

**PROVISION OF ZERO-MAN ENTRY & AUTO-TANK CLEANING & SLUDGE REMOVAL,
TREATMENT & MANAGEMENT SERVICES AT SELECTED RENAISSANCE FACILITIES
(RENAISSANCE Contract / Tender No.: CW-68582 / CW-515913)**

DOCUMENT TITLE: PROJECT WORKERS WELFARE MANAGEMENT PLAN (WWMP)



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SWDA WORKERS WELFARE MANAGEMENT PLAN (WWMP) –

Workers Welfare Manual — RENAISSANCE Requirements Overview

The Renaissance Africa Energy Company Limited (**RAEC**) Contract Workers Welfare Management Plan (**WWMP**) mandates that every Contractor formulate and submit a comprehensive strategy for safeguarding Workers Welfare throughout the duration of the engagement.

At a minimum, the WWMP Plan must encompass the following elements:

- A formal declaration of Contractor Leadership dedication to Workers Welfare;
- Detailed control measures that the Contractor shall deploy to identify, assess and mitigate Workers Welfare risks and obligations, inclusive of any duties delegated to Subcontractors. All controls must align with the RAEC Building Responsibly Principles;
- Wherever feasible and appropriate, documented feedback obtained through meaningful consultation with the Contractor's workforce should be incorporated; and,
- A structured monitoring and reporting framework, incorporating both leading and lagging Workers Welfare Key Performance Indicators (**KPIs**), subject to periodic joint review with the Company, to enable verification of the Contractor's WWMP Plan's effective implementation and its success in managing Worker Welfare Risk.

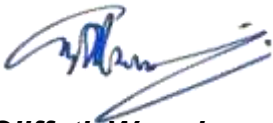
EXECUTIVE SUMMARY & SWDA COMPANY WORKERS WELFARE POLICY STATEMENT

This document constitutes the Contractor Workers Welfare Management Plan (**WWMP**) for South West Design Africa Limited (**SWDA**), outlining the approach through which Workers Welfare will be upheld and advanced in connection with major Project implementation with Renaissance Africa Energy Limited (**RAEC**) for: ***“The Provision of Zero-Man Entry & Auto-Tank Cleaning Services at Selected RENAISSANCE Facilities in Nigeria”*** for Eighteen (18) Tanks located at four (4) different Renaissance Facilities.

South West Design Africa Limited (**SWDA**), as the executing Contractor for the Renaissance Interim Contract No.: CW-68582 at these Four (4) Site locations, is committed to achieving benchmark performance in Workers Welfare across three (3) critical domains: labour rights, workplace welfare and residential welfare for contract workers. SWDA seeks to cultivate an organisational culture founded on compassion, mutual respect and holistic well-being. Beyond the ethical imperative, empirical evidence demonstrates that a deliberate focus on Worker Welfare yields tangible benefits: enhanced safety outcomes, stronger talent attraction, elevated retention levels and improved overall productivity.

SWDA acknowledges that the welfare of every individual engaged in the delivery of this Project must be managed with rigour and consistency. This Plan articulates the SWDA Company's Management's strategic approach, operational expectations and governance mechanisms that We as a Company have designed to support, promote and protect the Workers Welfare of the entire workforce.

Signed for SWDA:



Gliffeth Wonuigwe

SWDA CEO / MD

1st July, 2026

SWDA WORKERS WELFARE MANAGEMENT PLAN (WWMP) –

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1.0 LEADERSHIP COMMITMENT TO WORKER CARE

1.1 Visible & Strong Leadership — Demonstrating Care for People

Senior executives and project leaders at South West Design Africa (**SWDA**) will formally endorse the organisation's **“Goal Zero Vision”**, affirming an unwavering commitment to Health, Safety, Environment and Social Performance (**HSE&SP**), with Workers Welfare embedded as a non-negotiable priority. Leadership commitment shall be demonstrated through tangible actions, visible presence and accountability for the pledges made.

