Example of a **Worker Care strategy and execution plan** that meets intent of IOGP 597 guidance, exact activities and terminology differ.

INTRODUCTION

* The Roadmap activities have been selected because of the benefit they have delivered to projects across the globe and because, collectively, they support the application of construction site safety.
* The Roadmap graphic shows the project phase when the activity is most relevant.
* Every project must evaluate the Roadmap to assess which activities will enhance the project’s current site safety management approach. Unless clearly justified, it is expected that most projects will implement all the activities, either directly or by working closely with their contractors.



Objective of this document

There are five focus area on the Roadmap:

Safety Leadership; Worker Care; Staffing, Training and Competency; Communication; Worksite set-up

The purpose of this document is to help projects effectively implement Worker Care, and in turn, realize increased workforce engagement and improved business outcomes. The correlation of these activities has been proven across organizations and more broadly in industry.

This document has been developed for health and safety professionals and provides insight on the key enablers for defining and establishing Worker Care on projects.

Enablers

This document sets out five categories of ‘enabling’ actions, which have proven to facilitate Worker Care on projects and to lead to improved business outcomes. The enablers should be scaled to be fit for purpose for the project in hand.

The enablers have been grouped under the following steps:

A. Understand project needs and agree on the Worker Care vision

B. Define what you will put in place

C. Plan how Worker Care will be brought to life

D. Evaluate and share the impact of your Worker Care interventions

E. Adapt and develop your approach throughout the project lifecycle

Steps A, B, C are started as early as possible, ideally in project identification and selection of the project model. Steps D & E are ongoing throughout the project. Documenting the decisions that arise from these steps makes up the Worker Care strategy.

A. Understand project needs and agree on the Worker Care vision

As a leader you know and understand what needs to be delivered on your project, within budget and schedule. You also understand the working environment and conditions that your staff and contractors will face and the potential risks this may present (e.g. extreme heat/cold, remoteness, cultural differences, multiple contractors, local infrastructure & services). Evidence shows that where projects take the time to consider these potential risks, from the perspective of everyone working on the project, they are then well informed and prepared to create a clear vision of how each individual could experience the project. The vision should describe the environment, facilities and opportunities that will exist for workers, and the behaviors which will define the culture of the project. When the vision is clear, developing a holistic plan becomes straight forward.

Enabling actions:

* Make someone accountable for defining and managing Worker Care on the project. The role is active throughout project and is ideally a project delivery individual.
* Develop and document with your project leadership team a shared understanding of the issues facing your project and the environment that you aspire your workforce to thrive in. Ensure it is applicable and sustainable throughout the project lifecycle.
* Share your agreed vision with your contractor(s). Where necessary co-create the vision further, to get them on board (consider including this discussion in your safety expectations engagement).
* The Worker Care Storyboard explains what Worker Care means and why it matters.

B. Define what you will put in place

As early as possible in the project life cycle, ideally during project identification and selection of the project model, the Accountable person needs to consider each element of Worker Care, in accordance with the project needs, reviews at contractor yards, and the Worker Care vision. It is important that this takes place at this early stage so that the project can be proactive in selecting suppliers, understand the impact on the budget, and be set up to deliver. Whether the project includes a camp and/or a construction site, the same elements should be considered. For sites that are not owned or leased by the Owner but by a contractor, it will be necessary to understand the issues and needs and agree the actions.

Enabling actions:

* Identify and involve stakeholders who can help to define and implement the Worker Care vision (e.g. range of individuals from the project, people with relevant experience from other projects, neighboring projects at contractor sites, past projects at that site) and subject matter experts (e.g. Health, Safety and Environment, Real Estate, Facilities, Security) and learn what has been done before
* Put yourself in the shoes of the different roles in the project (Owner and contractors) and for each Worker Care element, develop and agree what the project can reasonably put in place to meet the goal of creating the environment that will enable the workforce to perform to their best
* Think ahead – requirements will change throughout the project life cycle
* Where the project has a camp, reference should be made to guidance on accommodation and welfare for group living environments

