



FIFA WORLD CUP
Qatar 2022

.....
FIFA World Cup Qatar 2022™

Sustainability strategy





Contents

Foreword by the FIFA Secretary General	4
Foreword by the Chairman of the FIFA World Cup Qatar 2022 LLC and Secretary General of the Supreme Committee for Delivery & Legacy	6
Introduction	8
The strategy at a glance	18
Human pillar	24
Social pillar	40
Economic pillar	56
Environmental pillar	64
Governance pillar	78
Alignment with the UN Sustainable Development Goals	88
Annexe 1: Glossary	94
Annexe 2: Material topic definitions and boundaries	98
Annexe 3: Salient human rights issues covered by the strategy	103
Annexe 4: FIFA World Cup Qatar 2022™ Sustainability Policy	106



Foreword

by the FIFA Secretary General

Sport, and football in particular, has a unique capacity to inspire and spark the passion of millions of fans around the globe. As the governing body of football, we at FIFA have both a responsibility and a unique opportunity to harness the power of the game, protect its integrity and make it accessible to all. In particular, the FIFA World Cup™ and the global attention it draws offers an unprecedented opportunity to drive positive change. We recognise that, by doing so, we will help to pass on not only a better world to future generations, but also stronger institutions, ultimately allowing us to deliver on our vision to promote and develop the game of football.

Our focus is now set on Qatar, where FIFA, the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery & Legacy (SC), the lead government entity responsible for the coordination and delivery of the host country's infrastructure, services and legacy programmes, are already laying the groundwork for setting a new benchmark for sustainable mega-sporting events.

I am delighted to present the FIFA World Cup Qatar 2022™ Sustainability Strategy, which sets out the ambitious plans to maximise the tournament's contribution to people's well-being, economic development and environmental protection in the short and long term.

In line with [FIFA 2.0](#)¹, our strategic roadmap to deliver on our vision, we have embedded commitments to champion human rights, maximise our community impact and implement a series of landmark governance reforms.

The implementation of the FIFA World Cup Qatar 2022™ Sustainability Strategy will be a central element of our work to realise these commitments over the course of the next three years as we prepare to proudly host the FIFA World Cup™ in the Middle East for the first time.

This strategy is a landmark in the history of the FIFA World Cup™ as the first sustainability strategy to be developed and delivered jointly by the three primary delivery partners for the tournament: FIFA, Q22 and the SC. Through this unique collaboration, the strategy builds on both the sustainability experience and standards of FIFA and Local Organising Committees in previous FIFA World Cups™ and the SC's significant achievements and ongoing legacy programmes. Furthermore, the issues and initiatives that will be the focus of our work under the framework of the strategy were identified with the help of a thorough and continuous consultation process with local and international stakeholders and thematic experts.

Reinforcing FIFA's commitments, we pledge to safeguard the rights and welfare of workers engaged on FIFA World Cup 2022™ sites and to promote their rights in projects and supply chains directly linked to the FIFA World Cup™, leaving a legacy of world-class standards and practices for workers in Qatar and internationally. To achieve this, we will continue to build on the excellent work of the SC and its Workers' Welfare Department to protect workers engaged on FIFA World Cup 2022™ sites and use our leverage with our sponsors, licensees and suppliers to seek to prevent and mitigate adverse human rights impacts for their workers.

We are also committed to delivering an inclusive FIFA World Cup 2022™ tournament experience that is welcoming, safe and accessible to all participants, attendees and communities in Qatar and around the world. This means taking a firm stance against discrimination of any kind, ensuring that safety and security practices at FIFA World Cup 2022™ sites and events are aligned with international human rights standards and respecting and helping to protect the rights of media representatives and human rights advocates in relation to the FIFA World Cup 2022™.

Also central to our joint strategy is a commitment to demonstrate accountability in managing sustainability impacts beyond our direct operations. We will do this by using procurement and licensing practices as a tool to promote sustainability outcomes in our direct and indirect supply chains.

Through this strategy, we seek to align our efforts to advance sustainable development with the UN's Sustainable Development Goals (SDGs) that aim to protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs were a key input for the strategy's development and were used to define the initial list of potential material sustainability topics to be addressed as well as inspire the development of our objectives, initiatives and targets.

As a former long-serving UN official, I firmly believe in the power of sport, and of football in particular, to serve as an enabler for the SDGs, and I am personally committed to seeing FIFA take a leading role in demonstrating our alignment with and contribution to these global goals moving forward. I also know that delivery of the goals by 2030 is highly ambitious, and no organisation, institution, government or business can achieve it alone. We need to find new ways of working together to drive the systemic change needed to achieve this vision.

I want to take this opportunity to thank the individuals across all three organisations, and the many generous partners and stakeholders in Qatar and internationally, who have contributed to the strategy development process for their exemplary teamwork: this kind of cooperation is essential to growing our impact and driving forward the sustainable development agenda in the world of sport. As we move forward with implementation of the strategy, I call on all stakeholders to join with us and work together to use the power of football, and the FIFA World Cup 2022™, to build a more resilient, more sustainable world.

Fatma Samoura
FIFA Secretary General

¹ "FIFA 2.0: The Vision for the Future", 13 October 2016, FIFA, http://resources.fifa.com/mm/document/affederation/generic/02/84/35/01/fifa_2.0_vision_e_neutral.pdf.



Foreword

by the Chairman of the FIFA World Cup Qatar 2022 LLC and Secretary General of the Supreme Committee for Delivery & Legacy

When Qatar bid to host the FIFA World Cup 2022™, it did so with a vision to use the tournament as a catalyst for sustainable, long-term change. From the start, we believed in the power of football and the FIFA World Cup™ to inspire innovation, to build bridges between cultures and peoples, and to accelerate positive social transformation. Our measure of success is the legacy this tournament leaves behind for Qatar, the region, and the world.

The work that has been undertaken since we were awarded the hosting rights in 2010 shows how this event is already transforming Qatar and providing a model for inspiring positive social, economic and environmental change that other host countries can learn from and build on. The SC's Workers' Welfare Standards are setting best practice that is helping to drive improvement in the living and working conditions of workers across Qatar. The local green building rating system developed to evaluate the environmental performance of the FIFA World Cup 2022™ stadiums is already changing the way that other buildings and infrastructure across Qatar are being planned and built to respect local communities and the environment. The Accessibility Forum established by the SC is working to facilitate accessibility across physical infrastructure, public transport and services in Qatar.

This strategy builds on that work, and leverages the combined strengths and resources of the SC, Q22, and FIFA to chart a course aimed at maximising the positive impact of the tournament in the remaining years of preparation leading up to the event through to the actual staging of the tournament and completion of post-event activities in 2023, when all temporary structures will have been dismantled and the final tournament sustainability report published.

A key objective for the FIFA World Cup 2022™ is to serve as a catalyst for the achievement of Qatar's development goals as laid out in the Qatar National Vision (QNV) 2030² and the National Development Strategy (NDS) 2018-2022,³ which define the long-term outcomes for the country under four main pillars: human development, social development, environmental development and economic development. The framework of this strategy is aligned with these pillars and aims to generate significant long-term contributions to Qatar's vision of sustainability.

Under the pillar of human development, labour rights for all workers associated with the tournament will continue to be a key priority for us in this new strategy. We pledge to safeguard the rights and welfare of workers engaged on FIFA World Cup 2022™ sites and to promote their rights in projects and supply chains directly linked to the FIFA World Cup™, leaving a legacy of world-class standards and practices for workers in Qatar and internationally. To accomplish this, beyond our work to ensure decent working and living conditions for workers engaged on FIFA World Cup 2022™ sites, we aim to play a pivotal role in supporting the Qatari government with continued reform at the national level towards full compliance with relevant international labour standards.

To contribute to Qatar's social development, we will seek to use the FIFA World Cup 2022™ to promote intercultural exchange among parties engaged with the tournament. For Qatar and the Middle East, the region's first FIFA World Cup™ is a vital platform for exchange between locals and people from all over the world, for enhancing understanding of the culture of Qatar and the region and for showcasing what our part of the world has to offer. Hand in hand with this opportunity also comes the challenge for all participants and attendees, and for Qatar as the host, to create a welcoming and respectful environment for people from all over the world, from many different cultures and backgrounds. This means practicing tolerance, benevolence, constructive

dialogue and openness toward other cultures. For our part, we at the SC will ensure that everyone will be welcome to come to Qatar during the tournament and take the necessary steps to deliver an inclusive FIFA World Cup 2022™ tournament experience for all participants, attendees and communities in Qatar and around the world.

To support Qatar's commitment to contribute to the global fight against climate change, we are also committed to delivering a fully carbon-neutral FIFA World Cup™. We will achieve this by measuring, mitigating and offsetting all greenhouse gas (GHG) emissions associated with the tournament, including those associated with FIFA, Q22, and SC operations as well as linked to the FIFA World Cup™, such as emissions from fan travel, accommodation and food and beverage operations. In doing so, we will catalyse low-carbon solutions in Qatar and the region and drive growth in the low-carbon economy.

Lastly, we will aim to further catalyse economic growth and diversification in Qatar and the region by linking local businesses to FIFA World Cup 2022™ value chains and innovation opportunities, and facilitating the development of tournament sites as well as their infrastructure and services that enable future events, attract new business ventures and address relevant community needs. We also aim to leverage the unique platform provided by the FIFA World Cup 2022™ to develop a capable and motivated workforce and empower young people across the region.

I am looking forward to the next three years as our ambitious vision continues to challenge the SC, our partners, and our suppliers to raise the bar on matters pertaining to sustainability. By working together, I am confident that we will continue to deliver on our vision to use the power of football to open the door to a world of amazing experiences and a genuine legacy of sustainable development.

H.E. Hassan Al Thawadi
FIFA World Cup Qatar 2022 LLC Chairman /
SC Secretary General

¹ "Qatar National Vision 2030", General Secretariat for Development Planning, July 2008, <https://www.gco.gov.qa/en/about-qatar/national-vision2030/>

² "Qatar Second National Development Strategy 2018-2022", Ministry of Development Planning and Statistics, January 2018, <https://www.mdps.gov.qa/en/knowledge/Documents/NDS2Final.pdf>



Introduction

Profile of the FIFA World Cup Qatar 2022™

The FIFA World Cup™

The FIFA World Cup™ is the biggest single-sport event in the world. After the preliminary competition, 32⁴ qualified men's football teams compete to become the world champions in a final competition staged during one month in a host country selected by FIFA.

In the case of the 2018 FIFA World Cup Russia™, more than three million spectators attended the tournament's 64 matches, while the competition reached a global in-home television audience of 3.6 billion people with more than one billion fans tuning in to watch the final match. In addition to the matches, there are a host of other official competition-related events, including draws, team and referee seminars and workshops, opening and closing ceremonies, award ceremonies, cultural events, press conferences and launch events.

Delivery of the tournament takes place over three phases. The preparation phase begins with the award of hosting rights for the tournament to the host country and continues until the start of the exclusive use period. The staging phase occurs for the duration of the exclusive use period, during which all or some

constituent groups have exclusive access rights and use of a FIFA World Cup™ site and are entitled to restrict access to other parties.⁵ The post-tournament phase takes place following the end of the exclusive use period until all temporary structures have been dismantled and the final tournament sustainability report has been published.

Hosting the FIFA World Cup™ often represents a historical milestone and symbolic achievement for the host country, with major implications for local communities, infrastructure development and service provision. It includes the employment and training of thousands of workers and volunteers, the transportation of hundreds of thousands of fans and the protection of people's health and safety throughout the tournament. Timescales are always challenging, and preparations are conducted under intense scrutiny, with an immovable deadline for delivery. The scale and complexity of the tournament can generate significant opportunities for all those involved, but they also present important risks in delivering a successful tournament.

Unique characteristics of the FIFA World Cup Qatar 2022™

The FIFA World Cup 2022™, which was awarded to Qatar in December 2010, will be the first FIFA World Cup™ to be hosted in the Middle East. This is a tremendous opportunity for the region to welcome and connect with billions of people from across the globe, showcasing its unique identity and culture and building new bridges of understanding.

The tournament will be held from 21 November to 18 December 2022, when the historical average high temperature in Qatar ranges from 24-28 degrees Celsius, to protect athletes and attendees from the summer heat.

It will also have the most geographically compact footprint in the tournament's history since the inaugural single-stadium edition in 1930, with all stadiums within 50km of the centre of Qatar's capital city Doha. This hosting concept means that spectators and players will spend less time travelling and more time enjoying the tournament, and it will create opportunities to centralise the provision of some services and facilities.

A key objective of the FIFA World Cup 2022™ is that it serves as a catalyst for the achievement of Qatar's long-term development goals as laid out in the QNV 2030⁶ and the NDS 2018-2022,⁷ which define the long-term outcomes for the country under four main pillars: human development, social development, environmental development and economic development.

⁴ The tournament will be expanded to include 48 teams from 2026 onward.

⁵ Depending on the site, the exclusive use period can have different durations. For a stadium, the exclusive use period commences 15 days before the first use of the stadium in connection with the competition and finishes three days after the last use of the stadium. However, access could be extended up to three months before the first use for certain areas.

⁶ "Qatar National Vision 2030", General Secretariat for Development Planning, July 2008, <https://www.gco.gov.qa/en/about-qatar/national-vision2030/>

⁷ "Qatar Second National Development Strategy 2018-2022", Ministry of Development Planning and Statistics, January 2018, <https://www.mdps.gov.qa/en/knowledge/Documents/NDS2Final.pdf>

32
teams playing...

64
matches over...

28
days

8
stadiums will be used with up to...

4
matches a day during the group stage

1m+
Over one million people are expected to visit Qatar during the FIFA World Cup™

Up to **200K**
fans will attend matches per day at the peak of the group stage

~8BN
(USD) budgeted in total for tournament infrastructure

30K+
workers on tournament sites during peak construction period

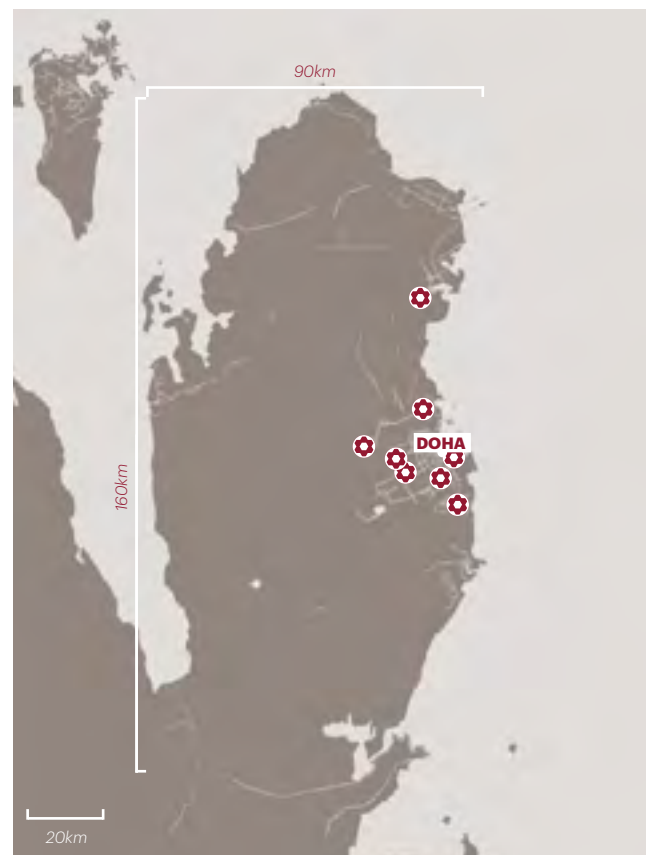
The FIFA World Cup 2022™ primary delivery partners

Successful delivery of the FIFA World Cup 2022™ requires the close coordination and collaboration of the three primary delivery partners (also referred to as the tournament organisers for the purposes of this strategy):

FIFA	World football's governing body, FIFA is the owner of the FIFA World Cup™ and ultimate decision-making authority for the tournament, setting the technical requirements, coordinating the delivery of the competition and managing the key tournament stakeholders.
FIFA World Cup Qatar 2022 LLC (Q22)	Q22 is a limited liability company incorporated by FIFA and the Qatar 2022 Local Organising Committee. It is responsible for the planning and delivery of operations and services for the tournament, directly supporting the day-to-day delivery of the matches in accordance with the requirements of FIFA and the needs of each constituent group.
Supreme Committee for Delivery & Legacy (SC)	Established in 2010, the SC is the lead Qatari government entity responsible for the delivery of the tournament stadiums and infrastructure and associated services, as well as the coordination and delivery of host country operations and legacy programmes associated with these projects.

In addition, the primary delivery partners will work closely with a broad range of other stakeholders in Qatar and internationally to deliver the tournament.

FIFA World Cup 2022™ stadium locations



The sustainability impacts of the FIFA World Cup Qatar 2022™

Sustainable development, as defined in the UN's 1987 report "Our Common Future",⁸ is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It has three main pillars: economic, environmental and social.

The preparation, staging and post-tournament activities of a FIFA World Cup™ can generate a wide range of impacts on the economy, the natural environment and on people and communities, both in the host country and internationally. While many of these impacts are positive, there are also risks of adverse impacts. The FIFA World Cup 2022™ is unique in many respects, with the type of opportunities and challenges related to sustainability being no exception.

Hosting the tournament presents tremendous opportunities for development of local industries, expertise and infrastructure, for innovation and application of world-class standards and for support of Qatar's transition to a knowledge-based economy. As with any mega-sporting event, the FIFA World Cup 2022™ also presents risks related to the increased use of limited natural resources and the generation of emissions, as well as to the health, safety and well-being of all people involved in the tournament, including workers, participants, attendees and local communities.

In the process of developing this sustainability strategy, we identified a long list of sustainability topics (or impacts) associated with the FIFA World Cup 2022™, and then followed a process of stakeholder consultation in order to prioritise the most material areas so as to focus our efforts and maximise the sustainability of the tournament (see the section "Building the strategy" on p. 12 for more information).

⁸ Brundtland, Gro Harlem, "Report of the World Commission on Environment and Development: Our Common Future", 1987, United Nations, <http://www.un-documents.net/our-common-future.pdf>.

The FIFA World Cup Qatar 2022™ Sustainability Strategy

Purpose of the strategy

The purpose of the FIFA World Cup Qatar 2022™ Sustainability Strategy is to maximise the sustainability of the preparation, staging, and post-tournament activities of the FIFA World Cup 2022™ by fulfilling our obligations, managing risks and leveraging opportunities related to people's rights and wellbeing, economic development and environmental protection.

The strategy covers all three phases of tournament delivery – the preparation, staging and post-tournament activities of the FIFA World Cup 2022™ – from the time the strategy was developed to the completion of post-tournament activities in 2023, when all temporary structures will have been dismantled and the final tournament sustainability report published.

Scope of the strategy

The strategy sets out the joint sustainability objectives and initiatives for the FIFA World Cup 2022™, linking to the most material sustainability topics for the tournament and building on the joint sustainability commitments set out in the FIFA World Cup 2022™ Qatar Sustainability Policy (Annexe 4).

To be able to address the wide range of sustainability impacts of the tournament in the most effective and complete way and to leverage the best possible resources, FIFA, Q22 and the SC agreed to develop a joint sustainability strategy. Through this collaboration between the three primary delivery partners for the tournament, the strategy builds on the experience of FIFA and Local Organising Committees in previous FIFA World Cups™ while uniquely benefiting from the host country's scope of work, experience and resources via the participation of the SC.

Building the strategy

The development of the FIFA World Cup Qatar 2022™ Sustainability Strategy was led by the FIFA World Cup 2022™ Sustainability Steering Group and the FIFA World Cup 2022™ Sustainability Working Group, with final approval provided by the FIFA Secretary General and the FIFA World Cup Qatar 2022 LLC Chairman/ SC Secretary General. For more information on the governance of the sustainability strategy development, please see objective G1 (p. 79). For a more detailed description of the strategy development process, please refer to the document "Development of the FIFA World Cup Qatar 2022™ Sustainability Strategy".

In building the FIFA World Cup Qatar 2022™ Sustainability Strategy, we sought to align our process with relevant international standards and guidelines, including ISO 20121:2012 – Event Sustainability Management Systems, ISO 26000:2010 – Guidance on Social Responsibility and the AA1000 Stakeholder Engagement Standard (AA1000SES). The strategy development process consisted of the following key phases:

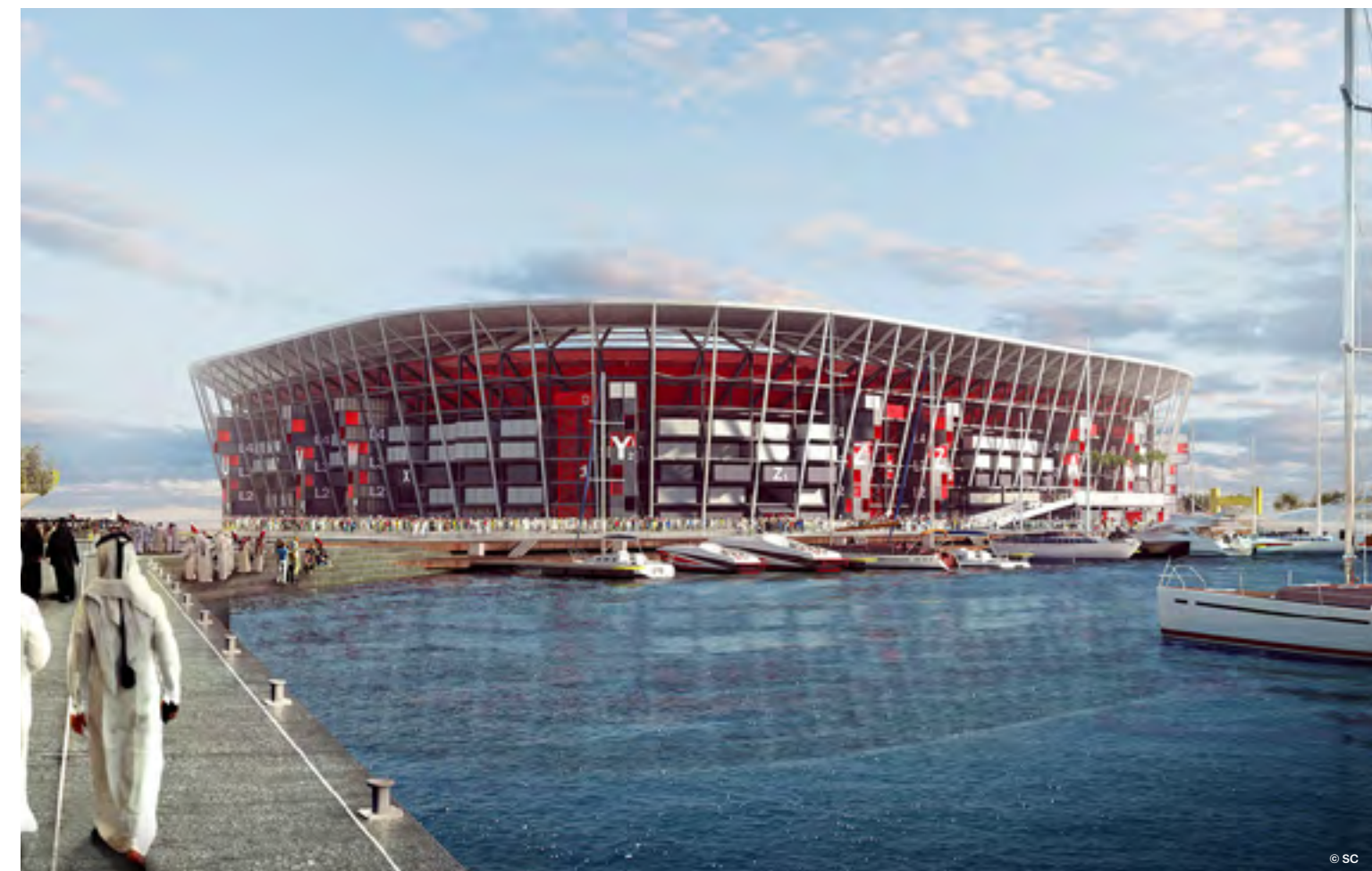
1. Analysis of current context, strategy and requirements

In this first stage of the strategy development process, the organisers analysed the context and identified sustainability topics potentially linked to the tournament. This objective was achieved through a comprehensive review and analysis of:

- Best practices from previous FIFA World Cups™ and other major sporting events
- Existing environmental, social and economic strategies, programmes, projects and initiatives related to the organisation of the FIFA World Cup 2022™
- Qatar's national development strategies and goals, as well as laws and regulations related to sustainability and the risks and opportunities of organising the tournament in Qatar

- Sustainability-related commitments in Qatar's bid to host the FIFA World Cup 2022™
- Sustainability-related requirements and regulations for organising the FIFA World Cup 2022™ according to FIFA standards
- UN SDGs and associated targets, and the positive and negative impacts that the FIFA World Cup 2022™ activities could have on the achievement of those goals

Our sustainability strategy development process



2. Identification of strategic priorities

We then selected the priority topics to be addressed by the FIFA World Cup Qatar 2022™ Sustainability Strategy through both an assessment of material sustainability topics and salient human rights issues for the FIFA World Cup 2022™.

Materiality assessment

Based on the analysis conducted in the first stage of the strategy development process, the tournament organisers identified a long list of potentially relevant sustainability topics describing the impacts that specific activities linked to the FIFA World Cup 2022™ could have on the economy, the natural environment, people and communities. Upon further discussion, this list was condensed to a list of 30 topics, which were then assessed and prioritised according to the following three dimensions:

- Importance of topics to stakeholders
- Level of influence of tournament organisers to change the impacts linked to each topic
- Significance of positive or negative impacts linked to each topic, considering the size and strength of the changes caused by the FIFA World Cup 2022™ on economies, natural environments, communities and individuals.