Project Directors and senior managers shall exemplify their dedication to Workers Welfare by maintaining accessibility, fostering open dialogue and demonstrating authentic concern for the physical and psychological well-being of all personnel. Leaders will make deliberate efforts to be physically present across the worksite and worker accommodation, engaging in direct conversations with workers to understand their challenges and aspirations. Informal interactions, such as sharing meals with the workforce, will be leveraged as valuable opportunities to build rapport and gather unfiltered insights. Where necessary, structured forums or grievance sessions will be convened, particularly when systemic or widespread concerns emerge. This demands a deeply personal, sustained commitment to workforce welfare throughout the entire Contract lifecycle. The precise expectations placed upon leaders will be defined and monitored by the Workers Welfare Committee (**or Welfare Management Team - WMT**).

Leadership Actions:

- Establishing a recognisable and respected presence at the worksite through active participation in site walkthroughs, direct engagement with workers during their duties, attendance at grievance sessions and presence at toolbox talks and rest areas;
- Engaging meaningfully with the workforce to comprehend, validate and address their concerns, agreeing on remedial actions and personally verifying that improvements have been implemented;
- Attending and contributing to organised events, functions and welfare activities;
- Regularly staying at worker accommodation facilities, participating in recreational programmes, and dining alongside workers to gain firsthand understanding of living conditions and channel feedback to Management and the Workers Welfare Committee;
- Actively participating in Workers Welfare Committee meetings and driving accountability for welfare outcomes;
- Visiting workers who are ill or injured, demonstrating compassion and reinforcing the culture of care.

1.2 Workers Welfare Committee (WWC)

Actions:

- A dedicated Workers Welfare Committee (**or Welfare Management Team - WWT**) shall be constituted to provide governance, oversight and strategic direction for the implementation of all Worker Welfare initiatives;
- The Committee shall comprise selected members of the SWDA Leadership Team alongside elected or appointed Worker Representatives, ensuring balanced representation;
- The Committee shall convene at regular intervals to review prevailing issues, assess performance against expectations, evaluate progress toward goals and refine strategies;
- A collaborative “One Team” ethos shall be pursued as a foundational principle for the Committee's effectiveness; and,
- Proposed Committee Members are:
 - Gliffeth Wonuigwe – SWDA CEO / MD;
 - Engr. Ned Jessup – SWDA COO / ED – Projects;
 - MaryAnn Ihejirika – SWDA HRM; and,
 - Wisdom Tasie – SWDA BDM.

2.0 WORKERS WELFARE RISKS & MITIGATIONS

This section requires the specification of control measures applicable to the contracted Scope of Work (**SOW**) to manage Workers Welfare risks and obligations, including any actions to be executed by Subcontractors. A comprehensive register of all Subcontractors presenting elevated Worker Welfare risk must be included. [Note: the primary Contractor bears responsibility for ensuring that Plans are in place covering SWDA and every Subcontractor. This may take the form of a single, unified Plan owned by the main contractor, or individual Plans developed by specific Subcontractors.]

All control measures must ensure compliance with the “**RENAISSANCE Building Responsibly Principles**” as a baseline standard. The subsequent sections provide detailed considerations aligned with each of the ten (**10**) Building Responsibly (**BR**) Principles.

3.0 BUILDING RESPONSIBLY PRINCIPLES - Delivering Care for Workers Welfare

The following three (3) sections map the requirements of the Workers Welfare Manual for the Contract Workers Welfare Management Plan (WWMP) to the corresponding ten (10) ***“Building Responsibly Principles”***. For reference, consult Building Responsibly's Guidance Notes at: <https://www.building-responsibly.org/worker-welfare-principles/guidance-notes>. The ten (10) BR Principles are categorised according to the three (3) principal Workers Welfare risk domains:

- Labour Rights;
- Working Conditions; and,
- Living Conditions (Accommodations).

The ***“Building Responsibly Self-Assessment Tool”*** may be utilised to conduct a gap analysis and define control measures to address identified deficiencies.

3.1 Labour Rights

3.1.1 BR-01: Workers are Treated with Dignity, Respect & Fairness

All workers, regardless of nationality, gender, ethnicity, social or legal status, race, religion, or any other protected characteristic, shall be treated with dignity, respect and fairness. No worker shall be subjected to harassment, discrimination, abuse or any form of inhuman or degrading treatment.

