



Human Rights



CH2M is committed to maintaining the highest level of human dignity on any project we touch. As a result, we place great importance on ensuring the welfare of workers involved in the projects we supervise or advise on, and we have a zero tolerance policy for human trafficking, child labor, and forced labor.

On some infrastructure projects, there is little to no local construction labor, so non-native workers must be recruited into the country. These individuals often endure hardship in their journeys back

home. As a project manager and consultant on many projects around the world, we rarely employ construction workers, but we focus on ensuring that our subcontractors and partners uphold the highest standards. Thus, we are taking concrete steps and collaborating with key stakeholders to improve conditions for these migrant workers.

As part of this process, we are working closely with fair labor expert, [Verité](#), to implement our own [worker welfare](#) policy, which was approved by the CEO and launched in spring 2015. The provisions and requirements of our policy apply to CH2M and all contractors within our supply chain who are working on projects on behalf of CH2M. In addition, we share this policy with our clients, and strive to collaborate with other firms in our industry to encourage adherence to the practices outlined in the policy. We are continuously improving our services to clients in the worker welfare area by engaging with relevant stakeholders and drawing from international best practices.

CH2M aspires to be at the forefront of our industry, acting as a catalyst for change, both on our projects and in the wider communities in which we work. In the

following paragraphs, we highlight some initiatives where we are actively seeking to improve conditions for migrant workers in the construction sector.



CH2M's ability to deliver large-scale projects relies on the people who help make our clients' visions a reality

On some projects there is little to no local construction labor, so non-native workers must be recruited into the country. These individuals often endure hardship in their journey to secure work and send money to their families back home. While we do not recruit or employ construction workers in the Middle East, and rarely elsewhere,

CH2M is committed to maintaining the highest level of health, safety, and human dignity on any project we touch. Thus we are taking concrete steps and collaborating with key stakeholders to improve conditions for these migrant workers, including the development and implementation of our global Worker Welfare Policy.



[Download a PDF of the Worker Welfare infographic](#)

Procurement in New Worker Welfare Policy

Following our Worker Welfare Policy, we have introduced new screening procedures for our supplier community. After the policy was approved in 2015, CH2M screened 100 percent of its suppliers in the Middle East throughout the year, ultimately approving 47 percent to be eligible to work with CH2M based on their worker welfare policies and performance.

During the screening process, if the suppliers do not comply fully with our policy, we review their worker welfare practices and management plans and their commitment for continuous improvement. In most cases, we can work with the supplier to help them achieve our standards. If suppliers do not comply with our policy in an agreed-upon timeframe, we cancel the contract based on worker welfare shortcomings.

As part of this process, CH2M has screened new suppliers and assessed current suppliers for alignment with our Worker Welfare Policy. For example, when CH2M

identified noncompliance from one supplier of janitorial staff in the Middle East, CH2M terminated this contract and directly hired the workers.

Technology Development

On major infrastructure projects, standard worker feedback mechanisms include written forms as well as hotlines. CH2M believes that technology can be used to create more effective mechanisms, and in 2015, we formed a partnership with [Humanity United](#) and [Caravan Studios](#) to collaborate on a [new mobile technology](#), whereby workers may anonymously submit feedback on their living and working conditions. This information will immediately be available to the supervising engineering and construction firms via a program management dashboard which allows companies to act on worker complaints in a timely manner. We will pilot this technology on select projects in 2016 and, ultimately, seek to foster adoption of the tool across the industry.

Industry Collaboration

In partnership with the [Institute for Human Rights and Business](#), CH2M has hosted a series of high-level roundtables to promote industry collaboration on human rights issues. Participants have included representatives from over 15 major engineering and construction firms, various international human rights groups, and high-level government officials. CH2M is supporting a research initiative to determine the best path forward for formalizing this effort into a new industry organization focused on human rights and worker welfare in the engineering and construction industry. CH2M also co-organized three roundtables in collaboration with [Business in the Community](#) to share best practices on human rights across multiple industries, including discussion of the UK Modern Slavery Act.

Public Policy Engagement

Throughout 2015, CH2M strategized with key government officials in the United States, United Kingdom, Qatar, and the United Arab Emirates (UAE) on ways to improve the conditions of migrant workers in the construction sector. We support the UK government's introduction of legislation on modern-day slavery, and have worked to raise awareness about the Modern Slavery Act 2015 across our sector—[collaborating with the UK government to co-host industry roundtables](#) dedicated to educating other engineering and construction industry companies on how best to comply with the Act's requirements.

Governance

CH2M's Worker Welfare Policy has been championed at the highest levels of the organization, all the way up to, and including, our chairman/CEO and board of directors. In 2015, CH2M's board of directors expanded the scope of its Governance Committee to include corporate citizenship. The committee monitors the company's worker welfare activities, along with other material issues. Understanding the importance of third-party verification, we engaged fair labor consultant, [Verité](#), throughout 2015 to advise on policy implementation and provide training to key leaders on opportunities for improvement. CH2M takes Verité's feedback into account and makes adjustments to its management and implementation approaches to maximize effectiveness.

Training

CH2M has launched an internal employee education program aimed at informing staff of worker welfare challenges and what to do if abuses are observed. This includes regular news stories, visuals, and targeted trainings.

CH2M also included a segment on the Worker Welfare Policy in its annual Ethics Training, which was completed by over 19,000 employees around the world in 2015. In collaboration with [Verité](#), CH2M has conducted a series of in-person workshops to implement the new Worker Welfare Policy. In 2015, this included in-person training of 40 senior staff across multiple functions and geographies in the Middle East, as well as a workshop for 20 procurement, legal, and HR leaders at CH2M's headquarters. We also sponsored Verité's participation in two gatherings of the engineering and construction industry to provide a platform to share their knowledge on this critical issue.

As part of our internal training at CH2M, we empower employees at all levels to seek guidance from senior management, directly or through our confidential hotline, and to report any suspected human rights violations without fear of retaliation. On joining CH2M, new employees receive a copy of our [Employee Ethics & Business Conduct Principles](#), which clearly includes our expectations about fair labor practices, trafficking in people, and other important ethics principles related to how CH2M does business. In furtherance of our human rights and labor practice expectations, we distribute [Supply Chain Ethics & Business Conduct Principles](#), a companion document to our [Employee Ethics & Business Conduct Principles](#), to our major suppliers. Additional training on human rights is provided for employees who are

likely to confront these issues in specialized ethics and compliance training; training hours are reported in [Training and Development](#).

Thought Leadership

Because of our commitment to worker welfare and engagement with the human rights community, CH2M is regularly invited to speak at and participate in panel discussions focused on human rights and ethical supply chain management worldwide.



Worker Welfare Policy



CH2M is a global engineering company partnering with public and private clients to tackle the world's most complex infrastructure and natural resource challenges. The firm's work is concentrated in the areas of water, transportation, environment, nuclear, oil and gas, chemicals, advanced technology, urban environments and sports. With US\$6.1 billion in revenue and 25,000 employees, CH2M is an industry-leader in program management, construction management, operations management and design – as ranked by Engineering News-Record – and named a leader in sustainable engineering by Verdantix. CH2M's business integrity and commitment to the well-being of people and the planet has earned a spot on Ethisphere's World's Most Ethical Companies for seven years in a row.

Policy Number: 113

CATEGORY: Ethics and Business Conduct
 REVISION: 0
 EFFECTIVE DATE: March 13, 2015
 POLICY OWNER: Chief Executive Officer

Worker Welfare Policy

1. Commitment to Worker Welfare

CH2M HILL firmly believes in supporting and protecting the health, safety, welfare, security, and dignity of each worker on its projects. Ethical recruitment and employment practices, safe work practices, as well as safe and healthy living and working conditions are critical elements to our way of delivering work. We recognize that welfare arrangements and quality facilities not only improve workers' health and well-being, but also enhance performance, efficiency, and health and safety compliance. Such conditions are also essential to achieving our Target Zero philosophy and our mission of helping clients build a better and more sustainable world.

CH2M HILL is committed to establishing and maintaining high worker welfare standards for our employees and individuals working on Projects on our behalf. In addition, we will share this policy with our clients, and strive to influence other firms in our industry to adhere to the practices outlined in this Policy as well as local regulations. We commit to continuously improving our services to clients in this area by engaging with relevant stakeholders and drawing from international best practices. CH2M HILL aspires to be at the forefront of our industry, acting as catalysts for change both on our Projects and in the wider community in which we work.

2. Scope

All the provisions and requirements of this Policy apply to CH2M HILL, and all contractors within our supply chain working on Projects on behalf of CH2M HILL are expected to adhere to and implement policies and practices that meet or exceed the worker welfare standards set forth in this Policy or such higher standards as required by applicable local laws and regulations. Within this Policy "Project" is defined as a CH2M HILL facility or site-based construction project employing Workers in construction, janitorial, custodial, hospitality or maintenance activities in which the Contract requires CH2M HILL to directly project manage or supervise the Project Site-specific working conditions.

We will openly share this Policy and guidance notes with contractors in our supply chain and with our clients, and we will encourage implementation within their supply chains.

Where provisions of this Policy are more stringent than the laws of a country, the Policy provisions will prevail, unless doing so will contravene local laws. Where the laws of the countries in which we operate are not in alignment with this Policy, we will strive to work directly with those governments, and will work with multi-stakeholder initiatives and civil society organizations, to influence changes in government policy and enforcement that will improve the protection of worker rights as outlined in this Policy.

