with the introduction of MoADLSA-attested commitment letters required from contractors, rectification in the case of non-compliance and verification through audits and inspections.

A number of contractors and OCPs have gone further in providing workers with additional benefits; some have undertaken early adoption of the increased minimum wage, and others have been encouraged to go beyond their statutory duty to sign up to the life insurance scheme that protects workers outside the workplace.

It should be noted that a limited number of SC contractors have faced financial distress, forcing temporary suspension of payment of additional benefits to workers, and these contractors are working to fulfil their commitments within the agreed timeframe.

Impactt continued its role as the programme's external monitor and undertook a restricted portfolio of inspections that included a focus on workers' wellbeing during the pandemic. The BWI-SC JWG held two inspections before the pandemic restrictions took hold, subsequently continuing a fruitful engagement online, with the opportunity to share insights into health and safety best practices across a number of countries.

A development of particular importance in the year was the expansion of the WWD scope, in June 2020. The expanded remit goes beyond SC construction projects to include all Host Country Operations (HCO), FIFA and Q22 projects. As a result, the WWD now safeguards the rights of all workers across projects relating to the Tournament in construction, manpower and professional services, to name a few. The first sector to pilot adoption of the WWS has been hospitality, and in 2020, the pilot continued with follow-up audits and inspections on five hotel operators and the introduction of their OCPs into the programme.

Comprehensive health and safety inspections at construction and accommodation sites continued during the COVID-19 period, with further inspections to ensure strict compliance to COVID-19 guidelines as issued by Qatar's Ministry of Public Health (MoPH). Health and safety inspections were also extended to the hospitality industry in 2020 as part of the ongoing legacy expansion.

Health screenings for workers, necessarily on hold for a significant portion of the year, resumed in November with a new agreement to secure ongoing health screenings for all SC workers for a period of two years, the cost covered by the SC. The roll-out of the mental health pathway, also disrupted as a result of COVID-19 restrictions, resumed in earnest towards the end of the year with retraining of clinicians and a second round of mental health screenings for workers, a first of its kind for Qatar. Further commitments to support workers' health included renewals of the cardiac medical service and the electronic medical records system.

A major advance in health and safety has been achieved this year in the refinement of cooling technology and the mass rollout of StayQool suits, a first for the construction industry and achieved against a complex backdrop of social distancing, briefings in smaller groups, provision of enhanced personal protective equipment (PPE) and constant oversight by WWD's H&S professionals.

Next year will see continued efforts to refine and roll out StayQool technology, coupled with a focus on key strands of the health programme covering comprehensive health screening, mental wellbeing and nutrition. We will continue to find meaningful ways to develop the programme collaboratively, including further efforts to absorb worker feedback in audits and compliance and with a second contractor survey. In large part, the major focus for the year will be on implementing the WWD's expanded scope, which will see the principles, standards and processes for workers' welfare taken beyond SC construction sites.

COVID-19 Response

The COVID-19 pandemic presented an unprecedented challenge for countries across the globe. By March 2020, Qatar's MoPH began reporting COVID-19 cases in the country. The WWD was quick to take all necessary precautions for workers in line with the COVID-19 infection prevention and control guidelines recommended by the MoPH.

We implemented a robust strategy, leveraging our existing comprehensive healthcare programme, which helped us delay the onset of the spread. We recorded the first case within our workforce on 13 April 2020, six weeks after the first case was recorded in the country.

Risk Assessment

Throughout the pandemic, our top priority has been to minimise the risk of infection among our workers and to ensure their safety. As part of our approach, the WWD's H&S team undertook a risk assessment to identify people at a higher risk of infection. These included workers with chronic diseases and those above 55 years of age. All high-risk workers were temporarily demobilised and relocated to a centralised accommodation facility. They continue to receive their salaries and benefits along with any particular food requirements needed for their medical conditions.

The risk-assessment exercise also covered accommodation sites. Workers were temporarily demobilised from high-risk accommodation (locations with a cluster of cases) and the nine percent of the SC workforce living in decentralised accommodation were relocated to centralised facilities.

Caterers who did not adapt to MoPH guidelines were replaced; and we enhanced meal plans to include nutritious, immunity-boosting food, providing a list of recommended and prohibited food items to caterers.

Communicating with Workers

The SC remained in constant dialogue with workers, contractors and the relevant authorities. We conducted awareness sessions with our in-house health expert during the early stages of the outbreak, as well as wellbeing interviews and assessments to help workers cope through these challenging times.

Given COVID-19 restrictions, we moved the WWFs online, using them as platforms for raising awareness. Workers also had a new SC-supported COVID-19 awareness app, which had received over 207,000 downloads by the end of the reporting period.

Welfare Inspections

The existing audit and inspection framework was bolstered to include site welfare inspections, which have been crucial in monitoring the implementation of COVID-19 preventative measures.

COVID-19 inspections were carried out daily across SC construction sites and workers' accommodations to ensure hygiene and sanitation of on-site clinics, social distancing in dining halls and buses, compliance in wearing masks, temperature readings and PPE checks at security entrances.

The SC also introduced daily task-specific inspections, with contractors receiving a feedback report via Intalex, the SC's electronic audit platform. We closely monitored communal areas such as access control (security), project clinics, dining areas, kitchen areas, site offices and meeting spaces to maintain safety and hygiene.

COVID-19 Welfare Inspections for the Reporting Period



6,083

Task-specific inspections
(project and accommodation)



262

Site welfare inspections

Isolation Measures

In early May 2020, with the guidance and approval of MoPH, the SC established a 1,000-bed capacity isolation facility for treating workers infected with COVID-19. The WWS-compliant facility enabled the SC to monitor and maintain strict quarantine protocols to minimise the spread of infection.

The facility was managed by three Primary Health Care Corporation licensed doctors and six nurses, trained by MoPH. Patient information was handled through the TPP SystemOne software, used in parallel with MoPH's CERNER Medical Records System. Workers at the facility received daily consultations and follow-up interviews to monitor their progress, in addition to anxiety and depression assessments to support wellbeing.

On 13 August 2020, the SC isolation facility was closed following a significant drop in the number of active cases. A total of 785 workers were successfully treated at the facility.

Mental Health

During these highly uncertain times, it was natural for everyone to feel anxious, particularly during the early stages of the pandemic due to the lack of credible information on safety and prevention. We staged regular awareness sessions and a dedicated mental health campaign to help workers regain confidence.

We collaborated closely with specialists at MoPH and the Mental Health Service at Hamad Medical Corporation (HMC) to develop a COVID-19 mental health awareness campaign for workers that focused on stress, anxiety, social isolation, depression, wellbeing and physical health. The content was translated into eight languages and shared with over 18,000 SC workers via SMS, and with all WWOs and community leaders for dissemination to a wider worker population. For maximum impact we also shared the content with 15 local embassies representing the highest number of migrant workers in Qatar, to be passed on to non-SC workers, and uploaded the content to a COVID-19 awareness app that reached over 207,000 residents.



COVID-19 Impact

For the reporting period, the SC regrets to report one COVID-19 related death. On 12 June 2020, a 51-year-old staff member from the Philippines, who worked as an Electrical Engineer at Education City Stadium, passed away after testing positive for COVID-19.



3,707

Total workers tested



1,228

Workers tested positive



1,226

Workers recovered (remaining are in recovery in MoPH facilities)



851

Peak active cases



1

Total deaths

Way Forward

The SC's pre-emptive health and safety measures helped us to mobilise quickly and keep the pandemic at bay. We continue to review the situation on a daily basis and follow MoPH guidelines to protect the health and safety of all construction workers and staff. Our team continues to adapt to the unprecedented challenges, ensuring all workers benefit from first-class treatment as required. We are working closely with our contractors to ensure strict compliance with safety protocols to protect workers at all times.



Compliance and Audits

The Compliance and Audits (C&A) function oversees the implementation and enforcement of the WWS and undertakes Workers' Welfare audits and inspections, encompassing accommodation and construction site inspections and ethical recruitment audits. The remit also covers OCP approval process, with tender evaluations to assess bidders' compliance with Workers' Welfare requirements.

Since the dismantling of the Kafala system, C&A have also been raising awareness of the changes and monitoring contractors' non-compliances via interviews, awareness through the WWF and WWOs, and addressing related issues raised through the SC's Grievance Hotline.