Actions:

- SWDA shall establish and maintain policies and systems that mandate the dignified, respectful and fair treatment of all workers, and that prohibits harassment, discrimination, abuse or inhumane or degrading treatment. Such policies shall establish the minimum standard for Workers Welfare Management and be subject to periodic review and evaluation;
- SWDA shall conduct or commission a pre-assessment of the legal and regulatory environment in each operating jurisdiction to identify potential gaps between local labour frameworks and international labour expectations, including the ***“Building Responsibly Workers Welfare Principles”***;
- SWDA shall ensure that its Code of Conduct and ethical treatment policies are communicated comprehensively in formats and languages accessible to all workers, with particular attention to those with limited literacy;
- SWDA shall designate a senior manager with clear accountability, authority and resources for driving the organisation's commitments to worker dignity, respect and fairness;

- SWDA shall ensure that all workers have access to a confidential and accessible mechanism to report concerns, complaints or potential violations of their rights;
- SWDA shall subject all workers to a standardised pre-employment assessment and due diligence process to confirm voluntary consent to all work activities and to detect any indicators of exploitation; and,
- SWDA shall take proactive steps to ensure that contractor and subcontractor workers welfare management processes align with SWDA's expectations and minimum compliance standards.

3.1.2 BR-02: Workers are Free from Forced, Trafficked & Child Labor

No worker shall be subjected to forced, coerced, trafficked, bonded, child or involuntary labour in any form.

Actions:

- SWDA shall maintain policies and systems that explicitly address child labour, forced labour, human trafficking and their indicators, including sanctions for violations;
- Wherever practicable, to mitigate the risk of human trafficking and associated forced labour indicators, SWDA shall prioritise local recruitment over international recruitment, given the elevated risks of cross-border exploitative practices;
- Where reliance on low-skilled migrant workers is unavoidable, SWDA shall conduct rigorous due diligence on all recruitment agents and provide targeted training for relevant personnel;
- Where young workers are engaged, SWDA shall implement robust age verification systems and clearly define the non-hazardous tasks that young workers may perform;
- Wherever possible, SWDA shall stipulate minimum wage rates in contract conditions with subcontractors or labour suppliers, with these requirements communicated during the tender process;
- SWDA shall publish transparent job advertisements containing clear information on terms and conditions of employment;
- SWDA shall ensure and verify that all workers have provided voluntary, informed consent to their role, employment contract, working hours, and any overtime requirements;
- SWDA shall ensure that all workers meet the minimum working age prescribed by applicable legislation, and in no circumstances shall this be below the ILO general minimum age, irrespective of local custom or law.

3.1.3 BR-03: Recruit Practices are Ethical, Legal, Voluntary & Free from Discrimination

All workers shall be recruited through ethical and lawful means. Recruitment shall be free from discrimination and all forms of involuntary labour, slavery and trafficking. SWDA commits to responsible recruitment across its operations and prohibits the charging of fees by workers. All conditions of employment shall be transparent, documented in writing and agreed upon prior to the commencement of work in a language that the worker understands.

Actions:

- Wherever feasible, SWDA shall minimise reliance on labour suppliers and prioritise direct, local recruitment;
- SWDA shall identify and conduct due diligence on all recruitment agencies to verify their credibility and confirm they are not implicated in human rights violations;
- SWDA shall verify that all workers possess legal authorisation to reside and work in the country, and that no undocumented workers are engaged;
- SWDA shall work with partners to understand the full cost structure of the recruitment process and ensure that payments made are sufficient to cover all associated costs;
- SWDA shall adopt the **“Employer Pays Principle – EPP”** in all agreements with recruitment agents;
- SWDA shall establish clear and robust contractual expectations around fair recruitment with all recruitment agencies, including provisions for monitoring, the right to audit partner practices, and the right to terminate the relationship in cases of serious violations;
- Wherever possible, SWDA shall limit or control the use of sub-recruitment agents and develop incentive schemes that reward ethical recruitment practices;
- SWDA shall provide recruitment partners with adequate time and advance notice to source the required workers;
- SWDA shall ensure that workers receive comprehensive, transparent information regarding recruitment conditions, employment terms and working conditions, agreed in writing and in a language they understand before any work begins;
- Wherever possible, SWDA shall ensure that workers are informed of the labour laws and their rights in the host country prior to deployment;
- SWDA may utilise technology, pre-departure inductions, low-literacy handbooks and materials in workers' native languages to facilitate understanding;
- Wherever possible, SWDA shall invest in a dedicated Human Resources Team (**HRT**) to oversee and monitor recruitment. Responsibilities shall include visiting recruitment centres and meeting workers prior to their travel;

