

---

# The Supreme Committee for Delivery & Legacy & Building and Wood Workers' International

---

## Joint Working Group

---

2017 Report

---



**BWU**  
Building and Wood  
Workers' International  
[www.bwint.org](http://www.bwint.org)



رعاية العمال  
Workers'  
Welfare



# Table of Contents

<b>Foreword</b> .....	3
<b>Introduction</b> .....	5
<b>Joint Working Group</b> .....	9
<b>Findings</b> .....	12
<b>Way Forward</b> .....	21

# Foreword

## Secretary-General of the Supreme Committee for Delivery & Legacy

In November of last year, we signed a Cooperation Agreement on behalf of the Supreme Committee for Delivery & Legacy (SC) with Building and Wood Workers' International (BWI) General Secretary Ambet Yuson. The agreement between the two parties plays an important role in ensuring that our stadium sites and accommodation facilities are managed and maintained to the highest professional occupational health and safety standards. It also serves an ultimate purpose that both our organisations share – making sure that the workers on our sites are protected, respected, and that their working and living conditions are constantly being improved.

Discussions between our respective organisations began in 2014. In the early stages of this relationship we had contrasting ideas on the best way to work together. After a period of healthy and constructive debate, differences were overcome through a shared commitment to transparency, openness and dialogue, underpinned by a spirit of compromise and mutual understanding.

Our Cooperation Agreement included a commitment to conduct joint health and safety inspections at construction and accommodation sites. BWI also committed to providing occupational health and safety training to the SC and its contractors, and to review the effectiveness of the Workers' Welfare Forums (WWF), which form an integral part of our grievance mechanisms.

We are committed to demonstrating our challenges and progress in a transparent manner. Our annual progress reports are shared publicly and Impactt, our third party monitor publishes their own report independently.

In light of our commitment to transparency, this Report showcases the work carried out by our Joint Working Group (JWG), which is comprised of members from both parties. It outlines the inspections that have been undertaken over the past year and provides detail on the recommendations made. It also includes status updates on the improvements made on our programme, based on the JWG's findings, obstacles that we may face in implementing some measures, and how we plan to work together to overcome any such issues.

Our partnership with BWI is of the utmost importance to our organisation. General Secretary Yuson has worked tirelessly with us to build a relationship that is grounded in ensuring that the health, safety, security and dignity of every worker on our projects is respected and cared for.

I am confident that BWI view the SC as a sincere and reliable partner that shares the same values and vision. With General Secretary Yuson's support and unwavering commitment, we have a strong foundation for a long-term partnership that will serve to instill and develop the sustainable change and progress that we are steadfastly committed to in the sphere of Workers' Welfare.



# Foreword

## General Secretary of Building and Wood Workers' International

Following the signing of the Cooperation Agreement between BWI and the SC in November 2016, the two organisations conducted a series of joint inspections of stadiums and accommodation facilities, starting in February 2017 and concluding in November 2017.

This report marks a historic occasion for BWI, the SC, and most importantly, the construction workers on the SC programme. The findings present a clear demonstration that we have entered a joint process that is sustainable in a cooperative and transparent manner. Understandably, significant efforts were required to get to this stage where the inspection process evolved into a smooth efficient practice as is reflected in this report. However, it also shows that our common efforts and persistence can improve the occupational health and safety conditions on the ground.

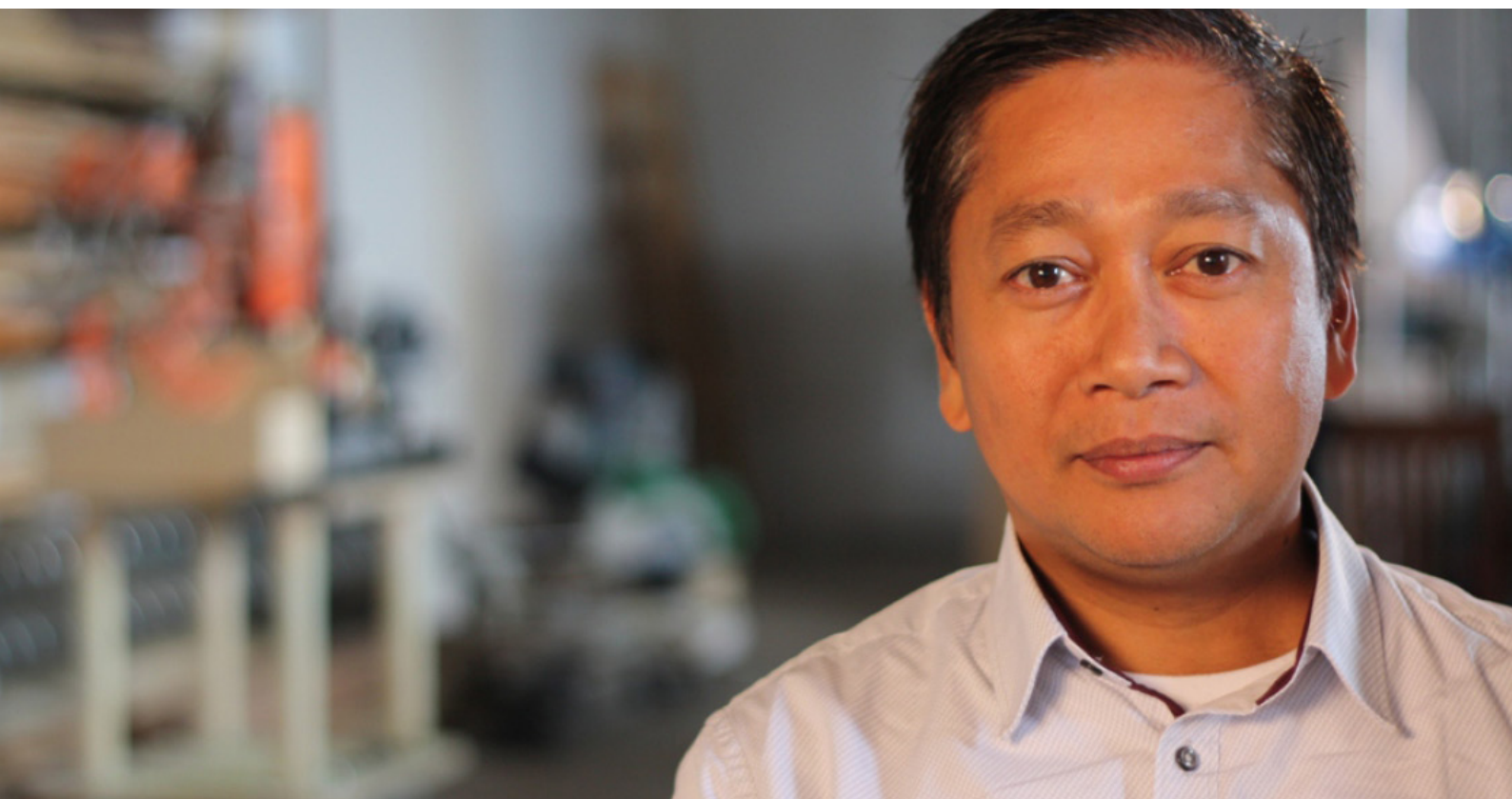
The BWI considers the joint agreement and the implementation as carried out by the JWG to be an excellent starting point for our ongoing cooperation with the SC. The good intentions of the Cooperation Agreement have been demonstrated during the joint inspections, in partnership with one another. A cooperative, constructive, and pragmatic spirit has been accompanied by excellent professional standards focusing on occupational safety and health and a common commitment to reduce hazards on the job. The BWI hopes