3. Objective

As an ethical company, we will take appropriate measures as outlined in this Policy to ensure that the Contractors in our supply chain and with whom we work on Projects hold an equal regard for the health, safety, and welfare of their Project Workers.

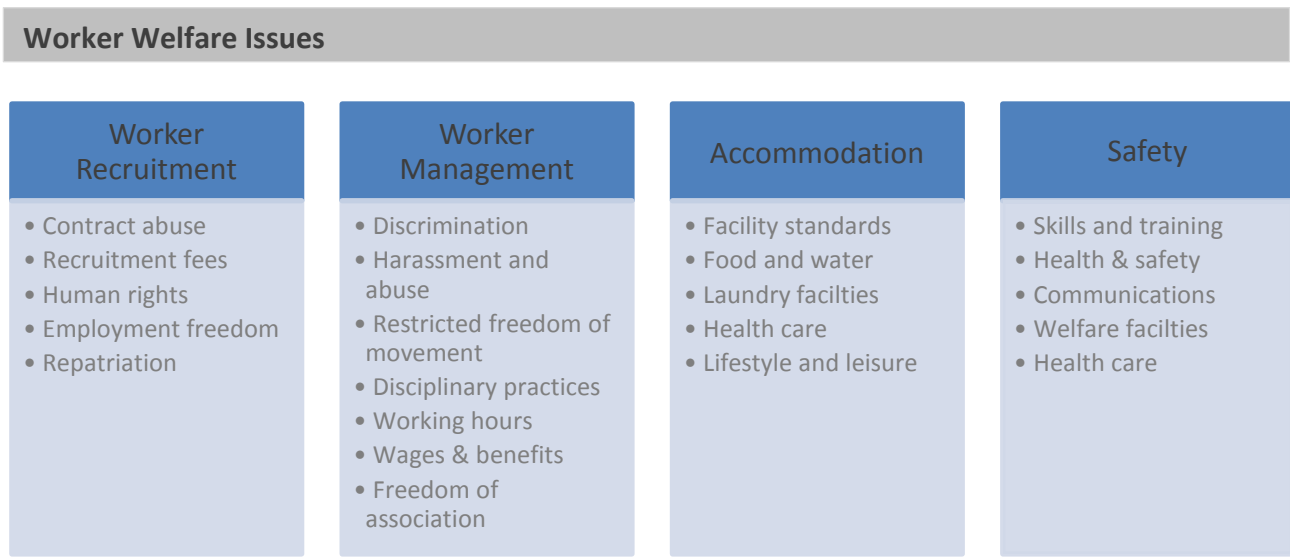


FIGURE 1 - THE DIVISION OF WORKER WELFARE ISSUES

4. Fundamental Principles of Worker Welfare

CH2M HILL Workers and all Workers of Contractors (which includes by definition Sub-contractors) working on behalf of CH2M HILL (within our supply chain) on Projects shall be treated on the basis of the following fundamental principles:

- The employment and welfare policies and standards of our Contractors shall be in line with the requirements set out in legislation in the country of work.
- Workers shall be provided with information about their human and labour rights and entitlements under the law and this Policy using appropriate methods and language to ensure they understand;
- The dignity of Workers shall be protected and preserved. Inhumane treatment, abuse and humiliating disciplinary action is not permitted;
- Forced, compulsory, bonded, or indentured labour, human trafficking practices, or any other violations of human and labour rights in accord with the work country, international standards, and this Policy, shall not be tolerated;
- Recruitment, selection, and hiring shall be conducted in a fair and ethical manner and without discrimination on the basis of nationality, gender, sexual orientation, pregnancy status, family status, ethnicity, social status, political affiliation, race, or religion;
- Employers shall ensure that Foreign Migrant Workers understand the terms and conditions of their employment and are provided with written contracts in a language that they understand. Illiterate Foreign Migrant Workers shall have the terms and conditions verbally communicated to them;
- Workers shall be provided a clean, secure, safe, and healthy working environment;
- Where Contractors are responsible for their Workers' living arrangements, Contractors shall be expected to provided clean, secure, safe, and healthy living environment;
- Workers shall have unrestricted access to water and toilet facilities at all times;
- All Workers must be treated equally and fairly, irrespective of their nationality, gender, sexual orientation, pregnancy status, family status, ethnicity, social status, political affiliation, race, or religion;
- Wage payments shall be made as agreed and on time;
- Persons under the age of 16 shall not be employed;

- Workers have the freedom to exercise their in-country legal rights, including raising a grievance, freedom of movement, resignation, freedom of association, or refusing to perform work that poses an unacceptable safety or health risks for the type of Project for which Workers have accepted employment;
- All Workers shall at all times have the freedom of movement outside normal working hours, unless there are legitimate safety or security issues that might threaten the health, safety, and well-being of the Worker;
- Appropriate assurance programs must be implemented to ensure this Policy is implemented;
- Senior management shall be engaged and provide leadership and oversight on the implementation of this Policy;
- Contractors, subcontractors and third parties falling under the coverage of this Policy will bear full responsibility for fulfilling the requirements of this Policy.

5. Compliance with Legal Requirements

All CH2M HILL Project Contractors will be expected to adhere to the following:

- The relevant laws, including regulations, decrees, orders, guidelines, decisions, or directives issued by the relevant authorities in the country of operation;
- Any relevant amendments or additions to the aforementioned laws and any relevant new law promulgated during the implementation of the Main Contract and Sub-Contracts.
- Any contractual provisions in contracts requiring adherence to and implementation of policies and practices that meet or exceed the worker welfare standards set forth in this Policy.

Any conflicts between law and the requirements of this Policy shall be resolved by the Regional Managing Director in consultation with Health and Safety, Procurement, the Regional Legal Department, and the CH2M HILL Project Manager.

6. Guidance Notes

The guidance notes provide a recommended route to compliance and shall be implemented wherever it is necessary to ensure the proper operation of this Policy.

- Guidance Note 1 – Prequalification Questionnaire
- Guidance Note 2 – Worker Welfare Survey
- Guidance Note 3 – Worker Accommodation
- Guidance Note 4 – Ethical Recruitment and Employment
- Guidance Note 5 – Worker Welfare Management Plan
- Guidance Note 6 – Worker Communication
- Guidance Note 7 – Records and Access
- Guidance Note 8 – Key Performance Indicators

7. CH2M HILL Roles and Responsibilities

7.1 CH2M HILL Project Manager

The CH2M HILL Project Manager must have a thorough understanding of this Policy, and meet the requirements contained within. At all times the Project Manager must whenever practical provide appropriate support and guidance on this Policy to CH2M HILL staff, our Contractors, and the Client. The Project Manager is ultimately accountable for the assurance program and ensuring implementation of this Policy.

7.2 CH2M HILL Facilities Lead / Office Manager

The CH2M HILL Facilities Lead/Office Manager must have a thorough understanding of this Policy, and meet the requirements contained within. At all times the Facilities Lead/Office Manager must whenever practical provide appropriate support and guidance on this Policy to CH2M HILL staff and our Contractors.

7.3 CH2M HILL Responsible Health & Safety Manager

The CH2M HILL Responsible Health & Safety Manager (RHSM) has oversight with regard to this Policy on specific Projects and is authorized to coordinate and assess the specific Project procedures to implement this Policy. The RHSM will assist in the implementation of the Project assurance program.

7.4 CH2M HILL Legal Department

The CH2M HILL Legal Department will provide guidance on legal matters affecting the implementation of this Policy as requested by specific Projects.

7.5 CH2M HILL Procurement Lead

The CH2M HILL Procurement lead is responsible for managing the Project supplier/subcontractor prequalification process under this Policy; leading the issuance of Contractor solicitations and evaluation of proposals; supporting Project facility inspections under this Policy, awarding supplier/subcontract agreements, communicating with suppliers/subcontractors and resolving issues; performing oversight functions and monitoring performance; and maintaining a register of prequalification questionnaire submissions.

7.6 CH2M HILL External Sales / Business Development Lead

The CH2M HILL External Sales/Business Development lead (or the appropriate client relationship manager) shall be responsible for: engaging with Clients to discuss the content and benefits of this Policy; encouraging Clients to adopt the standards set forth in this Policy; and making provisions for CH2M HILL to support the implementation of this Policy as part of our services to Clients.

7.7 CH2M HILL Market / Regional Risk Manager

The CH2M HILL Market/Regional Risk Manager shall be responsible for: early identification of potential Policy violation risks (potentially in go/no-go phase); ensuring that Policy violation risks are included in the pursuit/project risk register; and verifying that appropriate mitigation actions are in place.

7.8 CH2M HILL Human Resources Manager

The CH2M HILL Human Resources department shall be responsible for ensuring that our Project contingent labour workforce and our direct Project Workers are treated in accordance with the requirements of this Policy.

8. General Requirements

8.1 Ethical Recruitment and Employment

The recruitment of all Project Workers shall be conducted in accordance with this Policy. CH2M HILL reserves the right to audit and prohibit the use of certain recruitment agents, sub-contractors, or suppliers based on Policy violation risks identified during audits and the supplier selection process, including a history of non-compliance with worker welfare requirements and other risk factors.

Contractors may be terminated and prevented from working with CH2M HILL on future projects if the requirements of this Policy are not applied on our Projects.

