

**PROVISION OF ZERO-MAN ENTRY AUTO-TANK CLEANING & SLUDGE
 REMOVAL, TREATMENT & MANAGEMENT SERVICES AT SELECTED
 RENAISSANCE FACILITIES IN NIGERIA**

(RENAISSANCE Contract / Tender No.: CW-68582 / CW-515913)

DOCUMENT TITLE: WORKERS WELFARE MANAGEMENT PLAN (WWMP - KPIs)

A. LEADERSHIP COMMITMENT TO WORKER CARE KPIs

KPI	Target	Measurement Method	Frequency
Leadership Site Visits (walkthroughs, Toolbox Talks, Rest Area Visits)	≥ 1 per Week per Senior Leader	Site Attendance Logs	Monthly
Leadership Nights spent at Worker Accommodation	≥ 1 per Month per Senior Leader	Accommodation Sign-In Records	Monthly
Meals shared with Workforce (Leadership dining with Workers)	≥ 2 per Month	Event Logs / Photo Records	Monthly
Workers Welfare Committee (WWC) Meetings held	100% of Scheduled Meetings	Meeting Minutes	Monthly
WWC Action Items closed on Time	≥ 95%	Action Tracker	Monthly
Visits to Ill / Injured Workers	100% of Reported Cases within 48 Hours	HR / Medical Records	Monthly
Grievance Sessions convened by Leadership	≥ 1 per Month	Meeting Minutes	Monthly

B. LABOUR RIGHTS KPIs

BR-01: Dignity, Respect & Fairness

KPI	Target	Measurement Method	Frequency
Worker Training on Code of Conduct (Dignity / Respect)	100% of Workforce	Training Attendance Records	Quarterly

Pre-Employment Due Diligence completed	100% of New Hires	HR Verification Records	Per Hire
Reported Incidents of Harassment / Discrimination	Zero Tolerance	Incident Register	Monthly
Time to Resolve Dignity / Respect Complaints	≤ 7 Calendar Days	Grievance Tracker	Monthly

BR-02: Freedom from Forced, Trafficked & Child Labour

KPI	Target	Measurement Method	Frequency
Age Verification completed for all Workers	100%	HR Records / ID Verification	Per Hire
Local Recruitment Ratio	≥ 80% of Workforce	Recruitment Source Data	Quarterly
Recruitment Agent Due Diligence Audits	100% of Agents used	Audit Reports	Annually
Workers confirmed Voluntary Informed Consent	100%	Signed Consent Documentation	Per Hire
Reported Incidents of Forced Labour / Trafficking	Zero	Incident Register	Monthly

BR-03: Ethical, Legal & Voluntary Recruitment

KPI	Target	Measurement Method	Frequency
Employer Pays Principle applied	100% of Recruitment Agreements	Contract Review	Per Agreement
Workers charged Recruitment Fees	Zero	Worker Surveys / Audits	Quarterly
Recruitment Agency Audits conducted	100% of Agencies	Audit Reports	Annually
Pre-Departure Induction Completion	100% of Migrant Workers	Training Records	Per Deployment
Workers with Written Contracts in understood Language	100%	HR File Review	Quarterly

BR-04: Freedom to Change Employment

KPI	Target	Measurement Method	Frequency
Passports / Personal Documents retained by Employer	Zero	Worker Surveys / Spot Checks	Quarterly
Workers penalized for Contract Termination (Lawful)	Zero	HR Records	Monthly
Repatriation Assistance provided (where applicable)	100% of Requests	HR Case Records	Monthly

BR-07: Access to Documentation & Mobility

KPI	Target	Measurement Method	Frequency
Workers with Direct Custody of Passports	100% (Preferred)	Spot Checks / Surveys	Quarterly
Workers provided Certified Document copies (if not Direct Custody)	100%	HR Records	Quarterly
Written Consent obtained for Temporary Document holding	100% of Instances	Consent Forms	Monthly
Freedom of Movement Restrictions (outside work hours)	Zero (unless Safety / Security justified)	Worker Surveys	Quarterly
Safe Transport provided to Social Amenities (Remote Accommodation)	100% of Accommodation Sites	Site Inspection	Quarterly

BR-08: Wage & Benefit Agreements

KPI	Target	Measurement Method	Frequency
Wages Paid in Full and on Time	100% of Pay Periods	Payroll Records	Monthly
Workers receiving Detailed Pay Stubs	100%	Payroll Review	Monthly
Wage Payments via Bank Transfer	≥ 90%	Payroll Records	Monthly
Equal Pay for Equal Value Work Verified	100% Compliance	Payroll Audit	Annually
Wage Deduction Complaints resolved	≤ 7 Calendar Days	Grievance Tracker	Monthly
Subcontractor / Labour Agency Wage Verification Checks	100% of Subcontractors	Audit Reports	Quarterly
Interest Charged on Wage Advances / Loans	Zero	Financial Records	Monthly