Assessment to identify salient human rights issues

In parallel to conducting the materiality assessment, and in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs),⁹ the tournament organisers also conducted an assessment to identify the salient human rights issues for the FIFA World Cup 2022™, defined as the human rights at risk of the most severe negative impact through the tournament organisers' activities or business relationships. This involved the identification of groups of rights holders whose rights could potentially be negatively impacted through the operations of the FIFA World Cup 2022™, including construction workers, supply chain workers, tournament organiser employees, volunteers, attendees, athletes, media, human rights defenders, and local communities, among others, and a set of issues of relevance to each of the respective rights holders.

These issues were then assessed according to the severity – defined by scale, scope and remediability – and likelihood of actual and potential adverse impacts:

- Scale – how grave would the potential impact be for rights holders
- Scope – approximately how many people might be affected by the potential impact
- Remediability – whether a remedy would restore a victim to the same or equivalent position before the potential harm occurred
- Likelihood – how likely it is that the potential impact will occur within the next five years

The full list of salient human rights issues addressed through the strategy is presented in Annexe 3, which displays the human rights and rights holders impacted by such issues, as well as their alignment to objectives and material topics.

As a result of these two assessments, 20 topics were selected to be addressed by the FIFA World Cup Qatar 2022™ Sustainability Strategy, including all topics that were identified as salient human rights issues, and those sustainability topics deemed most material.

3. Definition of sustainability goals, policy commitments, objectives and initiatives

In the third phase of strategy development, the tournament organisers developed a set of objectives to capture the outcomes they would aim to achieve in relation to each of the most material sustainability topics and salient human rights issues. These were organised under pillars, and goals and policy commitments were defined to provide big-picture statements about what the objectives are designed to achieve. Finally, initiatives were identified to deliver each of the defined objectives. While each objective has been defined to capture a desired outcome in relation to a particular material topic, many objectives help to address several material topics at once given the linkages between various sustainability impacts.

This phase of the strategy development process was also informed by the analysis of current context, strategy and requirements conducted in the first phase of the process. The language used to define each element of the strategy was developed to address risks and opportunities related to the external and internal issues affecting the FIFA World Cup 2022™ and its stakeholders. It also developed to build on existing strategies and best practices, and to align to relevant requirements as well as the UN SDGs and Qatar's national development strategies and goals. This part of the process also involved extensive stakeholder consultation, described in more detail below.

4. Stakeholder engagement

Throughout the strategy development process, the tournament organisers engaged with a wide range of stakeholders so as to inform their contextual analysis, selection of priorities for the strategy and development of objectives and plans to achieve them.

This engagement process began with a mapping of stakeholder groups based on previous experiences and guidelines provided by ISO 20121:2012 and AA1000SES. An overview of the stakeholder groups identified can be found below.

• ◆ ◆ ◆ •

Tournament organisers	FIFA, Q22, the SC, municipal and stadium authorities and other governmental entities involved in organising and delivering the competition
Commercial Affiliates	FIFA Partners, FIFA World Cup™ Sponsors and National Supporters, and broadcasting, merchandising and hospitality licensees
Attendees	Groups of individuals and organisations that represent individuals coming to attend the FIFA World Cup™, including fan groups, ticket holders and tourism organisations
Workforce	Employees and volunteers as well as organisations representing them
Supply chain	Companies that provide products or services for the organisation of the FIFA World Cup™
Participants	Individuals and groups that contribute actively to staging the tournament, in particular the national teams (Participating Member Associations) that compete
Regulatory bodies	Federal and local authorities that have the power to regulate aspects of the material topics of the sustainability strategy
Community	Local and international groups of individuals and organisations which deal specifically with or are affected by one or more material topics of the sustainability strategy
Football-related organisations	FIFA member associations and associations of professional players

⁹ See "Implementing the United Nations 'Respect, Remedy, and Remedy Framework'", HR/PUB/11/04, 2011, United Nations, http://www.ohchr.org/Documents/Publications/GuidingPrinciples-BusinessHR_EN.pdf.

Members of these groups were prioritised for engagement on the basis of their dependence on the FIFA World Cup 2022™, their level of influence on decision-making related to the tournament and their knowledge of sustainability topics.

Individuals and groups of stakeholders were engaged through a number of methods, including:

- Surveys: a survey requesting input on the assessment of material sustainability topics was rolled out to all FIFA, Q22 and SC employees, as well as representatives of more than 80 national and international organisations. A human rights survey was rolled out to more than 60 specialist national and international organisations with both extensive human rights experience and knowledge of relevant rights-holder groups.
- Workshops: two workshops spanning various days and focusing on particular strategy areas were carried out with functional area experts and senior management representatives of FIFA, Q22 and the SC. Special focus groups were also carried out with Qatari nationals working for the SC and with FIFA staff.

- One-to-one meetings: more than 20 external stakeholder representatives and more than 50 experts from FIFA, Q22 and the SC were engaged in working sessions to build awareness of the strategy development process and to discuss particular strategy topics.
- Circulation of drafts: an initial framework containing goals, policy statements, priority material topics and strategic objectives were shared for comment with a selection of stakeholders. Also, draft sustainability policy and strategy documents were shared for review and input with internal and external stakeholders.

The results of these stakeholder consultation processes informed all stages of the development of the FIFA World Cup 2022™ Qatar Sustainability Policy and Strategy.

Implementing the strategy

This sustainability strategy provides the foundation for the FIFA World Cup 2022™ Sustainability Action Plan, which provides a detailed road map for its implementation, including responsibilities, budget, key performance indicators and targets for each initiative. For more information on the implementation and governance of the sustainability strategy, please see objective G1 (p. 79).

The strategy is a living document and will continue to evolve over the course of the remaining years until the commencement of the FIFA World Cup 2022™ on 21 November 2022, reflecting ongoing stakeholder consultation and emerging best practices, and responding to changes in the external context.

Reading the strategy

The foundation of our strategy is 20 priority material topics for the FIFA World Cup 2022™ that are addressed by 22 objectives. These objectives describe the intended results from implementing the FIFA World Cup Qatar 2022™ Sustainability Strategy. The objectives are organised according to the five pillars of the FIFA World Cup 2022™ sustainability framework.

We have devoted a chapter in this document to each of these pillars, with subsections for each associated objective. Each subsection includes the following information

Relevant material topics	The material topics covered by the relevant objective. Definitions and boundaries of each of the material topics can be found in Annexe 2. Annexe 3 presents the salient human rights issues addressed through the strategy as well as their alignment with material topics.
Context	The information required to contextualise the relevant objective, including the obligations and requirements that must be met through the objective, FIFA's previous approaches in the relevant area and conditions in the external context in Qatar that may facilitate or impede the achievement of the objectives.
Progress since 2010	A summary of the progress that has been achieved since 2010 towards this objective through existing programmes and initiatives implemented by the tournament organisers and linked to the FIFA World Cup 2022™. The vast majority of the progress has been achieved by the SC, given its focus on the FIFA World Cup 2022™ since its establishment in 2010.
Key initiatives to deliver on this objective	The main initiatives and projects that will be implemented by the primary delivery partners to achieve the objective.

The final section of this strategy document presents our alignment with and contribution to the UN's SDGs,¹⁰ the 17 global goals set out by the United Nations to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Given the size, international nature and extensive supply chains of an event like the FIFA World Cup 2022™, we recognise our role in contributing to these global goals, as well as the benefits of aligning our strategy to them for the successful and sustainable delivery of the tournament. The SDGs were a key input for the development of this strategy and were used to define the initial list of potential material sustainability topics as well as inspire the development of our objectives, initiatives and targets.

The annexes to this strategy document contain a glossary of key terms, material topic definitions and boundaries and salient human rights issues covered by the strategy.



© Getty Images

¹⁰ For more information about the 17 SDGs and their accompanying 169 targets, see: "Sustainable Development Goals: 17 Goals to Transform our World", United Nations, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.



The strategy at a glance

Our vision

Our vision for the FIFA World Cup 2022™ is to use the power of football to open the door to a world of amazing experiences. This entails showcasing Qatar's unique identity through a FIFA World Cup™ that connects people in a shared celebration of football, intercultural understanding and new opportunities for growth and development. New benchmarks will be set with regard to long-term community uses for infrastructure, seamless operations and unparalleled services, which will have a positive impact on the way future FIFA World Cups™ and other large-scale sporting events are organised. Ultimately, the FIFA World Cup 2022™ will build a sustainable and lasting legacy that contributes both to FIFA's vision¹¹ and Qatar's national development goals.

Sustainability has been at the heart of the FIFA World Cup 2022™ from the start, with planning and delivery premised on the idea that generations to come should find our shared planet a greener, more equitable place, free from discrimination and full of opportunities for all. First and foremost, the tournament is about people – people that shall feel welcomed, safe and empowered and that become part of a transformative, unique and collective FIFA World Cup™ experience.

¹¹ "FIFA 2.0: The Vision for the Future", 13 October 2016, FIFA, http://resources.fifa.com/mm/document/affederation/generic/02/84/35/01/fifa_2.0_vision_e_neutral.pdf.

Our strategic framework

To deliver on our shared vision, maximise the positive legacy of the FIFA World Cup 2022™ and set a new benchmark for the sustainability of mega-sporting events, we have defined a sustainability framework to form the foundation of our FIFA World Cup 2022™ Qatar Sustainability Policy and FIFA World Cup 2022™ Qatar Sustainability Strategy during the preparation, staging and post-tournament activities of the tournament. Our sustainability framework includes our goals, policy commitments, priority material topics and strategic objectives organised according to five pillars: human, social, economic, environmental and governance.

These framework pillars align with the three dimensions of sustainability and the human, social, economic and environmental pillars of the Qatar National Vision 2030, with an additional pillar for governance.

This strategy document covers in detail how we will address the 20 material sustainability topics that we have prioritised and achieve our 22 strategic objectives through a wide range of initiatives to be implemented by the primary delivery partners in association with other Qatar and international organisations.



Pillar, goals and policy commitments	Material topics	Objectives	SDG Alignment
HUMAN: Developing human capital and safeguarding workers' rights We are committed to safeguarding the rights and welfare of workers engaged on FIFA World Cup 2022™ sites and promoting their rights in projects and supply chains directly linked to the FIFA World Cup™, leaving a legacy of world-class standards and practices for workers in Qatar and internationally. We also aim to leverage the unique platform provided by the FIFA World Cup 2022™ to develop a capable and motivated workforce and empower young people across the region.	Workers' living and working conditions	H1 Ensure decent working and living conditions and fair recruitment for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites H2 Enable access to effective remedy for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites	   
	Workers' recruitment	H3 Promote decent working and living conditions and fair recruitment, including effective access to remedy, for workers engaged through other construction projects and supply chain relationships directly linked to the FIFA World Cup 2022™	
	Workforce development	H4 Build local expertise to deliver the FIFA World Cup 2022™ and foster the development of the sports and events industries in Qatar and the region	
	Youth education and empowerment	H5 Empower young people in the region through football programmes and the FIFA World Cup 2022™ platform	
	Accessibility	S1 Ensure an accessible FIFA World Cup 2022™ for disabled people and people with limited mobility, while facilitating accessibility across physical infrastructure, public transport and services in Qatar	
SOCIAL: Providing an inclusive tournament experience We will deliver an inclusive FIFA World Cup 2022™ tournament experience that is welcoming, safe and accessible to all participants, attendees and communities in Qatar and around the world. Through this, we will leave a legacy of cultural understanding, accessible infrastructure and services, and associated expertise among the local population.	Cultural understanding	S2 Promote cultural exchange among parties engaged with the FIFA World Cup 2022™, with a focus on enhancing understanding of the culture of Qatar and the region	    
	Inclusivity	S3 Enable a welcoming and respectful environment for all participants and attendees at FIFA World Cup 2022™ sites and events, and promote the attendance of low-income groups	
	Rights of media representatives and human rights advocates	S4 Respect and help protect the rights of media representatives and human rights advocates in relation to the FIFA World Cup 2022™	
	Health, safety and security for attendees, participants and communities	S5 Ensure that safety and security practices at the FIFA World Cup 2022™ are aligned with international standards of human rights protection	
		S6 Ensure tobacco-free FIFA World Cup 2022™ sites and events	

Pillar, goals and policy commitments	Material topics	Objectives	SDG Alignment
ECONOMIC: Catalysing economic development We aim to catalyse economic growth and diversification in Qatar and the region by linking local businesses to FIFA World Cup 2022™ value chains and innovation opportunities. We also aim to facilitate the development of tournament sites, related infrastructure and services that enable future events, attract new business ventures and address relevant community needs.	Local and regional value chain and business development	EC1 Enable local and regional businesses to become FIFA World Cup 2022™ suppliers and prioritise local and regional sourcing	    
	Post-tournament sites and asset use	EC2 Facilitate the development of FIFA World Cup 2022™ stadiums, training sites and assets for long-term community and business use	
	Adaptability of infrastructure and services	EC3 Promote the use of adaptable, efficient technologies and solutions to address demand variations before, during and after the FIFA World Cup 2022™	
ENVIRONMENTAL: Delivering world-class environmental solutions We are committed to delivering a fully carbon-neutral FIFA World Cup™ and aim to set a benchmark for environmental stewardship by implementing leading sustainable building standards, waste and water management practices and low-emission solutions. Through our work, we will leave a legacy of world-class environmental management expertise, technologies, businesses and standards in Qatar and the region.	Sustainable building	EN1 Design, construct and operate FIFA World Cup 2022™ sites to limit environmental impacts, while building local sustainable building expertise, supply chains and standards	     
	Greenhouse gas (GHG) emissions	EN2 Measure, mitigate and offset all FIFA World Cup 2022™ GHG emissions, while advancing low-carbon solutions in Qatar and the region	
	Air pollution	EN3 Minimise local air pollution from FIFA World Cup 2022™ stadiums, training sites, overlay infrastructure and transport services, promoting access to cleaner technologies in Qatar	
	Waste generation	EN4 Minimise waste sent to landfill from FIFA World Cup 2022™ sites, and promote waste management and recycling solutions in Qatar	
	Water production and use	EN5 Minimise water use during the construction and operation of FIFA World Cup 2022™ sites and promote water conservation in related sectors	
GOVERNANCE: Setting an example of good governance and ethical business practices We take responsibility for addressing the impacts of the FIFA World Cup 2022™ from our own activities as well as those linked to our business relationships and value chains. We establish a culture of compliance based on legal requirements and organisational policies, and demonstrate transparency and accountability to our stakeholders in relation to our sustainability decision-making and performance.	Transparency and accountability	G1 Maintain an effective sustainability management system for the FIFA World Cup 2022™ in line with the requirements of ISO 20121	 
	Sustainable procurement	G2 Apply leading sustainable procurement and licensing practices in FIFA World Cup 2022™ supply chains to protect people's rights and well-being, reduce environmental impacts and promote economic development	
	Compliance, anti-bribery and anti-corruption	G3 Embed a culture of compliance with a focus on legal and regulatory requirements and adherence to FIFA, Q22 and SC policies and procedures	



Human Pillar

Developing human capital and safeguarding workers' rights

Our commitment

We are committed to safeguarding the rights and welfare of workers engaged on FIFA World Cup 2022™ sites and promoting their rights in projects and supply chains directly linked to the FIFA World Cup™, leaving a legacy of world-class standards and practices for workers in Qatar and internationally. We also aim to leverage the unique platform provided by the FIFA World Cup 2022™ to develop a capable and motivated workforce and empower young people across the region.

Objective H1.

Ensure decent working and living conditions and fair recruitment for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites

Relevant material topics:

- Workers' living and working conditions
- Workers' recruitment

These material topics include several salient human rights issues. See Annexe 3 for the full list of salient human rights issues associated with these material topics.

Context

Across the lifecycle of the FIFA World Cup 2022™ – from the time that Qatar was awarded the tournament in 2010 to the ultimate completion of post-tournament activities after 2022 – FIFA, Q22 and the SC will together have enlisted a workforce of tens of thousands of people, mostly migrant workers. This workforce is comprised of full-time and temporary employees, contractor, sub-contractor and supplier employees, and volunteers, providing key services in areas such as construction, food and beverage, cleaning, event management, hospitality, transport and security. This unique and diverse workforce presents the organisers with a responsibility to put in place effective measures to respect the labour rights of all workers associated with the tournament, in accordance with relevant international standards such as the UNGPs. At the same time, it also provides an opportunity for the FIFA World Cup 2022™ and its organisers to help advance the protection of labour rights in Qatar and beyond.

Human rights risks to workers associated with the FIFA World Cup 2022™ have been assessed and are included in more detail in Annexe 3 of this strategy. Such risks range from practices amounting to forced or compulsory labour; discrimination; and limitations on their freedom of movement, freedom of association and right to collective bargaining; to threats to their health and safety; the conditions of their work and remuneration and their standard of living; and their access to effective remedy.

FIFA's Human Rights Policy,¹² published in 2017, provides a framework for all of FIFA's human rights work and identifies labour rights as one of FIFA's most salient human rights issues. In the policy, FIFA commits to upholding and promoting the highest international labour standards, in particular the principles enshrined in the eight core International Labour Organization (ILO) conventions.¹³ It commits to doing so by implementing relevant procedures in relation to its own staff and seeking to ensure respect for labour standards by its business partners and in the various activities directly linked to its operations, including through its supply chains.

Qatar's legal and regulatory framework for the protection of labour rights has seen important developments in recent years, including through the work accomplished under the technical cooperation agreement between the Qatari government and the ILO. The progress achieved by the government of Qatar will facilitate our efforts to ensure the welfare of all workers associated with the tournament in Qatar, in particular those engaged by entities over which we lack direct control. More information on these developments is provided in the context for objective H3.

While important progress is being achieved, there are still gaps in Qatari labour regulations when compared to relevant international standards, such as with respect to freedom of association and collective bargaining. Our initiatives under objectives H1 – H3 are designed to deliver on our objectives within Qatar's legal and regulatory framework, while also taking steps to support the Qatari government with continued reform at the national level towards full compliance with relevant international labour standards.

¹² "FIFA's Human Rights Policy", May 2017 edition, FIFA, http://resources.fifa.com/mm/document/affederation/football/governance/02/89/33/12/fifashumanrightspolicy_neutral.pdf.

¹³ The ILO's Governing Body has identified eight "fundamental" conventions covering those subjects that are considered to be fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. Conventions are legally binding international treaties that may be ratified by member states. See "Conventions and Recommendations", International Labour Organization, <http://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang-en/index.htm>.

Understanding the scope of objectives H1 – H3

Through objectives H1, H2, and H3, we will implement measures to avoid causing or contributing to adverse human rights impacts for workers through our own activities and address such impacts when they occur. We will also seek to prevent or mitigate adverse human rights impacts for workers that are directly linked to our operations, products or services by our business relationships, even if we have not contributed to those impacts. We will also take measures to enable access to effective remediation of any harm that has occurred. Annexe 3 presents the full list of salient human rights issues addressed through these (and other) objectives in this strategy.

The scope of objectives H1, H2 and H3 is presented in the following table, which displays a description of the types of workers to be included for each objective, and the nature of the commitment made by tournament organisers.

Under objectives H1 and H2, we define our commitment and approach to addressing adverse human rights impacts for workers engaged in FIFA World Cup 2022™ sites construction and service delivery, and to provide for or cooperate in remedying adverse human rights impacts on these workers where such impacts may have occurred. Our objective is to ensure decent working and living conditions and fair recruitment practices for these workers, both where we have direct control over the conditions under which they work and live and also where we may be involved in adverse impacts on their rights through our business relationships.

Under objective H3, we define our commitment and approach to seeking to prevent and mitigate adverse human rights impacts on other workers that may be linked to our operations, products or services. In line with the UNGPs, we will exercise our leverage, and seek to increase that leverage where necessary, in connection with all adverse human rights impacts that may be linked to our operations, products or services.

TABLE 1: SCOPE OF OBJECTIVES H1 – H3

Workers engaged in...	FIFA World Cup 2022™ site construction	FIFA World Cup 2022™ site service provision	Other FIFA World Cup 2022™ linked supply chains	Other FIFA World Cup 2022™ linked construction projects
Objective	H1 & H2	H1 & H2	H3	H3
Description	Workers building stadiums and training sites, including contractors' and subcontractors' workers	Workers in Qatar providing facilities management, hospitality, security, cleaning, catering, transport and other services for stadiums, training sites, and other official sites such as hotels	Other workers in the supply chains of the tournament organisers as well as their sponsors and licensees, such as those manufacturing products or producing building materials for the tournament	Workers building and providing services for infrastructure such as transportation systems, roads, ports, utilities and hotels
Commitment of tournament organisers	Ensure decent working and living conditions and fair recruitment		Promote decent working and living conditions and fair recruitment	

Progress since 2010

Guided by national and international legislation, principles and best practices, the SC set up and adheres to a strict set of **Workers' Welfare Standards**¹⁴ – a set of mandatory, contractually binding rules that ensure that companies working on SC sites operate in line with our values. The standards clearly set out the SC's requirements regarding the recruitment, employment, living and working conditions for everyone engaged on an SC site, and will evolve over time as working practices change. The standards relate to all the human rights issues associated with workers that have been prioritised through the human rights impact assessment (see Annexe 3). They have been developed and updated in consultation with the business community and numerous civil society groups, including Human Rights Watch, Amnesty International, Building and Wood Workers' International (BWI), Engineers Against Poverty, Humanity United and the ILO. The SC regularly hosts workshops and training sessions providing stadium contractors and subcontractors with an in-depth understanding of the requirements contained in the standards.

The SC holds itself and its partners accountable to the Workers' Welfare Standards, regularly monitoring adherence to them, and immediately addressing any cases where a party falls short. To ensure tenderers meet the minimum standards as set out in the Workers' Welfare Standards prior to engagement, workers' welfare requirements are included within any request for proposal (RFP) for all SC capital projects and manpower services contracts. The SC's Workers' Welfare Department (WWD) conducts a workers' welfare evaluation in parallel with the technical evaluation of tenders – including a review of responses to the RFP requirements followed by an inspection of the nominated accommodation – and provides feedback for submission to the contractor as needed. Tenderers that fail the workers' welfare evaluation are eliminated from the award process.

Once a tenderer has been selected by the SC and enters into a contract, it must implement all necessary rectifications and measures to be compliant with the Workers' Welfare Standards, and ensure its other contracting parties do the same. Compliance with Workers' Welfare Standards is enforced through a comprehensive, four-tier auditing system: quarterly self-audits by the contractor of itself and other contracting parties; SC audits; external monitor audits by an independent third-party auditor; and Ministry of Administrative Development, Labour and Social Affairs (MOADLSA) inspections.

If a contractor does not comply with the Workers' Welfare Standards and/or the laws of Qatar, the SC may enforce its contractual remedies against the contractor for non-compliance with the standards or the law as per the contract. These remedies may include, but are not limited to, suspension of payment, SC rectification at the contractor's cost, SC listing the contractor as a banned supplier, reporting the contractor to MOADLSA or the State of Qatar Central Tenders Committee, contract termination, and/or suspension of the contractor's work and demobilisation from the project (and any other SC projects with which the contractor is involved), until the contractor has remedied the non-compliance and obtained the SC's approval.

The SC's WWD dedicates full-time resources to ensuring effective implementation of the Workers' Welfare Standards across SC projects, comprised of a diverse and multilingual team with expertise ranging from auditing to industrial psychology. In 2016, the SC also retained the services of Verité to carry out lead auditor training on social audits for SC staff and for selected contractors. Impactt Ltd was appointed as the SC's independent third-party auditor in April 2016.¹⁵

In November 2016, the SC signed a memorandum of understanding (MoU) with BWI, the global trade union for construction workers, to conduct joint labour and accommodation inspections for FIFA World Cup 2022™ stadiums beginning in January 2017, as well as to conduct health and safety training and to review the SC's current worker grievance mechanisms.

To combat the issue of unethical recruitment, the Workers' Welfare Standards contain requirements designed to prevent abuses such as the charging of recruitment fees; deception about the nature and conditions of work; retention of passports; and contract substitution, where workers are obliged to accept different and worse contract conditions on arrival in Qatar to what they had been promised before departure. The SC conducts regular ethical recruitment audits to find out if any of its workers have been targeted by these practices, including weekly interviews with 5% of each contractor's workforce for a specific SC project, focusing on how the workers came to Qatar, who brought them to the country and what their experiences have been since arriving. When the SC determines that workers have paid recruitment fees, they work with their contractors to reimburse workers (see objective H2 for further details).

¹⁴ For more information, see "Workers' Welfare Standards, Edition 2", February 2014, Supreme Committee for Delivery & Legacy, www.sc.qa/en/opportunities/workers-welfare/our-standards.

¹⁵ To view Impactt's compliance reports, see Workers' Welfare website, Supreme Committee for Delivery & Legacy, <https://sc.qa/en/opportunities/workers-welfare/our-commitment/transparency>.

The SC continually seeks to develop new initiatives to enhance workers' welfare. It has piloted various wearable cooling technologies on its sites to reduce body temperature and provide relief during outdoor work in high temperatures. In early 2017, the SC also activated a new electronic humidex measuring device, which tracks temperature and humidity and issues automatic "no work" alerts when a specific humidex value is reached.

In 2017, the SC entered into a partnership agreement with Weill Cornell Medicine-Qatar (WCM-Q) to carry out a nutrition initiative. The initiative is designed to identify key health issues amongst the SC's workers through health checks; to provide recommendations to caterers to improve nutrition and menu options on-site and in accommodations; and to educate and create awareness of the importance of nutrition and active lifestyles among workers and contractors, based on the results of the health checks.