- SWDA shall monitor the entire recruitment, mobilisation, employment and termination process to ensure that candidates are not charged fees at any stage. This shall include ongoing dialogue with recruitment agencies and formal audits of their processes to enforce contractual clauses and demand improvements where necessary; and,
- SWDA shall provide workers with accessible means to report grievances or any activity inconsistent with these principles. Worker surveys may be employed to assess the nature and scale of challenges in this area and to inform remediation, which shall include the reimbursement of any fees paid by workers.

3.1.4 BR-04: Freedom to Change Employment is Respected

Workers shall be free to decline their contract, terminate or change their employment, and, where appropriate, receive return travel home upon completion of their employment contract.

Actions:

- SWDA shall permit workers to leave the employment relationship and terminate their contract, provided they give reasonable notice in accordance with national law, collective agreements or their individual employment contract;
- SWDA shall not impose administrative or financial penalties on workers who terminate their contract early in compliance with national law, collective agreements or their employment contract;
- SWDA shall ensure workers have access to their full savings and, in appropriate circumstances, shall provide assistance with repatriation, even when workers terminate their contract early in accordance with national law, collective agreements or their employment contract;
- SWDA shall not impede or obstruct workers from seeking or changing employment in the host country through restrictions that exceed the requirements of national law;
- SWDA shall assist workers in securing alternative employment or shall provide an appropriate compensation package in the event of layoffs, including covering the costs of returning home for migrant workers;
- SWDA shall not retain workers' personal documentation, as this may prevent workers from leaving their jobs or changing employers freely and may increase their vulnerability to exploitation; and,
- SWDA shall complete all worker-related administrative tasks in a timely manner to minimise the risk of workers finding themselves in a restricted or illegal situation, which could create barriers to securing new employment.

3.1.5 BR-07: Access to Documentation & Mobility is Unrestricted

SWDA Workers shall have continuous access to their passports and personal documentation. Workers shall enjoy freedom of movement outside normal working hours, unless legitimate safety or security concerns exist that could threaten the health, safety or well-being of the worker.

Actions:

- SWDA shall strictly prohibit the confiscation of workers' personal documentation or any undue limitation of worker mobility by business partners and shall implement stringent mitigation measures;
- SWDA shall ensure that workers have unrestricted and immediate access to their passport and personal documentation at all times;
- SWDA shall prefer that workers retain direct custody of their passport and personal documents. In any instance where workers do not retain their personal documentation, SWDA shall provide them with certified photocopies;
- Where worker personal documentation is temporarily required by SWDA for legal or administrative purposes, the organisation shall obtain the worker's written consent and return the documentation as soon as it is no longer required;
- SWDA shall establish policies and procedures governing workers' access to documentation and mobility. These policies and procedures shall aim to justify and minimise the impact of any restrictions;
- Wherever possible, SWDA shall clearly inform job candidates of any processes involving the management of personal documentation or limitations on mobility prior to recruitment and deployment, enabling potential employees to make informed decisions about whether such conditions are acceptable;
- Wherever possible, SWDA shall provide workers with personal secure storage facilities that are always accessible;
- SWDA shall afford workers complete freedom of movement outside working hours, unless restrictions are necessary for legitimate safety or security reasons. In such cases, SWDA shall ensure that restrictions are strictly limited to measures essential to preserve and protect the health, safety and security of workers and surrounding communities; and,
- Wherever possible, where SWDA operates worker accommodations located at a distance from shopping centres, parks, or other social venues, the organisation shall strive to mitigate the negative impact of such distance by providing readily accessible and safe transportation.