and expects that it will lead to further progress in advancing workers' rights as we enter the next phase of the agreement.

BWI is grateful for the support of its affiliates and in particular the unions who have participated in the joint inspections and provided technical support to the BWI inspection teams: ACV-CSC-Belgium, Byggnads-Sweden, FFW-Philippines, FILLEA-Italy, FILCA-Italy, Fellesforbundet-Norway, FGTB-Belgium, FNV-Netherlands, GWU-Norway, IG-BAU-Germany, Prospect-United Kingdom, Rakennusliitto-Finland, SEK-Cyprus, UNIA-Switzerland, and UNITE the Union-United Kingdom. We look forward to their continued support as well as that of others as we continue the agreement with the SC in 2018 to ensure the success of future inspections.

BWI is also grateful for the commitment and willingness shown by the SC and in particular, H.E. Secretary General Hassan Al Thawadi who has demonstrated a genuine willingness to work with BWI to meet a common goal of improving the working and living conditions of migrant workers in Qatar. All parties have ensured good faith and mutual trust has prevailed.

For BWI, this is an important part of our global effort to improve the occupational safety and health conditions of workers in construction and in the other sectors where BWI is the most representative global trade union organisation.





# Introduction

Ensuring the health and safety of the workers building stadiums and infrastructure for the 2022 FIFA World Cup™ is a process that takes commitment and collaboration at all levels.

In November 2016, the SC signed a Cooperation Agreement with BWI to conduct joint health and safety inspections of SC projects. A JWG was formed to manage and coordinate the inspections and reporting obligations, and achieve the aims of the Cooperation Agreement. A fundamental provision of the Cooperation Agreement was a commitment to publicly release the findings of the JWG.

This Report gives an overview of the work carried out in 2017 by the JWG across several SC stadium construction sites and the accommodations of the workers attached to each construction project. From the outset, a strategic decision was made to initially observe the occupational health and safety practices of companies based in the countries where BWI has a presence – notably Austria, Belgium, Italy, India, and Turkey.

These international contractors have committed, hand-in-hand with their joint venture Qatari counterparts, to delivering their projects in-line with the SC's Workers' Welfare Standards (the **WW Standards**).

The BWI representatives of the JWG traveled to Doha on six different occasions to undertake, with their SC counterparts, accommodation, site and follow-up inspections. The main findings, observations and non-compliances, are detailed in the Findings section of this Report.

The issues identified by the JWG varied from changing the serving times for lunch, to ensuring safety harnesses are stored in the correct manner. A number of health related recommendations were also made by the JWG including a suggestion to incorporate better health record management systems across site and accommodation clinics and the need to provide ongoing training for medical staff to identify work related issues. On accommodation sites, kitchens were scrutinised to ensure international best practice was being maintained with a focus on, in particular, food storage and handling techniques, and cleaning apparatus.

No issue was considered too trivial as both parties focused on creating a safe, healthy and decent working and living environment for the workers. BWI and the SC worked together throughout the year to ensure that contractors rectified these issues.

The JWG's efforts also focused on enhancing the WWFs, and several forums were attended by the team during the year. Two worker representative elections were also attended. The JWG expressed their satisfaction with the way the elections were run, and also with the number of workers involved. In all instances the level of communication and interaction with management was also commended.

As the first year of the partnership has come to an end, the SC and BWI have taken time to review and assess what has worked well during this period and what areas can be improved. Hearing directly from workers has been identified as the most effective way to deliver impactful change. That interaction has been afforded to the JWG and will remain a vital mechanism in ensuring continued success in the future.

The Cooperation Agreement was originally put in place to cover the period until 31 December 2017. Given the success of the partnership, both parties have agreed to formalise an extension to the Cooperation Agreement for 2018 so as to build on the positive steps taken to ensure compliance across all SC projects.

## Introduction to the Supreme Committee for Delivery & Legacy (SC)

In 2010, the State of Qatar won the bidding process to host the 2022 FIFA World Cup Qatar™. This will be the first World Cup to be hosted in the Middle East, a momentous event with the potential to have a lasting positive effect on the region and beyond.

To deliver the infrastructure required to host the event, the State of Qatar established the Supreme Committee for Delivery & Legacy in 2011. The SC is primarily responsible for the design, construction and upgrade of stadiums, training sites and non-competition venues (e.g. "fan zones"). Its work will contribute to achieving the Qatar National Vision 2030, the country's roadmap to sustainable development.