There are 14 Worker Care elements; a collection of best practice activities against each of these activities is listed in the Appendix of this document. What behaviors and actions will you put in place on your project to meet the intent of each of these elements?

| **Worker Care Elements** |  **The intent is to …** |
| --- | --- |
| A safe and healthy environment | ...ensure that the physical, mental, cultural and social needs of workers are met, and to create opportunities to promote better health and safety |
| e.g. from multi-lingual and visual work instructions to pastoral support networks |
| A secure environment | ...provide an environment that is secure from external and internal threats (e.g. low-level crime, criminal intrusion, assault, terrorist attacks etc.) regardless of location |
| e.g. from lockers for personal property to electronic security passes |
| Ethical labor practices | ...ensure a fair and just place to work. As a minimum, this includes ethical working practices, fair employment terms/ contracts and ability to raise concerns/ grievances |
| e.g. from employment contracts in worker’s own language to monitoring hours worked |
| Harmony with local communities | ...build mutual respect between our neighbors and ourselves by minimizing negative impacts (e.g. noise, pollution, social conflict, traffic etc…) and maximizing positive opportunities (e.g. employment, contribution to local economy/society, using local suppliers etc...) |
| e.g. from launching a ‘considerate construction pledge’ to developing an external stakeholder forum |
| Minimizing environmental impact | ...ensure the work does not have a negative impact on the environment (e.g. air/ water pollution, sanitation) and where possible enhance the environment (e.g. decontaminating land/ rivers…) |
| e.g. from spill kits to achieving optimal energy efficiency |
| Quality rest, sleep and privacy | ...ensure people are well rested so they can perform work at their best. Examples include having regular breaks and resting areas especially in hot/ cold environments, decent shift patterns, controlled working hours etc. Additional guidance is available for projects where accommodation is provided |
| e.g. male & female changing facilities and in work scheduling ensuring rest cycles include travel times |
| Good nutritious food | ...maximize workers health, morale and productivity by giving them access to nutritious food and drink, at regular times during the day, delivered in a hygienic way in suitable dining facilities |
| e.g. from free, good quality water to setting up a multi-functional lunch tent |
| Connections to home | ...provide workers with an easy way to reach friends and family, especially in cases of emergency |
| e.g. from ensuring all workers are contactable to providing internet facilities |
| Leisure activities | ...provide a framework for social interaction, and promote a sense of community and general wellbeing by providing access to a program of activities, events etc., appropriate to the size of the project |
| e.g. from places for worship to organized sports events |
| Convenient services | ...provide workers with access to convenient services and amenities which they might need through the duration of the project |
| e.g. from vending machines to fully catered 24 hour stores |
| Great place to work | ...ensure that every Shell site provides a productive working environment and that all workers understand how they are contributing to the broader project goals |
| e.g. from to regular project communications to office set up |
| Learning opportunities | ...equip workers with the knowledge and skills to do their work safely and efficiently and where possible to optimize their development potential |
| e.g. from regular campaigns and practical resources to formal education programs |
| Safe and convenient transport | ...allow workers to travel safely to and from the workplace with minimal time delay |
| e.g. from well-lit and managed parking lots to dedicated transport arrangements |
| Efficient infrastructure and quality facilities management | ...ensure good quality infrastructure (water, power, sanitation) is in place and well maintained |
| e.g. from hand washing and decontamination facilities to waste management and cleaning procedures |

C. Plan how Worker Care will be brought to life

Putting in place the activities defined above will help to establish a supportive environment for the project, however the largest benefit will emerge as a result of the culture that is established and experienced across the project. Everyone has a role to play in creating this, but the project leadership play a particularly critical role in defining, living and upholding the behaviors to support this way of working.