The SC delivers training courses, created in partnership with the Qatar International Safety Centre (QISC), to introduce all new workers on its sites to life in Qatar, improve their technical capabilities and enhance job performance, while also increasing productivity and safety. The workers' welfare induction training teaches workers how to

use an ATM, key English and Arabic phrases and how to get around Qatar. There are also refresher tutorials on health and safety standards, the Workers' Welfare Standards, grievance mechanisms and other useful initiatives. In addition, the SC also provides advanced occupational health and safety training, with targeted modules for trades such as steel fixers and carpenters. This training also targets contractors' medical staff, to ensure they are fully prepared to handle any medical or health issues that arise.

To demonstrate transparency and achieve continuous improvement in workers' welfare, the SC regularly releases public progress reports providing details on the SC's activities, and the successes, challenges and upcoming priorities relating to its workers' welfare programme. In addition, the scope of work for SC's external monitor, Impactt Ltd, includes the publication of an annual external compliance report of the Workers' Welfare Standards.

For more information, please access the SC's Workers' Welfare microsite.¹⁶

¹⁶ www.sc.qa/en/opportunities/workers-welfare

Key initiatives to deliver this objective

H1.1 Continued enforcement of Workers' Welfare Standards

Continuing to enforce the Workers' Welfare Standards and best-practice health and safety standards for all SC capital projects and manpower services contracts through the four-tier auditing system. This includes partnering with contractors to address any compliance issues identified, enforcing penalties where compliance issues are not addressed and fully implementing grievance mechanisms and remediation measures (see the initiative "operational-level grievance mechanisms" under objective H2 for further details).

H1.2 Periodic review and update of Workers' Welfare Standards

Reviewing and updating, if required, the Workers' Welfare Standards periodically to reflect feedback from stakeholders, including workers, workers' representatives, contractors and construction partners, government, rights advocates and experts, and international delegations.

H1.3 Application of Workers' Welfare Standards for tournament services workers

Expanding the scope and application of the Workers' Welfare Standards, or an adaptation of such, for workers engaged in the provision of services for all sites during the FIFA World Cup 2022™ tournament period. This includes workers in Qatar providing facilities management, hospitality, security, cleaning, catering, transport and other services for stadiums, training sites, and other official FIFA World Cup 2022™ sites such as headquarters hotels.

H1.4 Engagement and outreach to continuously enhance workers' welfare

Continuing the implementation of the WWD's engagement and outreach plan to drive positive impacts and long-term sustainable outcomes for SC workers. This includes: working on cooling technologies to identify the most effective products for Qatar's unique construction environment; partnering with WCM-Q to give workers a better understanding of nutrition and to enhance their health; and partnering with QISC to deliver a training programme of soft and hard skills available to all workers on SC projects so that they can improve their technical skills and develop soft skills in areas beyond their immediate work.

H3.2 Legacy contribution to workers' rights in Qatar

Continuing to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018–20. This will include participating in national level discussions, supporting research and/or piloting best practices in priority areas such as the adoption of a permanent, non-discriminatory minimum wage; the establishment of a wage guarantee fund; the removal of restrictions on migrant workers' ability to change employer; strengthening national complaint and remedy mechanisms; and the establishment of committees where workers are represented. It may also include seeking to support efforts to unify and enhance workers' welfare standards at the national level in cooperation with other institutions and organisations.



Objective H2.

Enable access to effective remedy for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites

Relevant material topics:

- Workers' living and working conditions
- Workers' recruitment

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

Even with the best policies and practices, an organisation may cause or contribute to an adverse human rights impact that it has not foreseen or been able to prevent. The tournament organisers therefore have a responsibility to identify where they have caused or contributed to such impacts, and to provide for or cooperate in their remediation through legitimate processes, in line with the UNGPs and FIFA's Human Rights Policy.

Under objective H2, we define our commitment and approach to provide for or cooperate in the remediation of adverse human rights impacts experienced by workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites. This includes adverse impacts that we may have caused or contributed to through our own activities, as well as adverse impacts that may be directly linked to our operations, products and services, even if we have not contributed to such impacts through our own activities. This means the scope of this objective encompasses effective remedy for all adverse human rights impacts involving construction workers on our sites, and for other workers in our supply chain in Qatar who are engaged in the provision of facilities management, hospitality, security, cleaning, catering, transport and other services for our sites. To read more about the scope of this objective, refer to the context for objective H1.

In these efforts, we will be able to build on and cooperate with existing state-based and non-state-based grievance mechanisms. These include Qatar's judicial system and grievance mechanisms provided by MOADLSA, the National Human Rights Committee and the Qatar office of the ILO.

Progress since 2010

The SC has a formalised grievance policy with associated processes and procedures, and a grievance redress mechanism that includes Workers' Welfare Forums and a dedicated grievance hotline.

The SC's Workers' Welfare Standards require that Workers' Welfare Forums be established at each accommodation site and convened monthly. Worker representatives are voted in by their peers and attend the monthly forums, where they can raise any issues and give voice to individuals' concerns. They are provided with guidance as to the types of complaints that they might raise, including complaints related to accommodation facilities and services, food and drinks, work conditions, salary, health, and social activities, as well as any other areas. To support construction site welfare, Project Workers' Welfare Forums are also being set up at all construction sites.

In addition, the SC now has a dedicated 24/7 grievance hotline for workers to lodge their concerns, grievances or issues with respect to their benefits and rights within their accommodation, construction site or recruitment processes. The SC implements awareness programmes to ensure the grievance resolution process is clearly understood by workers. The hotline supports multiple languages, including Arabic, English, Hindi, Malayalam, Tagalog and Urdu. In addition, the SC has a customised [smartphone app](#) for its construction workers which includes access to the SC's grievance hotline, among a number of other useful features, and allows the SC to establish direct communication with all of the workers on its sites.¹⁷

The SC's agreements with BWI and Impactt also help it to catch any issues that might not reach it directly. The SC also continues to strengthen its relationship with MOADLSA to ensure that contractors comply with Qatari labour laws, and refers contractors to MOADLSA for further inspection and follow-up in response to critical non-compliances identified through its auditing system.

In addition, the SC is working with its contractors, subcontractors and their labour suppliers to specifically ensure that workers engaged on its projects (including those who were hired prior to the commencement of SC projects) are reimbursed for recruitment fees that they may have paid.¹⁸

Key initiatives to deliver this objective

H2.1 Operational-level grievance and remedy mechanisms

Continuing the implementation and enhancement of the SC's grievance and remedy mechanisms and considering expanding their scope or developing parallel mechanisms to be accessible to all future workers engaged in the provision of services for FIFA World Cup 2022™ sites, including during the staging of the tournament. Such mechanisms will follow guidance from the effectiveness criteria of UN Guiding Principle 31. This initiative will include:

- Ensuring that workers are aware of the mechanisms and related avenues for complaints
- Engaging with the relevant stakeholders and those affected to assess complaints
- Striving to use our leverage with any third parties involved to address and remedy adverse impacts
- Seeking cooperation with other institutions and organisations with a relevant mandate that may help to effectively address and remediate specific cases
- Addressing complaints raised in adequate ways, recognising the need for context-specific and timely solutions
- Reporting on the mechanisms' performance in a meaningful manner

H2.2 Recruitment fees reimbursement

Continuing to work with our contractors and other sub-contracting parties to reimburse all workers engaged in the construction of FIFA World Cup 2022™ sites for recruitment fees that they may have paid, regardless of whether they have proof of payment or were hired prior to the commencement of FIFA World Cup 2022™ construction projects. This includes covering costs incurred by workers for recruitment and medical fees, as well as any general expenses they met during their mobilisation. We will also encourage our contractors to reimburse recruitment fees for their workers not involved in FIFA World Cup 2022™ construction projects, and promote reimbursement of recruitment fees among tournament service contractors.

H3.2 Legacy contribution to workers' rights in Qatar

Continuing to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018–20. This will include participating in national level discussions, supporting research and piloting best practices in priority areas such as the adoption of a permanent, non-discriminatory minimum wage; the establishment of a wage guarantee fund; the removal of restrictions on migrant workers' ability to change employer; strengthening national complaint and remedy mechanisms; and the establishment of committees where workers are represented. It may also include seeking to support efforts to unify and enhance workers' welfare standards at the national level in cooperation with other institutions and organisations.

¹⁷ "SC launches smartphone app for Qatar 2022 construction workers", SC, 30 July 2018, <https://www.sc.qa/en/news/sc-launches-smartphone-app-for-qatar-2022-workers>.

¹⁸ For more information see Annual Workers' Welfare Progress Reports, <https://sc.qa/en/opportunities/workers-welfare/our-commitment/transparency>.

Objective H3.

Promote decent working and living conditions and fair recruitment, including effective access to remedy, for workers engaged through other construction projects and supply chain relationships directly linked to the FIFA World Cup 2022™

Relevant material topics:

- Workers' living and working conditions
- Workers' recruitment
- Sustainable procurement

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

Under objective H3, we define our commitment and approach to seeking to prevent and mitigate adverse human rights impacts for workers engaged in construction projects and supply chains directly linked to the FIFA World Cup 2022™, beyond those covered in the scope of objectives H1 and H2.

This objective is intended to include workers engaged in the construction of and provision of services for infrastructure that is not being developed directly for the FIFA World Cup™, but will be used during the tournament, such as transport systems, roads, ports, utilities and hotels. The FIFA World Cup 2022™ has an effect on the requirements and deadlines for those projects, even though there is no direct control over or contractual relationship between the tournament organisers and the entities leading those projects. The objective also covers workers in the tournament organisers' supply chains, and those in the supply chains of our sponsors and licensees, who are engaged in product manufacturing and the production of building materials for the tournament.

Qatar's legal and regulatory framework for the protection of labour and human rights has seen important developments that will facilitate our efforts to promote fair recruitment practices and decent working and living conditions for all workers associated with the tournament in Qatar.¹⁹ In 2017, the Qatari government committed to a range of labour reforms through a technical cooperation programme with the ILO which includes improvement in payment of wages; enhanced labour inspection and occupational safety and health systems; refinement of the employment contract system replacing the kafala system and improvement of labour recruitment procedures; increased prevention, protection and prosecution against forced labour; and promotion of the workers' voice.²⁰

Since then, Qatar has abolished the requirement for most expatriate workers to obtain an exit permit from their employer in order to leave Qatar, thereby reducing barriers to freedom of movement for workers.

On October 2019, the Council of Ministers of the State of Qatar endorsed new draft legislation allowing workers to change employers freely. Workers in Qatar currently require a no-objection certificate from their employer in order to do so. In addition, a new draft law to establish a non-discriminatory minimum wage, the first in the Middle-East, was also endorsed. Currently, Qatar has a temporary minimum wage of 750 Qatari riyals per month.²¹

To prevent delays in workers' salaries and ensure that workers are paid as per their employment agreement, a mechanism called the Wage Protection System (WPS) has operated since 2015, whereby companies are required to transfer the salaries of all employees through an electronic system to the employees' accounts in one of the country's recognised financial institutions. There are also efforts to set up a government wage guarantee fund to make sure that workers receive their wages in cases where their employers are unable to pay on time.

Although the law does not protect the right of most workers in Qatar to form or join independent unions, conduct strikes, and bargain collectively, it does permit the establishment of joint committees with an equal number of worker and management representatives, with workers electing their representatives. In 2018, Qatar also established a Labour Dispute Resolution Committee with a mandate to settle labour disputes within three weeks of a worker filing a complaint if this is not resolved directly by MOADLSA.²²

Qatari law prohibits an employer or recruitment agency from receiving any fees or commissions from workers for their recruitment in Qatar and obliges employers to use certified recruitment agencies. No entry visa is granted to a migrant worker for the purpose of work except under a contract signed directly between the recruiting party and the expatriate worker that is certified and approved by MOADLSA.

To mitigate the risks from working in Qatar's intense heat and humidity, Qatari law currently prohibits outdoor work for the majority of workers in the country from 11:30 a.m. to 3 p.m. during the period from June 15 to August 31. Qatar has also committed to developing a heat mitigation strategy as part of its technical cooperation programme with the ILO. The NDS 2018-2022 includes plans for improving the tracking of work-related injuries, raising awareness among employers and workers regarding health and safety, encouraging research on health and safety and implementing occupational safety promotion programmes under an integrated national policy.

Progress since 2010

In order to facilitate multi-stakeholder collaboration on workers' welfare in Qatar, the SC and Q22 are active members of the Karama initiative, a workers' welfare stakeholder group set up in 2010 to examine all aspects of a migrant worker's employment cycle in Qatar and to holistically tackle the issues faced by workers. Other members include representatives of the Qatar Foundation, who is jointly overseeing with the SC the construction of the Education City Stadium; Ashghal, who oversees the expressway, local roads and drainage programmes including connections to stadiums; and Qatar Rail, who oversees the construction of the Doha Metro and other major transportation projects. The group meets bimonthly to share information and best practices, develop initiatives aiming to improve workers' welfare in Qatar, set benchmarks for compliance with standards and seek clarifications and propose recommendations to authorities.

Labour rights have been a regular topic of exchange between the tournament organiser leadership and Qatari authorities. FIFA has thereby urged the Qatari government to take decisive steps to enhance the protection of migrant workers in accordance with relevant international standards and recognises the significant commitments and progress made in recent years. The SC is in constant communication with MOADLSA about the lessons learned with the implementation of the Workers' Welfare Standards. Some of the SC practices are now being considered for national rollout.

Each of the tournament organisers has implemented measures to prevent and mitigate adverse human rights impacts for workers in their supply chains, and the operations and supply chains of their sponsors and licensees; these efforts are described in further detail under the progress section of objective G2 on p. 83.



¹⁹ For more information, see "Complaint concerning non-observance by Qatar of the Forced Labour Convention, 1930 (No. 29), and the Labour Inspection Convention, 1947 (No. 81), made by delegates to the 103rd Session (2014) of the International Labour Conference under Article 26 of the International Labour Constitution", International Labour Office of the ILO, 31 October 2017, http://www.ilo.org/wcmsp5/groups/public/-/ed_norm/--relconf/documents/meetingdocument/wcms_586479.pdf, p. 30 et seq.

²⁰ For more information see "Technical Cooperation Programme between Qatar and the ILO", International Labour Organization, http://www.ilo.org/beirut/projects/WCMS_620621/lang-en/index.htm

²¹ "End of exit permits for most migrant workers in Qatar welcomed", International Labour Organization, 4 September 2018, https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_638754/lang-en/index.htm and https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_724052/lang-en/index.htm

²² "Law No. 13 of 16 August 2017: Unofficial English Translation", International Labour Organization, <https://www.ilo.org/dyn/natlex/docs/MONOGRAPH/104948/128415/F-437237902/QAT104948%20Eng.pdf>.

Key initiatives to deliver this objective

H3.1 Engagement with entities in Qatar directly linked to the FIFA World Cup 2022™

Engaging with entities responsible for the construction of and provision of services for infrastructure that is not being developed directly for the FIFA World Cup™, but will be used during the tournament, including transport systems, roads, ports, utilities and hotels. This will involve seeking to create incentives and exchange knowledge and best practices to promote fair recruitment practices and decent working and living conditions for their workers and supply chains in Qatar, including the provision of grievance and remedy mechanisms for workers who feel that their rights are adversely impacted. This will also encompass leveraging existing platforms for engagement, such as the Karama initiative, as well as developing new platforms as needed.

H3.2 Legacy contribution to workers' rights in Qatar

Continuing to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018–20. This will include participating in national level discussions, supporting research and piloting best practices in priority areas such as the adoption of a permanent, non-discriminatory minimum wage; the establishment of a wage guarantee fund; the removal of restrictions on migrant workers' ability to change employer; strengthening national complaint and remedy mechanisms; and the establishment of committees where workers are represented. It may also include seeking to support efforts to unify and enhance workers' welfare standards at the national level in cooperation with other institutions and organisations.

G2.1 Sustainable procurement: fair recruitment practices and decent working conditions in the supply chain

Seeking to prevent and mitigate adverse human rights impacts for workers in FIFA's, Q22's and the SC's supply chains, and the operations and supply chains of our sponsors and licensees, including those who are engaged in product manufacturing and the production of building materials, through the initiatives under our sustainable procurement objective (see p. 84 for further details).

• ♦ ♦ ♦ •
Objective H4.

Build local expertise to deliver the FIFA World Cup 2022™ and foster the development of the sports and events industries in Qatar and the region

Relevant material topics:

- Workforce development
- Local and regional value chain and business development
- Youth education and empowerment

Context

Hosting the FIFA World Cup 2022™ presents opportunities to foster innovation and capabilities needed to develop associated economic sectors, like the sports and events industries, in the host country and the wider region. Through the generation of thousands of employment opportunities, the tournament is triggering a demand for investment in the development of Qatari men and women, as well as emphasising the need to attract outstanding expatriate workers, so as to create a capable and motivated workforce to deliver the FIFA World Cup 2022™. Through the development of local expertise and the attraction and retention of skilled expatriates, the tournament will make a key contribution to the QNV 2030, thereby supporting Qatar's desired transition from a hydrocarbon economy to a diversified knowledge economy.

Under the NDS 2018-2022, Qatar seeks to promote the sports and culture sectors as streams for national revenues, supporting the economic diversification objectives of Qatar. To this end, the NDS includes plans to conduct a study determining the economic potential of these sectors and how to invest in them, and to develop and activate a partnership framework with the private sector based on the economic potential identified, by the end of 2019. Qatar also aims to increase the number of Qataris in technical and managerial roles working in the sports sector by at least 5% annually from 2016 to 2022.

Progress since 2010

The SC launched the [Josoor Institute](http://www.josoorinstitute.qa/)²³ in December 2013 with the purpose of building the capabilities of individuals and organisations in Qatar and the Middle East and North Africa (MENA) region to deliver world-class, high-profile sporting and leisure events, through education, training, professional certification, consultancy and research. The Josoor Institute's flagship certificate and diploma programmes are focused on football and sports management and major events management, delivered in partnership with Georgetown University (USA), Leeds Beckett University (UK) and the University of Liverpool (UK). In addition, the Josoor Institute has conducted two proprietary research projects that focus on the analysis of the size and nature of the sports and events industries across the MENA region and the analysis of fan engagement in football industries across said region.

In addition, the SC, in collaboration with various partners, has delivered capacity-building related to other objectives in our strategy, such as: providing training for workers, stadium contractors, and subcontractors on the Workers' Welfare Standards, health and safety, and numerous other areas (objective H1); training for airport and hotel staff in Qatar on the best ways to accommodate disabled people (objective S1); mentoring for Challenge 22 applicants (objective EC1); and capacity-building in sustainable building design and construction for SC staff and stadium construction contractors (objective EN1).

²³ For more information see the Josoor Institute website, www.josoorinstitute.qa/.

Key initiatives to deliver this objective

H4.1 Josoor Institute programmes: capacity building in the sports and events sectors

Expanding and enhancing the Josoor Institute's professional education, training and development programmes to build the capabilities of individuals and organisations in Qatar and the MENA region, so as to deliver world-class, high-profile and sustainable sporting and leisure events. This includes:

- Volunteer capacity-building programme: supporting the development and implementation of programmes to develop and nurture a pool of talented and well-trained volunteers (for more details see initiative under objective H5).
- Marhaba programme: designing and implementing a programme to build the capacity of businesses that will welcome visitors to Qatar, equipping them with knowledge in customer service, safety and security, hospitality and tourism with sector-specific certified training.
- Implementing other programmes that provide capacity-building in areas such as broadcasting and media, sustainable events, cultural understanding and human rights protection.

H4.2 Outplacement support for FIFA World Cup 2022™ employees

Providing outplacement support to FIFA World Cup 2022™ employees whose contracts and duties with FIFA, Q22 and SC offices will end following the close of the tournament and the completion of their job responsibilities. This programme aims to support employees' job searches and professional reorientation, and to facilitate where possible their transition to suitable positions within associated industries such as construction, sports and events industries in Qatar and internationally.

H4.3 Sustainability capacity-building and awareness-raising

Delivering sustainability capacity-building to ensure that FIFA World Cup 2022™ staff and volunteers have the necessary competencies to implement their sustainability management responsibilities. This can include development and delivery of stand-alone training as well as incorporating sustainability capacity-building elements into other training areas, such as induction training for staff and volunteers. Through this initiative, we will also deliver training and develop and publish guidelines and other materials to support sustainability implementation by contractors, suppliers, licensees, delivery partners and others working in sectors related to the FIFA World Cup 2022™ such as security, transport, accommodation and food and beverage. This initiative encompasses capacity-building elements of several other initiatives in this strategy, including:

- Engagement and outreach to continuously enhance workers' welfare (objective H1) – includes delivery of a training programme of soft and hard skills available to all workers on SC projects
- Accessibility training for workforce and volunteers (objective S1) - training on how to assist disabled people and people with limited mobility for staff, volunteers, and others working in sectors related to the tournament
- FIFA diversity and anti-discrimination programme (objective S3) - includes training on diversity and anti-discrimination for staff, volunteers, match officials, and contracted staff working in sectors related to the tournament
- Human rights principles in FIFA World Cup 2022™ safety and security training (objectives S4 and S5) - providing relevant FIFA World Cup 2022™ security personnel with specific human rights training
- Implementation of FIFAs tobacco-free policy (objective S6) – includes training and guidance for tournament staff and volunteers on the implementation of FIFAs tobacco-free policy
- Challenge 22 (objective EC1) – includes mentoring for Challenge 22 award winners to develop their idea to the proof-of-concept stage
- Sustainable building training for FIFA World Cup™ site construction contractors and operators (objective EN1) - delivering sustainable building training for professionals involved in delivering tournament stadiums, training sites and overlay infrastructure
- Offsetting remaining GHG emissions and supporting regional carbon reduction projects (objective EN2) – includes building the capacity of sustainability and event management professionals associated with the implementation of low-carbon events
- Waste management systems at FIFA World Cup™ sites (objective EN4) – includes training for staff, waste collectors, volunteers and concession employees to facilitate the avoidance, reduction, segregation, reuse, recycling and composting of waste
- Compliance training (objective G3) - providing consistent and effective compliance training, identifying audiences using a targeted risk-based approach

H4.4 Skill-based workshops for community representatives

Conducting skill-based workshops for community representatives in Qatar on themes that build on the experience of the SC and are of interest to local communities, such as football for development; design, engineering and construction of stadiums and infrastructure; advocating community cohesion and civic participation through public engagement and consultation; and widening access to and participation in football. This will include requiring a commitment from each participant to deliver an activity or programme at the end of six months within their community, utilising the skills and experience gained plus contacts made during the module, which will be documented and shared with the SC.

Objective H5.

Empower young people in the region through football programmes and the FIFA World Cup 2022™ platform

Relevant material topics:

- Youth education and empowerment
- GHG emissions
- Health, safety and security for attendees, participants and communities
- Inclusivity
- Waste
- Water
- Workforce development

Context

Hosting the FIFA World Cup™ presents opportunities for young people to gain valuable skills and experience through participation in the tournament as volunteers. It also helps empower younger generations in Qatar and the region through football-for-development programmes. Here, we can build upon FIFA's long-standing leading role and expertise in this field to improve the lives and prospects of young people around the world through support for football-based community projects. This is a key opportunity in the context of the MENA region in particular, where youth development is a critical challenge, given that young people between the ages of 15 and 29 make up nearly a third of the region's population, and another third are below the age of 15, together amounting to more than 100 million people.²⁴ Youth education and empowerment is also a key priority under Qatar's NDS 2018-2022, which seeks to ensure that young Qatari people are capable and qualified for an active role in society by developing the knowledge, skills and experience they need and supporting the achievement of their aspirations.

Progress since 2010

The SC established [Generation Amazing](#)²⁵ in 2010 during Qatar's bid to host the FIFA World Cup 2022™. Generation Amazing uses football-for-development initiatives to address social issues through the involvement of young people in countries with an identified need, in line with the UN SDGs. The programme includes construction of community football pitches and delivery of football-for-development training, as well as the promotion of sustainable behaviour among young people in Qatar and across the region through three key initiatives – Inclusive Generation, Green Generation and Healthy Generation. The initiatives are delivered to children and workers in Qatar, as well as vulnerable youth in communities with links to Qatar, such as labour-sending countries²⁶ and countries with a large number of refugees in the region.

The SC has also organised a [Youth Panel](#)²⁷ annually since 2015 to provide 35-50 young people living in Qatar the opportunity to see tournament preparations from the inside, visit stadiums and other FIFA World Cup 2022™ infrastructure sites, and enjoy exclusive access to architects, engineers and leading experts involved in preparation for the tournament.

Key initiatives to deliver this objective

H5.1 Football-for-development programmes

Supporting and delivering programmes and initiatives that use football as a tool to improve lives of young people in Qatar and the wider region, capitalising on the synergies of both FIFA's and the SC's programmes in this area, in particular Generation Amazing.²⁸

H5.2 Educators' toolkit (Tamreen)

Providing a free educators' toolkit, with resources that teachers, parents and coaches can use to complement any educational curriculum for young people with material related to the preparations for the FIFA World Cup 2022™. The toolkit covers a diverse range of topics from public transport to the importance of healthy lifestyles, and building football stadiums to promoting sustainability.

H5.3 Youth panel

Continuing to organise an annual youth panel to provide groups of young people living in Qatar with the opportunity to learn about tournament preparations from the inside by visiting stadiums and infrastructure sites, and engaging directly with architects, engineers and leading experts involved in preparations for the tournament.