BR-09: Worker Representation

KPI	Target	Measurement Method	Frequency
Worker Representatives Elected / Appointed	100% Coverage by Shift / Department	Election Records	Annually
Worker Representative Meetings held	≥ 2 per Month	Meeting Minutes	Monthly
Worker Forums / Issue-Specific Committees Active	≥ 1 per Vulnerable Group	Committee Records	Quarterly
Non-Retaliation Policy communicated to all Workers	100%	Training Records	Quarterly

BR-10: Grievance Mechanism & Access to Remedy

KPI	Target	Measurement Method	Frequency
Grievances Reported via Anonymous Channels	≥ 30% of Total	Grievance Register	Monthly
Grievance Response Time (Initial Acknowledgment)	≤ 48 Hours	Grievance Tracker	Monthly
Grievance Resolution Time (Average)	≤ 14 Calendar Days	Grievance Tracker	Monthly
Grievances Resulting in Retaliation	Zero	Investigation Records	Monthly
Worker Awareness of Grievance Mechanism	≥ 95%	Worker Surveys	Quarterly
Grievance Mechanism Satisfaction Rate	≥ 80%	Post-Resolution Survey	Quarterly
Subcontractor Grievance Channels Established	100% of Subcontractors	Contract Compliance Review	Quarterly

C. WORKING CONDITIONS KPIs**BR-05: Safe & Healthy Working Conditions**

KPI	Target	Measurement Method	Frequency
Working Hours Compliance	100% of Workers	Timesheet Audit	Monthly
(Legal / Standard Limits)			
Overtime Hours Exceeding Legal Limits	Zero	Timesheet Audit	Monthly

Workers with < 7 Hours Sleep due to Shift Scheduling	Zero	Worker Surveys / Shift Logs	Monthly
Travel Time factored into Shift Planning	100% of Shifts	Shift Planning Review	Monthly
Canteen / Kitchen Third-Party Inspections	≥ 1 per Month	Inspection Reports	Monthly
Food Safety / Hygiene Standard Compliance	100%	Inspection Reports	Monthly
Healthy Food Variety Options Available Daily	≥ 3 Options	Canteen Inspection	Weekly
Office / Workspace Ergonomic Assessments	100% of Workspaces	Assessment Reports	Annually
Lost Time Injury Frequency Rate (LTIFR)	Zero	HSE Records	Monthly
Near-Miss Reporting Rate	≥ 1 per 10 Workers per Month	HSE Records	Monthly
Safety Toolbox Talks Attendance	100% of Workers per Shift	Attendance Records	Weekly

D. LIVING CONDITIONS KPIs

BR-06: Safe, Clean & Habitable Accommodation

KPI	Target	Measurement Method	Frequency
Accommodation E&H Risk Assessment Completed	100% of Facilities	Assessment Reports	Prior to Occupancy
Building Code Compliance Verified	100% of Facilities	Building Inspection Certificates	Annually
Fire & Gas Detection Systems Functional	100% of Facilities	Maintenance Records / Testing	Monthly
Accommodation Located away from Site Hazards	100% Compliance	Site risk assessment	Prior to Occupancy
Medical Facilities / Personnel Adequacy	Per Risk Assessment	Facility inspection	Quarterly
HVAC and Noise Control Adequate	100% of Sleeping / Recreation Areas	Environmental Monitoring	Quarterly
Separate Bed / Mattress provided per Worker	100%	Accommodation Inspection	Monthly
Privacy Standards (Room Occupancy)	≤ 4 Workers per Room	Inspection	Monthly

Day / Night Shift Disturbance Minimization	Zero Complaints	Worker Surveys	Monthly
Gender-Segregated Bathing Facilities	100% Compliance	Facility Inspection	Monthly
Gender-segregated Toilet Facilities	100% Compliance	Facility Inspection	Monthly
Clean Water (Potable + Washing) Availability	100% Continuous	Water Quality Testing	Monthly
Wastewater / Solid Waste Treatment Compliance	100%	Environmental Inspection	Quarterly
Pest Control Measures Effective	Zero Infestations	Pest Control Reports	Monthly
Recreation / Telecommunication Facilities Available	100% of Accommodation Sites	Facility Inventory	Quarterly
Internet / Family Communication Access	100% of Workers	Facility Inspection	Monthly
Religious / Prayer Space Provided	Per Worker Need / Request	Facility Inspection	Quarterly
Laundry Facilities Adequate and Operational	100% of Sites	Facility Inspection	Monthly
Safe Transport to Worksite	100% of Workers per Shift	Transport Logs / Inspection	Daily
Transport to Leisure / Banking / Shopping (Remote Sites)	≥ 2 Trips per Week	Transport Schedule	Weekly