Audits and Inspections

The WWS prescribe a robust four-tier auditing system of:



The Audits and Inspections team is responsible for ensuring complete audits of contractors and their OCPs on a quarterly basis, with respect to ethical recruitment audits and accommodation inspections. Risk-based planning for audits and inspections identifies high-priority contractors based on the following criteria:

- 1 **Compliance level:** where the previous compliance score is less than 80%
- 2 **Mobilisation on-site:** where new contractors or OCPs are mobilised on the SC site
- 3 **Date of previous audit or inspection:** where more than 60 days have elapsed since the last audit or inspection
- 4 **Workers:** where there are more than 50 OCP workers on site

Contractors and OCPs meeting any of the above criteria are prioritised for audits and inspections at the beginning of the quarter, with the remainder following in the subsequent quarter. This risk-based planning approach ensures that all contractors and OCPs are subject to the same criteria when scheduling audits and inspections. Non-compliances are notified to contractors with potential rectification plans, while critical non-compliances are forwarded to the Compliance & Enforcement team for action. This approach has proven to be very effective, resulting in the timely resolution of issues.

During the reporting year, the audit checklist weighting was revised to favour critical areas of the WWS in compliance scores, such as the Wage Protection System, working hours, end of service benefits, passport retention, and provision of health cards and bank cards. The criteria for conducting abbreviated ethical recruitment audits was also revised to cover OCPs with fewer than 50 workers on-site and a previous compliance score of 85% or more (up from 80% previously).



The WWD achieved the quarterly target of 100% audits and inspections of contractors and OCPs for the last two quarters of the reporting period. The target for the first two quarters was impacted due to COVID-19 as accommodation inspections were put on hold.

The WWD has placed much more focus on worker interviews by going above the minimum sample size of 5%, to interview an average of 7% of the active workforce of each contractor audited. As a result, we have recorded a significant increase in workers' interviews compared to the previous year, despite the decrease in the number of workers for the reporting period compared to the same period last year.

The year has seen continuous improvement in compliance across various contractors and OCPs as a result of the robust quarterly audit regime. Particular improvements include:

- 

Increased focus on ethical recruitment and commitment towards the reimbursement of recruitment fees to workers
- 

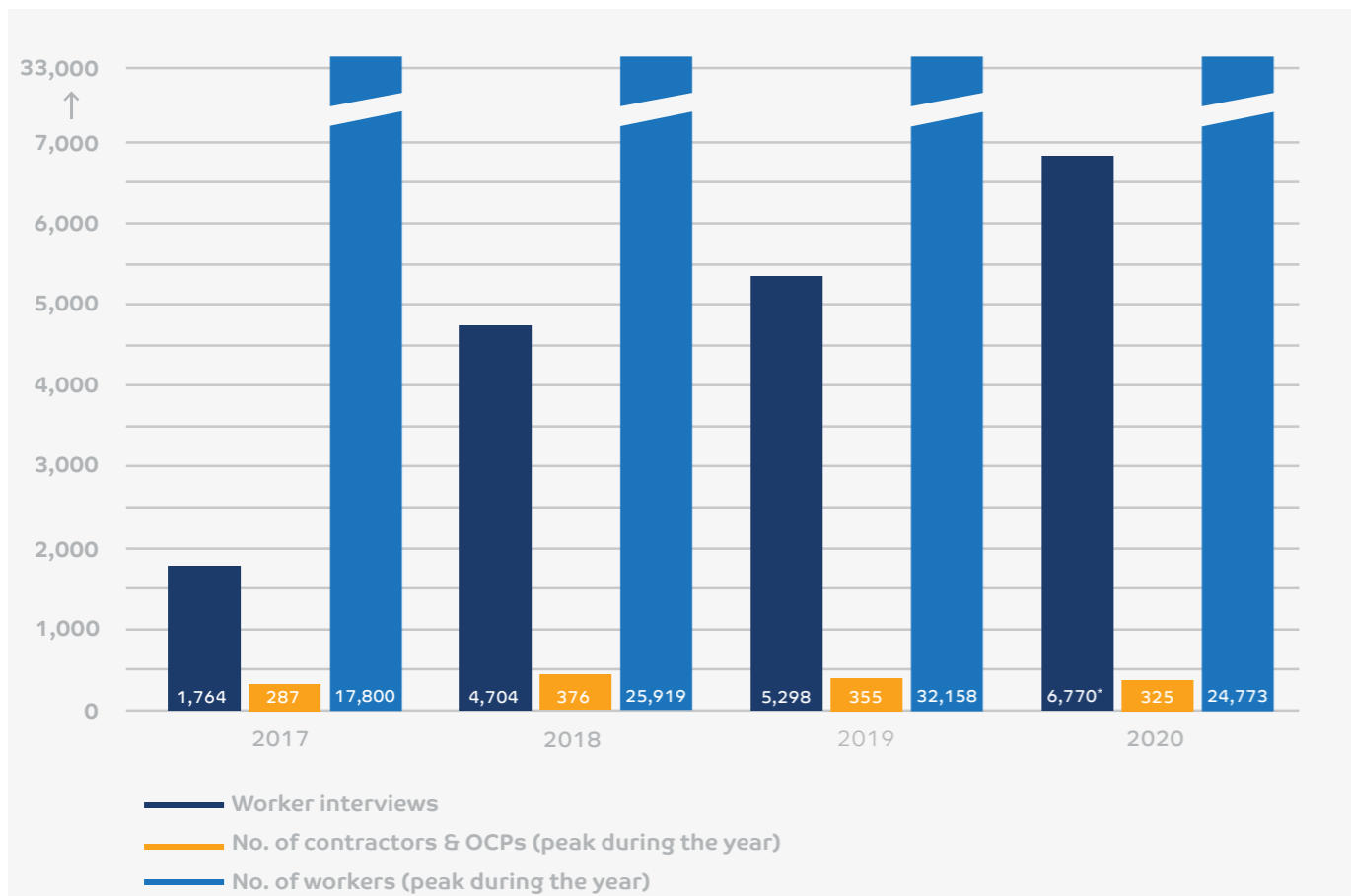
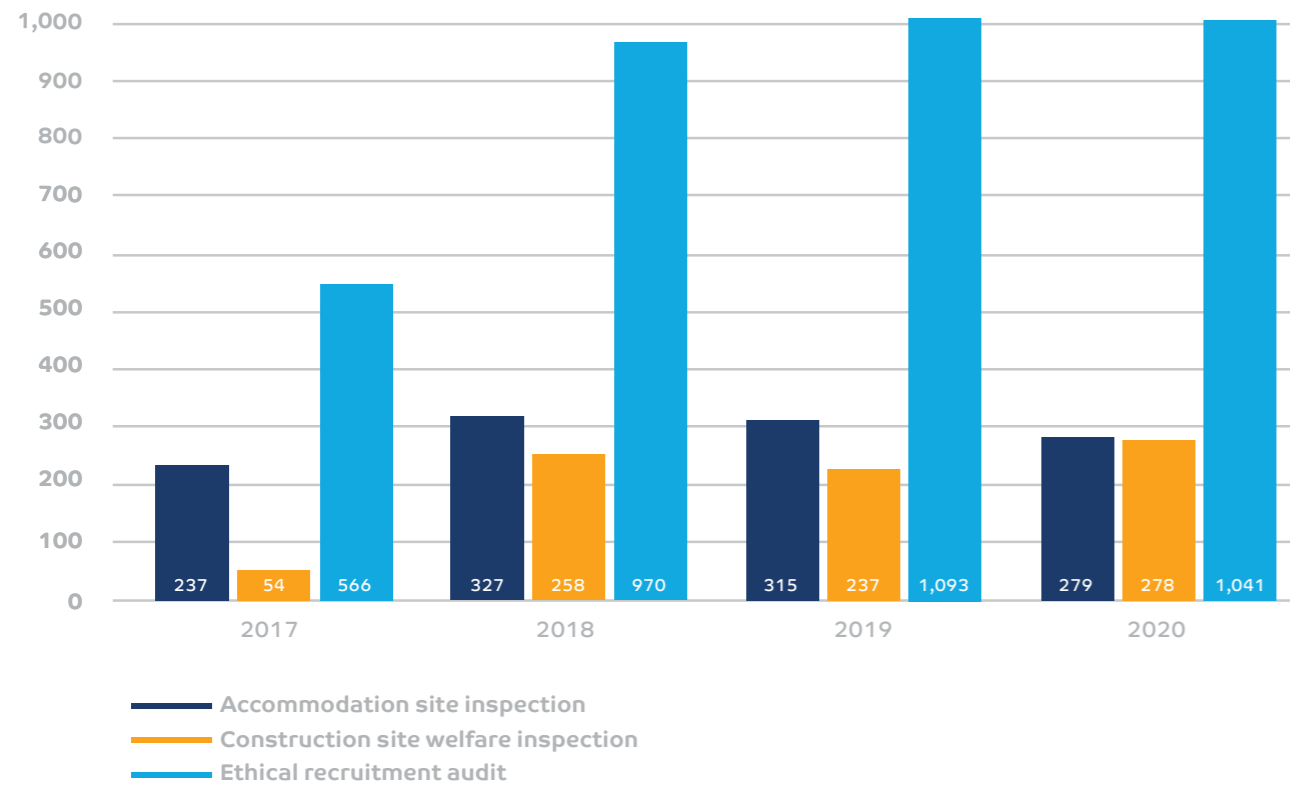
Provision of monthly air ticket allowances in lieu of annual return air travel expenses (based on the workers' preference)
- 

Eleven contractors/OCPs provided workers with additional financial benefits such as food allowances in addition to the provision of meals, incentives for workers with high attendance rates and other incentives beyond the contract. A total of QAR 31.08 million of financial benefits were provided to 4,764 SC workers and 4,800 non-SC workers
- 

Continuing improvements in housing with the majority (85%) of the SC workforce now in centralised accommodation
- 

Ensuring workers are provided with health cards, passports, Qatar IDs, bank cards, etc.