H5.4 Volunteer capacity-building programme

Implementing a programme in partnership with tournament organisers and local volunteer centres to develop and nurture a pool of diverse, talented and well-trained volunteers. The programme will provide local volunteers with first aid, customer service, cultural awareness, diversity, disability, and sector-specific certified training (delivered by industry specialists) in addition to invaluable on-the-ground volunteering experience at football, sporting, and cultural events in Qatar.

²⁸ By 2022, Generation Amazing aims to impact more than 25 new communities in at least seven additional countries, ultimately reaching 50 communities in 13 countries. The programme's target is for an average of 20,000 people from each community to benefit from its initiatives, allowing it to reach more than one million beneficiaries by 2022.

²⁴ "Arab Human Development Report 2016", United Nations Development Programme, <http://www.arab-hdr.org/reports/2016/english/AHDR2016En.pdf>

²⁵ For more information, see the "Generation Amazing" webpage, Supreme Committee for Delivery & Legacy, www.sc.qa/en/opportunities/generation-amazing.

²⁶ The home countries of large expatriate labour populations in Qatar.

²⁷ For more information, see the "Youth Panel" webpage, Supreme Committee for Delivery & Legacy, www.sc.qa/en/opportunities/community-engagement/education/youth-panel.





Social Pillar

Providing an inclusive tournament experience

OUR COMMITMENT

We will deliver an inclusive FIFA World Cup 2022™ tournament experience that is welcoming, safe and accessible to all participants, attendees and communities in Qatar and around the world. Through this, we will leave a legacy of cultural understanding, accessible infrastructure and services, and associated expertise among the local population.

Objective S1.

Ensure an accessible FIFA World Cup 2022™ for disabled people and people with limited mobility, while facilitating accessibility across physical infrastructure, public transport and services in Qatar

Relevant material topics:

- Accessibility
- Inclusivity
- Workforce development

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

Given that about 15% of the world's population, or one billion people, experience some form of disability²⁹ and that many others have special access needs, ensuring that the tournament is accessible for disabled people and people with limited mobility is critical to the inclusivity of the FIFA World Cup 2022™. FIFA has therefore established requirements to ensure that all FIFA World Cup™ sites and events are made accessible to these groups through adapted site design, operational services and ticketing policies. It has also established detailed guidance to implement such requirements and uses the help of accessibility specialists and monitors to continually enhance the tournament experience of disabled people and people with limited mobility.

In order to ensure that a seamless fan experience is delivered to disabled people and people with limited mobility attending the FIFA World Cup 2022™, it is necessary to facilitate accessibility beyond tournament sites and events, across all physical infrastructure, public transport and services in Qatar. Qatar signed the UN's Convention on the Rights of Persons with Disabilities (CRPD) in 2008, and has been implementing various projects to further enhance the quality of services offered to disabled individuals in Qatar for several years. Under the NDS 2018-2022, Qatar seeks to enhance the health and well-being of disabled people in the country by providing adequate health services, special programmes and social services for a high quality of life. Supporting accessibility in the accommodation sector, Qatar National Tourism Council's (QNTC) hotel classification system includes minimum mandatory criteria related to accessibility for all hotels, and also rewards accessibility beyond the minimum standards through its hotel rating system.

Progress since 2010

Based on FIFA's requirements, the SC has established accessibility and inclusive design requirements for all of its projects. These are being implemented in all FIFA World Cup™ stadiums and training sites. Other delivery partners working in Qatar are also being encouraged to adopt the SC guidance wherever appropriate and applicable. In 2017, the SC piloted the first stadium-based sensory room in Qatar at Khalifa International Stadium, which provides a space where intellectually disabled people can feel comfortable enjoying live sport.

In 2016, the SC established the [Accessibility Forum](#),³⁰ an initiative that regularly brings together private organisations, NGOs, government representatives and disabled people in Qatar to act as an independent consultation group advising the SC and its stakeholders on specific disability requirements to ensure an optimal fan experience for disabled people attending the FIFA World Cup 2022™. Since its launch, the forum's achievements have included the adoption of a motor disability guide on how to use public transport; training for airport and hotel staff in Qatar on the best ways to accommodate disabled people; and the hosting of several workshops to explore the ways in which disabled people can take part in the organisation of the tournament.

²⁹ See "Disability Inclusion", March 28, 2018, The World Bank, <http://www.worldbank.org/en/topic/disability>.

³⁰ For more information, see the "Accessibility Forum" webpage, Supreme Committee for Delivery & Legacy, <https://www.sc.qa/en/opportunities/community-engagement/out-reach/accessibility-forum>.

Key initiatives to deliver this objective

S1.1 Accessible sites and services

Designing, building and/or selecting accessible FIFA World Cup 2022™ sites, delivering accessible services at FIFA World Cup 2022™ sites and events and establishing a system to audit compliance with FIFA and SC accessibility standards as applicable. This will include developing sensory rooms for intellectually disabled people within the FIFA World Cup 2022™ stadiums.

S1.2 Accessible ticketing policy and operations

Implementing a comprehensive ticketing system for local and international disabled people and people with limited mobility that facilitates their attendance at the FIFA World Cup 2022™.

S1.3 Accessibility training for workforce and volunteers

Providing training on how to assist disabled people and people with limited mobility for staff, volunteers, and others working in sectors related to the FIFA World Cup™ such as security, transport, accommodation and food and beverage.

S1.4 Wider accessibility in Qatar

Promote best-practice accessibility solutions in Qatar through appropriate consultation and engagement with expert partners and community organisations. This will include the continued development of the Accessibility Forum to engage with disability experts and disabled users, the establishment of working groups with stakeholders that can drive enhancements in the physical infrastructure and services in Qatar, and the implementation of audits to ensure accessibility objectives are being achieved.



Objective S2.

Promote cultural exchange among parties engaged with the FIFA World Cup 2022™, with a focus on enhancing understanding of the culture of Qatar and the region

Relevant material topics:

- Cultural understanding
- Inclusivity

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

As the flagship tournament of the most popular sport in the world, no event has such an extraordinary global reach as the FIFA World Cup™. With the participation of 32 national football teams, fans from all around the world and an international event management and volunteer workforce, Qatar is expected to host as many as a million visitors during the FIFA World Cup 2022™. For Qatar and the Middle East, the region's first FIFA World Cup™ is a tremendous platform for exchange between locals and people from all over the world, for enhancing cultural understanding and for showcasing what the region has to offer.

As per the QNV 2030, Qatar aims to “nurture Qatari citizens capable of dealing effectively and flexibly with the requirements of the age they live in”. In an increasingly globalised world, Qatar recognises that central to the achievement of this aspiration is a commitment to “promote tolerance, benevolence, constructive dialogue and openness toward other cultures in the context of its Arab and Islamic identity.”³¹

In the past ten years, Qatar has undertaken a number of projects to position itself as a regional cultural hub and attract visitors, including opening museums and cultural sites focusing on Islamic and Arab art and traditions, supporting organisations and initiatives that encourage intercultural exchange and relaxing visa requirements for many nationalities. Under the NDS 2018-2022, Qatar aims by 2022 to further create and implement mechanisms to protect and develop the cultural heritage of Qatar; to put into effect and enable cultural programmes that promote national pride and Qatari values and support cultural dialogue; and to establish and actualise a plan to reinforce knowledge of migrant cultures and means of interaction.

Progress since 2010

Each of the FIFA World Cup 2022™ stadiums currently under construction has been uniquely designed to reflect the cultural heritage of Qatar and the Arab region and draw from the history of Islamic architecture. For example, Al Bayt Stadium's design is inspired by the bayt al sha'ar, or traditional tents, of nomadic tribes and families in Qatar, while Al Thumama Stadium's design is inspired by the gahfiya, a traditional woven cap that has been worn for centuries by males in many Arab countries.

To facilitate the delivery of annual cultural festivals in the lead up to the tournament in 2022, the SC, in partnership with the Ministry of Culture, is organising quarterly workshops with cultural sector stakeholders in Qatar, including QNTC, Qatar Museums, Katara and Qatar Foundation, to support the development of the cultural sector and foster collaboration among cultural organisations.

The SC, together with other Qatari cultural sector organisations, also organised a series of interactive installations and events in Moscow and Saint Petersburg during the 2018 FIFA World Cup Russia™ to showcase Qatar as a prime cultural and sporting destination and bring the country's unique tournament concept to life. The flagship installation, Majlis Qatar, was a pop-up space resembling a bayt al sha'ar in Moscow, used to host the public, media and VIPs and showcase Qatari hospitality. In addition, Qatar Elements, a floating multimedia museum located on the Moskva River, used immersive graphics to introduce visitors to Qatari history, culture and traditions and Qatar's hosting plans. A series of digital portals were also placed across Doha, Moscow and Saint Petersburg to allow fans to interact between the cities via live video feeds.

Key initiatives to deliver this objective

S2.1 Intercultural awareness and anti-discrimination guidance

Developing and distributing guidance to participants, attendees and local communities that supports their preparation for intercultural exchange during the FIFA World Cup 2022™, and identifies and works to prevent practices that may be considered discriminatory or disrespectful by others.

S2.2 Cultural events series

In the lead up to and during the FIFA World Cup 2022™, supporting the organisation and delivery of a series of cultural events in partnership with Qatar's cultural sector. This will include events in Qatar or internationally that highlight key aspects of Arab culture and heritage and provide a forum for dialogue and cultural exchange among participants, attendees, and local communities in the lead up to and during the tournament. It will also include organising periodic workshops with cultural sector stakeholders in Qatar to support the sector's development and foster collaboration among cultural organisations.

S2.3 Promoting heritage through stadium design and communication

In addition to implementing the stadium designs to reflect the cultural heritage of Qatar and the Arab region, disseminating educational materials about cultural aspects of stadium designs to visitors, as well as continuing to expand the Bassma 22 initiative, which commissions local and regional artists to create public art installations for the FIFA World Cup 2022™ stadiums.³²

S2.4 Ceremonies to celebrate the culture of Qatar and the region

Performing opening and closing ceremonies, as well as a Welcome to Qatar ceremony, that celebrate and showcase the culture and beauty of Qatar and the Middle East.

S2.5 FIFA Fan Fests™ and fan zones

Delivering a set of FIFA Fan Fests™ and fan zones which will provide spectators with customised, family-friendly, festive, exciting, safe and secure destinations where they can enjoy FIFA World Cup™ matches free of charge while also enjoying authentic Qatari hospitality and cultural experiences.

³¹ See “Qatar National Vision 2030”, p. 19, July 2008, General Secretariat for Development Planning, <https://www.gco.gov.qa/wp-content/uploads/2016/09/GCO-QNV-English.pdf>.

³² For more information about the Bassma 22 initiative, see the “Stadium Art” webpage, Supreme Committee for Delivery & Legacy, <https://www.sc.qa/en/opportunities/community-engagement/stadium-art>.

Objective S3.

Enable a welcoming and respectful environment for all participants and attendees at FIFA World Cup 2022™ sites and events, and promote the attendance of low-income groups

Relevant material topics:

- Inclusivity
- Cultural understanding

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

In addition to offering a tremendous opportunity for exchange between locals and people from all over the world and for enhancing cultural understanding, the FIFA World Cup™ also presents challenges related to maintaining an environment that is welcoming to and respectful of participants and attendees from many different cultures and backgrounds, and ensuring people are not excluded from the tournament for social, economic or political reasons.

FIFA's position on inclusivity and the protection of human rights is unequivocal, and clearly laid out in the FIFA Statutes, FIFA's Human Rights Policy and several of FIFA's regulations and codes that apply to all members of the FIFA family – discrimination of any kind against a country, private person or group of people on account of race, skin colour, ethnic, national or social origin, gender, sexual orientation, disability, language, religion, opinion, wealth, birth or any other status is strictly prohibited. FIFA strives to create a discrimination-free environment within its organisation and throughout all of its activities.

As a host country for the FIFA World Cup 2022™, Qatar is fully aware of its responsibility to adhere to FIFA's human rights and non-discrimination, equality and neutrality statutes, and is committed to do so.

In May 2018, Qatar reaffirmed its commitment to human rights through the ratification of two core United Nations human rights treaties - the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights.

Qatar's aim is to welcome everyone to the tournament, build bridges of cultural understanding and create an inclusive experience for all participants, attendees and local communities.

In this context, Qatar will take the necessary steps to ensure a discrimination-free environment in which no one will face any form of repercussion for exercising their rights during the FIFA World Cup 2022™, as is the already the case in Qatar today.

Progress since 2010

FIFA has a long history of taking action to advance diversity and anti-discrimination in football, with its latest efforts in this area including the introduction of a three-step procedure for referees to react to discriminatory incidents.³³ Prior to that, in May 2015, FIFA introduced its [Anti-Discrimination Monitoring System](#),³⁴ which involves an assessment of matches for the risk of discriminatory incidents and deployment of anti-discrimination observers to those matches identified as posing higher risks. Match observers support referees and FIFA match commissioners in gathering evidence on incidents, which are addressed through disciplinary procedures. In the case of the 2018 FIFA World Cup™, FIFA also banned discriminatory items from the stadiums and delivered anti-discrimination training for staff, volunteers, referees, other match officials, stewards, and contracted staff working in sectors related to the tournament, including food and beverage and security.

FIFA also has a [complaints mechanism](#)³⁵ in place for human rights defenders and media representatives who consider their rights to have been violated while performing work related to FIFA's activities (see context for objective S4 for further details). By helping to protect those who bring to light and assist with addressing adverse impacts on people's rights, the mechanism helps contribute to the respect, protection and fulfilment of the human rights of all.

Key initiatives to deliver this objective

S2.1 Intercultural awareness and anti-discrimination guidance

Developing and distributing guidance to participants, attendees and local communities that supports their preparation for intercultural exchange during the FIFA World Cup 2022™, and identifies and works to prevent practices that may be considered discriminatory or disrespectful by others.

S2.2 Cultural events series

In the lead up to and during the FIFA World Cup 2022™, supporting the organisation and delivery of a series of cultural events in partnership with Qatar's cultural sector. This will include events in Qatar or internationally that highlight key aspects of Arab culture and heritage and provide a forum for dialogue and cultural exchange among participants, attendees, and local communities in the lead up to and during the tournament. It will also include organising periodic workshops with cultural sector stakeholders in Qatar to support the sector's development and foster collaboration among cultural organisations.

S3.1 FIFA diversity and anti-discrimination programme

Implementing FIFA's standard measures and initiatives related to diversity and anti-discrimination. This includes:

- Carrying out diversity and anti-discrimination awareness-raising initiatives and other preventive mechanisms, including providing special information for spectators
- Delivering briefings on FIFA diversity and anti-discrimination policies and procedures for the participating member associations
- Delivering training on FIFA diversity and anti-discrimination policies and procedures – as well as ways to identify, prevent and react to incidents of discrimination – to staff, volunteers, referees, other match officials, stewards, and contracted staff working in sectors related to the FIFA World Cup 2022™, including food and beverage and security
- Implementing the operating procedure for discriminatory incidents at matches (three-step procedure) at all final tournament matches, as well as the Anti-Discrimination Monitoring System during the preliminary competition, any preparatory tournaments and at all final tournament matches

S3.2 Human rights principles in safety and security training and guidance

Providing relevant FIFA World Cup 2022™ security personnel with specific human rights training with a focus on areas including non-discrimination, the rights of media representatives and human rights advocates, and the use of force. This will include training for security personnel to act in accordance with the following international standards: the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (BPUFF) and the UN Code of Conduct for Law Enforcement Officials (CCLEO). For private security providers, standards will also include the International Code of Conduct for Private Security Service Providers. In addition, the initiative will also include the distribution of written guidance on how to respond to various scenarios that security personnel might encounter during the tournament, and testing of training and guidance through other events held prior to the tournament.

³³ For a description of the three-step procedure, see "Diversity and Anti-Discrimination at FIFA", p. 6, March 2018, FIFA, <http://resources.fifa.com/image/upload/diversity-and-anti-discrimination-at-fifa.pdf?cloudid=am2ylavxd26pnn-2l83>.

³⁴ For more information, see "FIFA Anti-Discrimination Monitoring System", May 2015, FIFA, <http://resources.fifa.com/image/upload/fifa-anti-discrimination-monitoring-system-2604216.pdf?cloudid=w-wulxufz67b4vhy4qk>.

³⁵ See "FIFA complaints mechanism", FIFA, <https://www.bkms-system.net/bkwebanon/report/clientinfo?cin=6fi-fa61&language=eng>.

S3.3 Operational-level grievance and remedy mechanisms

Providing grievance and remedy mechanisms for participants, attendees, human rights defenders, media representatives and community members who feel that their rights are adversely impacted by FIFA World Cup 2022™-related activities. Such mechanisms will follow guidance from the effectiveness criteria of UN Guiding Principle 31. This initiative will include:

- Ensuring that rights holders at risk of being adversely impacted are aware of the mechanisms and related avenues for complaints
- Engaging with the relevant stakeholders and those affected to assess complaints
- Striving to use our leverage with any third parties involved to prevent, mitigate or remedy adverse impacts
- Seeking cooperation with other institutions and organisations with a relevant mandate that may help to effectively address and remediate specific cases
- Striving to address complaints in adequate ways, placing the highest priority on the safety and wellbeing of everyone involved and recognising the need for context-specific and timely solutions
- Reporting on the mechanisms' performance

S3.4 Access for low-income groups

Creating opportunities for low-income groups that reside in Qatar and the region, or that have been involved in the preparations for the FIFA World Cup 2022™, to attend or experience the tournament. This will be achieved through the tournament ticketing policy, and, if needed, by increasing the availability of low-cost accommodation.

Objective S4.

Respect and help protect the rights of media representatives and human rights advocates in relation to the FIFA World Cup 2022™

Relevant material topics:

- Rights of media representatives and human rights advocates
- Inclusivity

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

Human rights defenders are a group of persons whose rights may be at particular risk due to the very nature of their work. At the same time, it is the view of the tournament organisers that the work of human rights defenders is essential for the organisers' human rights-related efforts to succeed. Human rights defenders bring to our attention specific human rights risks and inform the evaluation of the effectiveness of measures taken, they act in some instances as legitimate representatives of people and groups who may be affected by FIFA World Cup 2022™ activities, or they are an additional source of scrutiny on third parties whose actions may have an adverse impact on human rights and be related to those activities.

Under its Human Rights Policy, FIFA affirms that it will "help protect those who advocate respect for human rights associated with its activities...[and] respect and not interfere with the work of both human rights defenders who voice concerns about adverse human rights impacts relating to FIFA and media representatives covering FIFA's events and activities." Where the freedoms of human rights defenders and media representatives are at risk, FIFA affirms that it will "take adequate measures to support their protection, including by using its leverage with the relevant authorities."

In accordance with the UNGPs, the scope of FIFA's responsibility to respect and help protect the rights of human rights defenders and media representatives includes situations where FIFA may itself cause or contribute to a potential or actual adverse impact through its own activities and where a potential or actual adverse impact is directly linked to FIFA's activities through its business relationships with third parties. FIFA further specifies its commitments in this regard in its [statement on human rights defenders and media representatives](#).³⁶

The constitution of Qatar provides for freedom of speech and press, and a new press law has been drafted in line with the constitution aiming to replace the outdated 1979 Press and Publications law. At the same time, media distributors are expected to comply with the local cultural standards and expectations of their readers and the community.³⁷

Progress since 2010

FIFA has integrated respect for the highest standards of press freedom in its media accreditation processes. This involves avoidance of any restrictions with regard to the content of reporting and the facilitation of visa procedures. FIFA also proactively addresses cases where journalists face undue hurdles in their application process, such as when national football associations arbitrarily refuse to nominate specific journalists or where journalists may face undue restrictions in the visa approval process by the host authorities.

In addition, FIFA has a [complaints mechanism](#)³⁸ in place for human rights defenders and media representatives who consider their rights to have been violated while performing work related to FIFA's activities. The web-based mechanism is hosted by a specialised external provider, allows for anonymous reporting and follows the highest standards of data privacy and security. FIFA commits to respond to any complaints submitted through the mechanism in accordance with the commitments specified in its statement on human rights defenders and media representatives; it strives to address all such complaints in adequate ways, placing the highest priority on the safety and well-being of everyone involved and recognising the need for context-specific and timely solutions.

³⁶ See "FIFA statement on human rights defenders and media representatives", FIFA, May 2018, <https://resources.fifa.com/image/upload/ef1ecd-ku14lm2v9z03.pdf>.

³⁷ Against this background, the local printer of an international newspaper self-censored several articles throughout 2018, including some with content associated with the FIFA World Cup 2022™.

³⁸ See "FIFA complaints mechanism", FIFA, <https://www.bkms-system.net/bkwebanon/report/clientinfo?cin=6fi-fa61&language=eng>.



Key initiatives to deliver this objective

S3.2 Human rights principles in safety and security training and guidance

Providing relevant FIFA World Cup 2022™ security personnel with specific human rights training with a focus on areas including non-discrimination, the rights of media representatives and human rights advocates, and the use of force. This will include training for security personnel to act in accordance with the following international standards: the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (BPUFF) and the UN Code of Conduct for Law Enforcement Officials (CCLEO). For private security providers, standards will also include the International Code of Conduct for Private Security Service Providers. In addition, the initiative will also include the distribution of written guidance on how to respond to various scenarios that security personnel might encounter during the tournament, and testing of training and guidance through other events held prior to the tournament.

S3.3 Operational-level grievance and remedy mechanisms

Providing grievance and remedy mechanisms for participants, attendees, human rights defenders, media representatives and community members who feel that their rights are adversely impacted by FIFA World Cup 2022™-related activities. Such mechanisms will follow guidance from the effectiveness criteria of UN Guiding Principle 31. This initiative will include:

- Ensuring that rights holders at risk of being adversely impacted are aware of the mechanisms and related avenues for complaints
- Engaging with the relevant stakeholders and those affected to assess complaints
- Striving to use our leverage with any third parties involved to prevent, mitigate or remedy adverse impacts
- Seeking cooperation with other institutions and organisations with a relevant mandate that may help to effectively address and remediate specific cases
- Striving to address complaints in adequate ways, placing the highest priority on the safety and wellbeing of everyone involved and recognising the need for context-specific and timely solutions
- Reporting on the mechanisms' performance

S4.1 Protection from undue restrictions or interference by third parties

Taking reasonable steps to contribute to the protection of human rights defenders and media representatives who are working or reporting on situations linked to FIFA World Cup 2022™-related activities from undue restrictions or interference by third parties, including the host state, commercial affiliates, service providers and suppliers, publishers, broadcasters, confederations and FIFA member associations. This will include:

- Incorporating relevant provisions in contracts with third parties where the relationship may involve heightened risks of adverse impacts on human rights defenders or media representatives, through the initiatives under our sustainable procurement objective (see p. 84 for further details)
- Directly engaging with third parties that are involved in potential or actual adverse impacts and striving to build and use our leverage to prevent, mitigate or remedy any adverse impacts
- Taking adequate steps in support of human rights defenders or media representatives that are subject to criminal or civil proceedings as well as extra-judicial actions by third parties intended to silence, dissuade, prevent or otherwise intimidate them from doing their work and addressing human rights abuses connected to FIFA World Cup 2022™-related activities

S4.2 Inclusion of principles of press freedom in accreditation procedures

Systematically including principles of press freedom in accreditation procedures for media representatives to promote a distribution of accreditation quotas that protect the rights of media representatives to freedom of opinion and expression without discrimination.



Objective S5.

Ensure that safety and security practices at the FIFA World Cup 2022™ are aligned with international standards of human rights protection

Relevant material topics:

- Health, safety and security for attendees, participants and communities
- Inclusivity
- Rights of media representatives and human rights advocates
- Sustainable procurement

These material topics include several salient human rights issues. See Annex 3 for the full list of salient human rights issues associated with these material topics.

Context

Any major sporting event, including the FIFA World Cup™, presents certain risks to the safety and security of attendees, participants and local communities, from overcrowding to terrorism, simply by drawing together a concentration of potentially thousands of people at a specific time and location and in a limited space.

While Qatar is one of the most peaceful countries in the MENA region,³⁹ it maintains a robust security system and infrastructure to ensure the safety and security of all its residents and visitors, which will provide the foundation for the safety and security of the FIFA World Cup 2022™. The country's National Command Centre (NCC) directly coordinates the activities of all police and emergency services as well as intelligence and security forces and has experience in the unified coordination and command of major international sports events.

In 2012, the State of Qatar and INTERPOL established Project Stadia, a ten-year project with the aim of helping INTERPOL member countries in planning and executing policing and security preparations for major sporting events by bringing together best practices and lessons learnt from member countries that have successfully hosted such events. It does this through the organisation of observation and debriefing programmes around major international sporting events, international conferences, annual expert group meetings to develop recommendations on the basis of the latest research and analysis, development of training curricula and an international accreditation programme for law enforcement.

In its Human Rights Policy, FIFA acknowledges that providing for the safety and security of people who are attending or are otherwise involved in or affected by FIFA's events may impact certain fundamental human rights, such as freedom of movement, expression and assembly. FIFA commits to engaging with relevant host-country governments and private-sector entities in its ongoing efforts to minimise any such impact, ensuring it is necessary and proportionate, while taking into account legitimate security concerns.

Under objective S5, we define our commitment and approach to seeking to prevent and mitigate adverse human rights impacts linked to safety and security practices at the FIFA World Cup 2022™. The broader topic of safety and security for attendees, participants and communities is comprehensively addressed through other strategies for the FIFA World Cup 2022™ outside of this document.

Progress since 2010

A joint Security Committee, chaired by Qatar's Prime Minister, has been established to ensure the safety and security planning and execution for the FIFA World Cup 2022™. This committee is responsible for the coordination of an integrated approach to security planning by all the government authorities within the State of Qatar, with senior officers of all relevant government agencies represented. The committee oversees multiple joint projects including risk management, FIFA World Cup 2022™ site security, intelligence security, training and development, traffic and transport, supply and logistics, and cybersecurity.