→ *GUIDANCE NOTE GN4: Ethical Recruitment and Employment*

8.2 Identity Documents and Passports

Foreign Migrant Workers shall be in full ownership of their passports and other personal documents. The contractors shall make available to Foreign Migrant Workers safe lockable storage facilities where they can store and access their personal documents.

8.3 Equality

All Project Workers, irrespective of their nationality, gender, sexual orientation, pregnancy status, family status, ethnicity, social status, political affiliation, race, or religion, shall be treated fairly with regard to hiring and opportunity or treatment in employment. Contractors and Sub-contractors will be expected to develop policies as well as effective and efficient procedures to implement, monitor, and ensure company-wide adherence to this Policy.

8.4 Freedom of movement

All Project Workers shall at all times have the freedom of movement outside normal working hours, unless there are safety or security issues that threaten the health, safety, and well-being of the Worker.

8.5 Grievance

Contractors shall have a system for a confidential, effective grievance reporting and resolution process for all Project Workers on site and in worker accommodation.

8.6 Accommodation standards

Project Worker accommodation standards contained in national/local regulations should be considered as a baseline. Where Project Worker accommodation requirements are not specified in national/local laws and regulations, those standards contained in Guidance Note GN3 shall apply. Where there is any conflict, the higher of the standards should be applied where feasible.

If a Project Worker accommodation facility is being managed by a Contractor or Sub-contractor, the accommodation standards must be specified, and mechanisms to ensure that those standards are implemented should also be established.

→ *GUIDANCE NOTE GN3: Worker Accommodation*

8.7 Management of Accommodation

Project accommodation facilities must be operated or overseen by an experienced and competent accommodation manager, with sufficient resources and the organisation to operate the facility to the required standards.

The manager should have the authority and responsibility for overseeing staff and ensuring the implementation of the standards of this Policy.

→ *GUIDANCE NOTE GN3: Worker Accommodation*

8.8 Communication

Contractors shall have a process to ensure that their Project Workers are well-informed about this Policy, that an effective two-way communication processes exists, and that they encourage an open and honest dialogue on questions about this Policy.

→ *GUIDANCE NOTE GN6: Worker Communication*

8.9 Records and access

Contractors shall keep and maintain in a safe, fireproof, and secure location all relevant information and records concerning their compliance with their own policies and practices that meet or exceed the standards set forth in this Policy. Access to Project Worker personal information shall be limited to authorized personnel.

→ *GUIDANCE NOTE GN7: Records and Access*

8.10 Insurance

Contractors shall have adequate general insurance coverage, and comprehensive employee medical and work-related accident insurance suitable and applicable for their workforce.

9. Policy Implementation

The requirements described in this Policy are applicable as outlined below and are dependent on our role or contractual relationship with the Client:

9.1 CH2M HILL and our supply chain

On CH2M HILL Projects, and in our Project offices, we will ensure that the requirements of this Policy are implemented by CH2M HILL and that our Contractors have their own policies and practices that meet or exceed the standards set forth herein. Where areas of non-compliance are observed, Contractors will be provided an opportunity and the guidance to address these issues; however, where no improvement is observed, this will be escalated and may lead to Contractors being terminated and prevented from working with CH2M HILL on future projects.

9.2 Third-party Contractors

On Projects where Contractors are not directly employed by CH2M HILL but we have a direct role providing Project site supervision services including health and safety services, we will:

- I. Share this Policy, guidance notes, and best practice resources with our Client and encourage their adoption and flow down to other contractors to the Client.

- II. Offer our Clients the opportunity to provide assurance services (at a negotiated rate) to ensure that client requirements and local/national laws concerning worker welfare are implemented and enforced, and report any observed violations to the Client.

9.3 Projects where we do not provide site services

Where we perform work on a Project site but do not provide supervision or health and safety services to our Client, we will share this Policy with our clients to reinforce their understanding of the importance of having a clearly defined worker welfare standard, such as this Policy. During the Project, we will inform our Client of any observed practices or conditions that would violate the standards of this Policy.

10. Escalation process

On Projects where the requirements of this Policy are not adopted and adhered to, this will be escalated to the Regional Managing Director. Each Project will be reviewed and, depending on the outcome of the review, a decision will be made on next steps and necessary future involvement.

For our own Project Workers and those of our Contractors, a confidential hotline to report worker welfare issues is available through *TheGuideline*. You may raise concerns, ask questions or report violations 24 hours a day, 7 days a week, 365 days a year via a third party, independent, web-based incident reporting system available at <http://guideline.ch2m.com/>.

11. Contractor Pre-selection and Supplier Screening

11.1 Our direct Contractors

With our direct supply chain on CH2M HILL Projects and in our offices, prior to the selection of our Contractors we will assess their level of commitment to worker welfare as part of our standard tendering process.

→ *GUIDANCE NOTE GN 1: Prequalification Questionnaire*

Prior to commencing work with CH2M HILL on a Project, our Contractors who provide labor services (e.g., construction workers, cleaning staff, etc.) will be required to submit a Worker Welfare Management Plan, which will form part of an integrated HSE Management plan. The scope and complexity of each Worker Welfare Management Plan shall be commensurate with the risk presented.

Each Worker Welfare Management Plan will be assessed to ensure compliance with local legal requirements and the requirements of this Policy, will be reviewed by the Responsible Health and Safety Manager, and will be approved by the CH2M HILL Project Manager.

→ *GUIDANCE NOTE GN5: Worker Welfare Management Plan*

11.2 Third-party facilities and contractors

On projects in which we are employed to support a Client with the selection of their contractors and suppliers who provide labor services on a Project, we will offer to work with our Client (at a negotiated fee) to integrate the standards set forth in this Policy into their standard tendering and selection process and assist them in evaluating their supply chain's level of commitment to the standards set forth in this Policy and legally required worker welfare standards under applicable local laws and regulations.

12. Imminent Danger

Regardless of the role CH2M HILL or a Contractor is performing on a Project, if a situation is observed that presents an real and immediate serious risk of death or serious physical harm, responsible individuals working for CH2M HILL or our Contractors shall be allowed to take immediate steps to remove the employees or others from that situation.

13. Contractor compliance

13.1 Audit and inspection of CH2M HILL facilities and contractors

Where we are providing facilities to Project Workers on a Project, we shall ensure that the minimum requirements laid out by this Policy are implemented.

CH2M HILL reserves the right to conduct regular inspections and audits of its own and Project Contractors' facilities, program documentation, and records. Such audits may include but shall not be limited to inspection of a Contractor's work site and Worker accommodation, review of employment records, interviews of workers and management, and review of internal self-audit and monitoring records.

CH2M HILL expects that all Contractors shall cooperate with CH2M HILL and make all places of work, living quarters, documents, and records available as necessary and expeditiously provide any information requested.

Any obstruction of the audit activities of the CH2M HILL designated personnel, including providing falsified records, shall be construed as a material breach of the applicable contract.

→ *GUIDANCE NOTE GN2: Worker Welfare Survey*

→ *GUIDANCE NOTE GN8: Key Performance Indicators*

13.2 Audit and inspection of third-party contractors

On Projects where the contractors are not directly employed by CH2M HILL and where we have a direct role providing construction site supervision services, we will offer our Client the ability (at a negotiated rate) to provide worker welfare assurance services to ensure that Client requirements and local/national laws are implemented and enforced. If so employed, we will report any identified violations directly to the Client.

→ *GUIDANCE NOTE GN2: Worker Welfare Survey*

→ *GUIDANCE NOTE GN8: Key Performance Indicators*

13.3 Contractor self-audit/monitoring

Contractors on a Project shall have an internal mechanism and procedure to regularly audit the implementation of their own policies and practices that meet or exceed the standards set forth in this Policy.

13.4 Targets, objectives, and reporting

Key Performance Indicators shall be reported on by Contractors as well as any Policy violations discovered from their own internal inspection and audit program.

Contractors are encouraged to develop welfare targets and objectives and shall measure and review performance.

→ *GUIDANCE NOTE GN8: Key Performance Indicators*

14. Training

Training is an essential element for effective implementation of this Policy. All Project Managers, Business Development leads, Human Resources staff, Contracts and Procurement staff, and the Responsible Health and Safety Managers will receive training on the key provisions and requirements of this Policy.

The training will include:

- Awareness of the unique concerns of Foreign Migrant Workers,
- Communication of Policy requirements to affected parties,
- Overview and implementation of this Policy statement and guidance documents,
- How to work with the supply chain to assure adherence to and implementation of their own policies and practices that meet or exceed the requirements of this Policy,
- How to implement an assurance program at a Project level,
- How to report potential violation of this Policy, and
- Understanding of minimum Project site accommodation standards and hygiene requirements.

General awareness training of this Policy will be provided to all CH2M HILL employees through the annual CH2M HILL ethics awareness training.