Year-on-Year Comparison of Audits and Inspections



*6,204 from the construction sector and 566 from HCO/Hospitality/Aspire Zone

Compliance and Enforcement

OCPs and contractors are subject to a pre-mobilisation process to ensure they are WWS compliant before being approved for deployment, augmented with additional checks by MoADLSA. Initiated in 2017, this process has helped achieve stronger compliance and enforcement of the WWS across sites. Highly compliant OCPs are fast-tracked onto the programme, in the service of ensuring higher welfare standards for newly mobilised workers.

To ensure the timely payment of salaries and benefits to workers, we follow up with main contractors to release payment of invoices to OCPs, reporting delays to MoADLSA for further punitive action where necessary. In the reporting year, the SC followed up with demobilised contractors to ensure that payment of salaries and other benefits to their workers continued, impacting more than 1,200 workers during the year.



1,011

OCPs have been routed through the pre-mobilisation approval process since 2017



85%

of workers are housed in centralised accommodation built near SC stadiums sites to minimise commute times, or in properties upgraded to align with the WWS



92%

of workers are mobilised by main contractors and Tier-1 OCPs (who are in direct contractual agreement with the main contractor)



42

contractors were reported to MoADLSA for delays in payment of salaries or other critical non-compliances during the year

Key Initiatives

Grievance Mechanisms: Empower to Power

The SC's three-tier grievance mechanism, comprising WWOs, WWFs and a Grievance Hotline, offers a crucial platform for workers to amplify concerns and make suggestions to improve welfare and safety without fear of retaliation. The success of the WWF has led to the roll out of forums to non-SC projects, with 12 contractors offering the forums to 12,590 non-SC workers to date.

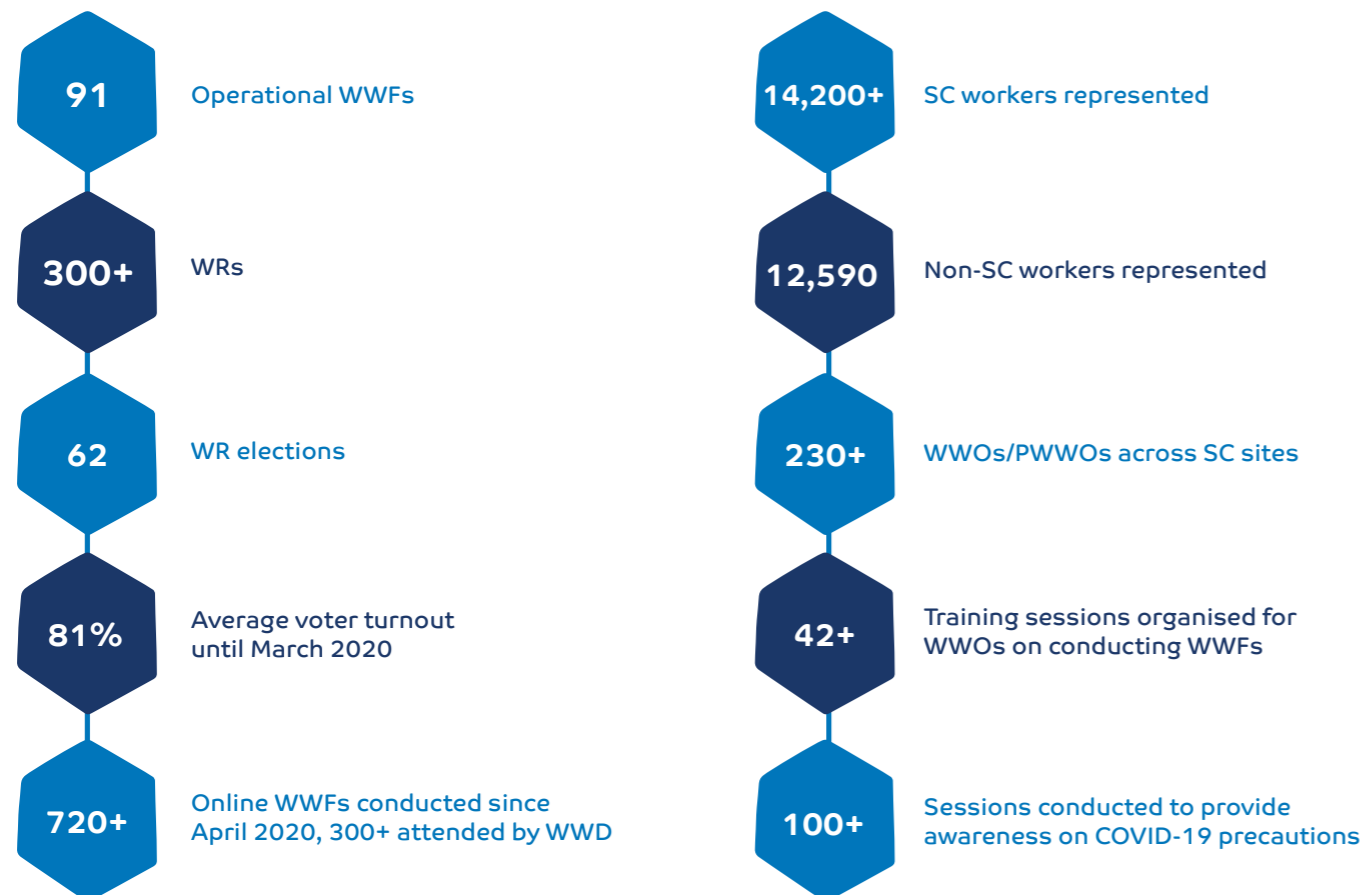
With COVID-19, the forums were moved online to ensure workers had ongoing access to remedial action. This move has helped Workers' Representatives (WRs) upgrade their technical and communication skills as well as keeping them abreast with respect to COVID-19 measures, requirements and related news.

In the reporting period, 166 WRs received comprehensive training from the SC on roles and responsibilities, effective communication, conflict management, leadership, and health and safety; and more than 10 contractors provided their WRs with additional allowances to discharge their duties. BWI conducted detailed training for 94 additional representatives at Ahmad Bin Ali Stadium and Doha Port as part of the responsibilities delivered by the SC-BWI JWG.

In parallel, the SC Hotline, available in 11 languages, 24-hours a day, continues to be a trusted resource for workers to raise complaints anonymously and also to receive guidance and information in dynamic situations such as COVID-19 or regulatory changes. Since the launch of the hotline, 846 complaints have been resolved out of 863 received, with issues including ensuring workers were paid during quarantine throughout COVID-19.

The nature of complaints varies, however the most recurring issues throughout the year related to lack of provision of enough food varieties; salary delays; incomplete end of service benefits; employers not facilitating transfer to new employment; and insufficient recreational facilities in accommodation, all of which the WWD continually strives to rectify along with contractors.

At a Glance



Recruitment Fees

The majority of migrant workers globally and in Qatar have, inevitably, paid illegal recruitment fees in their home countries. Millions of people worldwide are affected by this practice, which is illegal under international law and Qatari law and prohibited by the WWS. The SC seeks to ensure that all future recruitment complies with the WWS, and that legacy workers on projects in Qatar prior to joining the SC programme are compensated for hardships they may have encountered when moving here.

The SC launched its SCURS three years ago to raise awareness around the issue and encourage contractors to reimburse workers at their construction sites for the illegal fees that have been paid. It is done without receipts and puts the burden of proof on the contractors. Through this collaborative approach, the SC calculates a total commitment by contractors who have signed up to this scheme to be approximately QAR 102.5 million to 30,940 SC and 18,066 non-SC workers disbursed over a 36-month period.

The scheme was further reinforced with the introduction of the MoADLSA-attested commitment letters required from contractors, and verified through ongoing audits and inspections. Of 260 contractors who signed up to the scheme, 211 provided commitment letters attested by MoADLSA; seven had already provided full reimbursement, hence letters were not required; while the remaining 42 were already demobilised having completed their scope of work.