E. MONITORING, REVIEW & CONTINUOUS IMPROVEMENT KPIs

KPI	Target	Measurement Method	Frequency
Internal Welfare Audits Completed (as Planned)	100% of Scheduled Audits	Audit Schedule Tracker	Quarterly
Third-Party External Welfare Audits	≥ 1 per Year	Audit Reports	Annually
Audit Findings Closed within Target Timeframe	≥ 95%	Corrective Action Tracker	Monthly
Worker Feedback Surveys Conducted	≥ 1 per Quarter	Survey Records	Quarterly
Worker Survey Response Rate	≥ 70%	Survey Analytics	Quarterly
Worker Welfare Satisfaction Score	≥ 80%	Survey Results	Quarterly
Food Survey Conducted	≥ 1 per Quarter	Survey Records	Quarterly
Food Survey Recommendations	100% of Critical	Action Tracker	Quarterly

Implemented	Items		
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Leadership Engagement Events Held (as Planned)	100%	Event Calendar	Monthly
Recreation Facility Utilization Rate	≥ 60%	Attendance Records	Monthly
Staff Turnover Rate	≤ 10% Annually	HR Records	Quarterly
Sickness / Absence Rate (Welfare-Related)	Trend Downward	HR / Medical Records	Monthly
Subcontractor WWMP Compliance Audits	100% of High-Risk Subcontractors	Audit Reports	Quarterly
KPI Dashboard reviewed by WWC	100% of Meetings	Meeting Minutes	Monthly
WWMP Plan Review & Update	Annually or After Significant Incident	Document Control	Annually

F. LAGGING INDICATORS (Outcome Metrics)

KPI	Target	Measurement Method	Frequency
Worker Fatalities	Zero	HSE Records	Monthly
Serious Worker Injuries (Lost Time Injuries)	Zero	HSE Records	Monthly
Confirmed Cases of Forced Labour / Trafficking	Zero	Investigation Records	Monthly
Confirmed Cases of Child Labour	Zero	Investigation Records	Monthly
Wage Payment Disputes escalated to Authorities	Zero	Legal / HR Records	Monthly
Worker Grievances escalated to Renaissance	≤ 2 per Quarter	Grievance Tracker	Quarterly
Accommodation-Related Health Outbreaks	Zero	Medical Records	Monthly
Worker Repatriation due to Welfare Failures	Zero	HR Records	Monthly

G. LEADING INDICATORS (Predictive / Proactive Metrics)

KPI	Target	Measurement Method	Frequency
Pre-Employment Welfare Briefings Completed	100% of New Hires	Training Records	Per Hire
Welfare Risk Assessments Completed (per Task / Location)	100% prior to Start	Risk Register	Per Task

Worker Welfare Training Completion Rate	100% of Workforce	Training Matrix	Monthly
Subcontractor Welfare Plan Submission	100% prior to Mobilization	Document Control	Per Subcontractor
Worker Representative Election Participation	≥ 80% Eligible Voters	Election Records	Annually
Grievance Mechanism Awareness (Worker Knowledge Test)	≥ 90% Pass Rate	Training Assessment	Quarterly
Leadership Welfare Walkthroughs Completed	100% of Planned	Site Inspection Logs	Monthly
Accommodation Inspection Score (Average)	≥ 85%	Inspection Checklist	Monthly
Canteen Hygiene Inspection Score	≥ 90%	Inspection Checklist	Monthly
Worker Sleep Adequacy (Self-Reported ≥ 7 Hrs)	≥ 90%	Worker Surveys	Monthly

H. KPI REPORTING & GOVERNANCE FRAMEWORK

Element	Description
Data Collection	Automated where Possible (HR Systems, HSE Systems & Payroll); and, Manual Surveys and Inspections where required.
Reporting Frequency	Leading Indicators: Weekly / Monthly; Lagging Indicators: Monthly; Outcome Metrics: Monthly / Quarterly
Review Body	Worker Welfare Committee (WWC) — Monthly Review
Escalation Threshold	Any BR Principle Non-Compliance or Zero-Tolerance KPI Breach → Immediate Escalation to SWDA CEO / MD and RENAISSANCE
Dashboard	Visual KPI Dashboard with RAG (Red / Amber / Green) Status Indicators
Continuous Improvement	Quarterly Trend Analysis; Annual WWMP Plan Review; Corrective Actions for all Red / Amber KPIs