Enabling actions:

* Establish and maintain an ongoing and clear commitment from the project leadership team and contractor(s) to the vision for Worker Care on the project
* Help leaders to get clear what this means for visible and felt leadership, and what they need to do in their day-to-day activity to reinforce this
* Identify and actively support individuals (including third parties) who will help bring the vision and plans to life. Some projects find that planning Worker Care into the project delivery schedule helps to maintain the required focus
* Decide how to measure the effectiveness of the Worker Care activities and establish simple feedback mechanisms (e.g. Worker Care index, engagement scores, Shell People Survey)
* Communicate the Worker Care vision to everyone on the project, set expectations, and actively facilitate regular feedback
* Think broadly – e.g. inductions, meetings, training, wall displays

D. Evaluate and share the impact of your Worker Care interventions

We will constantly improve our performance across Projects by correlating Worker Care activities to tangible business outcomes, by tracking what works and what doesn’t, and by sharing our learnings. Think innovatively about how to best gather feedback, both qualitative and quantitative, from the workforce that will allow you to evaluate the impact of Worker Care activity and correlate it to business outcomes.

Enabling actions:

* Get clear how you will evaluate the impact of the Worker Care activity and correlate it to business outcomes. Be aware of changing focus on business outcomes, e.g. from construction to (pre-) commissioning and start-up
* Establish ways of gathering feedback from all different roles on the project. This can vary from a 30 minute forum discussion to a more formal Worker Care Committee.
* What is working? What could be better? How are leaders showing up? How could the experience of each individual on the project be further improved?
* Consider use of a Worker Care Index which correlates Worker Care activities, with worker engagement, with project business outcomes (e.g. productivity, safety, quality, retention).

Adapt and develop your approach throughout the project lifecycle

The Worker Care activities and behaviors required for the project will vary through the project life cycle, as the needs of those working on site evolve, e.g. the types of work being undertaken, the size of the workforce, the catering needs etc. Use feedback from the workforce to anticipate future requirements, and then to continually adapt and improve the activities and behaviors in play.

Enabling actions:

* Adapt the Worker Care strategy and communicate how the feedback is being acted upon
* Continue to share the vision as new team members come on board, feedback progress and results, celebrate success at all levels
* Depending on the size of the project, feedback may be gathered from a dedicated Worker Care role or the responsibility can be integrated into an existing health and safety group or a dedicated team may be required.
* What have you learned that could be shared to enthuse other projects to follow a similar path?