### Workers' Welfare at the SC

A key component of the SC's mandate is the protection and promotion of the welfare of the workers responsible for the delivery of the SC's projects. In 2013, the SC published a Workers' Charter which outlined principles that the SC are committed to, i.e. protecting the health, well-being, safety, and security of the workers. The SC requires that its contractors and suppliers adhere to these principles in their treatment of all workers. This was followed by the publication of the WW Standards in 2014. Two years later, in 2016, the SC published an updated version of the WW Standards, following a consultation process with civil society organisations. The WW Standards are mandatory for contractors working on SC projects, and oblige contractors to ensure compliance by subcontractors.

Internally, the SC has a dedicated Workers' Welfare Department (the **WWD**), which reports directly to the Secretary General and is responsible for:

- Developing effective compliance and enforcement mechanisms for the WW Standards.
- Leading and undertaking audits and inspections of contractors (including worker interviews and accommodation and construction site inspections) and worker welfare tender evaluations.
- Delivering engagement, outreach and training activities; conducting research to guide policy and decision-making; and engaging with internal and external stakeholders.
- Ensuring the health and safety of workers' at their accommodation facilities and the welfare of workers onsite.

The WWD developed a robust regime for accommodation and construction site inspections, as well as ethical recruitment audits. It is the second limb of a thorough four-tier auditing system which is administered via: (i) regular self-audits by contractors; (ii) SC audits and inspections; (iii) independent audits by an external third party monitor – Impactt Ltd; and (iv) periodic inspections and audits carried out by the Ministry of Administrative Development, Labour and Social Affairs.



**Health & Safety**

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



**Information & Reporting**

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



**Compliance & Audits**

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



**Engagement & Outreach**

- Engage in a country-wide steering group collaborating with government entities to discuss critical workers' welfare issues.
- Manage relationships with **external parties**, including embassies, NGOs and partners
- Develop and manage WW **engagement and outreach** activities including nutrition, cooling and others
- Carry out **training & up-skilling** activities for workers and contractors

## Construction Health & Safety at the SC

The SC's Technical Delivery Office (the TDO) is directly responsible for delivery of the stadiums, non-competition venues and infrastructure for the 2022 FIFA World Cup Qatar™.

Whereas the WWD's Health & Safety (H&S) team is responsible for ensuring that the workers' accommodations and site related welfare are in compliance with the H&S Standards, TDO's H&S function is exclusively responsible for health and safety on construction sites. This responsibility includes:

- i Developing and implementing a "Safety Management System" to ensure health and safety is managed effectively across the programme's construction sites;
- ii Establishing and reporting on key health and safety performance indicators across the programme; and
- iii Monitoring safety performance on-site through audits and inspections.

In 2013, the TDO established its internal safety management processes which identified and developed a number of key themes and deliverables, providing the focus and tools to deliver a safe and healthy working environment.

The TDO's H&S responsibilities are cascaded down through the supply chain in a structured manner. The health and safety function is directed by the Site Construction H&S Assurance Manager and administered by the H&S Assurance Team. The Assurance team provides support and oversight at the programme level, as well as support and oversight to the supply chain and employees on each individual project. This responsibility extends to establishing and reporting on key health and safety performance indicators across the programme, and monitoring safety performance onsite through regular audits and inspections.

The Assurance team, with the support of all parties, provides H&S assurance that design, construction, operations and deconstruction into legacy, will meet the SC's requirements, and comply with Qatar codes and standards. With the support of the supply chain, the H&S Assurance team seeks to:

- Set a minimum standard complying with the health and safety requirements of the TDO programme, as well as the Qatar Construction Specification (QCS) 2014.
- Reduce and prevent accidents, incidents, and illness across the programme by:
  - › targeting the main causes of accidents, incidents and ill health; and
  - › developing specific minimum health and safety standards including setting minimum levels of competence for supervisors.
- Reduce design, construction and operational risks by:
  - › applying the "principles of prevention" in all phases of the programme life-cycle;
  - › following a detailed design risk management process; and
  - › applying a zero tolerance policy for infringements.

## Introduction to Building and Wood Workers' International

The BWI was founded in December 2005 in Buenos Aires, Argentina as a Global Union Federation. It groups free and democratic unions with members in the building, building materials, wood, forestry and allied sectors.

BWI brings together around 334 trade unions representing more than 12 million members in 130 countries. The headquarters are in Geneva, Switzerland and the regional offices and project offices are located in Brazil, Burkina Faso, Chile, India, Kenya, Malaysia, Panama, Peru, Russia and South Africa.

Our mission is to promote the development of trade unions in our sectors throughout the world and to promote the protection of and respect for workers' rights in the context of sustainable development.

Construction is one of the world's most hazardous industries and BWI has been supporting unions to establish safety representatives and health and safety committees in as many workplaces as possible. BWI also tries to improve occupational safety standards and conditions in other forestry and building materials. Our recent extensive survey in the cement industry showed that workplaces are safer if workers have representation, and through our experiences on the ground, the truth of these findings have also been demonstrated in other sectors.

Ten years ago, BWI launched the global "Sports Campaign for Decent Work" in the lead up to the 2010 South Africa World Cup™, recognising that the high-profile event was an opportunity to improve working conditions for the workers in the construction sector in South Africa. Since then, the initial pilot campaign in one country has grown into a global BWI campaign covering a number of countries hosting Mega-Sporting Events (MSE). The crux of BWI's campaign has however been focused on World Cup Tournament Projects.

BWI has made significant progress in its engagements with international sporting bodies such as FIFA; construction companies; and other stakeholders to ensure decent work, safe working and living conditions for all workers, including migrant workers, in relation to MSEs.

Last year, BWI signed a Memorandum of Understanding with FIFA and the Russia Local Organising Committee (LOC) related to the 2018 Russia World Cup™, and a Cooperation Agreement with the SC focusing on the 2022 Qatar World Cup™.

One of the key elements of both agreements is the participation of BWI and its affiliates in joint inspections focusing on occupational health and safety. This is due to the long-lasting impact of BWI's work in South Africa where it conducted joint safety visits with South Africa's FIFA LOC. Noting this, BWI has been pushing FIFA and the Russian LOC to similarly carry out joint labour inspections. This has been one of the core elements of BWI's advocacy work to ensure safety and health for construction workers building the World Cup tournament projects.

