

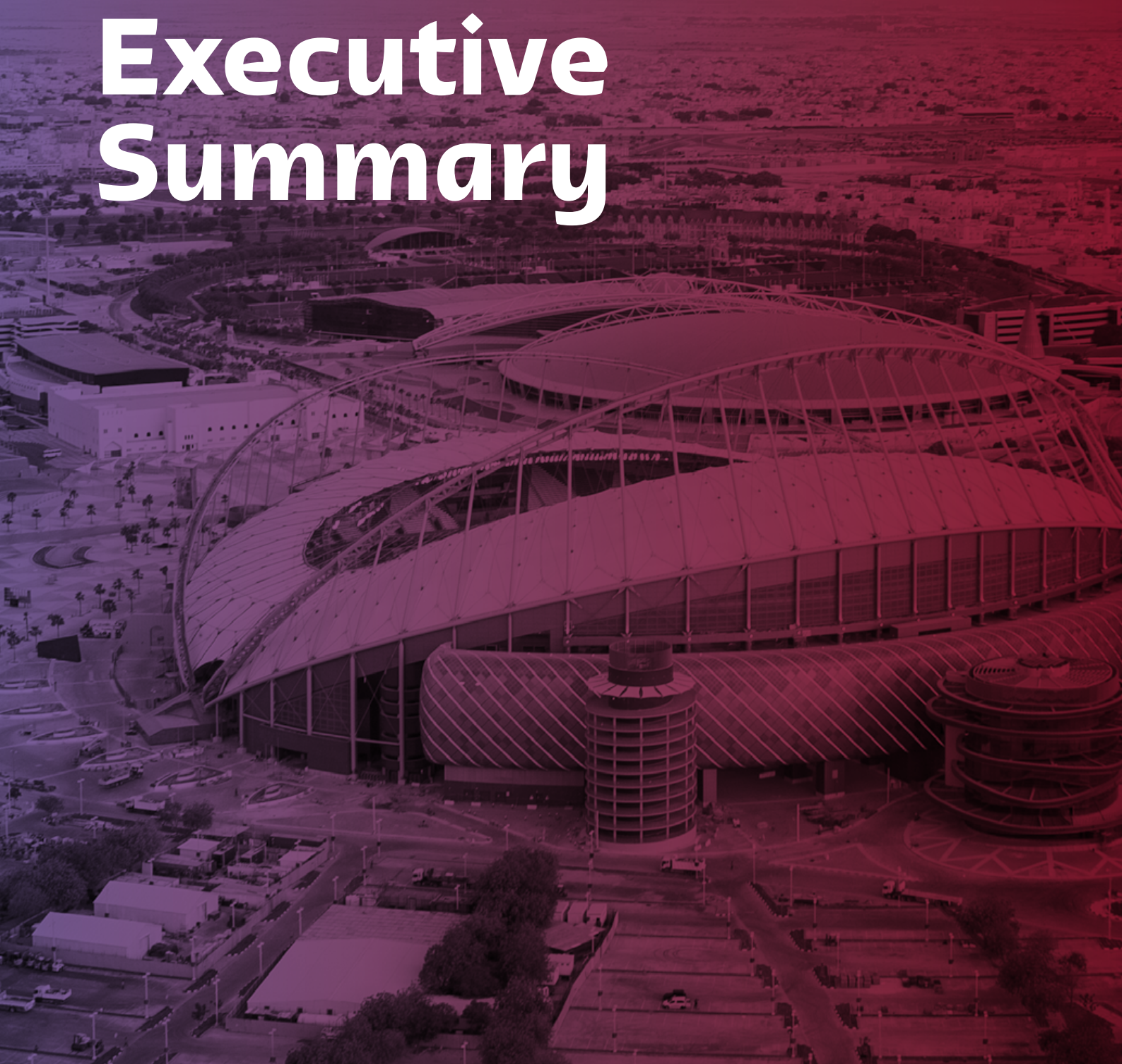


FIFA WORLD CUP
Qatar 2022



FIFA World Cup Qatar 2022™

Executive Summary





Introduction

The FIFA World Cup Qatar 2022™ Sustainability Strategy

In this document, we are delighted to present an executive summary of 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.

