

**From:** Jeff MacGregor [REDACTED] **Sent:** Friday, September 27, 2013 9:10 AM **To:** Corsi, John/DEN **Subject:** Jeff MacGregor / Senior Writer ESPN with a couple of questions

Mr. Corsi -

I hope this finds you very well.

For my national ESPN column on Monday, I'm going to be writing about foreign workers in Qatar, and the run up to the World Cup. This in response to the series running this week in the Guardian, of which I'm sure you're aware.

May I send you some on-the-record questions by email? Perhaps half a dozen or so. I would need answers back by Sunday night.

I could also schedule a phone interview. At your convenience.

In either case I look forward to hearing from you.

I enclose my thanks for your consideration, and warm regards.

Best,

Jeff MacGregor  
Senior Writer ESPN

On Fri, Sep 27, 2013 at 11:37 AM, <[John.Corsi](mailto:John.Corsi)> wrote:  
Jeff, We at Halcrow were deeply impacted by the stories about the tragic incidents on Lusail; however, we have absolutely no responsibility towards the fatality of the construction worker as reported in the Guardian article (26th September 2013). This incident only strengthens our commitment as a company to health and safety, and we are working hand in hand with our clients to ensure the safety and welfare of all individuals involved in our projects. We have observed that Qatar is committed to accelerating progress on this matter. It is also important to note that the construction phase of the World Cup has not started– the Guardian story relates to other construction projects in Qatar not related to the Sports venues. So we are not part of this story.

To clarify, we have no input into the terms and conditions of employment of a contractor's labor force on this project. This does not fall within our remit. Where we do have control, we take the strongest possible action to protect migrant labor. On the three construction sites that Halcrow supervises on the Lusail project, there have been no fatalities. When safety issues come to our attention, whether significant or minor, we take action, working with our clients to investigate and respond in an appropriate manner. The Lusail project has plots of land that are reserved for private developers for workers' accommodation. Halcrow has no control or input into these residential sites, and they are managed by other companies. We have a Target Zero policy that we adhere to, based on a strong commitment to eliminating injuries, incidents, and adverse environmental impacts.

**From:** Jeff MacGregor [mailto: ] **Sent:** Friday, September 27, 2013 10:21 AM **To:** Corsi, John/DEN **Subject:** Re: Jeff MacGregor / Senior Writer ESPN with a couple of questions

Thanks, John. And I do note that construction of World Cup facilities proper has not yet begun.

A couple follow-ups.

- Having worked extensively in the Gulf, and in Qatar, was CH2M Hill / Halcrow aware of longstanding human rights issues surrounding the kafala sponsorship system and foreign workers before bidding on the 2022 World Cup contracts? - How was it prepared to deal with them?

- Following last year's report from Human Rights Watch detailing remedies for the abuse of those migrant workers, what concrete steps have CH2M Hill / Halcrow taken to improve conditions on their behalf? (I.e., pressuring or replacing subcontractors.)

- Despite Qatar's many assurances to the contrary - especially since winning its World

Cup bid - its enforcement of its own labor laws remains lax. As project manager for that World Cup, what can CH2M Hill / Halcrow do to bring Qatar closer to compliance with its own laws regarding the treatment of foreign workers?

- Does an American company doing global business bear an ethical or moral obligation superceding local law? Should an American company, even when employing foreign workers, be held to a higher standard?

Thanks! macgregor

On Sun, Sep 29, 2013 at 1:12 PM, [REDACTED] wrote:

Hi Jeff,

Thanks again for reaching out to us. Below are answers to your follow-up questions, but our original statement is still relevant. I hope this helps provide some context. Moving down the road I encourage you to track our progress on Q22 and other programs that we provide program management services. I am very proud to be part of CH2M HILL and hopefully we can be a resource for you down the road. Thanks for giving me the weekend to respond, because I am in [REDACTED] and broke away from my vacation to provide some brief answers below. This is an important issue to us so I appreciate the opportunity to respond. You can attribute these comments directly to me.

[REDACTED] btw, is a great place. If you have never been you should put it on your list. All the best, John

***Having worked extensively in the Gulf, and in Qatar, was CH2M Hill / Halcrow aware of longstanding human rights issues surrounding the kafala sponsorship system and foreign workers before bidding on the 2022 World Cup contracts?***

As a global company with a long-history of successful projects completed with integrity and with ethical business practices, we take issues of workers welfare, whether our employees or not, and on any project, very seriously.