3.1.6 BR-08: Wage & Benefit Agreements are Respected

Workers shall receive their agreed wages regularly and punctually. All workers shall receive every benefit to which they are entitled in accordance with contractual arrangements.

Actions:

- SWDA shall provide wages and benefits that meet or exceed industry standards and are always in full compliance with local labour laws and regulations;
- SWDA shall communicate clearly on wages, benefits, deductions and details regarding overtime pay, including through explicit references in workers' contracts;
- SWDA shall ensure equal remuneration for work of equal value, without discrimination of any kind;
- SWDA shall pay wages and benefits at the agreed interval, in full, and without any delay;
- Employees shall have ready access to a complaint mechanism, if they have not been paid in full and on time;
- SWDA shall pay wages directly to the individual worker and not to third parties, unless due diligence has been conducted to confirm that the worker is treated fairly;
- SWDA shall maintain accurate payroll records and monthly proof of payment, clearly indicating all wage deductions;
- SWDA shall provide workers with a detailed pay stub listing hours worked, wages earned, and benefits paid;
- Wherever possible, SWDA shall favour payment of wages via bank transfer;
- SWDA shall limit wage deductions to those permitted by national law or included in wage agreements or employment contracts. SWDA shall clearly communicate such deductions to workers before employment commences;
- SWDA shall prohibit the use of wage deductions as a disciplinary measure;
- Where wage advances or loans are provided to workers, SWDA shall not charge interest;
- SWDA shall pay subcontractors and/or labour agencies on time and shall contract only with entities that have a demonstrated record of timely wage payment; and,
- Wherever possible, SWDA shall conduct regular checks to confirm that workers employed by subcontractors and/or labour agencies have received their wages.

3.1.7 BR-09: Worker Representation is Respected

Workers shall have the right to Freedom of Association. In jurisdictions where the right to freedom of association is restricted by law, SWDA shall recognise the right of workers to develop alternative means for independent and free association, and to communicate and promote their rights and welfare.

Actions:

- SWDA shall foster a culture of trust and ensure genuine, inclusive worker representation that accounts for diversity and values the contributions of all workers;
- SWDA shall respect workers' Freedom of Association and identify any barriers to inclusive worker representation, such as laws prohibiting representation or cultural norms that may inhibit certain workers from voicing concerns. SWDA shall develop mitigation strategies to overcome these challenges;
- SWDA shall identify vulnerable groups of workers on the project site and establish appropriate channels of communication with these groups, such as worker forums or issue-specific committees;
- SWDA shall ensure that the project has appropriate governance mechanisms in place, including rules, policies and processes, to safeguard worker representation. These may include a Code of Conduct, a Non-Retaliation Policy and a Grievance Mechanism;
- SWDA shall ensure that language, literacy or other social barriers do not impede worker representation, particularly for migrant labour groups;
- Wherever possible, SWDA shall encourage its supply chain to adopt open communication with workers and their representatives; and,
- Wherever possible, SWDA shall engage local stakeholders and support industry-wide efforts to align local law with internationally-accepted labour standards and to remove barriers to worker representation.

3.1.8 BR-10: Grievance Mechanism & Access to Remedy are Readily Available

Workers shall have, and be aware of, accessible means to report grievances or any activity inconsistent with these Principles, without fear of retaliation, retribution or dismissal, and to have their concerns addressed in a prompt, fair and consistent manner.

Actions:

- SWDA shall establish Grievance Mechanisms that enable workers to raise issues on any topic, such as travel and living conditions, health and safety, wages and benefits, or discrimination and harassment, with guaranteed confidentiality and the option to remain anonymous;