TERMS AND DEFINITIONS

Term/Acronym	Definition
Accommodation Facilities	Leased, managed, or owned worker Project dwelling facilities which may be on- or off-site.
Agent	Any Sub-Agent, person, or entity that recruits Workers for Contractors.
Audit	A planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or applicable documents, and the effectiveness of implementation of this Policy.
Client	Organization that employs CH2M HILL to deliver a contractual defined scope of work on a Project.
Contractor	A Party in contracting with CH2M HILL on a Project; shall be deemed to include all Sub-Contractors, including all labour suppliers providing manpower to the Contractor on a Project.
Country Regulations	Regulations that apply to the employee in the country where the work is performed.
Employment Agreement	Voluntary and deliberate agreement between an employer and a Worker in the country in which work is to be performed. The employment agreement describes the terms and conditions of employment, such as the work to be performed and the compensation for that work.
Foreign Migrant Worker	A Worker working outside of their home country in which they are a legal resident.
Guidance Note	Guidance provided to the Contractor as a suggested route to compliance.
Imminent Danger	A workplace hazard that puts an individual at immediate serious risk of death or serious physical harm.
Inspection	Most generally, an organized examination or formal evaluation exercise. In engineering activities inspection involves a physical site visit. The results are usually compared to specified requirements and standards for determining whether the item or activity is in line with the requirements of this Policy.
International Standards	Guidelines or standards for worker welfare developed by an organization for use worldwide, referred to in this document as a commonly accepted best practice standard.
Labour Supplier	An Agent, entity, or person that supplies workers to any Contractor or Sub-Contractor.
Law	Any law, regulation, directive, decree, ministerial decision, or order issued and amended and/or updated from time to time by governmental authorities, in the country of work.
Main Contract	A voluntary, deliberate, and legally binding agreement between the Client and CH2M HILL.
Markets	Business sectors by which CH2M HILL segments its operations.
Original Offer of Employment	Original offer of employment stipulating terms and conditions of employment, issued by the employer for the recruitment of a worker and received by a worker in their country of origin.
Placement Fees	Any monies or fees paid to legalize employment of a foreign migrant worker in the receiving country, such as work permit, residence permit, etc.
Project	A CH2M HILL facility or site-based construction project employing Workers in construction, janitorial, custodial, hospitality or maintenance activities in which the Contract requires CH2M HILL to directly project manage or supervise the Project Site-specific working conditions.
Reasonably Practicable	A quantitative measure of benefit against detriment. In an activity which is not reasonably practicable, the time, effort, and/or money required to reduce the risk further would be grossly disproportionate to the benefit gained.
Recruitment Agency Home Country	Includes any Agent, Sub-Agent, organisation, or person in the country of origin that recruits workers or acts as an intermediary for the purpose of recruiting a worker for an Employer.
Recruitment Agency Receiving Country	Includes any Agent, Sub-Agent, organisation, or person registered and licensed in the country of work that recruits workers or acts as an intermediary for the purpose of recruiting a worker for an employer.

Term/Acronym	Definition
Recruitment and Processing Fees	Any monies payable for the recruitment of a worker.
Regions	Geographical locations by which CH2M HILL segments its operations.
RHSM	Responsible Health and Safety Manager for CH2M HILL.
Site	All parts of the physical location of a Project within a defined perimeter/border.
Sub-Contractor	Another party appointed by a Contractor to perform work on a Project; includes any enterprise in the supply chain of the Contractor such as Equipment Suppliers, Labour Suppliers, and other service providers including those involved in the recruitment, selection, hiring, and day-to-day management of Workers.
Supply Chain	Network of entities, directly or indirectly interlinked and interdependent in serving the Client for CH2M HILL.
Temporary Worker	Workers assigned to the Site for one period of 30 or less consecutive days over the duration of the Works.
Third-Party Contractor	Contractor working on behalf of our Client, who is not directly contracted by CH2M HILL.
Wages	Money given to a Worker in return for his service in line with the terms of his or her employment and applicable legal requirements, including any other entitlement such as other allowances, overtime, end of service, etc.
Worker Welfare	Refers to the protection and preservation of the dignity of Workers throughout the entire migration cycle which includes recruitment, mobilization, living and working, as well as in the case of migrant workers, return to their home countries.
Welfare Standards	Statement which describes a minimum standard that must be afforded to workers by employers to ensure their health, safety, welfare, security, employee rights, and dignity.
Workers	All daily, hourly, and monthly paid workers (e.g., construction, maintenance, field operations supervisors, managers), regardless of job type) of CH2M HILL, the Contractor and Sub-Contractors on a Project.

Worker Welfare Policy Guidance Notes



Policy Number: 113

Worker Welfare Policy Guidance Notes

CATEGORY: Ethics and Business Conduct
REVISION:1
EFFECTIVE DATE: April 6, 2015
POLICY OWNER: Chief Executive Officer

Guidance Notes

The guidance notes provide a recommended route to compliance and shall be implemented wherever it is necessary to ensure the proper operation of this Policy.

- [Guidance Note 1 – Prequalification Questionnaire](#)
- [Guidance Note 2 – Worker Welfare Survey](#)
- [Guidance Note 3 – Worker Accommodation](#)
- [Guidance Note 4 – Ethical Recruitment and Employment](#)
- [Guidance Note 5 – Worker Welfare Management Plan](#)
- [Guidance Note 6 – Worker Communication](#)
- [Guidance Note 7 – Records and Access](#)
- [Guidance Note 8 – Key Performance Indicators](#)

Guidance Note 1: Prequalification Questionnaire

Introduction

CH2M HILL is committed to safeguarding the welfare of workers operating on our Projects. This not only includes making our construction sites and workplaces a safe and healthy environment, but also trying to ensure that Project Workers are not exploited when recruited and are treated with respect and dignity throughout their employment. These principles are aligned to human and employment rights, including the provision of accommodation and amenities of an appropriate standard.

CH2M HILL appreciates that there are sometimes challenges to achieving this and that it may not be possible for all of Contractors to meet our expectations upon appointment. However, by being appointed we expect Contractors to commit to improve standards as required and become fully compliant with our expectations within an agreed upon timeframe. Our objective is to achieve continuous improvement and make worker welfare on our Projects an object of pride for our Contractors and clients in a spirit of openness and transparency.

We request that you complete this questionnaire in a truthful and accurate way so that your answers align with our own assessments if your company is appointed. We can then agree upon an action plan (if required) based on trust and common objectives within a realistic timeframe.

Tendering Company Details

Name of Tendering Company: _____

Address: _____

Name of person completing questionnaire: _____

Email address: _____ Telephone: _____

Prequalification Request	Tenderer Response		CH2M Evaluation √ or ×	Additional Information Required by CH2M HILL after response review
Q1. Has your company implemented a written worker welfare policy and standards? <i>If yes, please provide a copy.</i> Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q2. Have you communicated your worker welfare policy and standards to all employees within your company? <i>If yes, please describe how this is done.</i> Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q3. Does your company provide all Foreign Migrant Workers with a written employment agreement/contract in a language your employees understand detailing all the terms and conditions of their employment? <i>If yes, please describe how this is carried out and, attach a copy of a typical Foreign Migrant Worker's contract with terms & conditions (English version).</i> Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

Prequalification Request	Tenderer Response		CH2M Evaluation √ or ×	Additional Information Required by CH2M HILL after response review
Q4. Does your company comply with all applicable national labour law and worker accommodation laws? Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q5. Does your company conduct a due diligence process to ensure the use of employment agencies with ethical employment practices and that have implemented a worker welfare policy and standards? If yes, please describe your process. Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q6. Does your company make regular deductions from workers' wages for recruitment- fees and expenses related to recruitment or ongoing employment? If yes, please list all deductions from workers' wages. Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q7. Does your company have a clear policy recognising the right of all workers to resign without penalty, upon giving reasonable notice? If yes, please describe your policy and how it is enforced. Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q8. Is the base wage for all workers in your company, including Foreign Migrant Workers, greater than or equal to the national minimum legal wage (or the prevailing industry wage in the absence of a legal minimum wage)? If yes, please list the base wage for your workers. If no, please explain why. Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Q9. Are your some of your workers required to live in company or employment agency-provided accommodation? If yes, please describe how your company ensures adequate housing conditions (safety; fire equipment; sanitation; hygiene; living space; ventilation; food and water facilities; entertainment; etc.) Please provide a copy of the H&S Plan for your worker accommodation. Answer:	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

Prequalification Request	Tenderer Response		CH2M Evaluation √ or ×	Additional Information Required by CH2M HILL after response review
<p>Q10. Does your company have a grievance process that allows workers to confidentially report cases of harassment, coercion, threatening behaviour, physical abuse, sexual abuse, verbal abuse, or other violations of workplace standards? <i>If yes, please describe the process and how are workers made aware of it.</i> Answer:</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
<p>Q11. Do you monitor compliance with your company's worker welfare policy and workplace standards? <i>If yes, please describe the monitoring/evaluation process.</i> Answer:</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
<p>Q12. Has your company implemented a program to assess and manage identified risks relating to the worker welfare practices of your suppliers and contractors, including employment agencies? <i>If yes, please describe the program.</i> Answer:</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
<p>Q13. Does your company impose business consequences for suppliers and contractors that fail to comply with your worker welfare policy and standards (e.g. contract termination, no new awards until performance meets standards, etc.)? <i>If yes, please describe. If no, please explain how you manage noncompliant suppliers.</i> Answer:</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

NOTE: If you have any other relevant documents you would like to share, please provide.