Our work in the region in the past decade has been primarily in program management or as technical consultants. Throughout our roles, we ensure that appropriate terms and conditions are properly placed in the procurement documents of our clients. In cases where we have a supervisory role over a contractor, we apply our health and safety guidelines.

With regards to our role on Qatar 2022 FIFA World Cup Program, from the start, we have been working to support our client's commitment to have the Qatar 2022 FIFA World Cup program drive positive change and continuous development in a number of areas in Qatar including the welfare of workers in construction.

Our Qatar 2022 client has issued a Workers' Welfare Charter that documents a set of worker welfare standards to be enforced for all contractors and subcontractors. ( Please see this link on recent developments. (Secretary General Hassan Al Thawadi's comments at the Clinton Global Initiative press conference on 9/26. time stamp 28:50:<http://new.livestream.com/CGI/CGI2013pressconferences>)

***How was it prepared to deal with them?***

We believe we have a positive role to play everywhere we operate and conduct business in promoting worker welfare, health and safety, environmental protection, security and sustainability.

Drawing on experience from other major projects in the region and international best practice, CH2M HILL is committed to supporting our clients with strategies on equality and inclusion, employment skills and health and well being, among other things. Our clients select and engage us for our expertise not only relating to project delivery and technology but also for our sensitivity and experience in areas relating to the application of international standards and best practices for promoting positive progress in these areas.

At the same time we realize that CH2M HILL does not operate in a vacuum but rather within and among a network of various entities all of whom have a stake and responsibility to ensure appropriate behaviors and positive outcomes. CH2M HILL routinely works with clients and proactively reaches out to non-governmental agencies, advocacy groups and other interested parties to identify where alone and together we can make positive contributions to raising standards and apply best practices.

***Despite Qatar's many assurance to the contrary - especially since winning its World Cup Bid - its enforcement of its own labor laws remains lax. As project manager for that World Cup, what can CH2M Hill/ Halcrow do to bring Qatar to compliance with its own labor laws regarding the treatment of foreign workers?***

We believe the best way to improve labor law compliance in Qatar is to lead by example. We are supporting our Qatar 2022 client in developing an approach to Worker Welfare and labor law compliance for the Qatar 2022 program that we believe will significantly improve the treatment of workers in the construction sector. This approach considers the following three areas:

- **Standards.** a set of worker's standards consistent with the Worker's Charter, published earlier this year, that will cover ethical recruitment, employment standards, accommodations, employee disputes and health and safety.
- **Inspections.** establishing an inspection and enforcement regimen which includes a Workers induction program, regular welfare audits at multiple levels within the organization and periodic workers inspections

· **Contractor selection.** establishing a procurement approach that verifies contractor worker welfare past performance through the Ministry of Labor and other regulatory agencies as part of the tender prequalification phase. Contractor worker welfare performance is evaluated as part of the tender scoring and contractors failing to achieve the worker welfare standards will be removed from future tender consideration. We believe that this approach will improve standards, ensure greater inspection and promote compliance.

***Following last year's report from Human Rights Watch detailing remedies for the abuse of those migrant workers, what concrete steps have CH2M Hill / Halcrow taken to improve conditions on their behalf? (I.e., pressuring or replacing subcontractors.)***

CH2M HILL has supported our Qatar2022 client in its outreach to Human Rights Watch and other human rights and health and safety organizations to seek solutions. We consider these to be valuable alliances in identifying best practices.

***Does an American company doing global business bear an ethical or moral obligation superseding local law? Should an American company, even when employing foreign workers, be held to a higher standard?***

Our Target Zero Policy requires that we place the safety and health of our employees and the protection of the environment at the forefront of our business. This Target Zero Policy, and our recognized Ethics program, both aim to increase awareness among our employees to ensure that all participants on any program or project treat worker safety and ethical business practices as a top priority. We remain committed to protecting all workers on any program and to improve awareness of human rights violations, regardless of the location of the project.

Our Qatar 2022 client has spoken publicly about Qatar's commitment for the Qatar 2022 FIFA World Cup program to be an agent for positive change on the status of worker welfare in the country, and we are committed to providing the support needed to our client in this regard.

As an American company, we are proud to work with a client that is fully committed to bringing our expertise to bear on driving positive and sustainable changes to health and safety standards for workers in Qatar.