Air Ticket Allowance

In March 2017, the WWD began mandating the provision of annual leave and return air tickets, or their equivalent value, for workers. This has supported workers' wellbeing in connecting with families back home or being able to provide additional remittances for savings and investment.

In total, 331 contractors and OCPs have provided return air tickets or equivalent allowances. This has impacted more than 40,000 SC workers and 6,670 non-SC workers. A total of QAR 69 million will be paid in air tickets and allowances.

Life Insurance

Although all workers are covered through the Workmen's Compensation Policy (WCP) for injuries, disability or death due to accidents at work sites, as per Qatar Labour Law, such coverage is not mandatory for accidental or natural deaths outside work. The SC has persuaded a number of contractors to take out life insurance for their workers to ensure decent compensation to families in the case of death or disability. This insurance is available worldwide, all year, and can be paid directly to workers' families, compensating by a substantial amount ranging from QAR 50,000 to QAR 100,000. To date, 14 contractors have implemented this for approximately 8,169 SC and 30,352 non-SC workers, despite it not being a mandatory requirement.

Minimum Wage

In August 2020, MoADLSA announced a revised basic minimum wage of QAR 1,000 per month (up from QAR 750), to take effect in March 2021. The SC is encouraging all contractors to be proactive in adopting the new minimum wage, and at least 16 large contractors and manpower suppliers agreed to implement the minimum wage at the start of their October and November 2020 payrolls, benefitting over 40,000 workers including 6,500 SC workers.

External Monitor

The SC four-tier audit system includes provision for external oversight by an independent monitor, currently Impactt (UK) Ltd, a global social compliance specialist. COVID-19 regulations left Impactt unable to conduct the full scope of audits and inspections on 24 contractors and instead a restricted programme was deployed when travel restrictions were eased. This programme consisted of initial and follow-up inspections for 12 contractors and included a focus on workers' wellbeing during the pandemic and its potential impact on their lives in Qatar and back home.

Impactt identified significant improvements in the follow-up audits, with an overall increase in the ethical recruitment audit score from 68% to 84%, and an increase in the accommodation score from 79% to 82%.

Significant improvements were reported in the following areas:

- Payment of recruitment fees and air ticket allowances
- Empowerment of workers through WWFs and access to the hotline
- Better access to medical care during the COVID-19 pandemic

Since 2016, an overall of 65% of issues raised in audits and inspections have been rectified or closed, confirmed through follow-up audits of 82 contractors. Full details of these findings will be available in Impactt's independent report, due in the first half of 2021.

Area in Focus: Expansion of Scope



The WW scope initially focused on construction workers on SC sites. As we move closer to 2022, this scope is being increased to cover wider Tournament-related activities.

In June 2020, the WWD received an expanded remit that now includes all HCO, FIFA and Q22 projects. As a result, the WWD is now required to safeguard the rights of all workers across projects pre, during and post the Tournament, ensuring no overlaps in scopes and no gaps in implementation of the WWS. The scope is expected to cover over 150,000 people working in construction, manpower and professional services including, for example, hospitality, media operations, transport and logistics, safety and security, cleaning, and merchandising.

During the course of the year, the WWD has embedded the WWS into procurement and tender processes for the full suite of HCO activities, and is currently working with FIFA and Q22 to put in place the same systems for their respective tender workflows.

The first sector to pilot implementation of the WWS has been hospitality, with five hotel operators commencing an early pilot in 2019. In 2020, the pilot programme continued with follow-up audits and inspections and, in addition, the OCPs of these hotel operators were scoped into the WWD's quarterly audit and inspection plan. The results showed significant improvements by the hotel operators and a process of demobilisation of critically non-compliant OCPs occurring.

Beyond the pilot, a further improvement overall is that now, over 91% of all hospitality sector workers are housed in villas or apartments catering to their specific demographics, as compared to 80% at the initiation of the pilot phase.



Contractors in Focus

HBK Contracting

- Main contractor for Lusail and Ras Abu About Stadiums since 2016
- Consistently high compliance levels based on quarterly audits and inspections
- Recently audited and inspected by Impactt and received an overall compliance score of 92% (ethical recruitment: 90%, accommodation inspection: 92% and site inspection: 97%)
- Implemented life insurance coverage by setting up a self-insurance fund for 9,250 workers (both SC and non-SC)
- Provides air-ticket allowances and recruitment fees reimbursements as per its commitment to the SC
- Implemented the new minimum wage of QAR 1,000 for all its workers (SC and non-SC) from November 2020, well in advance of the March 2021 deadline
- Continued the provision of salaries and other benefits to high-risk workers despite their temporary demobilisation due to COVID-19

Bauer International

- OCP working at Doha Port since 2019
- Recently audited by Impactt and received an overall compliance score of 89% (ethical recruitment: 87% and accommodation inspection: 90%)
- In addition to the standard HMC health card, provided private health insurance to workers
- Provides recruitment fees reimbursements and monthly air-ticket allowances to its workers
- Workers are housed in a highly compliant centralised accommodation

Manar Trading & Contracting

- On the SC programme since 2017, initially on Al Janoub Stadium and recently on Lusail Stadium
- Significant improvement in the recent external monitor follow-up audit, with its compliance score improving from 80% to 91%
- Provides recruitment fees reimbursements and monthly air ticket allowances to workers in accordance with its commitment to the SC
- Workers are housed in a highly compliant centralised accommodation



Workers' Welfare Health & Safety

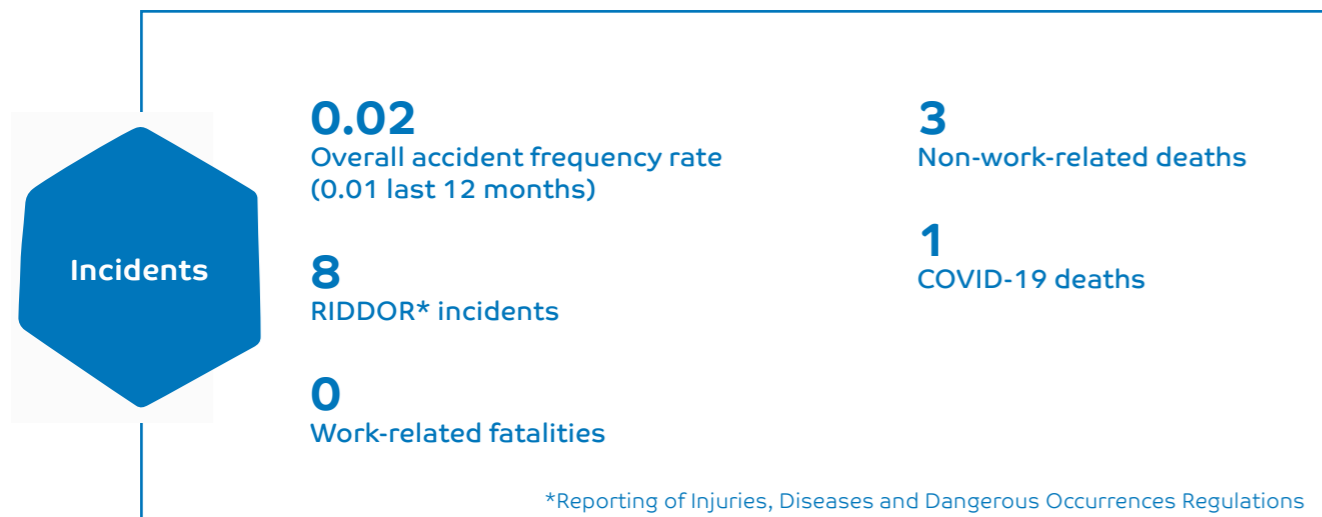
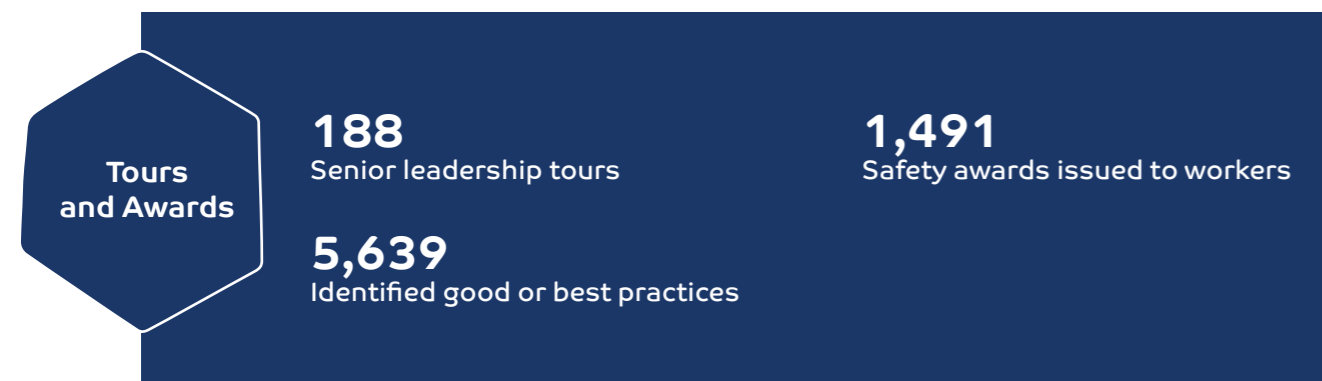
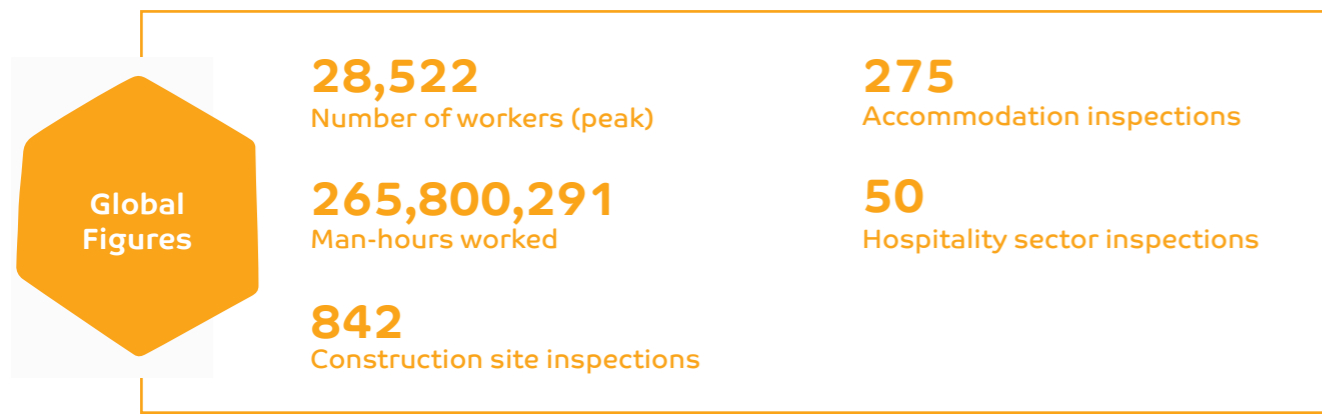
Under the 'Work Safe, Deliver Amazing' framework, our central mission is to ensure a rigorous and sustained culture of health, safety and welfare, across SC projects. A dedicated team at the Technical Delivery Office (TDO) manages health and safety on construction sites, while the H&S team within the WWD looks after key welfare elements of workers' daily lives in relation to work, accommodation and transport.