- SWDA shall ensure that Grievance Mechanisms are accessible to all direct and indirect workers and other stakeholders, in languages and formats that promote inclusivity;
- SWDA shall ensure clear, effective communication of the grievance process to all workers in a language and format they understand. This shall include communication on access, guidance on process and explanation of governance procedures (including escalation or appeal);
- SWDA shall ensure a clear and independent process is in place to manage and investigate grievances, while guaranteeing that the person(s) raising any concern is treated fairly, kept informed and protected from retaliation;
- SWDA shall allocate sufficient resources and provide relevant training and competencies to address and manage all grievances with a view to resolution;
- SWDA shall address issues and concerns promptly and provide responses or updates (even before the final response is ready) in a timely manner to the worker(s) raising the grievance;
- SWDA shall allow for the confidential and anonymous submission of concerns via multiple channels that do not require physical appearance (e.g., hotlines, online forms, written submissions in unmanned drop boxes);
- SWDA shall document all grievances and resolutions and shall publicly post, where appropriate, responses to anonymous issues or concerns;
- SWDA shall assess grievance mechanisms periodically to share lessons learned and good practices and to promote continuous improvement. This shall include input from those who have used the grievance process. Wherever possible, metrics shall be used to measure process performance; and,
- SWDA shall require subcontractors to establish adequate channels and mechanisms for complaints and concerns.

3.2 Working Conditions

3.2.1 BR-05: Working Conditions are Safe & Healthy

Workers shall operate in a safe and healthy work environment, governed by a robust health and safety management system that complies with all applicable health and safety laws and regulations, and aligns with relevant international standards and industry best practices. This includes access to safe and clean transportation and welfare amenities on project sites, as well as the promotion of transparent and external reporting on health and safety incidents.

Actions:

Working Hours:

- The Project Management Team (**PMT**) shall ensure that workers do not exceed legal limits or recognised standards for regular or overtime working hours.

Travel Time:

- SWDA shall factor travel time to and from work into the planning of shift start and end times, recognising that workers require a minimum of seven hours of sleep per night for optimal function and safety performance. SWDA shall allow a degree of flexibility in morning shift start times if a worker has arrived for shift and has slept inadequately due to overnight travel.

Welfare Amenities:

- *Nutritious Food:* SWDA shall ensure that canteen facilities are adequate for the number of workers served, that equipment is clean, sanitary and operational, and that services are provided free of charge or at reasonable prices never exceeding local market rates. Where caterers are contracted to provide food services, specific dietary requirements of workers shall be incorporated into the specifications. A healthy variety of food options shall be offered, with food of sufficient quality and quantity. Food safety and hygiene standards shall be met and verified. Third-party kitchen inspections shall be conducted regularly, and inspection reports shall be filed.
- *Offices:* Workers shall have access to functional, high-quality spaces that support their needs, enabling them to perform their responsibilities effectively and with reduced stress. Offices must provide safe, productive and comfortable working environments.

3.3 Living Conditions

3.3.1 BR-06: Living Conditions are Safe, Clean & Habitable

Where accommodation is provided, workers shall reside in conditions that are safe, clean, hygienic and habitable, with due consideration given to their physical and mental health and well-being.

Actions:

Management and Oversight

- *General Management:* SWDA shall develop a written Workers Welfare Mgmt. Plan (**WWMP**) for worker accommodation, covering maintenance, security, health and safety, living conditions and community relations. In developing the WWMP Plan, an Environmental & Health Risk Assessment shall be conducted. Rules and regulations shall be reasonable and non-discriminatory, and a mechanism shall be established to provide feedback on facility-related problems; and,
- *Indirect Management:* Where accommodation services are procured from a third- party, SWDA shall have standard processes in place to manage the initial procurement and to periodically assess living conditions in the facilities.

General Conditions

- *Building Construction:* SWDA shall ensure that worker accommodation meets local building codes, is of sound construction, and is resistant to extreme weather events. Worker accommodation shall satisfy all passive and active fire safety requirements, including fire and gas detection systems, and shall be situated away from site-specific hazards such as blast zones or toxic fumes.
- *Medical Facilities:* SWDA shall ensure that adequate medical facilities, equipment and personnel are available, commensurate with the risk assessment, and the availability and quality of local facilities.
- *Heating, Air Conditioning and Ventilation:* SWDA shall ensure that heating, air conditioning, ventilation and noise control in sleeping accommodation and recreational facilities are appropriate to the climate and local standards, providing a comfortable and healthy environment for rest.