A key pillar in BWI's global sports campaign has been the consistent support and active involvement of BWI affiliates in all facets of the campaign. This has included a wide range of involvement, from direct organising on the ground, to facilitating engagements with construction companies with whom BWI could sign global agreements, and mobilising mass support to influence all stakeholders to ensure that all current and future World Cup tournaments will not only embody the spirit, but truly and actively ensure and display a commitment to human and labour rights.

The implementation of the agreement with the SC would not have been possible without the participation of technical experts and safety and health officers from a number of BWI affiliates including unions that have presence in companies which are the main contractors of the 2022 World Cup Tournament projects in Qatar. These experts provided the necessary technical expertise in not only occupational health and safety but also occupational illnesses as well as providing awareness amongst workers about health and safety.

In addition to health and safety experts, trade union officials familiar with grievance mechanism procedures and strengthening workers' participation provided valuable input in the discussions around strengthening the WWF, in particular the participation of workers in the forums and developing the capacity of the WWF representatives.



# Joint Working Group

## Mandate & Objectives

The Cooperation Agreement between the SC and BWI was signed on 15 November 2016, following a series of discussions between both parties that began in March 2014. The Cooperation Agreement was signed in an official ceremony in Qatar at the SC's Doha headquarters by SC Secretary General H.E. Hassan Al-Thawadi and BWI's General Secretary Albert Emilio (Ambet) Yuson. It covers construction site and accommodation health and safety inspections, training, and a review of the SC's current grievance mechanisms, including the WWF. The Cooperation Agreement expired on 31 December 2017 and has been extended for a further year for 2018.

The joint site inspections focus on projects being built by multinational companies headquartered in countries where BWI currently has representation. This includes companies from Austria, Belgium, Italy, India, and Cyprus.

In addition, the Cooperation Agreement included a requirement that the SC and BWI form a JWG to manage and coordinate the inspections and reporting obligations, and achieve the aims of the Cooperation Agreement. The JWG operates in accordance with an agreed "Terms of Reference."

The JWG's remit is as follows:

- Organisation of occupational health and safety inspections related to workers:
  - a) Engaged in construction activities for SC projects.
  - b) Who are employed by international companies operating in countries where BWI has a presence, and is recognised as a representative within the respective international company.
- Assessment of the effectiveness of SC's WWF and other existing grievance mechanisms.
- Review and assessment of existing health and safety training curriculum and making recommendations for enhancement.
- Coordination of "train the trainer" training conducted by BWI for professionals working on SC projects.

The JWG met six times during 2017 in Qatar to carry out joint health and safety inspections of SC construction sites and workers' accommodation facilities. They generally focused on one stadium site and its associated accommodation facility per visit. The JWG also undertook follow-up inspections to ensure that contractors are rectifying the non-compliances and observations identified during the initial inspections.



## Members

The JWG has 14 permanent members who are supplemented on an ad-hoc basis by subject matter experts, and also allows for observers to participate on a case-by-case basis. During this past year, the FIFA LOC Sustainability Senior Manager participated in this capacity on at least three inspection visits.

The JWG is organised into four areas and includes the following members:

Operations, Oversight and Stakeholder Liaison	Organisation and Conduct of Inspections	Health and Safety Training	Workers' Welfare Forum and Grievance Mechanisms
Mahmoud Qutub (Chair) (SC)	Brian Maynard (SC)	Brian Maynard (SC)	Mahmoud Qutub (SC)
Payvand Vahdat (SC)	Nigel Valvona (SC)	Nigel Valvona (SC)	Payvand Vahdat (SC)
Theologia Kostopoulou (SC)	Stephan Van Dyk (SC)	Gordon Penney (SC)	Stephan Van Dyk (SC)
Karen McGrath (Secretary) (SC)	Jin Sook Lee (BWI)	Jim Kennedy (BWI)	Rajeev Sharma (BWI)
Jin Sook Lee (BWI)	Jim Kennedy (BWI)	Fiona Murie (BWI)	Marco Polo Ferrer (BWI)
Jim Kennedy (BWI)	Rajeev Sharma (BWI)		
Tos Anonuevo (BWI)			

## Methodology

The JWG developed a project plan which sets out the schedule and timing of inspections and assigns responsibilities to members of the JWG and, where required, other representatives of the SC and/or BWI.

Each inspection began with a kick-off meeting where the JWG was presented with a progress report on the rectification of issues arising from past inspections, followed by a general overview presentation of the construction site and accommodation facilities that were the subject of the inspection.

Each inspection was carried out with inspectors from both the SC and BWI. Inspectors toured the site and accommodation facilities and identified any health and safety non-compliances with the SC's construction health and safety requirements and the WW Standards. In addition, the inspectors noted any observations, whether positive or negative<sup>1</sup>. Interviews with workers were undertaken during the inspections and the inspection team were able to speak to workers either on-site or at the accommodation facility. Feedback was then provided to the contractor's site management or, for accommodation inspections, to the management team of the accommodation facility.

<sup>1</sup> For the purposes of the inspections, the JWG determined that a non-compliance was considered to be a finding that violates either the SC WW Standards, SC H&S contract requirements, QCS 2014 or Qatari law, whereas an observation was categorised as a suggestion for improvement.

The JWG convened immediately after the inspection to discuss findings and observations, key points for improvement, and any lessons learned. The plan for the following inspection was also discussed and agreed amongst the JWG.

Finally, the JWG prepared a report following each inspection that was agreed and signed by both parties. The report was then provided to the contractor or accommodation management to allow them to rectify any outstanding issues. The JWG has prepared this yearly Report based on the findings of all the inspections undertaken in 2017.