Comprehensive inspections at construction and accommodation sites continued during the COVID-19 period to reinforce regulations covering medical care, emergency response, dining arrangements, fire protection, infrastructure and facilities management, sanitation and safe drinking water. The WWD H&S team further conducted inspections to ensure strict compliance to COVID-19 guidelines as issued by MoPH.

During 2020, health and safety inspections were extended to the hospitality industry as part of our ongoing legacy expansion, with site compliance measured against the WWS at the five piloted hotel operators. Follow-up inspections revealed significant improvements, reflecting hotel operators' commitment to provide a consistently safe and healthy work environment.

In October, the SC received the Excellence Award in Occupational Safety and Health for our WW programme from Qatar's Ministry of Municipality and Environment (MoME). This special recognition is a testament to the continuous efforts and commitment towards ensuring the safety and protection of workers across our project sites.

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



*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Comprehensive Medical Screening

In December 2020, an agreement was signed with OCCUMED and KIMS Medical Centre to conduct health screenings for all SC workers for a period of two years, with the cost covered by the SC as part of the commitment to workers' health and wellbeing. This programme was originally launched in 2018 with Qatar Red Crescent (QRC), when the SC mandated annual comprehensive medical screening for all workers on the programme.

From the inception of screenings in 2018, a total of 26,573 workers had received examinations by December 2019. Following a break due to COVID-19 restrictions, annual screenings began again in November 2020 and since then 1,426 workers have received examinations. OCCUMED and contractor medical teams have been working together to ensure proper care and case management where acute or chronic illnesses are identified.

The SC has taken a number of steps to provide medical services beyond screenings, especially for high-risk workers. In 2020, we continued our partnership with Hamad Heart Hospital to offer a professional medical service for cardiac patients; and we have continued the partnership with TPP for a system of integrated electronic medical records, which provides continuity of healthcare and empowers workers to better understand and manage their health.

All medical information is treated with the utmost confidentiality, with accessibility limited to individual workers and authorised medical staff.

Mental Health

In the last quarter of 2019, a dedicated mental health care pathway for SC workers was launched via a formalised partnership between the WWD, MoPH's National Mental Health Office and the Mental Health Service at HMC. The pathway has the aim of improving workers' access to mental health services and of providing efficient diagnosis, care and treatment.

Beginning in February 2020, the initiative trained clinicians across SC sites and accommodations, administered targeted mental health screenings for workers, and provided dedicated mental health clinics with free consultation and treatment for SC workers – a first of its kind in Qatar.

Mental health screening was put on-hold in March due to COVID-19, but resumed in December with retraining of all clinicians, and initiation of a second round of mental health screenings for workers.

The WWD utilised the down period caused by the pandemic to conduct two mental health awareness campaigns in March and October. The campaigns deployed COVID-19-specific mental health awareness messages to combat the risk of depression and anxiety, and to communicate the importance of an active lifestyle in maintaining mental health.



SC-BWI Joint Working Group

Under a cooperation agreement signed in 2016, and renewed annually thereafter, the SC-BWI JWG ensures that workers on stadium sites are protected by rigorous health and safety measures as mandated in the WWS.

The JWG, comprising 10 permanent members split equally between the SC and BWI, organises Occupational Health and Safety (OHS) inspections, assesses the effectiveness of existing grievance mechanisms, reviews and assesses the health and safety training curriculum, and makes recommendations for safety enhancements.

Due to COVID-19 restrictions, only two JWG inspections took place in 2020, in February and March. The team inspected Education City, Ras Abu Aboud and Al Thumama Stadiums along with their respective accommodations and attended three WWFs.

During the inspections, a number of good practices were identified and acknowledged, including contractors being proactive, the high standard of housekeeping and the quality of accommodation (recreational areas, common areas, greenery, etc.), PPE compliance, proper management of work at height and cable management.

A few observations to be addressed included the addition of toilets on higher levels of the site so workers could reach them more easily, more efficiency during lunchtime to avoid long wait times, and a larger focus on workers' feedback on food served in the dining halls.

In addition, the JWG conducted two WR training sessions at Ahmad Bin Ali Stadium and Doha Port Project in February and March respectively for 94 WRs. These training sessions were designed to equip them with skills in communication, negotiation, conflict resolution and leadership.

Despite the global challenges of COVID-19, the BWI and SC have, where possible, continued the work of the JWG. In the absence of customary on-the-ground-inspections, both parties held an online meeting in April 2020 for minimal disruption to the shared objective of protecting workers on SC projects. BWI was represented by its General Secretary, Ambet Yuson, together with inspectors from the UK, Australia and Sweden, offering the opportunity to share experiences of how various countries were responding to unprecedented workplace health challenges during the onset of the COVID-19 pandemic. It was noted that the pre-existing medical infrastructure that the SC had in place along with the additional COVID-19 measures and specific inspections, played a vital role in mitigating the spread of infection among SC workers.

The cooperation agreement has been extended into 2021. JWG findings are published annually in a publicly available report, the fourth edition of which was released in 2021.



Work-Related Fatalities and Non-Work-Related Deaths

The SC investigates all non-work-related deaths and work-related fatalities in line with the Incident Investigation Procedure (IIP), to identify contributory factors and establish how they could have been prevented. While this is standard SC procedure, the responsibility to investigate the underlying causes of death in the case of non-work-related deaths lies with the relevant local authorities.

Our commitment to publicly disclose non-work-related deaths goes beyond the requirements of the UK's RIDDOR, which the SC has adopted as our benchmark.

The SC regrets to report the non-work-related deaths of three workers on the programme during the reporting period.

On 6 April 2020, a 34-year-old Bangladeshi national, working as a mason on the Doha Port Project, was found unresponsive on the floor next to his bed. The cause of death was recorded as acute heart failure due to natural causes.

On 4 July 2020, a 40-year-old Indian helper working at Al Thumama Stadium was reported missing by his roommates. He was found dead by Qatar police the following day, and the cause of death was recorded as acute heart failure due to natural causes. Following the incident, the SC has ensured strict measures were taken by the contractor to develop a policy and procedures for identifying workers who fail to report for duty, including a communication protocol between construction sites and accommodation facilities.