Appendix: best practice ideas to consider for implementation of Worker Care

| **WORKER CARE ELEMENT INTENT BEST PRACTICE TO CONSIDER** |
| --- |
| 1 | A safe and healthy environment | ...to ensure that the physical, mental, cultural and social needs of workers are met, and to create opportunities to promote better health and safety | Ensure health and safety standards are agreed with the contractor(s) and verify understanding from the contractors and workers |
| Provide multi-lingual and visual work instructions |
| Run joint inspection programs (Project Leadership, Contractor Leadership, Workers, and health and safety) and manage a responsive feedback system |
| Consider how a counseling or welfare support system could be tailored to the project |
| Ensure employers (Owner or Contractors) provide staff with adequate PPE, free of charge |
| Manage climate conditions (extreme heat or cold) by using color-coded heat stress indices and run awareness training for workers to manage extreme temperature or severe weather |
| Run health promotion programs to enable workers to improve their own health |
| Provide health facilities to cater for the typical health issues that prevail in the region (most visits to project health centers are non-occupational visits) |
| Review disability access requirements |
| Assess quality of health care services provided by (sub) contractor(s) |
| Run safety inductions which include practical hands on experience and assessment |
| Use lagging and leading indicators to track performance and communicate results widely |
| 2 | A secure environment | ...provide an environment that is secure from external and internal threats (e.g. low-level crime, criminal intrusion, assault, terrorist attacks etc.) regardless of location | Install property theft protection (lockers) |
| Implement pass access |
| Provide awareness training to workers on security matters |
| Implement a reporting process to manage incidents |
| Involve workers in evaluating the effectiveness of the security measures |
| 3 | Ethical labor practices | ...ensure a fair and just place to work. As a minimum, this includes ethical working practices, fair employment terms/ contracts and ability to raise concerns/ grievances | Prior to engaging staffing agencies, carry out robust due diligence on Contractor treatment of welfare |
| Ensure Contractors and Sub Contractors have clear and transparent labor practices which address the following: |
|  1. Recruitment and demobilization |
|  2. Worker's rights |
|  3. Complaints procedure and mechanism |
|  4. Disciplinary processes |
| Ensure there is an anti-harassment and bullying policy and a whistle blowing procedure |
| Ensure that contracts with the main and sub- contractors outline the requirements of Worker Care and obtain a No Objection Certificate (NOC) from these companies to ensure that they understand the requirements and are compliant |
| Make available a copy of the employment offer in a language the worker can understand prior to employment/hire |
| Ensure Contractors supply all mandatory PPE and health and safety training to workers under their own budget. When items are charged to workers the salary pay slips must identify them (PPE, training etc.) |
| Monitor working times and intervene when hours exceed local law (almost all countries have good labor laws, but enforcement is often weak) |
| Ensure contractors keep applicable, updated and verifiable records, available at all times, on the following information related to the workers: |
|  1. Nationality |
|  2. Employment date |
|  3. Monthly timesheets (work hours, overtime and shift day/night) |
|  4. Payment dates |
|  5. Leave entitlement and requests |
|  6. Contributions to retirement funds where applicable |
| Put in place an effective feedback mechanism for workers to comment on working conditions and treatment, or consider appointing a Labor Relations / Industrial Relations Focal on projects that will work with Contractor Management & Labor Providers on labor issues and establish/ monitor metrics to be included in the agenda of management meetings |
| Provide confidential assistance or short term counseling to those employees who are experiencing personal or work related problems |
| 4 | Harmony with local communities | ...build mutual respect between our neighbors and ourselves by minimizing negative impacts (e.g. noise, pollution, social conflict, traffic etc…) and maximizing positive opportunities (e.g. employment, contribution to local economy/ society, using local suppliers, etc…) | Understand how to interact with local community: cultural awareness/ local sensitivities/ etiquette |
| Clarify the project’s approach to on-site intercultural management and communication |
| Develop an external stakeholder forum |
| Launch a considerate construction pledge |
| Manage a complaints register |
| Appoint a community liaison lead |
| Provide information on a regular basis about the nature of the construction, achievements, progress to date, how to contact the project with queries, complaints etc. |
| Run cross- cultural awareness training, including: |
|  1. Who are the landowners for this particular project? |
|  2. How do they live at home? |
|  3. How is the society structured? |
|  4. Respect exists, but how is it earned? |
|  5. Golden Rules for negotiating |
|  6. Emotion, friendship and cultural differences |
| Consider opportunities for contributing to the local community - e.g. social investment |
| 5 | Quality rest, sleep and privacy | ..ensure people are well rested so they can perform work at their best | Consider work-rest cycles for all workers including travel times |
| Ensure there are rest and cool down/ warm up areas, according to IOGP standards |
| Evaluate fatigue due to lack of sleep to ensure personnel are able to work safely |
| Ensure there are limits on overtime |