# Findings

## Overview

During 2017 the JWG carried out inspections on six separate occasions consisting of eight initial inspections (across four stadium sites and four accommodation facilities) and a five follow-up inspections (across three stadium sites and two accommodation facilities). Details of the inspections are set out below:

<p><b>February 2017:</b>  <b>Inspection</b> of Al Wakrah Stadium Site and Accommodation Facility  <b>Contractor:</b> Sixco (Belgium)/Midmac (Qatar)/Porr (Austria) JV</p> 	<p><b>April 2017:</b>  <b>Inspection</b> of Al Bayt Stadium Site and Accommodation Facility  <b>Contractor:</b> Salini Impreglio (Italy)/Cimolai (Italy)/Galfar (Qatar) JV</p> 	<p><b>June 2017:</b>  <b>Inspection</b> of Al Rayyan Accommodation Facility  <b>Contractor:</b> Al Balagh (Qatar)/Larsen &amp; Toubro (India) JV</p> 
<p><b>August 2017:</b>  <b>Inspection</b> of Al Rayyan Stadium Site  <b>Contractor:</b> Al Balagh/Larsen &amp; Toubro JV</p> 	<p><b>October 2017:</b>  <b>Inspection</b> of Qatar Foundation Stadium Site and Accommodation Facility  <b>Contractor:</b> Joannou &amp; Paraskevaides (Cyprus) and Conspell Qatar</p> 	<p><b>November 2017:</b>  <b>Follow-up inspection</b> of Al Rayyan Stadium Site</p> 
<p><b>Follow-up inspection</b> of Al Wakrah Stadium Site</p> 	<p><b>Follow-up inspection</b> of Al Bayt Stadium Site</p> 	<p><b>Follow-up inspections</b> of Al Wakrah (Sixco) and Al Rayyan (Challenger) Accommodation Facilities</p>  

The main inspection findings relevant to each stadium project is set out overleaf. The total number of non-compliances and observations identified by the JWG and their current status is included in a summary table together with key statistics relevant to each stadium project. The issues identified for the purposes of this Report represent what the JWG view as having a key, positive impact on either each individual project or across the programme. Beneficial observations relating to topics such as the WWF and working at heights are examples that have impacted the programme as a whole.

Most of the issues identified by the JWG inspectors were predominantly observations. Typically, between 6 to 13 observations were identified during construction site inspections. Non-compliances were less prevalent with the greatest number identified being 4, during the Al Bayt Stadium Site inspection. In relation to accommodation facilities, the JWG inspection team typically made 16 to 23 observations.

## Al Wakrah Stadium

Inspection Findings	No. Identified	No. closed to date
Site Inspections		
Non-compliances	0	-
Observations	12	12
Inspection Findings	No. Identified	No. closed to date
Accommodation Inspections		
Non-compliances	1	0
Observations	48	33

Contractor	Sixco (Belgium); Midmac (Qatar); Porr (Austria) Joint Venture ( <b>JV</b> )
No. Workers	2,329 <sup>a</sup>
No. Other Contracting Parties (OCPs)	24
Major Nationalities	Indian (42%), Bangladeshi (33%) and Nepali (17%)

### Main Findings:

Impact	Issue	Status	
Site	Review notice boards promoting site awareness to streamline messaging. In addition, take steps to ensure adequate translations are available for all ethnic groups represented onsite	Addressed by Contractor	
	Issues were identified in relation to the use and management of safety harnesses. Immediate steps to rectify the issues included: removing any damaged harnesses; recalling all harnesses for inspection and replacement as necessary; installing hooks for well managed storage; re-training the store staff in their inspection duties; and re-training workers in the safe use of harnesses		
	Next edition of the HSE Booklet for workers should focus on a smaller number of key messages. In addition, it should be fully translated to be more accessible and easier to understand		
	Workers' Health and Safety Forum to be formed at the Al Wakrah Stadium Site, including elected representatives from the workforce from particular trades and/or OCP		
	Review the efficiency of the process for serving lunch to reduce the wait times for workers		
	Introduce a procedure for the accommodation health clinic records to be reported to the health and safety management teams at the relevant sites		
Accommodation (Sixco Facility)	Develop a procedure to allow medical clinic records to be shared with the health and safety management teams at the relevant construction site	Addressed by Contractor	
	Fire risks –alarm and hoses not Qatar Civil Defence approved; fire extinguishers to be replaced; issues with evacuation routes as the site is in a remote area		
	Communication on notice boards should be translated into the languages as per the ethnic group living in the accommodation		
	Install additional serving areas within the dining halls to speed up food serving		
	Contractor to provide a room for WWF Representatives so as to allow private discussions to be carried out between them and workers		
	Foodstuff should be separated as per ISO and HACCP requirements		
	Certain health and safety risks were identified in relation to the sewage treatment plan (e.g. working at height, ladder safety, electrical, chemicals)		
	Water treatment plant contains improper storage of acids and caustics and which could cause a hazardous chemical reaction		
	Several issues were identified with the kitchen during the follow-up inspection. Examples include mops not being stored in the right place, no steam cleaning machine available, kitchen tiles have cracked under heavy weight. A comprehensive list was issued to the contractor for action		In progress - Cleaning issues being addressed by Contractor, the kitchen tiles have been replaced
	Clinic health records and site clinic records are not synchronized. Clinic staff require occupational health awareness training		In progress - Clinic doctor and staff to have weekly meeting with site clinic personnel in order to share information. The Contractor will arrange training for all medical staff
More shaded areas required around the accommodation facility	In progress - JV partner has not installed enough shaded areas		
Install turf on the football pitch (currently dirt only)	Not started		
Programme- wide	Review measures for mitigating the risks of working at heights to ensure compliance with QCS 2014 and SC Minimum Standards. In particular, ensure adequate handling and storage of harnesses	Addressed by Contractor	
	Review SC health risk assessments for steel fixing tasks, due to the repetitive nature of the work being undertaken		
	Review risk assessments for tasks involving the use of vibrating tools and implement procedures for managing the risk of contracting Hand Arm Vibration Syndrome		
	Electrical supply for tools and lighting should be 110v		

<sup>a</sup>All statistics in this table are correct as of 1 December 2017



## Al Bayt Stadium

Inspection Findings	No. Identified	No. closed to date
Site Inspections		
Non-compliances	4	4
Observations	13	13
Inspection Findings	No. Identified	No. closed to date
Accommodation Inspections		
Non-compliances	3	3
Observations	22	20