To minimise any adverse human rights impacts linked to safety and security practices at the tournament, the Security Committee for the FIFA World Cup 2022™ is integrating international human rights principles into its ongoing training programme for security forces. The focus of these efforts is to ensure the use of force by security personnel is guided by principles of proportionality, legality, accountability and necessity, in accordance with the UN Code of Conduct for Law Enforcement Officials and the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.

Key initiatives to deliver this objective

S3.2 Human rights principles in safety and security training and guidance

Providing relevant FIFA World Cup 2022™ security personnel with specific human rights training with a focus on areas including non-discrimination, the rights of media representatives and human rights advocates, and the use of force. This will include training for security personnel to act in accordance with the following international standards: the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (BPUFF) and the UN Code of Conduct for Law Enforcement Officials (CCLEO). For private security providers, standards will also include the International Code of Conduct for Private Security Service Providers. In addition, the initiative will also include the distribution of written guidance on how to respond to various scenarios that security personnel might encounter during the tournament, and testing of training and guidance through other events held prior to the tournament.

S3.3 Operational-level grievance and remedy mechanisms

Providing grievance and remedy mechanisms for participants, attendees, human rights defenders, media representatives and community members who feel that their rights are adversely impacted by FIFA World Cup 2022™-related activities. Such mechanisms will follow guidance from the effectiveness criteria of UN Guiding Principle 31. This initiative will include:

- Ensuring that rights holders at risk of being adversely impacted are aware of the mechanisms and related avenues for complaints
- Engaging with the relevant stakeholders and those affected to assess complaints
- Striving to use our leverage with any third parties involved to prevent, mitigate or remedy adverse impacts
- Seeking cooperation with other institutions and organisations with a relevant mandate that may help to effectively address and remediate specific cases
- Striving to address complaints in adequate ways, placing the highest priority on the safety and wellbeing of everyone involved and recognising the need for context-specific and timely solutions
- Reporting on the mechanisms' performance

S5.1 Human rights advisor in tournament security command centre

Placing a human rights specialist in the security command centre for the tournament to advise senior security decision-makers on how to respond to scenarios that arise during the tournament in a manner that respects and helps protect the rights of affected right-holder groups such as attendees and local communities.

G2.1 Sustainable procurement: human rights standards for private security companies

Including contractual obligations for adherence and certification to international standards on security and human rights, such as the International Code of Conduct for Private Security Service Providers, in tournament organiser contracts with private security companies hired in relation to the FIFA World Cup 2022™, through the initiatives under our sustainable procurement objective (see p. 84 for further details).

³⁹ See "Global Peace Index 2019", Institute for Economics and Peace, <http://visionofhumanity.org/app/uploads/2019/06/GPI-2019-web003.pdf>.

Objective S6.

Ensure tobacco-free FIFA World Cup 2022™ sites and events

Relevant material topics:

- Health, safety and security for attendees, participants and communities
- Air pollution

These material topics include several salient human rights issues. See Annexe 3 for the full list of salient human rights issues associated with these material topics.

Context

Any major sporting event, including the FIFA World Cup™, can also present certain risks to the health of attendees and participants from exposure to second-hand smoke if the use of tobacco is not controlled. To protect the health and safety of athletes and spectators, FIFA introduced a smoking ban at FIFA World Cup™ in 2002, and in 2017 published its tobacco-free policy for FIFA events (applicable to all FIFA sites and events) in order to respect and protect the right of the majority of the population, who are non-smokers, to breathe clean air. Qatar's national legislation already prohibits smoking in public spaces. The tobacco-free policy forbids all links with the tobacco industry in any form by banning all tobacco advertising, promotion and sponsorship, and all sales of tobacco products or related tobacco products within an event site or its control.

Progress since 2010

This objective has not been a focus in the initial preparation phase of the tournament, as it is most material during the tournament itself.

Key initiatives to deliver this objective

S6.1 Implementation of FIFA's tobacco-free policy

Effectively communicating the tobacco-free policy to relevant stakeholders, such as FIFA and Q22 staff, official site contractors, volunteers and attendees, before and during each FIFA World Cup 2022™ event, through verbal announcements, signage, and direct warnings. This will include the development and implementation of codes of conduct, training and guidance for event staff and volunteers, as well as a monitoring and enforcement procedure for each event site to define how to address any non-compliance with FIFA's tobacco-free policy as well as related local laws.





Economic Pillar

Catalysing economic development

Our Commitment

We aim to catalyse economic growth and diversification in Qatar and the region by linking local businesses to FIFA World Cup 2022™ value chains and innovation opportunities. We also aim to facilitate the development of tournament sites, related infrastructure and services that enable future events, attract new business ventures and address relevant community needs.

Objective EC1.

Enable local and regional businesses to become FIFA World Cup 2022™ suppliers and prioritise local and regional sourcing

Relevant material topics:

- Local and regional value chain and business development
- Sustainable procurement

Context

Rapid economic growth in the 2000s has given Qatar one of the highest levels of per capita income in the world, as well as high human development scores.⁴⁰ The prosperity enjoyed by the country can largely be attributed to the booming oil and gas sector, which directly contributes just under 50% of Qatar's GDP.⁴¹ To sustain this economic prosperity and secure a high standard of living for all its people now and in the future, Qatar has placed economic diversification at the heart of its national vision and development strategy, with an ambition to transition to a knowledge-based economy. Under the NDS 2018-2022, Qatar specifically seeks to develop strategies and build workforce capacity to grow priority sectors including manufacturing, logistics, financial services, tourism, information and communication technology, and professional and scientific activities. It also seeks to promote entrepreneurship in priority sectors and enable small-to-medium-enterprise (SME) sector growth and competition, and to foster and develop innovation capabilities in priority sectors.

Hosting the FIFA World Cup 2022™ presents Qatar with new opportunities to strengthen the structure and performance of its non-energy sectors and accelerate its transition to a more diversified economy. Specifically, the FIFA World Cup 2022™ is creating opportunities for domestic and regional enterprises in the construction, logistics, events, tourism, hospitality and sports-related industries to grow, form strategic alliances externally and connect to global value chains. It also presents opportunities for innovation in areas such as stadium cooling, energy efficiency, waste management, health and safety, public transport and information technologies.

Progress since 2010

In 2015, the SC, in partnership with Silatech and the Qatar National Research Fund (QNRF), launched Challenge 22,⁴² an innovation award to engage the region's innovators and to provide them with a forum to explore solutions that could directly benefit the FIFA World Cup 2022™. Challenge 22 seeks proposals from applicants from the Middle East that address defined challenges related to hosting the FIFA World Cup 2022™, in areas such as sustainability, event experience, sport and health, health and safety, tourism experience and the internet of things. For winning proposals, applicants are given the opportunity to continue to an incubation phase and receive a grant of up to USD 100,000 and mentoring to develop their idea to the proof-of-concept stage, with the ultimate aim of potential commercialisation.

In addition, in 2017, the SC launched the Qatar Innovation Community (QIC) together with a number of national stakeholders in the public and private sector.⁴³ The QIC aims to accelerate innovation across Qatar and create new solutions for the FIFA World Cup 2022™ and beyond, which will not only enhance the customer experience, but also generate sustainable global start-ups, effective investments, international knowledge and world-class talent to improve the global positioning and competitiveness of Qatar in the world.

The SC's procurement policies are designed to give preference to local companies in Qatar in order to ensure the creation of opportunities for domestic enterprises through the tournament. All stadiums are being constructed by joint ventures with a minimum of one local company as member. In addition, of particular note, a contract to manufacture the seats for three stadiums (140,000 seats in total) has been awarded to Coastal Qatar, a specialist Qatari manufacturing and construction company that will manufacture the seats in a Doha-based factory.

⁴⁰ "Human Development Report 2019", UN Development Programme, <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

⁴¹ "Qatar Economic Insight, September 2018", Qatar National Bank, <https://www.qnb.com/sites/qnb/qnbqatar/document/en/enQatarInsight-Sep2018>

⁴² For more information, see the Challenge 22 website, Supreme Committee for Delivery & Legacy, <https://www.sc.qa/en/opportunities/challenge-22>

⁴³ For more information, see "SC co-launches Qatar Innovation Community with three partners", March 8, 2017, Supreme Committee for Delivery & Legacy, <https://www.sc.qa/en/news/sc-co-launches-qatar-innovation-community>

Key initiatives to deliver this objective

EC1.1 Challenge 22

Continuing to run award cycles and to enhance the incubation phase for winning ideas in order to accelerate progress towards commercialisation and implementation of ideas for the FIFA World Cup 2022™.

EC1.2 QIC and innovation hub

Using the QIC and its innovation hub to enable collaboration between national and international organisations to identify innovative local sourcing solutions for products and services required for the preparation and staging of the FIFA World Cup 2022™.

EC1.3 Brokerage service matching FIFA World Cup 2022™ buyers with local suppliers

Developing a free online service to enable businesses to compete for contract opportunities linked to the FIFA World Cup 2022™ by matching FIFA World Cup™ buyers with potential local suppliers and facilitating access to focused business support through SME development initiatives in Qatar.

G2.1 Sustainable procurement: local and regional procurement

Seeking to maximise the procurement of products and services produced in Qatar and the MENA region through the initiatives under our sustainable procurement objective (see p. 84 for further details).



Objective EC2.

Facilitate the development of FIFA World Cup 2022™ stadiums, training sites and assets for long-term community and business use

Relevant material topics:

- Post-tournament sites and asset use
- Adaptability of infrastructure and services
- Sustainable procurement
- Waste generation

Context

Qatar is implementing an ambitious construction programme as we draw closer to 2022. Much of the infrastructure that will be used during the tournament for accommodation and transportation of participants and attendees, such as the Doha Metro, expressways, the new Hamad International Airport and its expansion, and a wide range of convention centres and hotels, had already been planned before 2010, when Qatar won the right to host the FIFA World Cup 2022™. The renovation or construction of at least eight stadiums in and around Doha nonetheless represents one of the largest infrastructure construction projects in the country, and enabling adequate long-term community use for each of these assets will be at the heart of the economic and community legacy of the FIFA World Cup 2022™.

Under the NDS 2018-2022, Qatar seeks to promote the sports and culture sectors as streams for national revenues, supporting the economic diversification objectives of Qatar. This includes identification of investment opportunities relating to FIFA World Cup 2022™ sports facilities and strengthening the role of the private sector in seizing these opportunities.

Progress since 2010

One of the defining components of the FIFA World Cup 2022™ bid was the promise of modular stadium designs to allow excess seating to be removed post-2022. Ras Abu Aboud Stadium has been designed to be built entirely using modular building blocks made from modified shipping containers, allowing it to be reassembled in a new location in its entirety or built into numerous small sports and cultural venues. All of the other stadiums currently under construction, with the exception of Khalifa International stadium which went through a refurbishment but was already in existence, are being built using modular components that will allow about half of the seats in each stadium to be removed after the tournament is finished and donated to appropriate beneficiaries.

The stadiums' reduced capacities will create arenas of the right size for local football and other sporting events after the FIFA World Cup 2022™ is finished. All stadiums are also being equipped with innovative, energy-efficient air conditioning systems, which will enable year-round use of the stadiums in the hot local climate. Some stadiums are planned to become home to local football clubs or teams, while elements of stadiums will be converted into other facilities to meet identified community needs, such as hotels, offices, shopping centres, multi-sport facilities or sports medicine clinics. The precincts surrounding Qatar's stadiums will also be developed to become focal points for their communities with amenities that may include high-quality sporting facilities, parks, cafes, schools, wedding halls, transport links, shopping centres, places of worship and a renewable energy centre and production facility.⁴⁴ The SC has hosted a range of workshops inviting the private sector to invest in and develop stadium precincts.

Future plans for stadiums have been shaped by input gathered through community engagement. In late 2015, communities across the country were consulted in a five-week roadshow that stopped at different malls across Qatar and reached over 30,000 people. Roadshow events were designed to raise local awareness of the tournament and what its legacy will mean for families and neighbourhoods, and to introduce people to the ways they can become involved in the Middle East's first FIFA World Cup™.⁴⁵

⁴⁴ For more information, see the "Stadiums" webpage, Supreme Committee for Delivery & Legacy, <http://www.sc.qa/en/stadiums>.

⁴⁵ For more information, see the "Roadshow" webpage, Supreme Committee for Delivery & Legacy, <http://www.sc.qa/en/opportunities/community-engagement/outreach/roadshow>.

Key initiatives to deliver this objective

EC2.1 Community and business engagement on long-term use for tournament sites

Periodically gathering ongoing feedback on how stadiums and training sites can be developed to serve communities and businesses before and after the tournament, in addition to gathering feedback from national and international stakeholders on the post-tournament use of the dismantled stadium infrastructure.

EC2.2 Legacy plans for tournament sites

Establishing or enhancing legacy plans for all stadiums and training sites to support economic development and human well-being, with a focus on safety, sustainability, accessibility and inclusivity. These plans would include site design and construction to enable future use, transformation and activation of sites for post-tournament use and donation of temporary structures to appropriate beneficiaries.

EC2.3 Adaptable, efficient solutions to enable year-round use of stadiums

Identifying and implementing solutions to enable post-tournament, year-round use of stadiums and other assets, such as cooling technologies in stadiums. This includes leveraging the Al Thumama showcase stadium to enhance research and innovation by providing a pilot-scale platform for demonstrating sustainable technologies and solutions.

EC2.4 Post-tournament asset distribution programme

Implementing a post-tournament asset distribution programme to guarantee that assets purchased for the tournament (e.g. computers) are used after the FIFA World Cup 2022™. This will also include promoting the procurement of shared or leased (rather than purchased) assets that can be reused after the tournament.

Objective EC3.

Promote the use of adaptable, efficient technologies and solutions to address demand variations before, during and after the FIFA World Cup 2022™

Relevant material topics:

- Adaptability of infrastructure and services
- Post-tournament sites and asset use
- Sustainable procurement
- Waste generation

Context

The more than one million visitors forecast to arrive in Qatar during the tournament will generate a significant spike in demand for public infrastructure, transport, accommodation, food and other types of services, particularly given the compact nature of the tournament. Qatar faces the challenge, inherent in any event of this magnitude, of developing creative solutions to ensure market needs are met during the tournament, avoiding overdevelopment of sectors that may struggle after the tournament and enabling long term business growth. At the same time, Qatar's more compact tournament will create opportunities to efficiently meet increased demand through the centralised provision of some services and facilities.

Progress since 2010

In order to plan well in advance for the demand that will be placed on Qatar's transport network during the tournament, a transport plan was prepared in 2014 which describes the transport provision Qatar needs to have in place to run a successful tournament, what commitments need to be made to achieve this and who is responsible for each commitment.

The plan considers projected tournament travel demand and the requirements of different constituent groups, including the FIFA delegation, fans and the tournament workforce, as well as non-tournament demand. It also includes commitments to capture transport legacy benefits for the tournament. Transport governance has also been established and multi-agency working groups set up to take on the detailed operational planning for specific transport functions for the tournament.

In addition to hotels, Q22, the SC, and QNTC are looking into a range of accommodation options to ensure that travelling fans have a broad choice and that spikes in demand for accommodation in 2022 will be served with the planned accommodation stock and temporary solutions.

A number of adaptable, efficient solutions are being implemented in the design and construction of stadiums to address demand variations before, during and after the tournament – these efforts are described in further detail under the progress section of objective EC2 on p. 59.



Key initiatives to deliver this objective

EC2.3 Adaptable, efficient solutions to enable year-round use of stadiums

Identifying and implementing solutions to enable post-tournament, year-round use of stadiums and other assets, such as cooling technologies in stadiums. This includes leveraging the Al Thumama showcase stadium to enhance research and innovation by providing a pilot-scale platform for demonstrating sustainable technologies and solutions.

EC3.1 Adaptable, efficient transport solutions

Identifying and implementing creative temporary solutions to address the short-term spike in demand for transport during staging of the tournament. This may include measures such as:

- Coordinating the timing of regular replacement of buses with the FIFA World Cup™ period, with vehicle life being extended until the end of the tournament
- Establishing travel demand management programmes to encourage residents and visitors to optimise their travel behaviour during the tournament to reduce pressure on the transport network
- Maximising the use of reserve transport assets (e.g. trains) and temporary expansion of public transport and airport services
- Rescheduling of school holidays to coincide with the tournament and diversion of school buses to provide tournament transport services, without unduly interfering in the quality of education and the delivery of the school curriculum

EC3.2 Adaptable, efficient accommodation solutions

Identifying and implementing creative temporary solutions to address the short-term spike in demand for accommodation during the staging of the tournament. Besides maximising the use of hotel facilities, this may include measures such as temporarily-moored cruise ships located at Doha Port, temporary fan villages and a short-term letting system.

G2.1 Sustainable procurement: adaptable, efficient solutions in the supply chain

Seeking to procure products and materials that maximise resource efficiency and reduce waste, including prioritising the use of shared or leased (rather than purchased) assets and products that can be reused after the tournament, through the initiatives under our sustainable procurement objective (see p. 84 for further details).





Environmental Pillar

Delivering world-class environmental solutions

Our Commitment

We are committed to delivering a fully carbon-neutral FIFA World Cup 2022™ and aim to set a benchmark for environmental stewardship by implementing leading sustainable building standards, waste and water management practices and low-emission solutions. Through our work, we will leave a legacy of world-class environmental management expertise, technologies, businesses and standards in Qatar and the region.

Objective EN1.

Design, construct and operate FIFA World Cup 2022™ sites to limit environmental impacts, while building local sustainable building expertise, supply chains and standards

Relevant material topics:

- Sustainable building
- Air pollution
- GHG emissions
- Sustainable procurement
- Waste generation
- Water production and use

Context

Qatar's bid to stage the FIFA World Cup 2022™ requires the construction or refurbishment of at least eight stadiums, numerous training sites and supporting temporary infrastructure. Construction of infrastructure can generate GHG emissions resulting from energy use, materials production and transport; disruptions to local biodiversity depending on site location and construction techniques; construction waste and organic waste from on-site canteens; dust and other air emissions; and water use. Similarly, operating FIFA World Cup 2022™ sites requires a significant amount of energy and water, and generates various types of waste and GHG emissions as well.

As per FIFA requirements, all FIFA World Cup™ stadiums need to be designed and built following sustainable building standards. As a result, best sustainability practices are integrated into the design and construction of the stadiums, leading to lower resource depletion and minimisation of any negative ecological footprint. The Global Sustainability Assessment System (GSAS)⁴⁶ comprises the sustainable building standards that are used for the certification of all FIFA World Cup 2022™ stadiums. The GSAS framework covers eight environmental impact categories: urban connectivity, site, energy, water, materials, indoor environment, cultural & economic value, and management & operations.

Designing, constructing and operating the FIFA World Cup 2022™ sites to meet these stringent sustainable building requirements drives the development of sustainability expertise in Qatar and the region, the activation of markets for green products and services, and the constant enhancement of standards.

The operation of other infrastructure that will be used during the tournament, such as a wide range of convention centres and hotels, will also require a significant amount of energy and water, and generate various types of waste and GHG emissions related to the FIFA World Cup 2022™. Supporting sustainable building practices in the accommodation sector, QNTC's hotel classification system includes minimum mandatory criteria related to environmental sustainability for all hotels, such as waste segregation and specific water and energy saving practices. The scoring system for hotel classification also rewards green building certification, additional energy saving practices, and sustainable procurement practices.

Progress since 2010

The SC has committed to achieving a minimum four-star GSAS certification for design & build and construction management. All proposed FIFA World Cup 2022™ stadiums are on track in this process, with Khalifa International Stadium achieving certification in 2017 and Al Janoub Stadium in 2019. All proposed FIFA World Cup 2022™ stadiums will apply for operations certification once construction is completed.

Certification is being achieved through energy-efficient design of all systems, including ventilation and air conditioning, lighting and district cooling, as well as water-efficient plumbing fixtures, irrigation systems and water recovery systems. Other sustainable design features include access to public transport, use of regional materials, use of recycled content, reuse of structures, design for disassembly and reduction of dust and air pollutants. Indoor environments are developed to provide thermal comfort, adequate illumination, and noise and indoor pollutant control. In addition, all stadiums are developed to avoid biodiversity impacts and with related plans for commissioning, waste management, facility management, water and refrigerant leak detection systems and smart controls of building systems.

⁴⁶ The GSAS is a performance-based green building certification system developed for Gulf Cooperation Council countries. The system takes into consideration well-known international green building codes and modifies them to suit Gulf countries' climate and traditions.

Analysis of design specifications for Khalifa International, Al Janoub and Lusail Stadiums in comparison to a baseline design⁴⁷ revealed that these stadiums are expected to exhibit energy savings of up to 47% during operation. Similarly, the water savings of these three stadiums compared to the baseline scenario is expected to reach 44%.

The SC is also continuously building capacity in sustainable design and construction by arranging training sessions, conferences and site tours to ensure that the sustainability commitments for the FIFA World Cup 2022™ stadiums are met and shared.



Key initiatives to deliver this objective

EN1.1 Sustainable building certification for stadiums and permanent offices

Delivering GSAS sustainable building certification for all the FIFA World Cup 2022™ stadium sites and permanent tournament organiser offices based on the applicable standards for design & build, renovation, construction management and operation.

EN1.2 Sustainable building practices for other FIFA World Cup 2022™ sites and overlay infrastructure

Applying sustainable building principles in line with sustainable building standards for the procurement, construction, operation and/or post-tournament use of training sites, non-competition FIFA World Cup 2022™ sites and overlay infrastructure – as well as considering these practices in FIFA World Cup 2022™ site selection when possible.

EN1.3 Sustainable building training for FIFA World Cup 2022™ site construction contractors and operators

Delivering sustainable building training and facilitating knowledge-sharing for professionals involved in delivering FIFA World Cup 2022™ stadiums, training sites and overlay infrastructure construction and operation management, including FIFA, Q22 and SC staff, contractors and facility management companies.

EN1.4 Sustainable building awareness-raising for accommodation and event management sectors

Using information events, awareness campaigns and/or public guidance to share and encourage sustainable building practices, both for construction and operations, in FIFA World Cup 2022™-related

EN1.5 Enhancement of standards and tools for sustainable building

Supporting the improvement of sustainable building standards and tools in Qatar on the basis of lessons learnt from the application of such standards for design, construction and operation of FIFA World Cup 2022™ sites.

G2.1 Sustainable procurement: ethical sourcing of green building materials

Seeking to procure building materials that maximise resource efficiency and reduce emissions, waste and impacts on biodiversity, and that are free or low in toxic substances that may affect human health. This includes prioritising materials with recycled contents and lower embodied carbon emissions, and materials that can be reused or recycled during the dismantling phase. This will be accomplished through the initiatives under our sustainable procurement objective (see p. 84 for further details).

⁴⁷ The baseline design used for estimating energy savings was the ASHRAE 90.1 standard. The baseline used for estimating water savings was the International Plumbing Code and the Kahramaa Energy and Water Conservation Code.

Objective EN2.

Measure, mitigate and offset all FIFA World Cup 2022™ GHG emissions, while advancing low-carbon solutions in Qatar and the region

Relevant material topics:

- GHG emissions
- Air pollution
- Sustainable building
- Sustainable procurement

Context

Fossil fuels used in energy generation for international and local transport, stadium construction, accommodation, temporary facilities and food and beverage production are some of the main sources of greenhouse gas (GHG) emissions associated with FIFA World Cups™. Increased GHG concentration in the atmosphere generates a warming effect on our planet, leading to climate change.

While Qatar is heavily reliant on imports of food and construction material, and produces its electricity and vehicle fuels predominantly from its oil and gas resources, it has a target to increase its energy efficiency by ten per cent by 2022, and is developing projects to increase local food production, use its solar energy potential and increase the use of low-emission technologies. The compact nature of the FIFA World Cup 2022™ will eliminate the long-distance travel between sites typically required for other FIFA World Cups™ and will thus reduce associated carbon emissions.

Important national projects that are likely to have an impact on the GHG emissions associated with the FIFA World Cup 2022™ include:

- Major public transport projects such as the Doha Metro and Lusail Tram, which will include stations within a short walk of most stadiums, as well as major investments in the bus and taxi network
- The construction of a utility-scale solar power plant with a capacity of up to 500MW by 2022

- The government's "Green Car" initiative, which has committed to install 100 electric vehicle charging stations per year from 2018 to 2022 and to promote the use of hybrid and electric vehicles in Qatar
- The Qatar Civil Aviation Authority joining the Carbon Offsetting and Reduction Scheme for International Aviation to achieve carbon-neutral growth in the aviation industry from 2020 onwards

Progress since 2010

As the first international sports organisation to join the United Nations Framework Convention on Climate Change's (UNFCCC) "Climate Neutral Now" campaign, FIFA has pledged to continue to strive towards becoming GHG-neutral by the mid-21st century. During the bid stage, Qatar committed to hosting a fully carbon-neutral FIFA World Cup™,⁴⁸ and the SC has approved an action plan covering education and training, measurement and estimation of emissions, reduction of emissions through the sustainable construction of stadiums and other facilities, and the development of local and regional carbon reduction projects. To encourage the development of local and regional carbon reduction projects, the SC supported the establishment of the Gulf Carbon Trust (GCT), the first voluntary carbon market in Qatar. Emission reduction measures being applied in the construction of stadiums and other facilities include utilising solar panels to power toilets, lighting and weather monitoring stations, and imported power from the grid instead of diesel generators, where possible.