| Build male and female changing facilities |
| 6 | Good nutritious food | ...maximize workers health, morale and productivity by giving them access to nutritious food and drink, at regular times during the day, delivered in a hygienic way in suitable dining facilities | Organize a program of inspections |
| Consider awareness programs for health and nutrition |
| Get worker's input into nutrition options to cater for cultural tastes and religion |
| Set up a multi-functional facility, which has the amenities to provide meals, run events, deliver training etc. |
| Ensure that there is a regular cleaning schedule set up to maintain high hygienic standards |
| Use suitable furniture and make it the place where everyone eats (staff and workers) |
| Install facilities to enable communications, e.g. TV’s, videos to be shown (screens, PA systems) – this is a ‘captured audience’ |
| Establish it/ these as the hub for the jobsite |
| Install basic easy wins e.g. microwaves, fridges, heating/ cooling/ ventilation, dedicated dining rooms/ areas, changing rooms, decontamination areas, etc. |
| Easy access to clean potable water w/ at least a 1 week supply of spare capacity |
| Assign role of environmental health officer |
| Ensure free, adequate and good quality drinking water is available |
| Ensure wash facilities, soap and disposable towels are available next to the eating facilities |
| Provide suitable separate washing and toilet facilities for catering staff |
| Offer special food options for medical conditions such as diabetes. Low salt and fat foods should be encouraged |
| Carry out analysis of food consumption to identify trends and encourage healthy eating |
| Work closely with suppliers to continuously improve the quality and diversity of food offered |
| 7 | Connections to home | ...provide workers with an easy way to reach friends and family, especially in cases of emergency | Ensure all workers are contactable in case of an emergency |
| Ensure safe transport means to home |
| Plan to record emergency contact numbers at induction either by the project or by contracting company |
| Run family open days if applicable |
| 8 | Leisure activities | ...provide a framework for social interaction, and promote a sense of community and general wellbeing by providing access to a program of activities, events etc., appropriate to the size of the project | Enroll workers to set up a calendar of social events to create a community spirit amongst the workforce |
| Set up community outreach programs |
| Identify leisure opportunities in local area for workers to join |
| 9 | Convenient services | ...provide workers with access to convenient services and amenities | Consider options on site based on feedback from the workforce, e.g. vending machines |
| Consider having a place or area of worship |
| Consider quiet rooms and facilities if required for breast feeding mothers |
| 10 | Great places to work | ...ensure that every site provides a productive working environment and that all workers understand how they are contributing to the broader project goals | Consider every aspect of what a worker will experience from the moment they arrive to the moment they leave, AND their safety on their journey to and from home, AND how we can encourage safety at home |
| Ensure every individual understands the role they contribute to the broader project |
| Show videos on a regular basis to keep the workforce informed |
| Excel in Housekeeping |
| Consider a dedicated permit office |
| Consider a PPE laundry facility |
| Comply with Owner design standards where applicable |
| Ensure adequate and appropriate IT facilities with sufficient support |
| 11 | Learning opportunities | ...equip workers with the knowledge and skills to do their work safely and efficiently and where possible to optimize their development potential | Ensure Worker Care is part of regular training activities |
| Gather input from a Workers Committee, or equivalent role, regarding training needs and requirements (e.g. personal wellbeing, fitness) |
| Plan for regular campaigns and provide practical support / resources related to e.g: healthy eating; diabetic education; high blood pressure education; stress management; substance abuse management & support; culture specific counseling, psychological and social care programs, etc. |
| Minimize non-occupational deaths by: |
|  1. highlighting the importance of safety at home |
|  2. communications/ posters on exit gates about driving safely |
|  3. Incentive programs – first aid kits, flash lights, hurricane prep  kits, 3 step ladders, safety glasses, hearing protection etc. |
|  4. Efforts should be made to promote healthy living, fitness to  work check-ups through routine monitoring. Supervisors and  Managers should also be trained in things to look for that might  trigger serious illnesses among the workers |
| 12 | Safe and convenient transport | ...allow workers to travel safely to and from the workplace with minimal time delay | Separate pedestrians and traffic |
| Take into account travel distances in fatigue management for those in health and safety critical positions |
| Provide dedicated convenient transport arrangements |
| 13 | Efficient infrastructure and quality facilities management | ...ensure good quality infrastructure (water, power, sanitation) is in place and well maintained | Consider shower facility (1:10), urinals (1:25), Western (or Arabic) toilet (1:15) |
| Build changing facilities (consider cultural preferences) |
| Ensure the Parking lot is well grounded, easy access etc. and provide free quality transport if applicable |
| Provide toilets and hand washing and decontamination facilities |
| Plan for smoking areas |
| Ensure separate shower and sanitary facilities where workforce consists of males and females |
| Ensure waste management and cleaning procedures are in place |