Summary of Assessment Review - (FOR CH2M HILL USE ONLY)
The Supplier is

Name of HSE Assessor _____

Date _____

Procurement Team Actions - (FOR CH2M HILL USE ONLY)

Name of Procurement Team _____

Date _____

Guidance Note 2: Worker Welfare Survey

<p>Did you get your job through a labour broker/recruitment agent? <i>If yes, what is the name of the broker(s)?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Did you sign an offer of employment with the labour broker(s)/recruitment agent(s)? <i>If yes, was the contract written in a language you understand?</i> <i>If yes, are there any parts of the agreement you feel are unfair? Why?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Did you (also) sign a written employment agreement with the company you work for (contractor or subcontractor)? <i>If yes, is it in a language you understand? Do you have a signed copy of it?</i> <i>Is this contract consistent with the one you were given by the labour broker(s)/recruitment agent(s)? If not, how is it different?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Did you pay a recruitment fee to get employment? <i>If yes, please describe who you paid and how much (and how) you paid/are paying the fee.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are there any penalties if you quit before your contract expires? <i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are there any deductions from your pay check? <i>If yes, please describe them and the amount of each one.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Do you think there are any people working here against their will? <i>If yes, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Have the country laws and regulations regarding workers' rights been provided and explained to you? <i>If yes, are they in a language you understand?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Have the company's personnel policies and work site rules been provided and explained to you? <i>If yes, are they in a language you understand?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are there any work site policies or procedures that you don't understand? <i>If yes, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Is the labour broker or your employer holding your personal documents? <i>If yes, which ones?</i> <i>If yes, did you request that they hold them for you?</i> <i>If yes, can you get them anytime you want, without delay?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If you live in housing provided by your employer, do you have a safe place there (security box or locker) to keep your documents? <i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No

<p>Are you aware of any of the following happening at the work site: abusive or offensive language, implied or direct threats, humiliating behaviour, such as throwing things at workers, physical abuse or sexual harassment? (including from security guards)</p> <p><i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Have you personally been subjected to any harassment or abuse?</p> <p><i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Is there a safe/comfortable way for you to raise issues of harassment and abuse to management without fear of retaliation?</p> <p><i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Do you know if the company has policies and procedures for dealing with harassment and abuse?</p> <p><i>If yes, please describe.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If you have been subjected to abuse in the past, did you report it?</p> <p><i>If yes, what actions were taken?</i></p> <p><i>If no, why didn't you report it?</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you aware of any disciplinary deductions or fines from wages?</p> <p><i>If yes, please describe them.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If you live in a Project accommodation facility, are you free to come and go from your dormitory whenever you want?</p> <p><i>If no, please describe the restrictions on your movement.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If you live in a Project accommodation facility, do you have free access to drinking water and toilet facilities whenever you need them?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you being paid the wages you expected, based on your employment agreement?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you working the number of hours you expected when you took the job?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If you work overtime, are you paid at a premium rate for those hours?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you able to refuse overtime without penalty or fear of retaliation?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you paid for all the hours (and partial hours) that you work?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Do you get at least one day off per week?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you paid on time?</p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Are you given a payslip when you are paid and do you understand how your wages are calculated?</p> <p><i>If yes, is it in a language you understand?</i></p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Do you receive paid sick leave?</p> <p><i>If yes, please describe how it works.</i></p> <p><i>If no, please explain what happens if you are sick and cannot work.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Do you receive paid holidays and vacation?</p> <p><i>If yes, please describe how it works.</i></p> <p><i>If no, please explain.</i></p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Do you have to pay for transportation to the work site or for food? <i>If yes, do you believe the amount you are charged is fair?</i> <i>If no, describe how you get to the job and how you arrange for you meals</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If you live in a Project accommodation facility, are you satisfied with the conditions in your dormitory, in terms of cleanliness, ventilation, safety, personal space (including bed), toilet facilities, etc.? <i>If no, why not?</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If you live in a Project accommodation facility, do you feel safe in your dormitory? <i>If no, why not?</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If you live in a Project accommodation facility, have you ever participated in a fire drill in your dormitory?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Guidance Note 3: Worker Accommodation

These standards were derived from the 2009 World Bank Group's International Finance Corporation (IFC) and European Bank for Reconstruction and Development (EBRD) "Workers' Accommodation: Processes and Standards." Where provisions of these standards are more stringent than the laws of a country, the below provisions will prevail, unless doing so will contravene local laws.

General Facility Requirements

Ensuring acceptable standards of living facilities for site-based Project Workers is important in order to minimize safety hazards and to protect Project Workers from disease or illness. The location of the accommodation is important to prevent unreasonable exposure to wind, fire, flood and other natural hazards. It is also important that Project Workers' accommodation is reasonably unaffected by the environmental or operational impacts of the worksite (for example noise, emissions or dust) but is sufficiently close that Project Workers do not have to spend undue amounts of time travelling from their accommodation to the Project worksite. Living facilities should be built of adequate materials and should be kept in good repair, clean and free from rubbish and other refuse.

Benchmarks

- Facilities are located to avoid flooding and other natural hazards.
- Project Workers' accommodation is located within a reasonable distance from the Project worksite.
- Transport from Project Worker accommodation to worksite is safe and provided free of charge.
- The living facilities are built with adequate materials, kept in good repair and maintained clean and free from rubbish and other refuse.
- The site of building is adequately drained to avoid the accumulation of stagnant water.

Heating, air conditioning, ventilation and light

Heating, air-conditioning and ventilation should be appropriate for the local climate and to provide Project Workers with a comfortable and healthy environment to rest and spend their spare time.

Benchmarks

- When living facilities are located in cold weather zones, the temperature should be kept at a reasonably comfortable temperature setting notwithstanding the need for adequate ventilation.
- When they are located in hot weather zones, living facilities are provided with adequate ventilation and/or air conditioning systems.
- Both natural and artificial lighting are provided in living facilities, with window area representing not less than 5 to 10% of the floor area.

Water

To prevent dehydration and diseases resulting from lack of hygiene, Project Workers should always have an easy access to a source of clean water. An adequate supply of potable water must be available in the same buildings where bedrooms or dormitories are provided. Drinking water must meet local or WHO drinking water standards. It could either be produced by dedicated catchment and treatment facilities or be tapped from existing municipal facilities if their capacity and quality are adequate. It is also best practice to provide Project Workers with cool drinking water.

Benchmarks

- Project Workers have access to an adequate and convenient supply of free potable water is always available. Depending on climate, 80 to 180 litres per person per day are available.
- Drinking water meets national / local or WHO drinking water standards, whichever is most protective.
- All tanks used for the storage of drinking water are constructed and covered as to prevent water stored therein from becoming polluted or contaminated.

Waste water and solid waste

Waste water treatment and effluent discharge as well as solid waste treatment and disposal must comply with local or World Bank effluent discharge standards and be adequately designed to prevent contamination of any water body, to ensure hygiene, and to avoid the spread of infection and disease, the proliferation of mosquitoes, flies, rodents, and other pest vectors. Treatment and disposal services can be either provided by dedicated or existing municipal facilities.

Benchmarks

- Waste water, sewage, food and any other waste material are adequately discharged, in compliance with local or World Bank standards, whichever are most protective.
- An adequate number of leak proof, covered containers for rubbish collection are provided and emptied on a regular basis.
- Pest extermination, vector control and disinfection are carried out throughout the living facilities on a regular basis.

Dormitory facilities

The standards of dormitory facilities are important to allow workers to rest properly and to maintain good hygiene. Overcrowding should be avoided particularly. This also has an impact on Project Workers' productivity and reduces work-related accidents. Dormitories should be kept clean and in a good condition. Exposure to noise and odour should be minimised. In addition, dormitory design should strive to offer Project Workers a maximum of privacy. Dormitories must be separate by gender.

Benchmarks

- Dormitories are kept clean and in good condition.
- Dormitory flooring material is easily cleanable.
- Sanitary and sleeping facilities are located within the same buildings.
- Density standards per resident range from 10 to 12.5 cubic m (volume) per person or 4 to 5.5 square meters (surface) per person.
- A minimum ceiling height of 2.10 meters is provided.
- In collective rooms, in order to provide workers with some privacy, only a reasonable number of Project Workers are allowed to share the same room. Standards range from 2 to 8 Project Workers.
- All doors and windows should be lockable, and provided with mosquito nets where conditions warrant.
- There should be mobile partitions or curtains to ensure privacy
- Every resident is provided with adequate furnishings such as a table, a chair, a mirror and a bedside light.
- Separate sleeping areas are provided for men and women, except in family accommodation.

Bed arrangements and storage facilities

The provision of an adequate numbers of beds of an appropriate size is essential to provide Project Workers with decent, safe and hygienic conditions to rest and sleep. Here again, particular attention should be paid to privacy. Consideration should be given to local customs so beds could be replaced by hammocks or sleeping mats for instance.

Benchmarks

- A separate bed for each Project Worker is provided. The practice of "hot-bedding" is prohibited.
- Where bunk beds are used, there must be enough clear space between the lower and upper bunk of the bed. Standards range from to 0.7 to 1.10 meters.
- Triple deck bunks are prohibited.
- Each Project Worker must be provided with a comfortable mattress, pillow, cover and clean bedding.
- Bed linen is washed frequently and applied with repellents and disinfectants where conditions warrant (malaria).
- Secure, lockable facilities for the storage of personal documents and other belongings are provided.
- Separate storage for work boots and other PPE, as well as drying/airing areas may need to be provided depending on conditions.

Sanitary and toilet facilities

Sanitary and toilet facilities will always include all of the following: toilets, urinals, washbasins, showers and feminine care facilities. Sanitary and toilet facilities should be kept in a clean and fully working condition. Facilities should also be constructed of materials that are easily cleanable and ensure privacy. Sanitary and toilet facilities are never shared between male and female residents, except in family accommodation, if applicable.