On 20 July 2020, a 43-year-old Bangladeshi carpenter working at Ahmad Bin Ali Stadium complained of chest pains on his way to the site dining hall. The man was transported to the site medical clinic where he lost consciousness, before the arriving medical and ambulance services took over life saving measures. He was taken to hospital where he later died. The cause of death was recorded as acute heart failure due to natural causes.

There were no work-related fatalities during this reporting period.

Following any work-related fatalities or non-work-related deaths, the SC takes all necessary steps 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 death
- All processes are followed in order to ensure the prompt repatriation of the deceased
- All outstanding payments, benefits and/or compensation are transferred as quickly as possible to the deceased's family

Strategic Initiatives, Outreach & Communication

Strategic initiatives are a crucial part of the SC programme, helping meet workers' needs now and into the future, and establishing a legacy of learning and expertise to share with partners. This year, ground-breaking cooling technology continued to be rolled out in significant numbers, despite the challenges arising from the pandemic; while other programmes, such as in nutrition and training, were forced to adapt to a new online reality.



Area in Focus: Cooling Technology

StayQool is a pioneering cooling work-wear able to protect workers during summer months and beyond by reducing thermal skin temperature by up to 8C. Initially pioneered in 2016 and developed through a partnership between TechNiche, a UK-based manufacturer of smart clothing, and Qatar's Hamad Bin Khalifa University (HBKU), the suits have been ISO-certified following 3,000 hours of testing, research and development in Qatar, the UK, Bangladesh and China.

StayQool uses a hi-tech fabric called HyperKewl Plus, which absorbs and slowly releases water through evaporation, thus super-charging the body's natural cooling process. Standard coveralls, typically worn by construction workers in Qatar and across the region, retain high temperatures during the summer months. By comparison, the StayQool suit can be reduced by up to 15C, once activated.

StayQool forms part of our wider heat stress mitigation strategy, augmenting a number of other preventative measures already in place that significantly lower the risk of heat stress, as documented in a 2019 heat stress study commissioned by the International Labour Organization (ILO) and MoADLSA and carried out by heat stress experts at FAME Lab.

Rollout of StayQool across SC sites commenced in the summer of 2019 with 11,000 suits distributed. In 2020, the garments were further enhanced to improve comfort and practicality, and a further 17,000 suits were deployed at Doha Port, and Lusail, Ras Abu Aboud, Al Thumama and Education City Stadiums. This is the first time such sophisticated work-wear has been mass deployed in the construction sector.

A comprehensive awareness programme ensured workers understood how to wear and activate their garments correctly and, in surveys conducted by TechNiche, 96% of workers have reported feeling more comfortable wearing the StayQool suit over traditional work-wear.

StayQool will continue to evolve. Upcoming versions will be equipped with wearable sensors, designed by HBKU, to monitor key health parameters, for a holistic solution to managing heat stress and revolutionising work-wear even further.



Nutrition

2020 marked the second year of the SC's 2018 partnership with WCM-Q to carry out targeted efforts for ensuring an aware, healthy, active and productive workforce. The collaboration draws on the expertise of WCM-Q's team of researchers, specialist doctors, nurses, and nutritionists to conduct health checks, promote balanced diets, and provide sound nutrition advice, in addition to advisory medical consultation support.

Building on successful activities in 2019, which included health screenings, field testing of new menus, and reporting on the overall state of workers' health, in 2020, WCM-Q delivered nutrition and health training and awareness sessions to 1,379 workers and contractors in January and March. Although programme activities had to be put on hold shortly thereafter due to COVID-19, in the third quarter of the year, WCM-Q managed to provide virtual training to 27 caterers to raise awareness of workers' health needs and the importance of nutrition in preventative healthcare.

In 2021, an updated health and nutrition awareness campaign, adapted to reflect the most recent worker health findings, will be deployed across sites and accommodations to support workers in playing their part to maintain a healthy and active lifestyle. The campaign has been translated into 10 languages to ensure easy uptake.



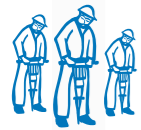
Training and Up-Skilling

In 2020, the SC continued the ongoing partnership with QISC to provide bespoke training in multiple languages to SC workers in health and safety, WWS, workers' rights, grievance mechanisms, and other programmes that support workers' wellbeing, productivity, and a smooth transition into working and living in Qatar.

From March to August, the programme was on hold due to COVID-19; however, the SC and QISC worked closely to adapt courses for online delivery, and to slowly begin to provide mission-critical training in-person consistent with national prevention measures. Since September, the QISC provided OHS training for medical staff, WR training which resumed online in October, and Advanced and Basic Life Support for medical staff, both of which resumed in person.

Courses provided in 2020 included WW Induction Training; General, Trade-specific, and Medical Personnel-specific OHS; Basic Life Support and Advanced Cardiac Life Support; and Behavioural Based Safety (BBS) Leadership among other programmes. Of particular importance was the WR Training, which equipped more than 160 workers with skills in leadership, conflict resolution, negotiation and communication, to serve as peer representatives advocating for worker issues. QISC also upskilled key WWD H&S personnel with advanced qualifications in food safety, toward enhanced supervision of catering providers and facilities serving workers at SC project sites and accommodations.

The following figures were recorded for 2020:



760

Workers received the WW Induction Training



55

Clinicians received OHS for Medical Staff Training



790

Workers received OHS Training



67

Clinicians completed Basic Life Support and/or Advanced Cardiac Life Support Training



166

Workers received WR Training



3

H&S staff members received Highfield Level 3 Award in Food Safety for Catering



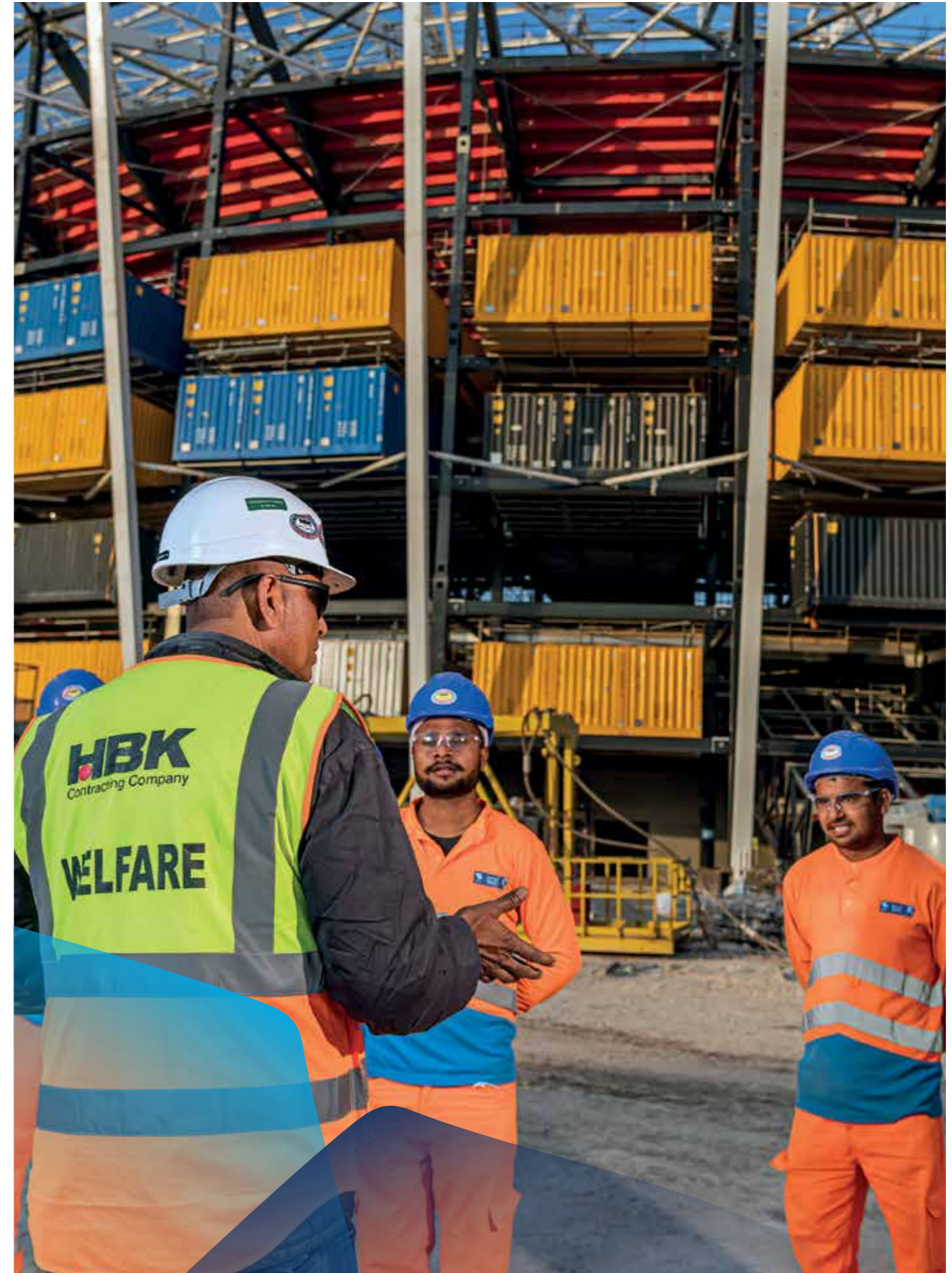
177

Workers received OHS Trade-Specific Training



3

H&S staff members received BBS Leadership Training



Contractor Survey

A new initiative in 2020 saw the Qatar Chamber of Commerce (QCC) conduct a survey with SC contractors in order to better understand the benefits and challenges associated with implementing the WWS. QCC surveyed contractors comprising 35% of the SC workforce on the impact of the standards on workers' wellbeing, attitudes, motivation, and productivity, as well as the challenges and benefits companies have experienced, among other topics.