Contractor	Salini Impreglio (Italy); Cimolai (Italy); Galfar (Qatar) JV
No. Workers	3,103 <sup>b</sup>
No. Other Contracting Parties (OCPs)	42
Major Nationalities	Indian (34%), Bangladeshi (33%) and Nepali (26%)

### Main Findings:

Impact	Issue	Status
Site	Review and compare medical data from both work-site and accommodation to determine if there is a recurrence of illness attributed to a particular trade or section to assess if any preventive measure can be taken	Addressed by Contractor
	Ensure the signage at both the site and pre-fabrication plant is multi-lingual	
	Review and check workers are wearing necessary PPE	
	Carry out an immediate review of traffic management inside the stadium bowl area	
	Educate and publicise to workers the Programme WWF Representatives and their role	
	Institute a method for ensuring that exposure to vibrating tools is controlled and recorded	
	Provide refresher training on occupational health issues for medical staff	
Accommodation (Al Bayt Workers' Village)	Provide hot water and soap in showers and basins	Addressed by Contractor
	Review the knowledge of the medical staff on occupational health issues and provide refresher training where necessary	
	Key personnel in the accommodation show a lack of awareness of emergency procedure – appropriate training should be given	
	A first aid box, safety signs or safety communication about chemicals should be installed in the laundry	
	Shoe racks are blocking the fire exit routes and should be cleared	
	Wi-Fi signal is poor in certain sections of the accommodation facility and should be installed throughout	In progress - WWD is working with service provider to identify alternative solutions for improving signal strength as surrounding telecommunications infrastructure needs to be upgraded
Workers have difficulty transferring money due to long queues at ATMs and exchange houses	In progress - initiatives rolled out by WWD to streamline remittances (e.g. Commercial Bank app initiative)	
Programme-wide	Inform workers about the Project Workers' Welfare Forum (PWWF) Representatives and the specific roles they have onsite related to occupational health and safety	Addressed by Contractor
	Review of the health risk assessments for steel fixing tasks needs to be undertaken	
	Review risk assessments for tasks involving the use of vibrating tools and implement procedures for managing the risk of contracting Hand Arm Vibration Syndrome	

<sup>b</sup>All statistics in this table are correct as of 1 December 2017

## Al Rayyan Stadium

Inspection Findings	No. Identified	No. closed to date	Contractor	Al Balagh (Qatar);Larsen & Toubro (India) JV
Site Inspections			No. Workers	2,818 <sup>c</sup>
Non-compliances	3	3		
Observations	7	7	No. Other Contracting Parties (OCPs)	15
Inspection Findings	No. Identified	No. closed to date		
Accommodation Inspections			Major Nationalities	Indian (41%); Nepali (23%); Bangladeshi (22%)
Non-compliances	0	-		
Observations	37	23		

### Main Findings:

Impact	Issue	Status
Site	Safety harnesses in the main store were stored haphazardly and proper records were not being maintained	Addressed by Contractor
	Access to the stadium bowl, and access from bowl to scaffolds, were found to be unsuitable and needed to be corrected	
	Electrical lighting and fittings were found inside the COSHH store that did not meet the IP-65 rating	
	Eyewash station inside the main store was found on the ground and not yet mounted	
	Some electrical cables were found connected to or wrapped around metal structures	
	Mixed waste (flammable and non-flammable) were found in waste skips	
Accommodation (Challenger City)	Unused openings in electrical outlets greater than 1/8 inch should be closed	Addressed by Contractor
	Adopt one common emergency number and display throughout the accommodation; develop an emergency communication system	
	Develop a solution to reduce odours in accommodation corridors	
	Additional housekeeping efforts are needed to ensure serving lines in dining halls are kept clean at all times during meal serving times	
	Emergency number display signage should be modified to accurately reflect emergency response procedures within the accommodation	
	Clinic health records and site clinic records are not synchronized. Clinic staff require occupational health awareness training	In progress - Clinic doctor and staff to have weekly meeting with site clinic personnel in order to share information. The Contractor will arrange training for all medical staff
Programme- wide	Some infrastructure issues were identified, e.g., the majority of the emergency lighting units in the dining hall do not work; the generator area generates a lot of noise, in some cases up to 125 dB	In progress - to be repaired and tested monthly
	WWF election guidelines and procedures should be discussed and agreed by workers	Addressed by Contractor
	Provide more awareness sessions and information to workers on the function of WWF, PWWF and and Health, Safety & Environment (HSE) Committee	
	Representatives of WWF and PWWF shall be elected by workers based on their nationality representation	Addressed by Contractor (note findings in WWF section)
Workers' Representatives shall conduct more meetings with their respective worker group/the nationality which they are representing	In progress - WWF and PWWF representatives are being provided orientation by the ABLTJV WW team and the SC WWD. BWI will support in the process	

<sup>c</sup>All statistics in this table are correct as of 1 December 2017

## Qatar Foundation Stadium

Inspection Findings	No. Identified	No. closed to date	Contractor	Joannou & Paraskevaides (Cyprus) and Conspell Qatar JV
Site Inspections			No. Workers	2,614 <sup>d</sup>
Non-compliances	0	-	No. Other Contracting Parties (OCPs)	14
Observations	6	4	Major Nationalities	Indian (48%), Nepali (25%) and Bangladeshi (23%)
Inspection Findings	No. Identified	No. closed to date		
Accommodation Inspections				
Non-compliances	1	0		
Observations	18	4		