Benchmarks

- Sanitary and toilet facilities are constructed of materials that are easily cleanable.
- Sanitary and toilet facilities are cleaned frequently and kept in working condition.
- Sanitary and toilet facilities are designed to provide workers with adequate privacy, including partitions and lockable doors.
- Sanitary and toilet facilities are not shared between men and women, except in family accommodation, if applicable.
- An adequate number of toilets are provided to Project Workers; usual standards range from 1 unit per 6 to 15 Project Workers depending on local customs and gender mixes. For urinals, usual standards are 1 unit per 15 Project Workers.
- Toilet facilities are conveniently located and easily accessible from sleeping rooms. Toilet rooms shall be located to be accessible without passing through any sleeping room. In addition, all toilet rooms should be well lighted, have good ventilation or external windows, have sufficient hand wash basins and be conveniently located. Toilets and other sanitary facilities should be (especially in cold climates) in the same building as rooms and dormitories.

Showers/washrooms and other sanitary facilities

Hand washbasins and showers should be provided in conjunction with rooms/dormitories. These facilities must be kept in good working condition and cleaned frequently. Flooring in shower facilities should be of hard washable materials, impervious to damp and properly drained. Adequate space must be provided for hanging, drying and airing clothes. Suitable light, ventilation and soap should be provided. Finally hand washing, shower and other sanitary facilities should be located within a reasonable distance from other facilities and from sleeping facilities in particular.

Benchmarks

- Showers/washroom flooring is made of slip resistant, hard washable materials.
- An adequate number of hand wash facilities are provided to workers, ranging from 1 unit per 6 to 15 Project Workers. Hand wash facilities should consist of a tap and a basin, soap and hygienic means of drying hands.
- An adequate number of shower/washroom facilities are provided to Project Workers. Standards range from 1 unit per 6 to 15 Project Workers.
- Showers/washrooms are conveniently located.
- Shower/washroom facilities are provided with an adequate supply of cold and hot running water.

Canteen, cooking and laundry facilities

Adequate canteen, cooking and laundry facilities and equipment should be provided. When caterers are contracted to manage kitchen and canteens, special attention should be paid to ensure that the following requirements are taken into account and implemented. To this end, adequate reporting/monitoring mechanisms should be implemented. Canteen and cooking facilities should provide sufficient space for preparing food and eating, as well as conforming to safety requirements. When Project Workers can individually cook their meals, they should be provided with dedicated space outside of the sleeping compounds. Facilities must be kept in a clean and sanitary condition. In addition, canteen, kitchen, cooking and laundry floor, ceiling and wall should be made of easily cleanable material.

Providing facilities for workers to wash work and non-work related clothes is essential for personal hygiene. The alternative is to provide a free laundry service.

Benchmarks

- Canteen, cooking and laundry facilities are built in adequate and easy to clean materials.
- Canteen, cooking and laundry facilities are kept in clean and sanitary condition.

- Adequate facilities for washing and drying clothes are provided. Standards range from providing sinks or tubs with hot and cold water, cleaning soap and drying lines to providing washing machine and dryers.
- Canteens have a reasonable amount of space per Project Worker (1 square meter to 1.5 square meter) and are furnished with tables, benches, individual drinking cups and plates to providing special drinking fountains.
- Places for food storage and preparation are clean and sanitary.
- All kitchens floor, ceiling and wall surfaces are made of non-absorbent, easily cleanable materials.
- Food preparation tables are also equipped with a smooth impervious washable surface.
- The WHO 5 keys to safer food or an equivalent process is implemented (http://www.who.int/foodsafety/areas_work/food-hygiene/5keys/en/)
- Different choices of food are served taking into consideration cultural and religious background.

Medical facilities

Access to adequate medical facilities is important to maintain Project Workers' health and to provide adequate responses in case of health emergency situations. The availability or level of medical facilities provided in Project Worker accommodation is likely to depend of the number of Project Workers living onsite and of the medical facilities already existing in the neighbouring communities. However, first aid must always be available on site. Providing adequate first aid can save lives and prevent minor injuries becoming major ones.

Benchmarks

- An adequate number of first aid kits are available and adequately stocked.
- An adequate number of staff/Project Workers are trained to provide first aid on all shifts.
- Depending on the community's medical infrastructure, other necessary medical facilities are provided (nurse rooms, dental care, small surgery)

Leisure, social and telecommunication facilities

Basic leisure and social facilities are important for Project Workers to rest and also to socialise during their free time. It is also important to provide Project Workers with adequate means to communicate with the outside world. This is particularly true where Project Workers' accommodation is located in remote areas far from any communities. Consideration of cultural attitudes is important. Provision of space for religious observance needs to be considered taking cognisance of the local context and potential conflicts in certain situations.

Benchmarks

- Basic collective social/rest spaces and recreational facilities are provided to Project Workers.
- Project Workers are provided with dedicated places for religious observance if the context warrants.
- Project Workers are given access to public phones at affordable/public prices (i.e. not inflated).
- Internet facilities should also be provided, particularly where large numbers of Foreign Migrant Workers are accommodated.

Managing Workers' accommodation

Effective ongoing management of living facilities is essential to ensure accommodation is safe and sanitary. This encompasses issues such as the physical maintenance of buildings, security and consultation with residents and neighbouring communities in order to ensure the implementation of the housing standards on the long term.

Housing facilities should have a written management plan, including management policies or plans on health and safety, security, living conditions, and relationships with the communities.

The quality of the staff managing and working at the Project Worker accommodation facilities will have a decisive impact on the level of standards which are implemented and the well-being of Project Workers (for instance on the food safety or overall hygiene standards). It is therefore important to ensure that managers are competent and other workers are adequately skilled. The manager will be responsible for overseeing staff, for ensuring the implementation of the accommodation standards and for the implementation of the management plans. It is important the accommodation manager has the corresponding authority to do so.

If the facility is being managed by a contractor, the housing and management standards should be specified in the relevant contract, and mechanisms to ensure that those standards are implemented should be established. As part of this process, the accommodation manager (or contractor) should have a duty to monitor the application of the accommodation standards and to report frequently on their implementation to the client.

Benchmarks

- There are management plans and policies especially in the field of health and safety (with emergency response), security, and relationships with the communities.
- An appointed person with the adequate background and experience is in charge of managing the Project Workers' accommodation.
- If contractors are being used, there are clear contractual management responsibilities and reporting requirements.
- Depending on the size of the accommodation, there is a sufficient number of staff in charge of cleaning, cooking and of general maintenance.
- Such staff are recruited from the local communities to the extent possible.
- Staff have received basic health and safety training.
- Persons in charge of the kitchen are trained in nutrition and food-handling and adequately supervised.

Charging fees for accommodation and services

Project Workers should not be charged fees for the accommodation or the services provided to them such as food or transport where Project workers do not have the choice to live or eat anywhere else. If unavoidable any charges should be transparent, discussed during recruitment and specified in writing to Project Workers. Any such charges should still leave Project Workers with sufficient income and should never lead to a Project Worker becoming indebted.

Benchmarks

- When fees are charged, the renting arrangements are fair and do not cost the Project Worker more than a reasonable proportion of income and never include a speculative profit.
- Food and other services are free or are reasonably priced, never above the local market price.
- The provision of accommodation or other services as payment for work is prohibited.

Health and safety on site

The company or body in charge of managing the Project Workers' accommodation has the prime responsibility for ensuring Project Workers' physical well-being. This involves making sure that the facilities are kept in good condition (ensuring that sanitary standards or fire regulations are respected for instance), and that adequate health and safety plans and standards are designed and implemented.

Benchmarks

- Health and safety management plans including, electrical, mechanical, structural and food safety have been carefully designed and implemented.
- The person in charge of managing the accommodation has a specific duty to report to the health authorities the eruption of any contagious diseases, food poisoning and other important casualties.
- An adequate number of staff/Project Workers is trained to provide first aid.
- A specific fire safety plan is prepared, including training of fire wardens, periodic inspection, testing and maintenance of fire safety equipment, fire safety inspections and periodic drills.
- Guidance on the detrimental effects of the abuse of alcohol and drugs and other potentially harmful substances, and the risk and concerns relating to HIV/AIDS and of other health risk related activities is provided to Project Workers.
- Project Workers have an easy access to medical facilities.
- Emergency plans on health and fire safety are prepared. Depending on the local context, additional emergency plans are prepared as needed to handle specific occurrences (earthquakes, floods, tornadoes).

Security on Project Workers' accommodation

In order to ensure the security of Project Workers and their property on the accommodation site a security plan must be designed and implemented, including policies regarding the use of force (force can only be used for preventive and defensive purposes in proportion to the nature and the extent of the threat). To implement this plan, it may be necessary to contract security services or to recruit one or several staff whose main responsibility is to provide security, to safeguard Project Workers and property. Before making any security arrangements, it is necessary to assess the risks of such arrangements to those within and outside the Project Workers' accommodation and to respect best international practices and applicable law). Particular attention should be paid to the safety and security of women Project Workers.

Benchmarks

- A security plan including clear policies on the use of force has been carefully designed and is implemented.
- Security staff have been checked to ensure that they have not been implicated in any previous crimes or abuses.
- Security staff have received clear instruction about their duty and responsibility.
- Security staff have received an adequate training on appropriate security procedures and the use of force.
- Security staff have a good understanding about the importance of respecting Project Workers and the communities, and adopt an appropriate conduct.
- Security staff adopt an appropriate conducts towards Project Workers and communities.
- Project Workers and members of the surrounding communities have specific means to raise concern about security arrangement and staff.