The SC Tree Nursery will facilitate absorption of GHGs and localised air emissions and pollutants by producing thousands of trees, at least 5,000 of which will be planted in 850,000 m² of new parks and green spaces around stadiums and training sites. Using treated wastewater for irrigation, it is the largest tree and turf nursery in the region, covering more than 880,000 m² and with the ability to produce more than 1,200,000 m² of landscape grass per year, helping to absorb thousands of tonnes of carbon per year.⁴⁹

Key initiatives to deliver this objective

Measurement

EN2.1 GHG emissions inventory

Completing and publishing a GHG emissions inventory for the preparation, staging and post-tournament activities of the FIFA World Cup 2022™ to set a clear scope for emission reductions and offsets.

Mitigation – site construction, temporary infrastructures and operations

EN2.2 Renewable energy use for the FIFA World Cup 2022™

Identifying options and implementing projects to maximise the feasible use of renewable energy for FIFA World Cup 2022™ sites and overlay infrastructure.

EN2.3 Use of temporary power solutions with low levels of air pollution and GHG emissions

Optimising the number of temporary power generators or other solutions needed during the preparation and staging of the FIFA World Cup 2022™, reducing unnecessary or redundant supply and using clean technologies to minimise the impact on local air quality and GHG emissions wherever possible.

EN2.4 Reduction of business air travel

Implementing measures to reduce business air travel during tournament preparations, including awareness-raising and the use of video conferencing facilities.

G2.1 Sustainable procurement: minimising embodied carbon emissions in the supply chain

Seeking to procure products and materials that maximise resource efficiency and reduce emissions, including products with lower embodied carbon emissions and energy-efficient equipment. More details on our sustainable procurement initiatives are found on p. 84.

Mitigation – transport

EN2.5 Support for fan use of public and shared transport

Facilitating fan use of the Doha Metro, Lusail Tram, buses and other sources of mass transport during the FIFA World Cup 2022™, through initiatives such as free public transport access with a FIFA World Cup 2022™ ticket and a journey planner.

EN2.6 Low-emission vehicles for the tournament

Deploying low-emission vehicles and buses during the tournament, including the tournament operations fleet and host country buses, leaving a legacy of a low-emission modern fleet with long-term uses and adequate servicing infrastructure in Qatar.

⁴⁸ "Carbon-neutral" means reducing emissions where possible and compensating for the remainder by investing in carbon reduction projects (via offset units) to achieve net zero carbon emissions.

⁴⁹ See "SC inaugurates one of the region's largest tree and turf nurseries", SC staff, 22 February 2018, <https://www.sc.qa/en/news/sc-inaugurates-tree-and-turf-nursery>.

Mitigation – carbon sink

EN2.7 Tree nursery

Mitigating GHG emissions by maintaining the SC Tree Nursery and by using its trees, plants, shrubs and lawn in landscaping around FIFA World Cup 2022™ stadiums and training sites.

Offsetting

EN2.8 Programme for GHG reduction and offsetting by attendees

Giving recommendations on how attendees and participants can reduce and/or offset their GHG emissions, including emissions from travel, accommodation and food and beverage.

EN2.9 Offsetting remaining GHG emissions and supporting regional carbon reduction projects

Developing and implementing a programme to offset – with support from fans, participants and partners – all remaining emissions associated with the FIFA World Cup 2022™, including those from FIFA, Q22 and SC operations as well as those from other linked activities which are attributable to the tournament, such as emissions from fan travel, accommodation and food and beverage operations. This initiative includes proactively supporting and developing a voluntary carbon market, identifying reduction projects in Qatar and the region, and building the capacity of sustainability and event management professionals associated with the implementation of low-carbon events.

Note: Initiatives related to sustainable building, waste generation and water use, covered in other sections, also contribute to the reduction of GHG emissions.



Objective EN3.

Minimise local air pollution from FIFA World Cup 2022™ stadiums, training sites, overlay infrastructure and transport services, promoting access to cleaner technologies in Qatar

Relevant material topics:

- Air pollution
- Health, safety and security for attendees, participants and communities
- Sustainable building

Context

Air pollution is one of Qatar’s main environmental challenges due to the country’s desert environment and wind, which generate dust particles, as well as vehicle exhausts and industry emissions from across the region. Qatar’s government is committed to reducing air pollutant concentrations to comply with its strict Qatari Air Quality standards by 2022.⁵⁰ Efforts by the government and academia to improve air quality monitoring and understanding of pollution sources and their consequences are ongoing.

Through the construction of tournament sites and related infrastructure, as well as the use of a significant number of vehicles and generators for FIFA World Cup 2022™ sites and events, the FIFA World Cup 2022™ will have an impact on dust generation as well as exhaust air emissions.

Progress since 2010

Best-practice air-quality monitoring and control is in place at all construction sites for all FIFA World Cup 2022™ stadiums and training sites. These practices include dust suppression, reduction in construction vehicle movements and use of modern construction equipment. Indoor air pollution is being avoided by ensuring adequate ventilation, monitoring air pollutants and specifying low volatile organic compound (VOC) emission materials.

The stadiums and surrounding precincts are also designed to include significant amounts of green space and vegetation.

⁵⁰ Qatar Second National Development Strategy 2018-2022”, Ministry of Development Planning and Statistics, January 2018, <https://www.mdps.gov.qa/en/knowledge/Documents/NDS2Final.pdf>

Key initiatives to deliver this objective

EN2.3 Use of temporary power solutions with low levels of air pollution and GHG emissions

Optimising the number of temporary power generators or other solutions needed during the preparation and staging of the FIFA World Cup 2022™, reducing unnecessary or redundant supply and using clean technologies to minimise the impact on local air quality and GHG emissions wherever possible.

EN2.6 Low-emission vehicles for the tournament

Deploying low-emission vehicles and buses during the tournament, including the tournament operations fleet and host country buses, leaving a legacy of a low-carbon modern fleet with long-term uses, and adequate servicing infrastructure in Qatar.

EN3.1 Air pollution control in FIFA World Cup 2022™ site construction

Minimising the level of dust and fine particulate matter produced by construction activities through best-practice strategies in line with sustainable building certification requirements including pre-watering, isolating dust-producing activities and reducing the movement of heavy construction equipment.

EN3.2 Green spaces in and around sites

Mitigating air pollution from the operation of stadiums, training sites and overlay infrastructure by developing green spaces in and around sites, leveraging the SC Tree Nursery.

EN3.3 Air pollution control in FIFA World Cup 2022™ site operations

Maintaining adequate indoor air quality in FIFA World Cup 2022™ sites by specifying materials with low VOC levels, controlling indoor pollutants and sources of airborne contamination while providing adequate mechanical ventilation. Maintaining adequate outdoor air quality by monitoring air quality, eliminating or reducing sources of pollution at their source, and/or applying appropriate mitigation measures to minimise exposure to air pollution at the sites.



Objective EN4.

Minimise waste sent to landfill from FIFA World Cup 2022™ sites and promote waste management and recycling solutions in Qatar

Relevant material topics:

- Waste generation
- GHG emissions
- Sustainable building
- Sustainable procurement

Context

The generation of significant quantities of waste occurs during every phase of a FIFA World Cup™, from preparation to staging to post-tournament activities. Construction and dismantling of stadiums, training sites and temporary infrastructure; dressing and signage; food, beverages, and merchandise sold during events; and catering for the tournament organisers during all phases of the tournament are just some of the key activities associated with the tournament that create waste. If not properly managed, this waste can have negative consequences for the natural environment and people's health, contributing to ground and water pollution and the generation of GHG emissions. On the other hand, if managed well, the FIFA World Cup 2022™ can be used as a catalyst to promote the development and uptake of waste management and recycling solutions in Qatar.

Qatar's nascent recycling industry currently handles about ten per cent of waste generated in the country. According to the NDS 2018-2022, Qatar has a target to increase recycling in the country to cover 15% of solid waste generated by the end of 2022. Qatar also aims to increase the proportion of recycled materials in construction projects in the country to 20% of the total materials used by 2022, focusing specifically on reuse and recycling of demolition waste and industrial and manufacturing waste such as iron slag, sand-washing waste, quarry residues and oil refinery waste.

Progress since 2010

Construction waste is currently being segregated and recycled on all SC construction sites. In some cases, over 90% of the construction waste is diverted from the landfill through reuse or recycling. Waste from the offices of the SC and Q22 is also being recycled; this includes paper, metal, plastic and batteries. In addition, all stadiums are being designed and constructed to allow for sustainable waste management in operation; for example, sufficient space for effective waste segregation is provided at all stadiums.

Key initiatives to deliver this objective

EN4.1 Waste management systems at FIFA World Cup 2022™ sites

Continuing to implement and enhance waste management in FIFA World Cup 2022™ site construction and implementing waste management systems for FIFA World Cup 2022™ site operations, so as to facilitate the avoidance, reduction, segregation, reuse, recycling and composting of waste. This includes:

- Awareness-raising campaigns for contractors, participants and attendees
- Development and communication of requirements and guidelines for resource management and for segregation, recycling and composting of waste
- Integration into procurement policies and practices
- Training for staff, waste collectors, volunteers and concession employees
- Use of reusable, recycled and/or biodegradable materials
- Waste management and reuse plans for significant waste streams like construction materials, overlay infrastructure, dressing and signage

EN4.2 Recycling solutions in Qatar

Identifying available repurposing, sorting, recycling and composting options and markets for all key materials likely to be collected during the preparation, staging and post-tournament phases, and establishing connections with organisations that can provide appropriate use and treatment solutions for such materials in Qatar, as well as generate new related products.

EN4.3 Responsible waste management awareness raising for the accommodation, food and beverage and merchandise sectors

Using information events, awareness campaigns and/or public guidance to share and encourage responsible waste management practices in FIFA World Cup 2022™-related sectors, such as accommodation, food and beverage and merchandise. This includes engaging with the relevant entities to encourage responsible waste management practices in all locations such as streets and public areas around FIFA World Cup 2022™ sites.

G2.1 Sustainable procurement: minimising waste in the supply chain

Seeking to procure products and materials that maximise resource efficiency and reduce waste, including the use of shared or leased assets where possible, and the prioritisation of products that reduce packaging, use recycled contents and can be reused or recycled. More details on our sustainable procurement initiatives are found on p. 84.

Objective EN5.

Minimise water use during the construction and operation of FIFA World Cup 2022™ sites and promote water conservation in related sectors

Relevant material topics:

- Water production and use
- GHG emissions
- Sustainable building

Context

With one of the world's lowest levels of rainfall, Qatar relies predominantly on desalination for domestic and industrial water demand,⁵¹ which depends on an energy-intensive cogeneration process that increases seawater salinity levels.

The FIFA World Cup 2022™ will have an important impact on water consumption during the staging of the tournament, when the large influx of attendees will drive a large spike in domestic water demand. In addition, a significant quantity of water is required for dust suppression during construction activities, as well as for stadium operations, where it is used for pitch and landscape irrigation, evaporative cooling, cleaning, conveniences such as toilets and catering facilities, and fire suppression systems.

As a country, Qatar has been implementing initiatives to increase water efficiency and reduce per capita consumption,⁵² as well as maximising reuse of treated sewage and industrial water for garden irrigation, landscaping, construction works and district cooling services. Qatar reuses 50% of treated wastewater in agriculture and landscaping and aims to develop infrastructure to achieve reuse of 70% of its wastewater in national projects by 2022.⁵³ It is also investing in infrastructure to expand its water supply and the development of mega reservoirs for potable water storage to support the large number of people expected to be in Qatar at the time of the tournament.

Progress since 2010

Following sustainable building practices, all of the FIFA World Cup 2022™ stadiums have been designed and are being built to minimise water use through water efficiency equipment and practices and use of recycled water where possible. Wastewater is disposed and treated via the Public Works Authority's central recycled water treatment and distribution network, and treated water is then recycled to control dust on site.

The SC has also partnered with local organisations to deliver water conservation awareness programmes to children through school competitions and by publishing books for children about water conservation.

Key initiatives to deliver this objective

EN5.1 Water-efficient practices during construction of FIFA World Cup 2022™ stadiums and training sites

Continuing the implementation of measures to increase the water efficiency of FIFA World Cup 2022™ stadiums and training sites during construction. This includes the use of efficient construction methodologies, for dust suppression and temporary efficient taps, toilets, showers and irrigation

EN5.2 Water efficient practices during operation of FIFA World Cup 2022™ sites and overlay

Installing water efficient fixtures and irrigation systems and implementing operational plans to minimise potable water use through efficiency and recycling.

EN5.3 Responsible water management awareness raising for the accommodation and food and beverage sectors

Using information events, awareness campaigns and/or public guidance to share and encourage responsible water management practices in FIFA World Cup 2022™-related sectors, such as accommodation and food and beverage.



⁵¹ Qatar depends on desalination for 99% of its drinking and non-drinking water needs.

⁵² Tarsheed, Qatar's national programme for conservation and efficient use of water and electricity, has helped reduce the per capita consumption of water by 20% from 2012 to 2016, and has a target to reduce per capita water consumption by another 15% by 2022. See "Kahramaa Sustainability Report 2016" https://www.km.com.qa/MediaCenter/Publications/Kahramaa_Sustainability_Report_2016.pdf.

⁵³ "Qatar Second National Development Strategy 2018-2022", Ministry of Development Planning and Statistics, January 2018, <https://www.mdps.gov.qa/en/knowledge/Documents/NDS-2Final.pdf>.




Governance Pillar

Setting an example of good governance and ethical business practices

Our Commitment

We take responsibility for addressing the impacts of the FIFA World Cup 2022™ from our own activities as well as those linked to our business relationships and value chains. We establish a culture of compliance based on legal requirements and organisational policies, and demonstrate transparency and accountability to our stakeholders in relation to our sustainability decision-making and performance.

Objective G1.

Maintain an effective sustainability management system for the FIFA World Cup 2022™ in line with the requirements of ISO 20121

Relevant material topics:

- Transparency and accountability
- Sustainable procurement

Context

The organisation of the FIFA World Cup 2022™ is an extremely complex operation, involving close collaboration between multiple bodies for successful delivery, including FIFA, Q22 and the SC as primary delivery partners, as well as host city and country government authorities, stadium authorities, business partners, football associations and numerous other stakeholders. In this context, effective and transparent governance and management practices are critical to ensuring accountability to all stakeholders for actions and decisions taken and to maximising the sustainability of the tournament.

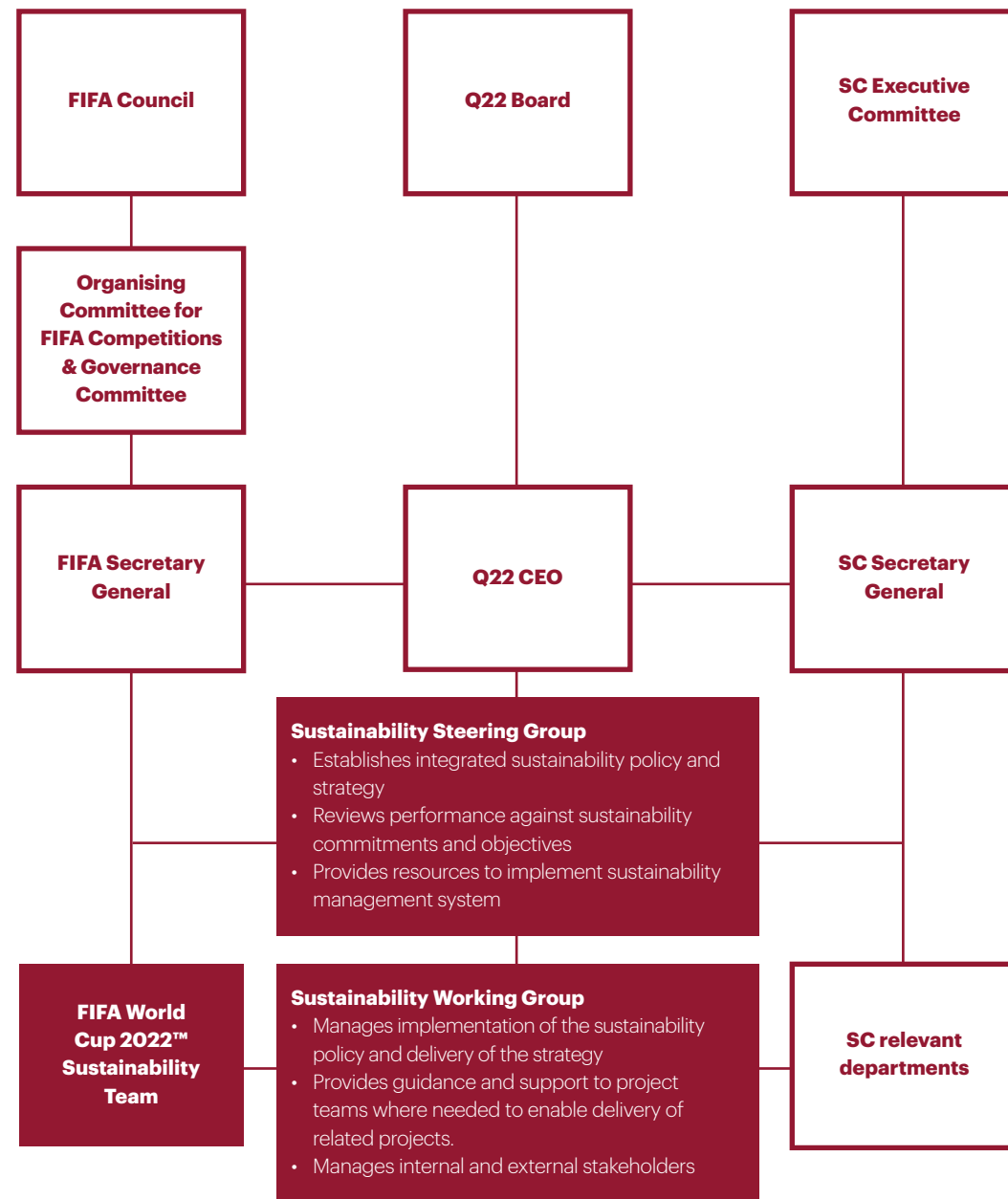
A sustainability management system (SMS) is a set of interrelated and interacting elements and processes that governs the establishment of sustainability objectives – ensuring the integrity and stakeholder inclusiveness of this process – and supports their achievement, thereby facilitating the delivery of continuous improvement in the sustainability of an event. The event industry is the first sector to have its own SMS standard – ISO 20121 for event sustainability management systems – and FIFA has committed to following this standard in setting up and implementing an SMS for the FIFA World Cup 2022™. The standard sets out all the elements that an event organiser has to have in place in order to enable it to maximise the sustainability of an event. The sustainability policy and strategy form the basis of the SMS; other elements include effective governance structures, an action plan, continuous stakeholder engagement and performance tracking and reporting.

Progress since 2010

Since 2015, FIFA, Q22 and the SC have sought to unify, formalise and enhance their approach to sustainability management for the FIFA World Cup 2022™ with the establishment of two key bodies responsible for ensuring the sustainability of the tournament – the FIFA World Cup 2022™ Sustainability Steering Group and the FIFA World Cup 2022™ Sustainability Working Group. The Sustainability Steering Group, which is composed of senior executives from FIFA, Q22 and the SC, is responsible for establishing the integrated sustainability policy and strategy for the tournament, reviewing performance against sustainability commitments and objectives and ensuring that adequate resources are engaged to deliver against them. The joint FIFA-Q22-SC Sustainability Working Group, composed of sustainability experts across all priority sustainability topics, including members of FIFA's Sustainability & Diversity team and various SC departments, manages the implementation of the sustainability policy and delivery of the strategy and provides guidance and support to project teams where needed to enable delivery of related projects. Ultimately, all project areas and teams must contribute to delivering a sustainable tournament and leveraging human and financial resources for that purpose.

The FIFA World Cup 2022™ Sustainability Policy and Strategy developed under the leadership of these two groups will provide the foundation for the FIFA World Cup 2022™ SMS. These two documents, and the process that has been undertaken to develop them (see the section "Building the strategy" on p. 12 for more detail), comprise most elements of the planning phase of the SMS, which will be rounded out with the development of an action plan to deliver on the strategy.

Sustainability Governance Structure for the FIFA World Cup Qatar 2022™



In 2017, the SC launched the B4Development Foundation (B4D), formerly the Qatar Behavioural Insights Unit (QBIU), the region's first such initiative, to conduct policy experiments using insights from behavioural economics and psychology to gently 'nudge' people towards more sustainable choices. B4D has a number of experiments under way to support the SC and other bodies across Qatar to improve outcomes in policy areas including education, workers' welfare, environmental sustainability and healthy lifestyles, in line with the goals of QNV 2030.

This unit forms an important component of our SMS, supporting the achievement of many of the objectives in this strategy, and facilitating the delivery of continuous improvement in the sustainability of the FIFA World Cup 2022™.

Key initiatives to deliver this objective

G1.1 Periodic updates of the sustainability strategy

Periodically reviewing and updating the sustainability strategy to reflect evolving best practices and technologies in sustainable event management, and responding to changes in the internal and external context and associated risks and opportunities. This includes a periodic review of the materiality assessment and human rights impact assessment and respective objectives and initiatives.

G1.2 Sustainability action plan and operational processes

Developing an action plan to deliver on our sustainability strategy, including responsibilities, key performance indicators and targets for each initiative. The action plan will be designed to address identified risks and opportunities to ensure the achievement of our objectives and prevent or reduce any undesired effects. This initiative will also include the development of an SMS manual with all relevant processes and procedures required to achieve our sustainability strategy and action plan.

G1.3 Stakeholder engagement and communication

Periodically and meaningfully engaging with national and international stakeholders, including representatives of those most affected to discuss progress in the implementation of the FIFA World Cup Qatar 2022™ Sustainability Strategy and Policy. This includes knowing who these stakeholders are, having effective communication systems in place, and involving them in the delivery of relevant initiatives.

G1.4 Monitoring and evaluation of sustainability performance

Monitoring and evaluating both the conformance to sustainability management plans, procedures and processes and the ISO 20121 standard, and actual outcomes achieved against sustainability objectives and human rights responsibilities, through the tracking of key performance indicators and through audits and management reviews. This includes identifying and correcting non-conformities.

G1.5 Sustainability reporting and knowledge transfer

Reporting progress achieved against the sustainability strategy and any changes or additions to the strategic objectives, initiatives and targets, annually from 2019 to 2023, including publication of a post-tournament sustainability report in alignment with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and following guidance from the UNGP Reporting Framework. In addition, fulfilling internal knowledge transfer obligations to FIFA for the enhancement of the sustainability of future tournaments.

G1.6 Sustainability governance

Establishing clear roles, responsibilities and governance structures for sustainability, including at board level and for the Sustainability Steering Group, and ensuring that these are well-documented, implemented and reviewed.

G1.7 Sustainable behaviour change: B4Development Foundation (B4D)

Expanding B4D's policy experiments using insights from behavioural economics and psychology to gently 'nudge' FIFA World Cup 2022™ stakeholders towards more sustainable choices contributing to the achievement of the objectives and initiatives in this strategy. This includes the design and implementation of nudges to improve outcomes in areas such as workers' living and working conditions, environmental sustainability, youth education and empowerment, inclusivity, and health, safety and security for attendees, participants and communities.

H4.3 Sustainability capacity-building and awareness-raising

Delivering sustainability capacity-building to ensure that FIFA World Cup 2022™ staff and volunteers have the necessary competencies to implement their sustainability management responsibilities. This can include development and delivery of stand-alone training as well as incorporating sustainability capacity building elements into other training areas, such as induction training for staff and volunteers. Through this initiative, we will also deliver training and develop and publish guidelines and other materials to support sustainability implementation by contractors, suppliers, licensees, delivery partners and others working in sectors related to the FIFA World Cup 2022™ such as security, transport, accommodation and food and beverage. This initiative encompasses capacity-building elements of several other initiatives in this strategy, including:

- Engagement and outreach to continuously enhance workers' welfare (objective H1) – includes delivery of a training programme of soft and hard skills available to all workers on SC projects
- Accessibility training for workforce and volunteers (objective S1) - training on how to assist disabled people and people with limited mobility for staff, volunteers, and others working in sectors related to the tournament
- FIFA diversity and anti-discrimination programme (objective S3) - includes training on diversity and anti-discrimination for staff, volunteers, match officials, and contracted staff working in sectors related to the tournament
- Human rights principles in FIFA World Cup 2022™ safety and security training (objectives S4 and S5) - providing relevant FIFA World Cup 2022™ security personnel with specific human rights training
- Implementation of FIFA's tobacco-free policy (objective S6) – includes training and guidance for tournament staff and volunteers on the implementation of FIFA's tobacco-free policy
- Challenge 22 (objective EC1) – includes mentoring for Challenge 22 award winners to develop their idea to the proof-of-concept stage
- Sustainable building training for FIFA World Cup™ site construction contractors and operators (objective EN1) - delivering sustainable building training for professionals involved in delivering tournament stadiums, training sites and overlay infrastructure
- Offsetting remaining GHG emissions and supporting regional carbon reduction projects (objective EN2) – includes building the capacity of sustainability and event management professionals associated with the implementation of low-carbon events
- Waste management systems at FIFA World Cup™ sites (objective EN4) – includes training for staff, waste collectors, volunteers and concession employees to facilitate the avoidance, reduction, segregation, reuse, recycling and composting of waste
- Compliance training (objective G3) - providing consistent and effective compliance training, identifying audiences using a targeted risk-based approach

Objective G2.