The findings showed that implementation of the WWS has resulted in an improvement in workers' productivity and morale, improving wellbeing and giving workers pride in what they do. For companies, implementation of the WWS has had a positive impact on their business reputation, as well as being a vehicle for enhancing systems and processes. The biggest challenges that companies faced were the cost of ensuring compliance, the lack of a level playing field in the procurement process due to additional costs, and the required change in culture that companies needed to undergo to align to the standards.

Overall the findings reflected an overwhelmingly positive view of the WWS, providing an indication that contractors have, by and large, benefitted from their implementation. Most of the companies surveyed had decided to extend the WWS to their non-SC workers and all of them recommended that the WWS be extended throughout the nation to improve workers' wellbeing.

Following the survey, the SC commissioned Qatar University's (QU) research arm, the Social & Economic Survey Research Institute (SESRI), to devise and execute a more extensive survey of contractors. In 2021, SESRI will complete a survey of contractors, constituting approximately 75% of the SC workforce, to provide a comprehensive independent analysis of contractor perspectives. Findings will provide valuable insight into how the WWS can continue to add value beyond 2022, if adopted more widely.

SESRI has been an important stakeholder in the SC's work to uphold high standards for the quality of life of workers and, since 2017, has conducted an annual independent survey of workers to provide a platform for them to share facts and opinions on key matters affecting their lives in Qatar and on the SC programme. The results of previous surveys were included in the Annual WW Progress Reports of the last two years, while the 2020 survey was not carried out as a result of COVID-19 restrictions. The SC and SESRI are working closely to relaunch the survey as early as possible in 2021.



Outreach

Stakeholder Engagement

The SC pursues strategic collaborations with stakeholders from the public and private sectors to ensure a lasting legacy beyond the Tournament. In 2020, the WWD engaged with stakeholders from key non-governmental organisations (NGOs), human rights bodies, and local and global institutions in order to stay abreast of the latest developments in laws and legislation concerning workers' rights, to leverage existing best practices, and to share key learnings and achievements. Our stakeholders share our commitment towards improving workers' wellbeing, and their specialist knowledge helps us intensify our efforts towards securing the highest standards.

During the year, the WWD received multiple delegations and communicated remotely with key stakeholders including United Nations Special Rapporteurs and Independent Experts, the Centre for Sports and Human Rights, Amnesty International, Human Rights Watch, Humanity United, and Business and Human Rights Resource Centre among others.

The United Nations Special Rapporteurs and Independent Experts undertook official visits to Qatar, and subsequently issued reports highlighting key SC workers' welfare initiatives. The United Nations Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance commended the SC's work, and recommended wider adoption of the SC's WWS across the entire construction industry to ensure the human rights of all individuals within this sector.

One of our strongest partnerships continued this year with BWI, as we worked together in establishing internationally recognised best practices across Qatar 2022 sites through the JWG. The impact of this relationship was highlighted in a podcast published by the Centre for Sports and Human Rights in October. H.E. Hassan Al Thawadi, Secretary General of the SC and Ambet Yuson, General Secretary of BWI, discussed the exceptional evolution of this partnership, driven by a shared commitment towards utilising the transformative power of the Tournament to build a legacy of welfare standards for workers in the country.

The full podcast can be heard on <https://www.sporhumanrights.org/en/resources/qatar-with-ambet-yuson-and-hassan-al-thawadi>.

In the lead up to the Tournament, we will continue to engage with key stakeholders to share experiences and best practices, as well as ensure a legacy beyond 2022.

Events

As members of the Centre for Sports and Human Rights, the SC attended various advisory council meetings and working groups. In July 2020, Mahmoud Qutub, Executive Director, WWD, presented on the SC's response to the COVID-19 pandemic to the Centre's core stakeholder group. The SC also subsequently presented an update on our WW progress to date.

In November, the SC participated in the BWI 2020 Global Sports Virtual Conference: Labour Rights and the Legacy of FIFA World Cup 2022, held virtually. The conference highlighted the success of the SC-BWI partnership and focused on the labour rights legacy enabled by Qatar 2022.

Mahmoud Qutub, Executive Director, WWD, participated in a panel discussion titled "An Unlikely Partnership" alongside Simon Hester, Lead Inspector, BWI and Geert Aelbrecht, Chief People Officer, BESIX, Belgium. The panellists highlighted the role of the SC-BWI joint inspections in establishing internationally recognised best practices across Qatar 2022 sites, while implementing strategic recommendations to enhance the SC's OHS framework and grievance mechanisms for workers.

The conference also included a session with WRs and migrant community leaders sharing experiences, particularly their gains and victories. The session was designed to allow other members of WWFs to participate remotely, along with other BWI union leaders through online platforms.

Challenges

The Workers' Welfare programme strives for year-on-year improvements in order to raise standards in Qatar and the region. An unprecedented 2020 placed numerous restrictions on day-to-day operations, placing some activities on hold for a large part of the year. Where possible, we have sought to deliver elements online, or to use the opportunity to create value in other ways. The maturity of the programme, which is well-established in many respects, created a level of resilience that has guarded against more significant problems.

COVID-19

As a result of COVID-19 restrictions, accommodation inspections were put on hold during the first half of the reporting period, affecting our quarterly targets. In mitigating action, we conducted risk-assessments of accommodations and caterers during the initial period of COVID-19, following which we relocated 9% of the workforce to centralised accommodation. As a result, 96% of the workforce on construction sites were housed in accommodation facilities that had been inspected every quarter until Q1 2020 and were already compliant with the WWS. Throughout the period, we also conducted worker interviews to ensure that their accommodation continued to comply with the WWS.

WWFs were disrupted due to social distancing guidelines, forcing us to adapt to online platforms. We were also unable to hold elections for WRs. However, we continued the forums online to ensure workers had continual access to remedies, despite the COVID-19 pandemic.

COVID-19 had a considerable impact on all strategic initiatives, from nutrition to training, medical and mental health screenings, given their reliance on fieldwork and the congregation of people. Work on these programmes was put on hold for a large portion of the year, with the result that workers were not able to benefit as much as intended.

The WWD tried to mitigate this by focusing on COVID-19 measures and awareness instead and identifying innovative ways to relaunch suspended programmes. In the case of training, virtual options were launched, the transition to which has been a learning curve for all stakeholders involved. Following initial teething problems, a system is now in place to continue with online training options smoothly and efficiently.

The distribution of 17,000 cooling suits was a logistical challenge that COVID-19 made even more complex. The WWD worked with H&S teams and other stakeholders to develop a safe and efficient environment for distribution with social distancing, briefings in smaller groups, provision of enhanced PPE and constant oversight by H&S professionals. The adopted process proved successful and no major issues were encountered during distribution.

Financial Hardships

A few contractors faced financial distress during this time, forcing them to temporarily suspend payment of recruitment fees and air-ticket allowances for workers for between three to six months. It is expected that approximately QAR 13.2 million, which was committed by two contractors, would not be released due to financial issues and the significant reduction of overall business operations of these contractors. However, contractors are ensuring workers receive their reimbursement fees and allowances within the agreed time frame as part of their commitment to the SC.

Financial stress due to COVID-19, affected small and medium sized contractors' ability to pre-pone their implementation of the minimum wage. We are monitoring the introduction of the increase in the basic minimum wage from current QAR 750 to QAR 1,000 to review the impact it may have on contractors' ability to continue to pay recruitment fees and air ticket allowances.