Workers' rights and responsibilities in Worker accommodation

House rules and regulations should be reasonable and non-discriminatory and should not prevent Project Workers from exercising their basic rights. In particular, Project workers' freedom of movement needs to be preserved if they are not to become effectively "trapped". Whenever possible, Project workers should be provided with 24/7 access to the accommodation and free transport services to and from the surrounding communities. Any restriction to this freedom of movement should be limited and duly justified.

Penalties for breaking the rules should be proportional and implemented through a proper procedure allowing Project Workers to defend themselves and to contest the disciplinary actions taken. The relationship between continuing employment and compliance with the rules of the Project Worker accommodation should be clear and particular attention should be paid to ensure that housing rules do not create indirect limitation of the right to freedom of association. Best practice might include a written code of conduct relating to the accommodation to be signed by each Project Worker housed in an accommodation facility.

Benchmarks

- Restriction to Project Workers' freedom of movement to and from the site is limited to the extent feasible and duly justified. Any restrictions based on security reasons should be balanced by the necessity to respect Project Workers' freedom of movement.
- Where possible, an adequate transport system to surrounding communities is provided. It is good practice to provide Project Workers with free transportation to and from local communities.
- Withholding Project Workers ID papers is prohibited.
- Freedom of association is expressly respected. Provisions restricting Project Workers' rights on site should take into account the direct and indirect effect on Project Workers' freedom of association.
- Project Workers' religious, cultural and social background is respected. In particular, Project Workers should be provided with the possibility to celebrate religious holidays and observances.
- Project Workers are made aware of their rights and obligations and are provided with a copy of the internal Project Worker accommodation rules, procedures and sanction mechanisms in a language or through a media they understand.
- Non-discriminatory house regulations are in writing and signed by Project Workers housed in an accommodation facility.

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- Decisions should be made on whether to prohibit alcohol, tobacco and third parties access or not on the camp and the rules relating to these should be clearly communicated to all Project Workers at the time of hire.
 - A fair and non-discriminatory procedure exists to implement disciplinary procedures including the right for Project Workers to defend themselves (see also next section).

Grievance mechanisms

All Project Workers must be made aware of any rules governing the accommodation and the consequences of breaking such rules. Processes that allow for consultation between site management and the resident Project Workers will assist in the smooth running of an accommodation site. These must include formal confidential processes that allow Project Workers to lodge grievances about their accommodation.

Benchmarks

- Mechanisms for Project Workers' consultation have been designed and implemented.
- Confidential processes and mechanisms for Project Workers to articulate their grievances are provided to Project Workers and Project Workers are trained on how to use them.
- In case conflicts among Project Workers or between Project Workers and staff break out, Project Workers have the possibility to easily access a fair conflict resolution mechanism.
- In cases where more serious offences occur, there are mechanisms to ensure full cooperation with the police authority (where adequate).

Guidance Note 4: Ethical Recruitment and Employment

Recruitment, selection, and hiring shall be conducted in a fair and ethical manner and without discrimination on the basis of nationality, gender, sexual orientation, pregnancy status, family status, ethnicity, social status, political affiliation, race, or religion. The responsibility for recruitment practices rests solely with the Contractor, including the performance of its sub-contractors and other suppliers. CH2M HILL reserves the right to audit and prohibit the use of certain recruitment agents, sub-contractors, or suppliers based on risks to worker welfare identified during audits and the supplier selection process, including a history of non-compliance with worker welfare requirements and other risk factors. Contractors may be terminated and prevented from working with CH2M HILL on future projects if fair and ethical recruitment and employment practices are not applied on our projects.

Recruitment Process

A recruitment process should be developed describing the process to recruit Project Workers from abroad:

- Any recruitment agency should be vetted by the Contractor to ensure it is reputable, legally registered within the country of operation, and adopt a worker welfare policy that includes requirements similar to the CH2M HILL Worker Welfare Policy and all applicable legal requirements.
- Project Workers must not be charged by an employer or Recruitment Agency for any recruitment and/or processing or placement fees.
- Project Workers' identification documents must not be confiscated or held by the employer or Recruitment Agency under any circumstances unless specifically required by law in the country where the work is performed.
- Project Workers must be informed in advance during the recruitment process in a language that they understand of the nature of the role, the risks associated with the work, their rights and responsibilities, and the working and living conditions
- Contractors should have an effective and efficient grievance procedure that Project Workers may utilize to lodge complaints against Recruitment Agencies.

Offer of Employment

An original offer of employment must be provided to each Foreign Migrant Worker at the time of recruitment in a language that he/she understands and be duly signed by the Foreign Migrant Worker and by the employer. Foreign Migrant Workers should not be asked to sign the offer of employment until they have read it and understand and agree with the terms and conditions of employment.

- Where a Foreign Migrant Worker cannot read or write, the offer must be explained orally in a language that he/she understands and shall be marked with the employee's thumb print and counter-signed by the individual explaining the terms and conditions of employment.
- The employer must be responsible for all relocation and repatriation costs from the country of hire, including air fare and visa/residency permit costs. Foreign Migrant Workers must also not be charged for any in-country legal requirements such as identification cards.
- The offer of employment must include as minimum the following items:
 - Nature of Project and work they are performing
 - Duties and responsibilities of the Foreign Migrant Worker
 - Basic hours, work week, wages, and overtime pay
 - Accommodation, uniform, and food provision
 - Benefits, including health care, insurance, rest days, and annual leave
 - Sick leave and payment entitlements
 - Employees' rights to terminate contract without penalty upon giving reasonable notice
 - The disciplinary and grievance procedures

Employment Contracts

Upon arrival, Foreign Migrant Workers must be promptly provided with a copy of their employment contract for their review before signing in a language they understand, as per the conditions stipulated above.

- The terms and conditions of contract shall match or be more advantageous to the Foreign Migrant worker than the offer of employment. Any changes to the employment contract shall require formal, fully voluntary consent from the Foreign Migrant Worker. If the contract terms are less favourable than the offer of employment, the Foreign Migrant Worker shall not be required to sign the contract and shall be repatriated to their home country at no expense to him/her. A copy of the signed original contract shall always be provided to the Foreign Migrant Worker.
- At the time of signing the employment contract the employer is required to confirm that the Foreign Migrant Worker has not been directly or indirectly charged any recruitment and/or processing or placement fees. If the Foreign Migrant Worker has paid such fees, the worker shall be reimbursed for the full amount by the employer no more than 30 days after the worker's arrival in the country where the work is performed.
- The Foreign Migrant Worker shall be entitled to terminate the employment contract without notice or penalty (e.g., loss of end-of-service entitlements) for the following reasons:
 - If the contractor is in breach of their obligations under the employment contract or law,
 - Should the Foreign Migrant Worker have been misled during the recruitment process,
 - Should the Foreign Migrant Worker be subjected to physical abuse (or the threat of such abuse), psychological abuse, or should they feel that their safety and wellbeing is at risk.
 - In the event of a verifiable family emergency (e.g., serious illness or death), that requires the Foreign Migrant Worker to return home.
- The Foreign Migrant Worker shall be free to terminate the employment contract without penalty upon giving reasonable notice. However, the Foreign Migrant Worker may be required to pay repatriation transportation costs.

Compensation

Wages shall be paid in full at regular intervals not exceeding one month and within five days of the end of the pay period. Wages shall include basic salary plus allowances, benefits and all other dues payable to Project Workers in accordance with their employment agreements.

- Where possible contractors should pay money directly into Project Worker bank accounts. If necessary, employers should establish bank accounts for their Project Workers, which will help facilitate payment and create an auditable transaction system to verify that all Project Workers are being paid in full and on time. The employer must not be able to access Project Worker bank accounts other than to deposit wages. Where this is not possible, there must be a system for logging payment amount and receipt of wages signed by Project Workers.
- Project Workers must be provided with a payslip in a language they understand, itemising hours worked, payment, and any authorized deductions in accordance with the employment contract and relevant laws, as well as accrued leave.
- Any wage deduction program must be in accordance with the requirements of the law and be formally communicated to Project Workers at the time of hire. Deductions must be itemised on their payslip.

Workers' wages shall not be deducted for:

- relocation, repatriation and annual leave air fare, except as authorized elsewhere in this Guidance Note;
- visa/residency permit costs;
- in-country legal requirements such as identification cards;
- training (normal wages shall be paid for all time spent in training);
- safety related equipment and PPE;
- uniforms (when required);
- laundry;
- job-related medical fees; or

- sick leave.
- At the end of employment on the Project all wages and end of service gratuity shall be paid promptly to the Project Worker, before repatriation to their country of origin.
- If the event of a death of a Project Worker all due wages and end of service gratuity must be paid in full to the deceased next of kin within 30 days. In addition any insurance or any other compensatory entitlement shall be paid in full as soon as practical.

Guidance Note 5: Worker Welfare Management Plan

Contractors in our direct supply chain are required to submit a Worker Welfare Management Plan (“WWMP”) prior to commencing work with CH2M HILL. The purpose of the plan is to describe the physical and procedural processes and controls that our Contractors will use to ensure compliance with their worker welfare policies.

The WWMP, which will form part of an integrated HSE Management Plan, will be assessed to ensure compliance with local legal requirements, the CH2M HILL Worker Welfare Policy and the requirements of the Contractor’s worker welfare policy. The WWMP will be reviewed by the Responsible Health & Safety Manager (RHSM) and be subject to the approval of the CH2M HILL Project Manager.

