

Conclusion and recommendations

The FIFA 2022 World Cup is not just the most anticipated sporting event in the world, but one lauded for its ability to bring people and cultures together. Behind the scenes, workers in big name hotels play a huge role in the success of the event. Unfortunately, as our research shows, the reality for many migrant workers toiling in these brands is a far cry from the positive images presented of on glossy recruitment websites extolling company values.

Despite global policies referring to international human rights standards, our interviews reveal migrant workers in Qatar are suffering serious abuses. These include:

- ➔ Workers being trapped in jobs due to intimidation and fear of retaliation;
- ➔ Workers facing significant debt due to sky-high recruitment fees;
- ➔ Discriminatory wages, with position too often dependent on nationality;
- ➔ Terms of employment and treatment being significantly worse for subcontracted workers.

Furthermore, we found worker testimony often directly contradicts statements by brands. For example, no worker asked about the ease of changing jobs said they felt able to request a transfer, while brands told us the overwhelming number of requests were granted. Some brands even referred to the NOC, a requirement supposedly abolished by government reforms in 2020.

Responses by hotel brands reveal they trail other sectors in terms of transparency, with only a handful sharing their list of labour suppliers. No brand demonstrated meaningful due diligence of labour suppliers to monitor the conditions of its subcontracted workforce. Furthermore, some brands have seemingly failed to recognise they had any responsibilities to these workers at all, while others relied on the discredited social auditing approach. To address these issues, and better support and protect workers upon whose hard work the success of the event depends, hotel brands need to urgently revolutionise their approach to human rights due diligence in Qatar ahead of the World Cup. Our detailed recommendations are set out below.

Recommendations to hotel brands

- ➔ In line with the [UN Guiding Principles on Business & Human Rights \(UNGPs\)](#), put workers at the centre of a tailored due diligence monitoring process by:
 - ➔ Systematically and regularly interviewing subcontracted workers about their conditions with assurance of non-retaliation;
 - ➔ Consulting with migrant rights NGOs, civil society and diaspora organisations in the region and in key sending countries to understand risks to the workforce and subcontractors;
 - ➔ In the absence of workers being able to freely organise, establishing meaningful worker committees where workers, including subcontracted workers, are elected by peers and can bring issues to management's attention without fear of reprisal.

- ➔ Ensure workers' freedom of movement by:
 - ➔ Training workers, including subcontracted workers, on their rights under the new reforms that abolish the No-Objection Certificate;
 - ➔ Training all hotel management staff to ensure they understand that requests to move jobs must be accommodated;
 - ➔ Not imposing any additional administrative requirements on workers that want to leave the hotel or ones that are joining;
 - ➔ Interviewing subcontracted workers regularly to establish whether they can change jobs freely;
 - ➔ Prohibiting curfews in worker accommodation and explicitly committing to ensuring women are not subject to discriminatory measures regarding their freedom of movement.

- ➔ Address recruitment fees and related costs as per ILO guidance by:
 - ➔ Working collaboratively as an industry and with key stakeholders, including civil society and governments in sending countries, to establish a fair recruitment process in countries of origin that ensures workers will not pay recruitment fees;
 - ➔ Systematically carrying out interviews with workers at several points during the recruitment process and after appointment to establish if fees have been paid and requiring subcontractors to do the same;
 - ➔ Ensuring fees are reimbursed to workers and subcontracted workers by their employers and, if necessary, reimbursing workers directly where recruiters and suppliers are unable to in a reasonable time frame. Ensuring workers verify remediation.

- ➔ Increase transparency by publicly disclosing:
 - ➔ A complete list of the property owners, labour suppliers and recruitment agents they partner with both in Qatar and globally;
 - ➔ The number of grievances received disaggregated by issue and details of corrective actions taken;
 - ➔ The number of instances of recruitment fees uncovered in their operations and those in their subcontracted workforce, as well as the amount that has been reimbursed to workers.

- ➔ Develop time-bound, region-specific policies for the protection of migrant workers in consultation with workers and civil society, including migrant worker NGOs and trade unions.

- ➔ Ensure migrant workers are not discriminated against and that pay and position is not determined by nationality.

- ➔ Ensure the safety of women workers whether directly employed, or employed by a subcontractor or service provider, against gender-based violence and harassment by:
 - ➔ Undertaking a risk assessment of the properties and roles where women workers are at risk and developing risk mitigation plans to reduce risks, including exploring whether workers should be provided with panic buttons;
 - ➔ Systematically training all staff, particularly managers, to ensure they understand their responsibility to record instances, safeguard the complainant and provide all necessary support.