The strategy is a landmark in the history of the FIFA World Cup™ as the first sustainability strategy to be developed and delivered jointly by three primary delivery partners for the tournament: FIFA, the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery & Legacy (SC). Through this unique alliance, the strategy builds on the collaboration of FIFA and Local Organising Committees in previous FIFA World Cups™ with the additional participation of the host country government represented by the SC. As the owner of and ultimate decision-making authority for the tournament, FIFA sets the technical requirements, coordinates the delivery of the competition and manages the key tournament stakeholders. Q22 is responsible for the planning and delivery of operations and services for the tournament, directly supporting the day-to-day delivery of the matches. The SC, meanwhile, is the lead government entity responsible for the coordination and delivery of the host country's infrastructure, services and legacy programmes.

With this joint effort among the three organisers, we are able to address the wide range of sustainability impacts of the tournament in the most effective and complete way, while contributing to all pillars of the Qatar National Vision 2030 (QNV 2030) and to the increasing sustainability of mega-sporting events.

In building the strategy, we sought to align our process with relevant international standards and guidelines, including ISO 20121:2012 – Event Sustainability Management Systems and the AA1000 Stakeholder Engagement Standard (AA1000SES). The priority topics to be addressed by the strategy were identified through both an assessment of material sustainability topics and salient human rights issues for the tournament. Throughout the strategy development process, we engaged with a wide range of local and international stakeholders and thematic experts through surveys, workshops, one-to-one meetings and circulation of drafts to inform our contextual analysis, select priorities for the strategy and develop objectives and the plans to achieve them. To read the full strategy, visit www.fifa.com or www.sc.qa.

OUR SUSTAINABILITY STRATEGY DEVELOPMENT PROCESS

- 1 Analysis of current context, strategy and requirements
-
- 2 Identification of strategic priorities with materiality assessment and human rights salience analysis
-
- 3 Definition of sustainability goals, policy commitments, objectives and initiatives

Stakeholder engagement


Context: Profile 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 and will serve as a catalyst for the achievement of Qatar's and the region's long-term development goals.

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.

• ♦ ♦ ♦ ♦

 **32**
teams playing 64 matches over 28 days

 **8**
stadiums will be used with up to 4 matches a day during the group stage

 **~\$8bil**
budgeted in total for tournament infrastructure

The FIFA World Cup 2022™ is unique in many respects, with the type of opportunities and challenges related to sustainability being no exception. The Middle East's first FIFA World Cup™ is a vital 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. Hand in hand with this opportunity


also comes the challenge to create a welcoming, safe and respectful environment for local communities and for participants, attendees and workers that will be coming from all over the world, representing many different cultures and backgrounds.

While Qatar has one of the highest levels of per capita income in the world as well as high human development scores thanks to its booming oil and gas sector, economic diversification is critical to sustaining this prosperity. 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. While much of the infrastructure that will be used during the tournament had already been planned before 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™.

Across the lifecycle of the FIFA World Cup 2022™, FIFA, Q22 and the SC will together have enlisted a workforce of tens of thousands of people, including full-time and temporary employees, 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, comprised mostly of migrant workers, presents the organisers with a responsibility to put in place effective measures to respect the rights of all workers associated with the tournament, in accordance with relevant international standards such as the UN Guiding Principles on Business and Human Rights. 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.

• ♦ ♦ ♦ ♦

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

 **1m+**
people are expected to visit Qatar during the FIFA World Cup™

 **30K+**
workers on tournament sites during peak construction period

While ongoing challenges exist related to the implementation and enforcement of Qatari labour regulations, Qatar's legal and regulatory framework for the protection of labour and human rights has seen important developments in recent years, including through the work accomplished under the cooperation agreement between the Qatari government and the ILO. This includes the introduction of the Wage Protection System to prevent delays in workers' salaries and ensure that workers are paid as per their employment agreement; the adoption of a temporary minimum wage of 750 Qatari riyals per month; the abolition of the requirement for most expatriate workers to obtain an exit permit from their employer in order to leave Qatar; and the establishment of joint committees with an equal number of worker and management representatives, with workers electing their representatives. The progress achieved by the government of Qatar will facilitate efforts to ensure the welfare of all workers associated with the tournament in Qatar.

As with any major event, the FIFA World Cup 2022™ also presents risks related to the increased use of limited natural resources and the generation of emissions and waste. Qatar is heavily reliant on imports of food and construction material, as well as energy-intensive desalination for domestic and industrial water demand, and it currently produces its electricity and vehicle fuels predominantly from its oil and gas resources. Air pollution is also a challenge 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. However, Qatar 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 some carbon emissions. Qatar's nascent recycling industry currently only handles about ten per cent of waste generated in the country; however, 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.



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 vision¹ and Qatar's national development goals.²

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.

¹ 'FIFA 20: The Vision for the Future', 13 October 2016, FIFA, https://resources.fifa.com/mm/document/affederation/generic/02/84/35/01/fifa_20_vision_e_neutral.pdf.