CH2M HILL will periodically review the Contractor’s performance in implementing the WWMP as part of our process to ensure that the minimum requirements of the CH2M HILL Worker Welfare Policy, Guidance Notes, and applicable law are implemented.

The WWMP includes, but is not be limited to:

- A written policy statement signed by senior management of the Contractor describing their commitment to worker welfare;
- Organizational chart identifying the key personnel and their duties and responsibilities for welfare of Project Workers;
- Project Worker communication, consultation, and training program, describing how all Project Workers will be informed about the Contractor’s Worker Welfare Policy and the protections afforded to Project Workers and applicable client and legal requirements. The program should be consistent with CH2M HILL Guidance Note 6 – Worker Communication.
- A written description of how the Contractor will provide and manage a confidential process by which any Project Worker can raise grievances and report concerns or non-compliance with legal or policy requirements, anonymously and without fear of retaliation.
- A written description of the Contractor’s Project Worker accommodation and supporting infrastructure plan and procedures. That includes, at a minimum:
 - Potable water, sanitary and washing facilities, including a potable water testing regime;
 - Laundry facilities;
 - Recreational and social well-being programs;
 - Religious facilities – mosques and multi-denominational prayer facilities;
 - Transportation arrangements to and from Project Worker accommodation;
 - Medical treatment management;
 - Fire prevention, detection, and response;
 - Emergency response, including evacuation planning, training, and drills;
 - Security management, including training of security personnel on proper security practice and treatment of Project Workers;
 - Traffic management;
 - Waste management;
 - Kitchen management to include all ISO2200 and HACCP required processes and records;
 - Arrangements for supplying food and drink addressing cultural/religious food needs, balanced nutrition;
 - Facilities for eating meals;
 - Project Worker accommodation HSE Plan including Safety Procedures and Safe Systems of Work which should include Risk Assessments and Method Statements for all maintenance and routine tasks;
 - Proactive and reactive maintenance;
 - Routine, daily, weekly and as required periodic cleaning;
 - Deep cleaning programme; and
 - Pest Control.

Guidance Note 6: Worker Communication

Effective communication between Project Workers and management is the foundation for identifying problems, finding solutions and improving productivity as a result. In other words, it's also good for the bottom line.

For Project Workers, communication creates a better understanding of business issues faced by the Project, builds a stronger partnership with management and helps to solve every-day problems. For management, communication supports better and safer work, better worker retention and better feedback—all of these things are essential to continuous business improvement.

Successful companies recognize the importance of having an effective feedback mechanism that is trusted and used by Project Workers. Project Worker feedback provides an early warning of any issues. By collecting feedback, the Project management team can avoid a problem or minimize the severity and duration of problems. And, managers can make necessary changes to systems or procedural weaknesses before they become serious operational risks.

1. Pre-Departure Training

Prior to commencing work at a Project, the Project team or the Contractor should provide the Project Workers with pre-departure training to inform them about the applicable Worker Welfare Policy (including the “no recruitment fee” requirement), employment terms and conditions, receiving country living arrangements, workplace conditions, grievance process, and rights and responsibilities.

2. Arrival Orientation and Training

Upon arrival, the Project team or Contractor should ensure that all Project Workers receive post-arrival orientation in the language they understand to reaffirm the information given pre-departure and to cover topics not addressed during pre-departure orientation. Repeating the information post-arrival will help Project Workers remember it.

The following topics should be addressed during the arrival orientation:

- Project policies & procedures:
 - working hours, overtime policy, holidays, vacation, sick leave
 - recruitment policy
 - safeguarding passports and identity documents
 - workplace rules
 - dormitory regulations
 - disciplinary procedures
 - termination and repatriation
 - and communications systems;
- Legal rights & other protections provided by the applicable company or client codes of conduct;
- Legal requirements and responsibilities;
- Project Worker feedback and communication;
- Mechanisms for workers to report violations of the applicable company policies and ethical standards;
- Project Worker accommodation health and safety;
- Receiving country culture and common practices;
- Awareness and prevention skills related to most relevant diseases ;
- Social and cultural awareness of local community.

The appropriate time for each topic to be addressed will vary, but this list serves as a general guide for the Project team and Contractors.

Training related to these topics should take place after arrival, before Project Workers formally begin work, and must be paid at the Project Worker regular wage. Training should include visual and auditory teaching styles, and include distribution of materials for reference after the training.

Training should be delivered in a language or languages all Project Workers understand. Furthermore, signs, symbols, and other indicators related to health and safety hazards should be marked so that Project Workers can understand them.

Contractors are encouraged to appoint an on-site Project Worker coordinator conversant in the languages of the different Project Workers. Additionally, training supervisors on the sending country language(s) and culture(s) would improve workplace communication.

The training and communication program should include the following elements:

- Clear procedures for Project Workers' on-the-job training.
- Objective evaluation of Project Workers' understanding of and training effectiveness.
- Standard, measurable, and objective indicators and tools for skills training evaluation.
- All trainers speak the Project Workers' native language(s).
- All verbal and written communication is done in the Project Workers' native language(s).

3. Notice boards

Health and Safety and other general notice boards must and be established in prominent locations and cater for multiple languages. Notice boards must include welfare information, including grievance procedure, contact details for the accommodation manager and other key staff, work hours and other information as deemed necessary.

4. Safety and Welfare Committee

A safety and welfare committee must be established at the accommodation facility and be representative of the workforce and the facility management. The committee must include Project Worker representatives from all nationalities and be selected by the Project Workers.

The Contractor's management representatives must include as a minimum the Health & Safety Representative and HR Manager.

The committee shall meet on at least a monthly basis, minutes should be taken of the discussions and a signed attendance register be taken.

Welfare arrangements will be included as an agenda item of the project HSE meetings with the Contractor and Project management.

5. On-going Project Worker welfare awareness and promotion

Topics associated with welfare, (health, hygiene, diet, drugs, alcohol, etc.) will be communicated to the Project Workforce via regular toolbox talks and ad-hoc training programs in a language they understand.

Good health and hygiene initiatives will be encouraged throughout all phases of a Project. Healthy lifestyle bulletins and alerts and reminders should be circulated as often as possible.

6. Grievance process

The Project team and the Contractor must make available to all Project Workers a confidential process in which they can raise grievances, report concerns or non-compliance with legal or policy requirements, anonymously and without fear of retaliation. The Project Workers shall be informed of this process during both their pre-departure training and arrival induction.

The primary purposes of a grievance procedure are to:

- Manage conflict, using a structured process for peaceful resolution; and

Enable Project Workers to complain with confidence in the process, knowing there is a system of appeals leading to an impartial decision-maker. To build the foundation for a proper grievance procedure, the Contractor must have a written policy to receive and address Project Workers grievances, which must include:

- Established procedures that are easy to understand;
- A way to protect Project Workers' confidentiality;
- A procedure for management response that is communicated to Project Workers;
- A way for Project Workers to report a grievance against a supervisor to someone other than that supervisor;

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- A procedure for Project Workers to monitor the status of complaints;
 - An appeal system for unfavourably resolved complaints or disciplinary actions;
 - A guarantee that Project Workers can report a grievance without fear of penalty, dismissal, or reprisal of any kind.
 - A provision that gives Project Workers access to additional support or advocacy, for example, interpreters and/or counselling.

For CH2M HILL employees and sub-contractors, a confidential hotline to report worker welfare issues is available through **TheGuideline**. You may raise concerns, ask questions, or report violations 24 hours a day, 7 days a week, 365 days a year via a third party, independent, web-based incident reporting system available at <http://guideline.ch2m.com/>.

Guidance Note 7: Records and Access

An individual human resources file for each Project Worker must be kept showing the Project Worker's:

- name;
- original offer of employment and employment agreement;
- job or occupation;
- age;
- nationality;
- place of residence;
- marital status;
- next of kin;
- home contact details in case of emergency;
- date of employment;
- wages paid and any adjustments made;
- leave taken (including annual leave, sick leave, and other leave);
- disciplinary record;
- period of probation;
- grievances record;
- work appraisals;
- records of pre- and post- medical examinations;
- induction and training records;
- occupational illnesses and injuries;
- date and reason for termination of employment; and

Contractors will, consistent with applicable privacy laws, at any time allow CH2M HILL, or any person designated on behalf of CH2M HILL, access to the above records and files.

Guidance Note 8: Key Performance Indicators

Contractors are encouraged to measure the performance of their worker welfare policies, programs and processes using key performance indicators (KPIs). Where KPIs indicate that performance is not up to standard, Contractors will be expected to develop and implement worker welfare improvement objectives and targets.

Required KPIs for CH2M HILL Contractors will include:

- Number of Project Worker grievances filed in previous month;
- % of Project Worker grievances addressed to the Project Worker's satisfaction in previous month;
- Number of Project Workers and other residents at accommodation facilities;
- % of worker welfare inspections and audits completed per the Contractor's Worker Welfare Management Plan (WWMP);
and
- Number of food-related illness cases.

Other recommended KPIs include:

- Percentage of Foreign Migrant Workers interviewed upon arrival (to assess recruiter compliance with legal and WWMP requirements);
- % of grievances filed for the same issue;
- Project Worker satisfaction with accommodation;
- Number of people inducted at accommodation facility(ies);
- Number of social events or activities organised;
- Number of non-compliances identified from inspections and audits;
- % of non-compliances closed within the assigned timeline;
- Number or % of repeat non-compliances (to measure the effectiveness of preventive action);
- Number of cases treated at clinic; and
- Number of communicable diseases reported.