Apply leading sustainable procurement and licensing practices in FIFA World Cup 2022™ supply chains to protect people's rights and well-being, reduce environmental impacts and promote economic development

Relevant material topics:

- Sustainable procurement
- Transparency and accountability
- Compliance, anti-bribery and anti-corruption

Context

The FIFA World Cup™ could not be delivered without the many hundreds of products and services provided through various supply chains, licensees and sponsors, including construction services, facilities management, venue signage and dressing, merchandise, food and beverage, IT equipment, security services, cleaning and waste management services, medical services, transport services and much more. Similarly, many of the key sustainability objectives set out in this FIFA World Cup 2022™ Sustainability Strategy could not be delivered without the support of suppliers, licensees and sponsors. Taking into consideration the environmental, social, economic and ethical issues behind the procurement of products and services is a vital aspect of the tournament's sustainability performance.

Progress since 2010

Over the past few years, FIFA has increasingly included human rights-related clauses in contracts with sponsors, suppliers and licensees. FIFA is currently engaged in efforts to standardise these clauses based on the type of relationship and the human rights risks involved and to align them with the UNGPs. For example, clauses for sponsors generally include a commitment to respect human rights in accordance with the UNGPs and the highest industry standards, to report on any activities undertaken in regard to this commitment and to participate in any multi-stakeholder forum as proposed or requested by FIFA. In some cases, they also include an obligation to participate in any grievance mechanism as proposed or requested by FIFA. One area in which FIFA has taken particularly far-reaching measures to ensure compliance with human rights and other sustainability standards is the production of FIFA-licensed footballs and artificial turf. In this area, as part of the [FIFA Quality Programme](#),⁵⁴ FIFA is collaborating with the World Federation of the Sporting Goods Industry (WFSGI) to monitor and enforce respect for human rights, as well as environmental standards, in the supply chain.⁵⁵

Under the SC's Workers' Welfare Standards, for all procurement activities under the SC, tenderers must sign and return with their proposal a Workers' Welfare Commitment Statement.⁵⁶ In addition, all contractors engaged on capital projects or providing manpower services to SC sites (including cleaning, fit-out, maintenance, pantry and security) are required to provide additional information relating to their recruitment and accommodation arrangements in proposals submitted to the SC. This information is verified through an evaluation process, including an inspection of the tenderer's nominated accommodation, and the results are incorporated as part of the SC's technical evaluation report. The SC ensures ongoing compliance with the Workers' Welfare Standards through its four-tier auditing system.

In addition, the SC also applies a set of sustainability and environmental requirements and guidelines to all contracts related to the construction of FIFA World Cup 2022™ stadiums and training sites. As part of standard procurement procedures, environmental experts have the opportunity to review and add specific environmental requirements in all contracts.

In its procurement policy, Q22 commits to requesting and reasonably ensuring sustainable practices from its suppliers. Under the policy, the procurement function must regularly share a list of major upcoming procurement transactions with the sustainability team, which shall decide, based on the objectives of the FIFA World Cup 2022™ Sustainability Strategy and the impact on sustainability of the relevant goods and services, whether to integrate sustainability criteria into the selected procurement processes. This can include integration of sustainability criteria and language in the bidding documents, consideration of sustainability criteria in the proposal evaluation process and integration of sustainability requirements in contracts with suppliers.

The SC's current procurement policies also give preference to local companies in Qatar in line with national regulatory requirements.

⁵⁴ See "FIFA Quality Programme", FIFA, <https://football-technology.fifa.com/en/media-tiles/fifa-quality-programme/>.

⁵⁵ For more information, see "WFSGI Pledge for the FIFA Quality Programme", World Federation of the Sporting Goods Industry, <http://www.wfsgi.org/news/fifa-quality-programme>.

⁵⁶ For more information, see the statement itself on p. 76 of the Workers' Welfare Standards (Edition 2), Supreme Committee for Delivery & Legacy, <https://www.sc.qa/sites/default/files/docs/Workers-Welfare-Standards.pdf>.

Key initiatives to deliver this objective

G2.1 Sustainable procurement policy and sourcing code

Reviewing and, if needed, enhancing FIFA, Q22 and SC procurement, licensing and sponsorship policies to clearly articulate the commitments to sustainability applicable across the primary delivery partners' procurement, licensing and sponsorship activities related to the FIFA World Cup 2022™. Developing and implementing a Sustainable Sourcing Code setting out minimum standards and requirements for suppliers, licensees and sponsors and their subcontractors to manage the sustainability impacts of their activities in the context of any products or services supplied for the FIFA World Cup 2022™ in the following areas:

- Workers' living and working conditions (objectives H1, H2, and H3)
- Workers' recruitment (objectives H1, H2 and H3)
- Health, safety and security for attendees, participants and communities (objective S5)
- Local and regional value chain and business development (objective EC1)
- Adaptability of infrastructure and services (objective EC3)
- Environmental impacts (objectives EN1, EN2, and EN4)
- Compliance, anti-bribery, and anti-corruption (objective G3)

The Sustainable Sourcing Code will include expectations for suppliers, licensees and sponsors to apply relevant standards to their own suppliers and their production and warehouse locations, and to provide information as requested on the sustainability practices and performance of those suppliers, leveraging collaborative ethical supply chain data platforms.

G2.2 Sustainable procurement procedures

Integrating the Sustainable Sourcing Code with FIFA, Q22 and SC procurement, licensing and sponsorship processes and procedures to ensure that all key FIFA World Cup 2022™ contracts are established and monitored in accordance with the code and in alignment with ISO 20400 Sustainable Procurement guidelines. This will include processes for design and specification; supplier, licensee and sponsor pre-selection and selection; tender evaluation; post-contract management; supplier, licensee and sponsor development; and performance review. It will also be informed by an analysis of the most significant sustainability impacts and risk areas in supply chains and sponsorship relationships, and criteria for various spend categories.

G2.3 Sustainable procurement control and enforcement mechanisms

Establishing and implementing appropriate control and enforcement mechanisms for suppliers, licensees and sponsors. This could include auditing the fulfilment of sustainability criteria agreed upon with key suppliers, licensees and sponsors, especially with the goods and services that present more sustainability risk. It could also include establishing and clearly communicating a complaints and dispute resolution mechanism for those who feel the Sustainable Sourcing Code has not been properly implemented.

Objective G3.

Embed a culture of compliance with a focus on legal and regulatory requirements and adherence to FIFA, Q22 and SC policies and procedures

Relevant material topics:

- Compliance, anti-bribery and anti-corruption

Context

Effective governance and management practices are also critical to the successful delivery of the tournament in compliance with internal and external requirements, including requirements related to ethical business practices, human rights, anti-bribery and anti-corruption. In addition to legal and regulatory requirements, there are several foundational documents and agreements that set out the obligations, responsibilities and rights associated with the hosting and staging of the FIFA World Cup 2022™ and structure the governance and management of the tournament. These influence the organisational structures, policies and procedures that are put in place to deliver a successful tournament.

The FIFA [Statutes](#)⁵⁷, [Code of Conduct](#)⁵⁸ and [Code of Ethics](#)⁵⁹ provide the basic laws for world football and members of the FIFA family, including officials, employees, players and associations, and set out FIFA's standards for ethical business practices. FIFA particularly specifies its human rights commitment in Article 3 of the FIFA Statutes as well as in FIFA's Human Rights Policy, which is binding on all FIFA bodies and officials. To ensure a separation of powers, the independent Ethics Committee, established as the third judicial body under the FIFA Code of Ethics, is responsible for watching over the entire football community and helping to tackle issues in football such as illegal betting, bribery and other prohibited activities. Under the Code of Ethics, disciplinary sanctions can be imposed on offending officials, players, players' agents and match agents.

Progress since 2010

Over the past 15 years, FIFA has progressively adopted a wide range of governance reforms in order to meet the evolving needs of the modern game and ensure that its operations and values adhere to the best governance standards possible, with the most recent set of reforms introduced in 2016.⁶⁰

Q22 and the SC have each established a number of policies which reflect their responsibility and commitment to operate in an ethical manner, consistent with both best practices in the local market and the high standards set by the international community. This includes codes of ethics and conduct policies for each organisation that outline the standards of behaviour that are expected of all relevant persons working under or doing business with Q22 or the SC, including in relation to bribery and corruption. It also includes legal and compliance policies for both entities, which lay out Q22's and the SC's approaches to the identification and management of legal and compliance issues and the associated legal and compliance risks, contain policy statements on specific legal and compliance issues and indicate where the detailed procedures for the management of such compliance issues and the associated legal and compliance risks shall be set out.

⁵⁷ "FIFA Statutes", June 2019 edition, FIFA, <https://www.fifa.com/about-fifa/who-we-are/the-statutes.html>

⁵⁸ "Code of Conduct", 1 December 2017, FIFA, <https://resources.fifa.com/image/upload/fifa-code-of-conduct-2017-2018.pdf?cloudid=wformatmtwtqj2k-ogyxr>

⁵⁹ "FIFA Code of Ethics", 2018 edition, FIFA, <https://resources.fifa.com/image/upload/fifa-code-of-ethics-2018-version-takes-effect-12-08-18.pdf?cloudid=uemikcy8wwdtll6sy3j>

⁶⁰ See "The Reform Process", FIFA, <http://www.fifa.com/governance/how-fifa-works/the-reform-process.html>

Key initiatives to deliver this objective**G3.1 Compliance risk assessment and management**

Identifying and continuously monitoring compliance obligations, defining key risk activities as well as mitigating controls and establishing action plans. Embedding a culture of compliance and implementing a compliance management structure with dedicated resources across the organisations of the primary delivery partners. This also includes setting the tone from the top to communicate the importance of ethics and compliance.

G3.2 Compliance policies and procedures

Defining transparent, accessible, and understandable policies and procedures across the organisations, including a code of conduct, code of ethics, anti-bribery and corruption policy, sanctions and export control policy, gifts and entertainment policy, conflict of interest policy, investigation policy, procurement policy and any other policies and regulations that may be applicable in line with generally recognised rules of good governance.

G3.3 Compliance training

Providing consistent and effective training, identifying audiences using a targeted risk-based approach. Defining training needs and a tailor-made training plan as well as evaluating training effectiveness and modifying content based on emerging risks.

G3.4 Compliance performance monitoring and testing

Implementing robust controls to ensure that compliance teams can enforce and monitor adherence to policies and procedures and provide appropriate and timely mitigation. Performing due diligence for, as well as managing and auditing, third-party and other relationships. Providing systems to monitor and report on the effectiveness of the compliance programme.





Alignment with the UN Sustainable Development Goals

In September 2015, world leaders at the UN adopted the 2030 Agenda for Sustainable Development, which comprises 17 universal Sustainable Development Goals⁶¹ (SDGs), or Global Goals, and 169 targets, which set out a vision for ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity by 2030.

Delivery of the Global Goals by 2030 is highly ambitious and no organisation, institution, government or business can achieve it alone. The private sector, governments and civil society need to find new ways of working together to drive the systemic change needed to achieve this vision. The 17 SDGs for 2030 provide a common framework for public and private actors to explain how they plan to contribute to sustainable development.

In developing the FIFA World Cup Qatar 2022™ Sustainability Strategy and Policy, we referred back to the SDGs and targets in three main ways:

1. When identifying a long list of potential topics relevant to the sustainability of the FIFA World Cup 2022™, we assessed the positive and negative impacts that the FIFA World Cup 2022™ activities could have on the SDGs.
2. When selecting the most material sustainability topics to be the focus of our policy and strategy, we reviewed the SDGs most relevant to sport, events and construction activities.
3. When defining our policy statements and objectives, we also sought to align them with the most relevant SDGs and targets linked to our material sustainability topics and salient human rights issues.

The implementation of the FIFA World Cup Qatar 2022™ Sustainability Policy and Strategy will have the most important contribution to the achievement of the following 11 SDGs:

⁶¹ See "Sustainable Development Goals: 17 Goals to Transform our World", United Nations, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

UN SDG

How we will contribute



Ensure healthy lives and promote well-being for all at all ages

By ensuring tobacco-free FIFA World Cup 2022™ sites and events through the implementation of FIFA's tobacco-free policy, the tournament organisers will set an international example for tobacco control and send a clear message about the dangers of tobacco use.

We will also help to promote health and well-being and prevent the development of non-communicable diseases such as diabetes, cancer and cardiovascular disease through health checks, nutrition initiatives and other programmes to enhance the health and well-being of workers engaged in the construction of and provision of services for FIFA World Cup 2022™ sites; through air pollution control at FIFA World Cup™ sites; and through Generation Amazing's Healthy Generation programme educating children and young people about the merits of a balanced diet and regular exercise.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Through initiatives such as the Josoor Institute programmes, FIFA's and the SC's football-for-development programmes, Challenge 22 and other efforts to build local expertise to deliver the FIFA World Cup 2022™, we will contribute to helping individuals acquire the knowledge and skills needed for employment, decent jobs and entrepreneurship. In addition, we will build knowledge and skills related to sustainable development through training and education initiatives supporting many of our objectives, including in the areas of accessibility, cultural understanding, diversity, human rights, green building certification, environmental protection and sustainability management systems.



Ensure availability and sustainable management of water and sanitation for all

By minimising water use during construction and operation of FIFA World Cup™ sites, including through wastewater recycling and reuse, and promoting water conservation in related sectors such as accommodation and food and beverage, we will contribute to increasing water-use efficiency and wastewater recycling and reuse in Qatar, and ensuring a sustainable supply of freshwater to address water scarcity.



Ensure access to affordable, reliable, sustainable and modern energy for all

We will contribute to increasing renewable energy use and accelerating energy efficiency through the application of sustainable building standards across all FIFA World Cup 2022™ stadiums and other site construction and operation, and through relevant initiatives to directly mitigate GHG emissions from sites, temporary infrastructure, and transport. We will also contribute to this SDG by investing in energy efficiency and renewable energy projects in Qatar, the region and internationally to offset emissions from the FIFA World Cup 2022™. Also, through measures such as the Al Thumama showcase stadium, which provides a pilot-scale platform for demonstrating sustainable technologies and solutions, we will help facilitate access to clean energy research and technology.

UN SDG

How we will contribute



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Through initiatives to enable local and regional businesses to become FIFA World Cup 2022™ suppliers, such as local and regional procurement, Challenge 22 and Qatar Innovation Community, we will support job creation, entrepreneurship, creativity and innovation. These efforts, as well as programmes by the Josoor Institute and others to build local expertise to foster the development of the sports and events industries in Qatar, will contribute to economic diversification and technological innovation in the country and the region.

We will contribute to decent work for all by ensuring decent working and living conditions and fair recruitment for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites, primarily through the continued enforcement of the SC's Workers' Welfare Standards, as well as the application of similar standards for workers involved in FIFA World Cup 2022™ service areas beyond construction. We will also contribute to this goal by promoting decent working and living conditions and fair recruitment, including effective access to remedy, for workers engaged through other construction projects and supply chain relationships directly linked to the FIFA World Cup 2022™. These efforts include measures to protect labour rights and promote safe and secure working environments for all the associated workers, especially migrant workers in Qatar, and to avoid any forced and child labour directly linked to our operations, products or services.

By empowering young people in the region through football-for-development programmes like Generation Amazing and other measures such as youth panels and volunteer programmes, we will specifically contribute to reducing the proportion of young people not in employment, education or training in Qatar and the region.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

We will contribute to the development of quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being by facilitating the development of FIFA World Cup 2022™ stadiums, training sites and assets for long-term community and business use through the implementation of legacy plans for each site, as well as solutions to enable post-tournament use of stadiums year-round, such as cooling technologies. We will also contribute to this goal by promoting the use of adaptable, efficient technologies and solutions to address demand variations before, during and after the FIFA World Cup 2022™ in areas such as transport and accommodation, thereby avoiding overdevelopment of infrastructure that may not be used after the tournament.



Reduce inequality within and among countries

We will contribute to empowering and promoting social and economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status, by enabling a welcoming and respectful environment for all participants and attendees at FIFA World Cup 2022™ sites and events through initiatives such as the FIFA diversity and anti-discrimination programme, and intercultural awareness and anti-discrimination guidance for participants, attendees and local communities. We will specifically seek to empower and promote the inclusion of low-income groups by creating opportunities for them to attend the tournament through FIFA's ticketing policy. We will also seek to empower and promote the inclusion of disabled people by ensuring an accessible FIFA World Cup 2022™ and facilitating accessibility across physical infrastructure, public transport and services in Qatar.

Through the SC's Workers' Welfare Standards, which include comprehensive requirements related to workers' recruitment, we will also contribute to the facilitation of orderly, safe, regular and responsible migration of workers to Qatar, helping to reduce inequality among countries by creating positive economic opportunities for these workers to send remittances back to their home countries, while eradicating exploitative practices such as recruitment fees for workers and worker passport retention.

UN SDG

How we will contribute



Make cities and human settlements inclusive, safe, resilient and sustainable

By designing, constructing and operating FIFA World Cup 2022™ sites to limit environmental impacts, while building local sustainable building expertise, supply chains and standards, we will help to reduce the adverse per-capita environmental impact of cities in Qatar, given that buildings are the foundation of cities. We will also contribute to this goal through our initiatives to minimise local air pollution from FIFA World Cup 2022™ stadiums and training sites, overlay infrastructure and transport services, and to minimise waste sent to landfill from FIFA World Cup 2022™ sites while promoting waste management and recycling solutions in Qatar.

Through the implementation of our legacy plans for many stadiums and stadium precincts, we will help to expand access to safe, inclusive and accessible, green and public spaces. Many precincts surrounding Qatar's stadiums will be developed to become focal points for communities with amenities that may include high-quality sporting facilities, parks, cafes, schools, wedding halls, transport links, shopping centres and places of worship. We will also help to enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in Qatar through our community engagement on long-term uses for tournament sites.

By ensuring an accessible FIFA World Cup 2022™ and facilitating accessibility across physical infrastructure, public transport and services in Qatar through initiatives like the Accessibility Forum, we will contribute to providing accessible transport systems and public spaces for disabled people in the country. Through our initiatives to deploy low-emission vehicles for the tournament and support fan use of public and shared transport, we will help to provide access to safe, affordable and sustainable transport systems for all.



Ensure sustainable consumption and production patterns

We will contribute to the sustainable management and efficient use of natural resources by delivering a fully carbon-neutral FIFA World Cup 2022™ and implementing leading sustainable building standards, waste and water management practices and low-emission solutions, thereby leaving a legacy of world-class environmental management expertise, technologies, businesses and standards in Qatar and the region. We will also contribute to this goal by promoting the use of adaptable, efficient technologies and solutions to address demand variations before, during and after the FIFA World Cup 2022™ in areas such as transport and accommodation, thereby avoiding overdevelopment of infrastructure that may not be used after the tournament.

Through our initiatives to minimise waste sent to landfill and to promote waste management and recycling solutions in Qatar, we will help to reduce waste generation, including food waste, through prevention, reduction, recycling and reuse. Through initiatives such as information events and awareness-raising campaigns for participants and attendees encouraging the use of public and shared transport, GHG reduction and offsetting, waste management and recycling at FIFA World Cup 2022™ sites and responsible water management practices, we will also help to ensure that people have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

By maintaining an effective SMS for the FIFA World Cup 2022™, and delivering our sustainable procurement initiatives, we will encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle, and will promote public procurement practices that are sustainable.



Take urgent action to combat climate change and its impacts

We will contribute to this goal by measuring, mitigating and offsetting all FIFA World Cup 2022™ GHG emissions, while advancing low carbon solutions in Qatar and the region. Key measures to combat climate change include initiatives to directly mitigate GHG emissions from site construction and operations, temporary infrastructure, procurement and transport, and to offset all remaining emissions from the FIFA World Cup 2022™ by investing in carbon reduction projects in Qatar, the region and internationally. This includes proactively supporting and developing a voluntary carbon market and identifying reduction projects in Qatar and the region.

UN SDG

How we will contribute



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

By respecting and helping to protect the rights of media representatives and human rights advocates in relation to the FIFA World Cup 2022™ and ensuring that safety and security practices at the FIFA World Cup 2022™ are aligned with international standards of human rights protection, we will help to promote the rule of law at national and international levels and ensure equal access to justice for all. A key initiative supporting this goal will be the provision of operational-level grievance and remedy mechanisms for participants, attendees, human rights defenders, media representatives and community members who feel that their rights are adversely impacted by FIFA World Cup 2022™-related activities. Our initiative to include principles of press freedom in accreditation procedures for media representatives will also help to ensure public access to information and protect fundamental freedoms, in accordance with international agreements.

By embedding a culture of compliance with a focus on legal and regulatory requirements, and adherence to FIFA, Q22 and SC policies and procedures, we will also help to promote the rule of law and specifically to reduce corruption and bribery in all their forms.

We will develop effective, accountable and transparent institutions by maintaining an SMS for the FIFA World Cup 2022™ in line with the requirements of ISO 20121. This will include ongoing stakeholder engagement and communication; monitoring, evaluation and reporting of sustainability performance; sustainable procurement; and robust sustainability governance. Our ongoing stakeholder engagement, including community engagement on long-term uses for tournament sites, will help to ensure responsive, inclusive, participatory and representative decision-making related to the FIFA World Cup 2022™.

Annexe 1

Glossary

Accommodation	The provision of hotel rooms, offices, conference rooms, meeting rooms, spaces and other facilities for the tournament, provided by a hotel or other accommodation service provider.
Attendee	An organisation or individual that takes part in the tournament for the primary purpose of receiving content or services.
Commercial affiliate	An entity that is granted any marketing, sponsorship, media, licensing or other commercial rights in connection with FIFA and/or the tournament, including any FIFA Partner, FIFA World Cup™ Sponsor or National Supporter.
Competition site	Any official FIFA World Cup 2022™ stadium or training site.
Constituent group	A client, target and/or user group that receives services from a project in relation to the tournament.
Decent work	The ILO defines decent work as the sum of people's aspirations in their working lives. It involves opportunities for work that is productive and delivers a fair income, safety and security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. ⁶²
Direct link	The term "direct link" refers to the connection between an impact and the tournament's products, services and operations through another organisation (i.e. the business relationship). A "business relationship" is defined broadly to encompass relationships with business partners, entities in the value chain and any other state or non-state entity directly linked to its business operations, products or services. This includes entities in its supply chain beyond the first tier and indirect as well as direct business relationships. Causality between the activities of the tournament and the impact is not a factor. ⁶³
Disabled people and people with limited mobility	The overarching term of reference for people who have special access requirements. Disabled people include wheelchair users, ambulant disabled people, partially sighted and blind people, hard of hearing and deaf people, and intellectually and learning disabled people and people with mental health conditions. People with limited mobility include beneficiaries of good access, such as obese people, injured people, elderly people and pregnant women. Please note that FIFA, Q22 and the SC are aware of and accept the fact that the terms used in this area differ depending on region and organisation. The SC typically uses the term "people with disabilities" in line with the United Nations. The choice to use "disabled people" for the purposes of this strategy is based on the notion that it is important to see the person and not the disability. It is the environment that is disabling because it puts barriers in place. For example, a person who uses a wheelchair is only disabled when there are steps or steep gradients that cannot be accessed in a wheelchair. Likewise, a blind or partially sighted person is only disabled when information is not provided in an accessible format and access routes are blocked by physical barriers or trip hazards.
Employee	An individual who is, according to national law or practices, recognised as an employee (or staff member) of one of the primary delivery partners.

⁶² For more information, see the "Decent Work" webpage, International Labour Organization, www.ilo.org/global/topics/decent-work/lang-en/index.htm.

⁶³ This definition is based on guidance provided by the Office of the United Nations High Commissioner for Human Rights related to the UNGP.

Event	Any event or activity officially organised, supported, sanctioned by, or staged under the auspices of FIFA, Q22, or the SC that is designed to promote, celebrate, enhance or facilitate the hosting and staging of the tournament, including the FIFA Congress and banquets, draws, team and referees' seminars and workshops, opening and closing ceremonies, award ceremonies, cultural events, press conferences and launch events.
FIFA Fan Fest™	A secured and officially branded area offering fans the possibility to view matches on one or more giant screens established in the host cities or at other locations in Qatar.
Food and beverage	The various programmes at the official FIFA World Cup 2022™ sites that provide food and beverage and catering services that are not part of an official FIFA hospitality programme.
FIFA World Cup™-related	Products, services, operations and activities that are linked to the FIFA World Cup 2022™ but are not under its direct control. This can include infrastructure, accommodation, services, sectors, temporary structures, transport services and others.
Greenhouse gas (GHG) emissions	Any of various gaseous compounds (such as carbon dioxide or methane) that absorb infrared radiation, trap heat in the atmosphere and contribute to the greenhouse effect warming the earth's surface.
Human rights advocate	A human rights advocate, also known as a human rights defender, is a person who, individually or with others, acts to promote or protect human rights. They call attention to violations and abuses by any actor, including governments, businesses, individuals, groups and non-state actors. ⁶⁴
Labour-sending countries	Home countries of large expatriate labour populations in Qatar, including India, Nepal, Bangladesh, the Philippines, Egypt, Sri Lanka, and Pakistan.
Legacy	The legacy of the FIFA World Cup 2022™ is about leaving a lasting and positive impact with a focus on the host country that is achieved through the sustainable organisation of the tournament. It requires the contribution of all actors involved in organising the tournament, including FIFA, Q22, the SC, government authorities, host cities and Commercial Affiliates. The impact can include material (e.g. sports facilities, airports, public transport, IT equipment, etc.) and non-material (e.g. capacity-building, best practices, environmental regulations, processes, innovations, etc.) elements.
Licensee	An entity to which FIFA grants the right to use any competition marks on items of merchandise, but which is not permitted to affix its own corporate or other brand or trademark to such items of merchandise.
Local	Within Qatar.
Local communities	Qatari nationals and international expatriates living in Qatar near the locations of FIFA World Cup 2022™ sites and events.
Match official	A match referee, assistant referee, fourth official, substitute assistant referee or video assistant referee.
Material sustainability topics	The most significant and influenceable impacts that the FIFA World Cup 2022™ could have on the economy, the natural environment, people and communities.
Media representative	Any professional representative of the host broadcaster, the Media Rights Licensees and other media entities to whom FIFA, Q22 and/or the SC grants the right to receive an official media accreditation card to access the stadium or other site (or parts of it) for matches or other competition-related events.
Member association	A national football association affiliated to FIFA, irrespective of whether its representative team is participating in the tournament.