During the reporting period, we identified significant salary delays by a few contractors on Al Bayt Stadium. In one case, workers had close to seven months of outstanding salaries due to cash flow issues faced by the contractor. The SC proactively engaged the main contractor to pay the salaries directly to the affected workers; however this could not be actioned immediately as payments were contractually assigned to a third party. The SC worked closely with MoADLSA, undertaking a series of enforcement measures to ensure resolution. The same issue was also reported by an NGO and the SC also collaborated with them during the investigation. Throughout the entire process, we maintained constant communication with the affected workers and the management, ensuring workers received all outstanding dues from the contractor, including full payment of salaries for workers who were demobilised due to COVID-19.

Evolving Programme Landscape


The evolving landscape of the programme highlighted a number of challenges. There were frequent changes in the mobilisation status of OCPs as a result of their changing scopes of work during each quarter, and this affected our audit and inspection plan. It has also been a challenge to secure commitments from smaller OCPs to rectify non-compliances, especially when they are on verge of demobilisation.

We also experienced a high turnover of medical staff across the SC project sites year after year. As a result, the SC continues to lose skilled and well-trained medical staff, making it difficult to continuously find immediate replacements and provide training.

Some challenges begin to arise as we come closer to 2022. Many projects are nearing completion, which means while a majority of construction workers have ended their service, contractors have to manage a small number of non-construction workers such as security or facility management staff. Enforcing health and safety requirements for contractors with limited scope and duration can be challenging given their short time on-site, in comparison to the amount of time it takes to up-skill them and bring them up to the required compliance levels.



The Way Forward



The coming year will see a new major focus on the implementation of the WWD expanded scope, taking it beyond SC construction projects to cover wider activities that underpin the delivery of the Tournament. Work will begin on integrating audits and inspections frameworks, widening worker empowerment opportunities through the WWF model, delivering further training, and ultimately ensuring that the WWS are embedded in all HCO, Q22 and FIFA projects.

Within the current programme, a further emphasis on health will take the advances achieved to date and vigorously build on them. We will pursue major developments in cooling technology with the introduction of health sensors. We will continue to conduct comprehensive health screenings and assessments, and the mental health pathway will be rolled out to a larger number of workers.

As with each year, the programme will continue to evolve, with steady advances across all areas, from welfare, pay, and working and living conditions through to outreach and worker empowerment.

Expanded Scope

As part of our expanding scope, we will integrate non-construction sites to the audits and inspections plan covering the hospitality sector and other HCO-related projects, in addition to a portfolio of Q22 and FIFA projects. Furthermore, our External Monitor will also have access to extend its scope from construction to these new areas in the next two years.

Part of this expanded scope will be to work very closely with external Qatari stakeholders to help them carry out their scope in delivering a safe and sustainable tournament.

The WWD will continue our risk-based planning approach but will conduct a reassessment of auditing criteria when onboarding new contractors for the sectors included within the new portfolio, based on the scope of work and industry type.

In the area of worker empowerment, the SC's three-tier grievance mechanism will also be extended for other tournament-related projects, with some modifications to align it to the workers' scopes and nationalities. This will further complement the adoption of our WWF model across other industries in Qatar as we continue to engage with MoADLSA and the ILO and share expertise.

As we expand our remit, we will also develop a separate health and safety inspections protocol to cover specific sectors, beginning with the facilities and hospitality sectors. We will continue to inspect the welfare facilities provided to workers by the selected piloted hotels.

To support the WWD's transition, training will be offered to certify key personnel in accredited credentials aligned to the emergent mix of activities, while soft-skills training will be a key focus for workers, based on their needs.

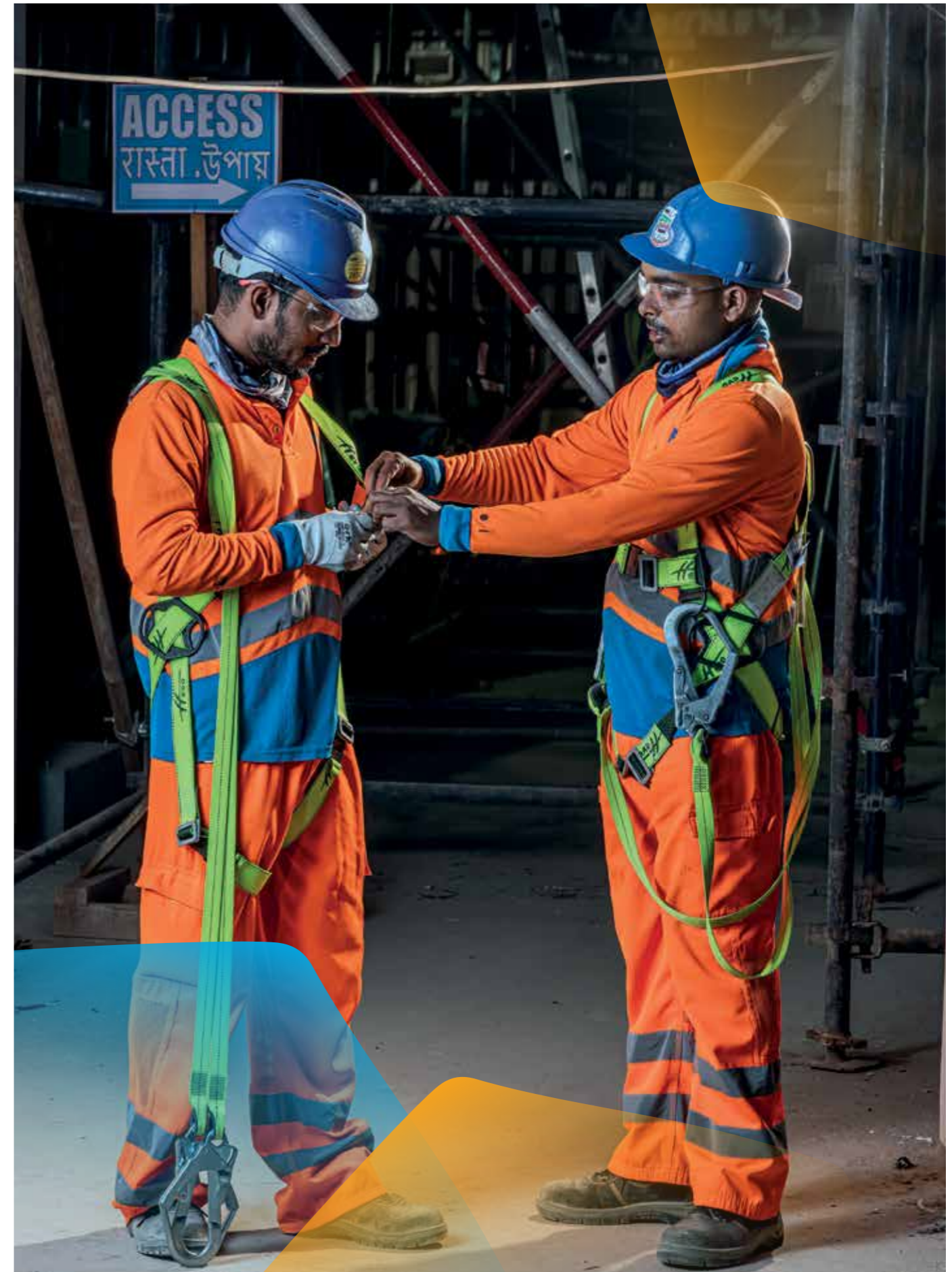
Ensuring Workers' Health and Safety

2021 will also see a continued focus on workers' health and safety. We will be developing a standardised set of baseline medical screening assessments to be conducted by site clinicians when a worker arrives for the first time on an SC site. This will ensure consistency between all construction sites on the type of medical examinations and tests to be conducted before a worker is mobilised. This will form part of the health and safety induction programme across every construction site.

With over 50,000 meals served per day across construction and accommodation sites, quality of food is of the utmost importance. The WWD's H&S team has received the Highfield Level 3 Award in Food Safety for Catering and will work towards developing a food safety and quality guideline for contractors to implement. In addition, we will also develop a food safety standard to improve the safety and quality of storage, preparation and delivery of food to workers across the programme, making it more compliant to international food safety management standards i.e. HACCP (Hazard Analysis Critical Control Points) and ISO 22000.

The mental health pathway retrained clinicians at the close of 2020, in preparation for ongoing mental health screening and services in 2021. The WWD, MoPH and HMC will leverage this pilot initiative to identify how a wider rollout might be designed to serve workers beyond the SC. COVID-19 also created a need for new capabilities among clinicians to respond effectively to workers' mental health on a first aid basis. As such, doctors and nurses will receive accredited training in First Aid for Mental Health.

StayQool will see the integration of smart sensors being developed by HBKU. We expect to see new levels of health and safety-related data being available via these sensors, which will have the potential to span many sectors and play an important role in the WWD's new scope. We are also exploring StayQool's wider application in other geographies and, with the endorsement it has received by key parties who have used and tested it (including the FAME Lab heat stress project in Qatar in 2019), we see that happening sooner rather than later.







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