### Main Findings:

Impact	Issue	Status
Site	Rubble was found on top of the wire mesh used to secure the excavation wall which poses a risk of falling materials	Addressed by Contractor
	A small number of walls were observed not having suitable wire mesh in place	
	Shuttering props secured incorrectly using re- bar instead of the correct locking pins	
	There is a lack of consistent application of scaffold wooden intermediate supports	
	Safety notice boards contained a lot of information which does not allow critical information to be readily identifiable	In progress - notice boards are being addressed
Accommodation (QF Stadium Workers' Village)	Kitchen tiles are cracking and breaking and as the tile grout is missing it is allowing water to accumulate underneath the flooring	Addressed by Contractor
	Existing floor tiles in the kitchen are creating slip hazards	In progress - catering company to put in place new cleaning regime
	There is a lack of a stringent deep cleaning programme for the kitchen	
	Kitchen machinery (e.g., cutters, peelers) are only being washed – they should be steam cleaned and/or boiled	In progress - catering company will provide appropriate cleaning machinery
	Unqualified staff are permitted to enter the kitchen	In progress - catering company will put in place appropriate policy
	Inadequate system for the storage of food (e.g. there is no plan for the storage of rice, meats and vegetables are stored together)	In progress - catering company will put in place segregation procedure
Programme- wide	Kitchens should be audited strictly based on ISO 22000 and HACCP standards	In progress
	Provide more awareness sessions and information to workers on the function of WWF, PWWF and HSE Committee	

<sup>d</sup>All statistics in this table are correct as of 1 December 2017

## Occupational Health

During the course of the inspection visits the JWG considered occupational health and identified a number of areas where it could be further improved upon. All sites, and their associated accommodation facilities, include suitable clinics which are well-staffed. The clinics, doctors and nurses are all certified, or if recently established are under the process of obtaining certification by the relevant health authority. The general health services provided for the workforce are free and appear to be fit for purpose.

The TDO have prepared a series of important documents including a "Health and Safety Manual" and the "Minimum Standards". The documents provide a good framework for compliance by the contractors in establishing and maintaining health and safety standards. The Minimum Standards document states, "The standards included within this document have been developed based upon international best practice and incorporate or enhance QCS 2014 requirements." The Minimum Standards detail best practice for safety on construction sites. It supplements QCS 2014, which in turn provides general details on specific health issues (e.g. noise, manual handling, and vibration risks).

The JWG made a number of specific health related recommendations, including:

1. For health professionals:
  - a. institute a procedure for the accommodation health clinic records to be reported to the health and safety management teams at the relevant construction sites. This would enable operational construction managers, who assess risk assessments and method statements, to be aware of health problems that might be developing as a result of the work being carried out. This feedback management system has been taken up by at least one site (Al Bayt).
  - b. carry out ongoing training for the medical staff to recognise specifically work-related health problems and to take steps to mitigate the effects. The training and awareness programme is part of a wider training and development strategy which WWD rolled out in Q3 2017. BWI is expected to provide additional training to complement this in early 2018.
2. For the contractors:
  - a. review health risk assessments and design requirements for steel fixing tasks to mitigate the risks of upper limb disorders brought about by repetitive twisting hand movements.

- b. review the risk assessments and method statements for tasks involving the use of vibrating tools and ensure that procedures for managing the risk of contracting HAVS are implemented.

The above two points are being addressed by the SC. During the October follow-up inspection, the following positive developments were noted by the JWG:

- amendment to ill-health recording system to highlight occupational health issues;
- weekly discussions between site safety managers and site doctors to identify potential issues;
- case management regime instituted for individuals suffering from ill-health; and
- more training undertaken for site nurses on occupational health risks.

## Workers' Welfare Forums

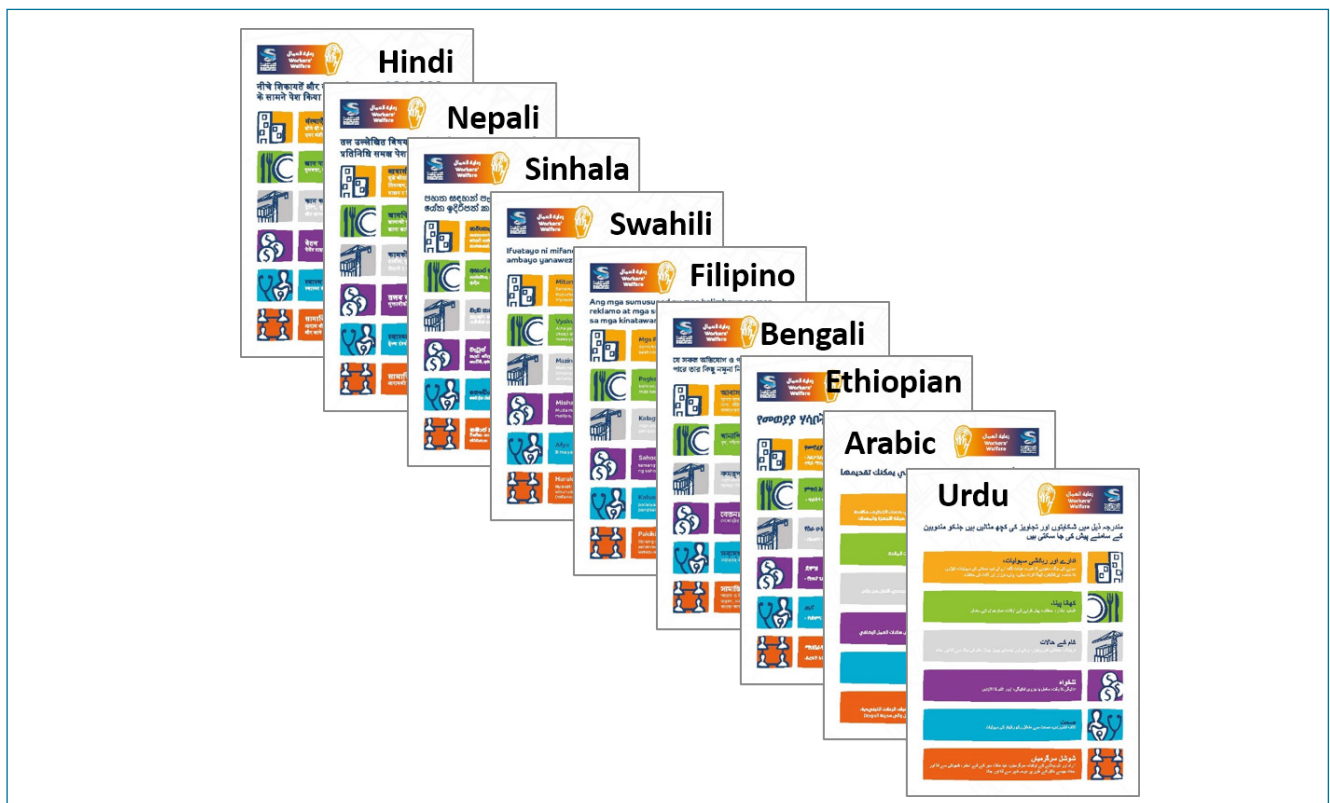
Observations relating to the WWFs have been highly constructive. The JWG team recognised the free and fair discussions that have taken place in WWF meetings during their visits at Al Bayt, Al Rayyan and Qatar Foundation Workers' Villages. The team noted that workers' representatives were discussing issues beyond food and accommodation with a primary focus on additional sports and recreational activities.