⁶⁴ This definition is based on guidance provided by the Office of the United Nations High Commissioner for Human Rights. For a more detailed definition, please see "Who is a Defender?", UN-HCR, <http://www.ohchr.org/EN/Issues/SRHRDefenders/Pages/Defender.aspx>.

Migrant worker	A person who is to be engaged, is engaged or has been engaged in a remunerated activity in a state of which he or she is not a national.
Non-competition site	Any official FIFA World Cup 2022™ site excluding competition sites.
Other construction projects	FIFA World Cup 2022™-related construction projects: roads, rail, accommodation and utilities.
Overlay infrastructure	Temporary equipment, facilities and infrastructure added to, installed at or configured specifically for FIFA World Cup 2022™ sites for use during the tournament.
Participant	An organisation or individual that takes an active part in providing the content of the tournament.
Participating member association	A member association whose team qualifies to participate in the tournament.
Post-tournament activity	Activities of operational closure and tournament breakdown, reconciliation and event closure.
Post-tournament phase	The post-tournament phase of a FIFA World Cup™ begins following the end of the exclusive use period and continues until all temporary structures have been dismantled and the final tournament sustainability report has been published.
Preparation phase	The preparation phase of a FIFA World Cup™ begins with the award of hosting rights for the tournament to the host country and continues until the start of the exclusive use period. The preparation phase of the FIFA World Cup 2022™ began with the award of hosting rights for the tournament to Qatar on 2 December 2010.
Primary delivery partners	FIFA, Q22 and the SC.
Region	This includes the states or territories of the Middle East region.
Salient human rights issues	The human rights at risk of the most severe negative impact through the tournament organisers' activities or business relationships.
Site	A location, area and/or facilities designated by FIFA as an official site in relation to the tournament. For the purposes of this strategy, the sites to be addressed under each objective and initiative will be defined in the Sustainability Action Plan, and will include, at a minimum, stadiums, training sites and the International Broadcast Centre (IBC). They may also include other non-official sites where FIFA, Q22 or the SC have full operational control.
Stadium	An arena in which a match is played, including the entire premises of the stadium facility.
Staging phase	The staging phase of a FIFA World Cup™ occurs for the duration of the exclusive use period, during which all or some constituent groups have exclusive access rights and use of a FIFA World Cup™ site and are entitled to restrict access to other parties. Depending on the site, the exclusive use period can have different durations. For a stadium, the exclusive use period commences 15 days before the first use of the stadium in connection with the competition and finishes three days after the last use of the stadium. However, access could be extended up to three months before the first use for certain areas.
Stakeholder	A person, group or organisation with an interest in any aspect of the project, or that can affect or be affected by, or perceive itself to be affected by, said aspect of the project.

Steward	Person responsible for the safety and care of spectators and competitors in the stadiums.
Sustainable development	"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." ⁶⁵
Tobacco-free	A tobacco-free event is more comprehensive than a smoke-free event: <ul style="list-style-type: none"> • Absolutely no links with the tobacco industry in any form • Banning all tobacco advertising, promotion and sponsorship • Banning all sales of tobacco products or related tobacco products within the event site or its control • Informing, educating and training the public <p>According to World Health Organization (WHO) guidelines for mega-events.</p>
Tournament	The FIFA World Cup 2022™, including all competition matches and related events (excluding the preliminary competition).
Tournament organisers	See "Primary delivery partners".
Training site	A site within the host city to host competition-related training sessions for any team.
United Nations Guiding Principles (UNGPs)	UN Guiding Principles on Business and Human Rights for implementing the United Nations 'Protect, Respect and Remedy' Framework (also known as the UN Guiding Principles or UNGP) is the globally recognized and authoritative framework for the respective duties and responsibilities of Governments and business enterprises to prevent, address and remedy business-related human rights impacts. Human rights are understood, at a minimum, to include the rights set out in the International Bill of Rights (consisting of the Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights) and the principles concerning fundamental rights in the eight International Labour Organization (ILO) core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. The UN Human Rights Council endorsed the Guiding Principles in June 2011.
Voluntary carbon market	Carbon markets aim to reduce greenhouse gas emissions by setting limits on emissions and enabling the trading of emission units, which are instruments representing emission reductions. Trading enables entities that can reduce emissions at lower cost to be paid to do so by higher-cost emitters, thus lowering the economic cost of reducing emissions. A voluntary CO ₂ market is different from the compliance schemes under the Kyoto Protocol and emissions trading systems in that, instead of undergoing the national approval from the project participants and the registration and verification process from the UNFCCC, the calculation and the certification of the emission reduction are implemented in accordance with a number of industry-created standards.
Volunteer	An individual working for, and on behalf of, one of the primary delivery partners on a free-of-charge basis (except for receiving compensation for expenses) in certain supporting functions in relation to the tournament.
Worker	A person performing work directly linked to the FIFA World Cup 2022™, regardless of the contractual relationship with the primary delivery partners. This includes employees, volunteers and employees of suppliers of the primary delivery partners, as well as their commercial affiliates and licensees, and other entities contributing to the delivery of products, services, infrastructure and operations for the tournament.

⁶⁵ Brundtland, Gro Harlem, "Report of the World Commission on Environment and Development: Our Common Future", 1987, United Nations, <http://www.un-documents.net/our-common-future.pdf>

Annexe 2

Material topic definitions and boundaries

The material topics addressed through the FIFA World Cup Qatar 2022™ Sustainability Strategy are presented in the following table, defined in terms of the impact that specific activities linked to the FIFA World Cup 2022™ could have on the economy, the natural environment, people and communities. The boundaries for each material topic describing where the impacts occur (in Qatar or internationally), and the phase of the tournament in which the impacts are generated (preparation, staging or post-tournament), are also included in the definitions.

Relevant material topic	Definition and boundaries
Accessibility	The impact that the preparation and staging of the FIFA World Cup 2022™ may have on accessibility for all, including disabled people and people with limited mobility in particular. This topic includes the accessibility of infrastructure and services at all official tournament sites and events, as well as other physical infrastructure, public transport, and services in Qatar.
Adaptability of infrastructure and services	How developing competition sites, services, assets and infrastructure (utilities, transport, and accommodation) may provide innovative ways to support a dramatic short-term spike in demand during the FIFA World Cup 2022™ without creating a long-term surplus: specifically, how infrastructure and services may be adapted to address local community and business needs and forecast demand once the tournament is over, thereby promoting economic and environmental efficiency.
Air pollution	The impact on air emissions and air quality that may result from the construction and operation of FIFA World Cup 2022™ infrastructure, temporary power generation and running of transport services. This includes the effects of such impacts on the health and well-being of participants, attendees and local communities in Qatar.
Compliance, anti-bribery and anti-corruption	How the integrity of the preparation, staging and post-tournament activities of the FIFA World Cup 2022™ is protected by embedding a culture of compliance. This includes adherence to relevant policies and procedures, covering but not limited to anti-bribery and anti-corruption, as well as legal and regulatory requirements by the primary delivery partners or other representatives, as well as the FIFA member associations.
Cultural understanding	The impact the preparation and staging of the FIFA World Cup 2022™ may have on awareness and understanding between cultures for participants, spectators and the local population. This includes awareness of history, heritage, values and beliefs.
GHG emissions	The impact on direct and indirect greenhouse gas emissions, and their global climate change consequences, due to the preparation, staging and post-tournament activities of the FIFA World Cup 2022™, including FIFA World Cup 2022™ sites and events, transport, accommodation, logistics, merchandise production, water production and waste management. This impact will be affected by the extent to which activities that generate emissions are eliminated, energy efficiency practices and low emission sources of energy are applied and emissions that cannot be avoided are offset or neutralised.

Relevant material topic	Definition and boundaries
Health, safety and security for attendees, participants and communities	The impact that the preparation and staging of the FIFA World Cup 2022™ may have on the health, safety and security of attendees, participants and local communities, including the risk of petty crime, the use of drugs and overconsumption of alcohol, exposure to second-hand smoke, fan violence and terrorism. This also includes the impact of security practices on fundamental human rights, such as freedom of movement, expression and assembly, and protection from excessive use of force. For a list of the salient human rights issues associated with this material topic, please see Annexe 3.
Inclusivity	The impact that the staging of the FIFA World Cup 2022™ may have on the inclusion of people who might otherwise be excluded or marginalised during the tournament and beyond, as well as on causing or avoiding any form of discrimination against participants and/or attendees on account of race, skin colour, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason. Discriminatory behaviour includes discriminatory harassment, chants, and other words or actions instigated by spectators or members of the local community in and around the stadiums or other tournament sites. It also refers to discriminatory material including but not limited to banners, flags, symbols and paraphernalia, fliers and apparel. This impact can also be affected by policies that limit access for people from certain nationalities to Qatar and countries hosting preliminary competition matches, and by ticketing policies for the tournament. For a list of the salient human rights issues associated with this material topic, please see Annexe 3.
Local and regional value chain and business development	The impact that the preparation, staging and post-tournament activities of the FIFA World Cup 2022™ may have on the creation and realisation of direct and indirect business opportunities for local and regional businesses, especially opportunities helping to boost innovation, entrepreneurship and the development of sustainable sectors contributing to the economic diversification of Qatar and the Middle East.
Post-tournament sites and asset use	The economic and social impacts associated with the post-tournament use of stadiums and training sites built or refurbished for the FIFA World Cup 2022™, as well as other assets (e.g. computers, temporary structures) employed in the preparation and staging of the tournament. Post-tournament use of such assets and sites may be by communities or businesses, in Qatar or internationally.
Rights of media representatives and human rights advocates	The impact that the preparation and staging of the FIFA World Cup 2022™ may have on the rights of individuals, including journalists, commentators and human rights defenders, to express opinions without interference and to seek, receive and impart information and ideas through any media regardless of frontiers. For a list of the salient human rights issues associated with this material topic, please see Annexe 3.
Sustainable building	The impacts associated with the design, construction and operation of buildings, overlay and infrastructure related to the FIFA World Cup 2022™. Sustainable buildings minimise negative environmental impacts throughout their lifecycle while promoting the well-being of users and occupants.

Relevant material topic	Definition and boundaries
Sustainable procurement	The sustainability impacts associated with the procurement, licensing and sponsorship activities related to the FIFA World Cup 2022™. This includes the impacts of all products and services provided for the tournament through various suppliers, licensees and sponsors and their sub-contractors for the FIFA World Cup 2022™, including construction services, facilities management, venue signage and dressing, merchandise, food and beverage, IT equipment, security services, cleaning and waste management services, medical services, transport services and much more. It includes impacts related to topics included in this list, in particular in areas such as workers' living and working conditions, workers' recruitment, health, safety and security for attendees, participants and communities, local and regional value chain and business development, adaptability of infrastructure and services, environmental impacts, and compliance, anti-bribery, and anti-corruption.
Transparency and accountability	The impact that governance practices and the system of rules and processes set up by tournament organisers will have on ensuring transparency in the way decisions are made and accountability for the outcomes of such decisions.
Waste generation	The impact of the FIFA World Cup 2022™ on the generation and management of waste in Qatar, including the consequences of such waste for the natural environment (e.g. greenhouse gas emissions, ground contamination) and people's health. These impacts are affected by the application of practices to avoid, reduce, reuse, recycle or compost, and appropriately dispose of hazardous and non-hazardous waste arising from the preparation, staging and post-tournament activities of the tournament.
Water production and use	The impact of the preparation, staging and post-tournament activities of the FIFA World Cup 2022™ on the production and use of water in Qatar, including the consequences of such production and use for the natural environment (e.g. greenhouse gas emissions, land use and ecosystem degradation from desalination). This impact will be affected by the extent to which activities that use water are eliminated, and water efficiency and wastewater recycling practices are applied.
Workers' living and working conditions	The impact that the FIFA World Cup 2022™ may have on decent working and living conditions for workers involved in infrastructure construction, building materials production, services and product manufacturing related to the tournament in Qatar and internationally. Decent conditions in this context includes protection of labour rights, safe and secure working and living environments, equal pay for work of equal value, and access to appropriate grievance and remediation mechanisms. For a list of the salient human rights issues associated with this material topic, please see Annexe 3.
Workers' recruitment	The impact that the recruitment of personnel, including employees, volunteers, contracted and subcontracted workers, for FIFA World Cup 2022™-related services and infrastructure construction projects, may have on facilitating forced labour, modern slavery and human trafficking in Qatar and internationally. These impacts, among others, can be caused by exploitative practices such as recruitment fees for workers and worker passport retention and, which can lead to restrictions of workers' freedom of movement and debt bondage. For a list of the salient human rights issues associated with this material topic, please see Annexe 3.
Workforce development	The impact of the FIFA World Cup 2022™ on individuals' knowledge and skills, particularly for local populations, which contribute to their employability, economic productivity and socio-economic conditions, and to entrepreneurship and economic diversification in Qatar. This impact is driven by formal training, on-the-job learning and post-tournament employment opportunities for employees, volunteers, and contracted and subcontracted workers associated with the preparation, staging and post-tournament activities of the tournament.

Relevant material topic	Definition and boundaries
Youth education and empowerment	The impact of football-for-development programmes implemented by the FIFA World Cup 2022™ organisers on the development of awareness and skills (e.g. soft and life skills) in young people in Qatar and the wider region, both girls and boys, leading to further professional education, empowerment and improved socio-economic conditions for them.





Annexe 3

Salient human rights issues covered by the strategy

The salient human rights issues addressed through the FIFA World Cup Qatar 2022™ Sustainability Strategy are presented in the following table, which displays the human rights and rights holders impacted by such issues, as well as their alignment to objectives and material topics. As discussed in the description of the strategy development process (see the section “Building the strategy” on p. 12), all human rights issues assessed to have the highest level of salience (tier 1) are addressed by the strategy and included in the following table. In addition, some issues assessed to have tier 2 or tier 3 salience are also addressed by the strategy when they align with material topics; the following table also displays

these issues. Our objectives and initiatives are designed to address issues within the parameters of Qatar’s legal and regulatory framework, while also supporting the Qatari government with continued reform at the national level to ensure compliance with international human rights law and protect and promote human rights in Qatar. The human rights issues are grouped in the following table by their alignment with material topics for ease of reference.

Human rights issue	Human rights impacted (drawn from the Universal Declaration of Human Rights)	Right holders impacted										Alignment with objectives and material topics			
		Construction workers	Operational services workers	Building materials workers	Product manufacturing workers	Tournament organiser employees	Volunteers	Attendees	Athletes	Participating media representatives	Human rights defenders			Local communities	
Accessibility	Right to freedom from discrimination; right to participate in cultural life							●		●			S1	Accessibility	
Restriction or punishment of individuals on account of their clothing or behaviour	Right to freedom of opinion and expression; right to freedom from discrimination							●					S2, S3, S5	Cultural understanding	
Appropriate security practices and use of force	Right to privacy; right to freedom from degrading treatment							●	●	●	●		S5	Health, safety and security for attendees, participants and communities	
Exposure to terrorist attacks and other major security threats	Right to life; right to security							●	●			●			
Exposure to violent behaviour from fans	Right to life; right to security							●	●			●			
Appropriate security practices and access restrictions	Right to freedom from discrimination; right to freedom of movement							●		●			S1, S2, S3, S4, S5	Inclusivity	
Exposure to hate speech and harassment	Right to freedom from discrimination; right to freedom from degrading treatment							●	●			●			
Arbitrary detention	Right to privacy; right to freedom from discrimination; right to freedom of movement									●	●		S4, S5	Rights of media representatives and human rights advocates	
Arbitrary interference	Right to privacy; right to freedom from discrimination									●	●				
Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information							●	●	●	●				
Abuse of apprenticeship schemes	Right to education; right to just and favourable conditions of work; right to freedom from slavery and forced labour				●										
Access to adequate food	Right to a standard of living adequate for health and well-being	●													
Access to grievance and remediation mechanism	Right to effective remedy; right to recognition as a person before the law	●	●			●									
Access to healthcare	Right to a standard of living adequate for health and well-being	●													
Adequate accommodation	Right to a standard of living adequate for health and well-being; right to privacy; right to rest and leisure	●	●		●										
Adequate leave	Right to freedom from slavery and forced labour; right to rest and leisure; right to family	●	●												
Adequate wages and on-time payment	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being; right to freedom from slavery and forced labour	●	●	●	●										
Child labour	Right to education			●	●										
Collective bargaining	Right to just and favourable remuneration	●	●	●	●									H1 - H3	Workers' living and working conditions
Discrimination and lack of equal opportunity	Right to freedom from discrimination; right to just and favourable remuneration; right to equal pay for equal work	●	●	●	●	●	●								
Exposure to extreme heat and humidity	Right to just and favourable conditions of work; right to life; right to a standard of living adequate for health and wellbeing	●													
Freedom of association	Right to form and join trade unions	●	●	●	●										
Freedom of movement in host country during leisure hours	Right to freedom of movement; right to rest and leisure	●	●												
Harassment	Right to freedom from discrimination; right to freedom from degrading treatment	●	●	●	●	●	●								
Job segregation	Right to work; right to freedom from discrimination	●													
Reasonable hours and breaks	Right to just and favourable conditions of work; right to rest and leisure; right to freedom from slavery and forced labour	●	●	●	●										
Safety and security in accommodation sites	Right to security; right to own property	●	●												
Work-related injuries and ill health	Right to just and favourable conditions of work; right to life	●	●	●	●										
Contract substitution post-arrival; restriction of ability to leave or change employer	Right to work; right to free choice of employment; right to freedom from slavery and forced labour	●	●											H1 - H3	Workers' recruitment
Passport retention; provision of appropriate visa and work and residence permits; travel notification requirement	Right to freedom of movement; right to freedom from discrimination; right to freedom from slavery and forced labour	●	●												
Recruitment charges and debt	Right to freedom from slavery and forced labour; right to just and favourable remuneration	●	●												

● Tier 1 salience
● Tier 2 or 3 salience

Annexe 4

FIFA World CUP QATAR 2022™ Sustainability policy

The FIFA World Cup 2022™ in Qatar is the first to be hosted in the Middle East and the most geographically compact since the inaugural edition of the tournament in 1930. The 22nd edition is unique in many respects, with the type of opportunities and challenges related to sustainability being no exception.

Our vision for the FIFA World Cup 2022™ is to use the power of football to open the door to a world of amazing experiences. This entails showcasing Qatar's unique identity through a FIFA World Cup™ that connects people in a shared celebration of football, intercultural understanding and new opportunities for growth and development. New benchmarks will be set with regard to long-term community use for infrastructure, seamless operations and unparalleled services, which will have a positive impact on the way future FIFA World Cups™ and other large-scale sporting events are organised. Ultimately, the FIFA World Cup 2022™ will build a sustainable and lasting legacy that contributes to FIFA's vision⁶⁶ and Qatar's national development goals.⁶⁷

Sustainability⁶⁸ has been at the heart of the FIFA World Cup 2022™ from the start, with planning and delivery premised on the idea that generations to come should find our shared planet a greener, more equitable place, free from discrimination and full of opportunities for all. First and foremost, the tournament is about people – people that shall feel welcomed, safe and empowered, and that become part of a transformative, unique and collective FIFA World Cup™ experience.

Our sustainability commitments

To deliver on our shared vision, maximise the positive legacy of the FIFA World Cup 2022™ and set a new benchmark for the sustainability of mega-sporting events, FIFA, the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery & Legacy (SC) have defined five joint sustainability commitments. While these commitments address the most important sustainability impacts generated by preparation, staging and post-tournament activities⁶⁹ of the tournament, the effects of their implementation will last for many years after the final whistle.



DEVELOP HUMAN CAPITAL AND SAFEGUARD WORKERS' RIGHTS

We are committed to safeguarding the rights and welfare of workers engaged on FIFA World Cup 2022™ sites and promoting their rights in projects and supply chains directly linked to the FIFA World Cup™, leaving a legacy of world-class standards and practices for workers in Qatar and internationally. We also aim to leverage the unique platform provided by the FIFA World Cup 2022™ to develop a capable and motivated workforce and empower young people across the region.



PROVIDE AN INCLUSIVE TOURNAMENT EXPERIENCE

We will deliver an inclusive FIFA World Cup 2022™ tournament experience that is welcoming, safe and accessible to all participants, attendees and communities in Qatar and around the world. Through this, we will leave a legacy of cultural understanding, accessible infrastructure and services, and associated expertise among the local population.



CATALYSE ECONOMIC DEVELOPMENT

We aim to catalyse economic growth and diversification in Qatar and the region by linking local businesses to FIFA World Cup 2022™ value chains and innovation opportunities. We also aim to facilitate the development of tournament sites, related infrastructure and services that enable future events, attract new business ventures and address relevant community needs.



DELIVER WORLD-CLASS ENVIRONMENTAL SOLUTIONS

We are committed to delivering a fully carbon-neutral FIFA World Cup 2022™ and aim to set a benchmark for environmental stewardship by implementing leading sustainable building standards, waste and water management practices and low-emission solutions. Through our work, we will leave a legacy of world-class environmental management expertise, technologies, businesses and standards in Qatar and the region.



SET AN EXAMPLE OF GOOD GOVERNANCE AND ETHICAL BUSINESS PRACTICES

We take responsibility for addressing the impacts of the FIFA World Cup 2022™ from our own activities as well as those linked to our business relationships and value chains. We establish a culture of compliance based on legal requirements and organisational policies, and demonstrate transparency and accountability to our stakeholders in relation to our sustainability decision-making and performance.

⁶⁶ "FIFA 2.0: The Vision for the Future", 13 October 2016, FIFA, http://resources.fifa.com/mm/document/affederation/generic/02/84/35/01/fifa_20_vision_e_neutral.pdf.

⁶⁷ As set out in the Qatar National Vision 2030 (QNV 2030) published in July 2008 (<https://www.qcc.gov.qa/en/about-qatar/national-vision2030/>) and the National Development Strategy 2018-2022 (NDS 2018-2022) (January 2018) (<https://www.mdps.gov.qa/en/knowledge/Documents/NDS-2Final.pdf>).

⁶⁸ Brundtland, Gro Harlem, "Report of the World Commission on Environment and Development: Our Common Future", 1987, United Nations, <http://www.un-documents.net/our-common-future.pdf>.

⁶⁹ The preparation phase of the FIFA World Cup 2022™ began with the award of hosting rights for the tournament to Qatar on 2 December 2010 and will continue until the start of the exclusive use period. The staging phase will occur for the duration of the exclusive use period, during which all or some constituent groups will have exclusive access rights and use of a FIFA World Cup™ site and be entitled to restrict access to other parties. The post-tournament phase will take place following the end of the exclusive use period until all temporary structures have been dismantled and the final tournament sustainability report has been published in 2023.



Delivering our commitments

The principles of inclusivity, integrity, transparency, responsibility and respect for human rights guide the way we, at FIFA, Q22 and the SC, deliver our joint commitments. We will establish and continually improve a sustainability management system to ensure that we fulfil our obligations, manage risks and maximise the positive impact of the FIFA World Cup 2022™ on the areas most affected directly or indirectly by our activities. This includes the development and implementation of a sustainability strategy and an action plan, the integration of sustainability in overall tournament management and planning processes, ongoing and proactive stakeholder engagement, periodic assessment of performance and lessons learnt, and transparent reporting on achievements and challenges.

Governing this policy

The joint **FIFA World Cup™ Sustainability Working Group**, made up of representatives from relevant functional areas at FIFA, Q22 and the SC, will manage the implementation of the sustainability policy, strategy and related actions. It will also provide guidance and support to other project teams to maximise the overall sustainability of the tournament.

The **FIFA World Cup 2022™ Sustainability Steering Group**, which is composed of senior executives from FIFA, Q22 and the SC, is responsible for establishing the sustainability policy and strategy, for ensuring that adequate resources are made available to deliver them and for reviewing performance against sustainability commitments and objectives.

The **FIFA World Cup Qatar 2022 LLC Sustainability Senior Manager** is responsible for coordinating the work of both groups and associated projects.

The **FIFA Secretary General and the FIFA World Cup Qatar 2022 LLC Chairman/SC Secretary General** are responsible for approval of this policy and key decisions related to its successful implementation.

Fatma Samoura
FIFA Secretary General

H.E. Hassan Al Thawadi
FIFA World Cup Qatar 2022 LLC
Chairman / SC Secretary General





FIFA WORLD CUP Qatar 2022

◆ ◆ ◆ ◆ ◆ Impressum

FIFA World Cup Qatar 2022™ Sustainability Strategy

Publisher: Fédération Internationale de Football Association (FIFA), the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery and Legacy (SC)

FIFA

Address: FIFA-Strasse 20, P.O. Box 8044, Zurich, Switzerland

Telephone: +41 (0)43 222 7777

E-mail: contact@fifa.org

Website: www.FIFA.com/sustainability

Q22

Address: Al Bidda Tower, P.O. Box 72022, Doha, Qatar

Telephone: +974 4475 2322

E-mail: sustainability@2022.qa

SC

Address: Al Bidda Tower, P.O. Box 62022, Doha, Qatar

Telephone: +974 4475 2022

E-mail: info@sc.qa

Website: www.qatar2022.qa

Date: October 2019

This strategy has been drafted in English and translated into other languages. In the event of any discrepancy between the different versions, the English version shall prevail.

The most recent version of the sustainability strategy is always available on www.fifa.com/sustainability and www.sc.qa.