Accommodation and Sanitation Facilities

- *Sleeping Facilities:* SWDA shall ensure that sleeping facilities provide workers with an adequate level of privacy, soundproofing and light-blocking curtains, and that a separate bed and mattress is provided for each worker. Sleeping facilities shall be kept clean and in good condition to enable proper rest. Consideration shall be given to room cleaning arrangements to ensure that day and night shift workers are not disturbed during sleep.

- *Bathing Facilities:* SWDA shall ensure that showers and wash basins are adequate for the number of workers, segregated by gender, in proximity to sleeping facilities, kept clean, adequately ventilated and lit, in good working condition and afford privacy.
- *Toilet Facilities:* SWDA shall ensure that toilet facilities, including toilets, urinals and sinks, are adequate for the number of workers, adequately ventilated and lit, segregated by gender, kept in a clean and fully-operational condition and afford privacy.
- *Waste Treatment:* SWDA shall ensure that wastewater and solid waste treatment complies with local standards, or with the IFC's Environmental, Health and Safety Guidelines for Water and Sanitation where local standards are unavailable. Systems must be designed to prevent contamination, avoid the spread of infection and disease, and prevent the proliferation of mosquitoes, flies, rodents and other pest vectors.
- *Access to Water:* SWDA shall ensure that clean water, both potable and for washing, is always readily available to prevent dehydration and diseases resulting from poor hygiene.

Communal Facilities

- *Leisure, Social and Telecommunication Facilities:* SWDA shall ensure that basic leisure and social facilities for rest and recreation during free time are provided, as well as means to communicate with family, such as internet access, to alleviate homesickness and feelings of isolation. Wherever possible, SWDA shall provide space for religious observance.
- *Canteen, Cooking and Laundry Facilities:* SWDA shall ensure that canteen, cooking, and laundry facilities are adequate for the number of workers, and that equipment is clean, sanitary and operational. Services shall be provided free of charge or at reasonable prices, never exceeding local market rates. Where caterers are contracted to provide food services, specific dietary requirements of workers shall be incorporated into the specifications. A healthy variety of food options shall be offered, with food of sufficient quality and quantity. Hygiene standards shall be met. Third-party kitchen inspections shall be conducted regularly, and inspection reports shall be filed.

Transportation

- *Transportation:* SWDA shall ensure that safe, comfortable and easily accessible transportation is provided to the worksite from the housing facility and back. Transport shall also be available for access to leisure facilities, banking or shopping where the housing is remotely located.

4.0 MONITORING & REVIEW (including Worker Feedback)

To verify that Workers Welfare strategies are being implemented effectively, it is essential to establish a comprehensive monitoring programme comprising:

- A structured system for regular, periodic engagement with the workforce on all aspects of worker welfare, to inform future planning and measure progress in the improvement journey;
- Audits, inspections and reviews; and,
- Monitoring and tracking of Key Performance Indicators (**KPIs**).

The outcomes of audits, reviews and KPI performance shall be reviewed by the Workers Welfare Committee (**WWC**).

4.1 Audits, Inspections & Reviews

This includes worker feedback, derived from meaningful consultation with a representative sample of contractor staff, to ensure that the needs of these workers are fully addressed.

Actions:

- A systematic programme of audits and inspections, both internal and third-party external, that assess the full spectrum of worker welfare shall be in place to monitor the implementation of the worker welfare strategy and associated activities;
- The results of audits and reviews shall be made available to relevant stakeholders; and,
- Corrective Actions shall be identified to address any issues raised, and progress through to closure shall be tracked.

4.2 Monitoring & Tracking of KPIs

An SWDA Workers Welfare Monitoring & Reporting Plan, incorporating both leading and lagging Workers Welfare Key Performance Indicators (**KPIs**), shall be established to verify that the Contract Workers Welfare Management Plan (**WWMP**) is implemented effectively and is successfully managing Workers Welfare risk. KPIs to be considered include:

- Audits performed as planned;
- Communication of resolutions (to issues raised);
- Organised events held as planned;
- Volunteer recruitment progress;

- Food survey results and implementation of recommendations;
- Hiring and retention targets;
- Leadership engagement and activities;
- Recreation facility utilisation rates;
- Staff turnover;
- Status against grievances raised;
- Welfare indicators — sickness;
- Worker unrest.