BWI JWG representatives observed WWF and PWWF elections at Sixco's Labour City accommodation in October 2017 and ABLTJV's Challenger City accommodation in December 2017. The JWG representatives expressed satisfaction with the mechanism of conducting elections and appreciated the turnout of a 100% (285 out of 285) at Sixco and 80% (1,183 out of 1,384) at ABLTJV.

## Implementation of Nudge Element

The JWG team was briefed on SC's partnership with the Qatar Behavioural Insights Unit (QBIU) which aims to improve the quality and frequency of workers' grievances raised through the WWF by undertaking behavioural experiments for selected WWFs.

As part of this experiment, QBIU provided 'behaviourally designed' notebooks to a select group of worker representatives in order to facilitate their task of capturing and reporting grievances. This experiment led to an increase in the number of reported complaints in the treatment group when compared to the control group.





## Issues Identified

The JWG team identified the following key areas for improvement that were common across the WWFs:

- Lack of appropriate awareness of the grievance mechanisms amongst workers at some sites, particularly Al Rayyan and Qatar Foundation.
- Some of the workers' representatives from the WWF needed support in terms of communication and leadership skills.
- Meeting minutes from previous WWF meetings were not distributed to all worker representatives, which impacted how issues were being tracked and followed up on.
- There was a lack of adequate representation depending on number of workers in the accommodation.
- The term "Workers' Welfare Forum" did not resonate with the workers and is not fully understood. This is primarily due to the unfamiliarity of the term "Forum" amongst workers from India, Nepal and Bangladesh (approximately 90% of the work force on the SC projects).

## Remedial action undertaken by WWD

Based on suggestions from the JWG, the following was actioned by the WWD:

- In collaboration with the Welfare teams of the relevant Main Contractors, WWD conducted a major awareness drive across various sites, including Al Bayt, Al Rayyan, Al Wakrah and Qatar Foundation Stadium sites. Awareness sessions were conducted in batches of 50-100 workers for a duration of 20 minutes each, focusing on a three-tier grievance structure - the WWO/PWWO at the first level, followed by the WWF representative, and finally the SC Grievance Hotline. Following the awareness campaign, the number of grievances filed to the SC Grievance Hotline increased by 320% between August and December 2017.

- All workers' representatives are now being provided copies of each meeting's minutes with status updates on issues raised at previous meetings. Reasons or justifications are also being provided to inform on issues that could not be resolved.
- An updated election procedures and guidelines were finalised by the WWD, in consultation with BWI. The election procedures provide an appropriate representation of workers in the WWF. The revised approach will be implemented at all upcoming WWF representative elections. The WWD will extend an invitation to the BWI JWG representative, along with select contractors, to observe future elections.
- The WWD will strategise on identifying a suitable name for the WWF (including developing dedicated branding) so that it is more easily identifiable to workers.

The SC is committed to delivering various soft and technical skills training to the workers on the SC programme. Priority will be given to the elected workers' representatives to train them on enhancing their communication and leadership skills. The training is scheduled to commence during Q1 2018.





# Way Forward

The inspections and recommendations are a joint exercise that have proven to be very valuable in terms of having competent and experienced health and safety professionals from both the SC and BWI, and receiving an external perspective of health and safety compliance across the SC programme. As the SC-BWI partnership moves into a second year, the JWG will have an opportunity to identify what worked and what can be improved upon in order to reflect progress.

During the initial inspections, several different approaches were undertaken and “teething problems” were encountered. Examples include translation issues, maintaining a consistent team of inspectors, establishing inspection benchmarks, and ensuring unimpeded access to workers. Towards the second half of the year, having had the experience of undertaking several inspections, the JWG, together with the contractors in some cases, overcame these issues, reached a common understanding and were able to work as a cohesive unit.

Some observations have had a positive impact on the programme as a whole in the course of the first 12 months of the JWG’s work. For example, an improved consistent system for issue and storage of harnesses, in parallel with training for workers working at heights, has been rolled out across all construction sites. In one particular forum, JWG highlighted their concerns regarding the running of the forum, the workers ability to speak openly about their issues, and the workers awareness of the forums. This was addressed immediately by the WWD and major improvements were seen in the follow-up inspection. Workshops will also be put in place to train elected representatives on topics such as how to represent their constituency in the best way and how to lead a meeting.

The fresh ideas that were injected throughout 2017 by the BWI team, with little prior knowledge of the sites or Qatar, have proven to help SC in a positive way.

Both parties have agreed to extend the Cooperation Agreement for 2018 so as to build on the positive steps that have been achieved by the JWG. The scope has been expanded by mutual agreement and inspections will not be limited to international companies affiliated to BWI. An additional stadium site has been added to JWG’s remit - Lusail (the venue for the Opening Match and Final Match), in addition to two Training Sites projects and accommodation facilities for tier 1 OCPs. In parallel, BWI will focus on their commitment to the SC to provide “train the trainer” for WWD and TDO H&S teams.

All of these steps will build on the initial progress of the JWG and ensure the health, safety and dignity of workers on 2022 FIFA World Cup™ stadiums is always put first.