² As set out in the Qatar National Vision 2030 (QNV 2030) published in July 2008 (<https://www.gco.gov.qa/wp-content/uploads/2016/09/GCO-QNV-English.pdf>) and the National Development Strategy 2018-2022 (NDS 2018-2022) (January 2018) (<https://www.mdps.gov.qa/en/knowledge/Documents/NDS2Final.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.

Through the strategy, we also 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 framework also shows the alignment of our strategy pillars with specific SDGs, which 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.

The 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	

Progress Since 2010

This strategy is not the beginning of our sustainability journey. It 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, summarised in brief below.

Human Pillar

FIFA's responsibility to uphold the inherent dignity and equal rights of everyone affected by its activities is enshrined in Article 3 of the FIFA Statutes, according to which "FIFA is committed to respecting all internationally recognised human rights and shall strive to promote the protection of these rights." FIFA's [Human Rights Policy](#),³ adopted in 2017, further specifies and strengthens this commitment and serves as guidance for FIFA's human rights work in accordance with the UN Guiding Principles on Business and Human Rights. This includes taking measures to avoid causing or contributing to adverse human rights impacts through its own activities and to addressing and remediating such impacts when they occur. It also includes seeking to prevent or mitigate adverse human rights impacts that are directly linked to its operations, products or services by its business relationships, including through its supply chains.

To safeguard the rights and welfare of workers engaged on FIFA World Cup 2022™ sites, the SC set up and adheres to strict [Workers' Welfare Standards](#)⁴ – 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. The SC holds itself and its partners accountable to these standards, regularly monitoring adherence to them through a comprehensive, four-tier auditing system, and immediately addressing any cases where a party falls short. The SC also has a grievance redress mechanism that includes Workers' Welfare Forums and a dedicated grievance hotline.

To develop a capable and motivated workforce and empower young people across the region, the SC has established two important legacy programmes. [Generation Amazing](#),⁵ launched in 2010 during Qatar's bid to host the FIFA World Cup 2022™, uses football-for-development initiatives to address social issues through the involvement of young people in countries with an identified need. In addition, the [Josoor Institute](#)⁶ was launched in December 2013 with the purpose of building the capabilities of individuals and organisations in Qatar and the Middle East and North Africa region to deliver world-class, high-profile sporting and leisure events, through education, training, professional certification, consultancy and research.



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

4. 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.

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

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



Social Pillar

Supporting the delivery of an inclusive FIFA World Cup 2022™ tournament experience, the FIFA Statutes, FIFA's Human Rights Policy and several of FIFA's regulations and codes strictly prohibit discrimination of any kind against a country, private person or group of people. FIFA strives to create a discrimination-free environment within its organisation and throughout all of its activities, with its latest efforts in this area including the introduction of a three-step procedure for referees to react to discriminatory incidents.⁷ Prior to that, in May 2015, FIFA introduced its Anti-Discrimination Monitoring System,⁸ 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.

In addition, to ensure an inclusive FIFA World Cup 2022™ for disabled people and people with limited mobility, FIFA has 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. Based on these, the SC has developed its own requirements which are being implemented in all FIFA World Cup™ stadiums and training sites. In 2016, the SC also launched the Accessibility Forum,⁹ 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™.

Under its Human Rights Policy and its statement on human rights defenders and media representatives,¹⁰ FIFA commits to help protect those who advocate respect for human rights associated with its activities. It pledges to 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. FIFA has a complaints mechanism¹¹ in place for those who consider their rights to have been violated while performing work related to FIFA's activities.

To minimise any adverse human rights impacts linked to safety and security practices at the tournament, such as restrictions of the freedom of movement, expression and assembly, 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.

Environmental pillar

As per FIFA requirements, all FIFA World Cup 2022™ stadiums are being designed and built following sustainable building standards. The SC has committed to achieving a minimum four-star certification for the design & build and construction management, as well as a 'gold' level certification for the operation, of all stadiums under the Global Sustainability Assessment System (GSAS).¹² All 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.

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. 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. Other sustainable design features include access to public transport (particularly the Doha Metro), use of regional materials, use of recycled content, reuse of structures, design for disassembly and reduction of dust and air pollutants.

Indoor environments are being developed to provide thermal comfort, adequate illumination, and noise and indoor pollutant control. In addition, all stadiums are being 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.

Lastly, 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.¹³



12. The GSAS is a performance-based green building certification system that modifies well-known international green building codes to suit the climate and traditions of the Gulf Cooperation Council countries.
13. 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>.

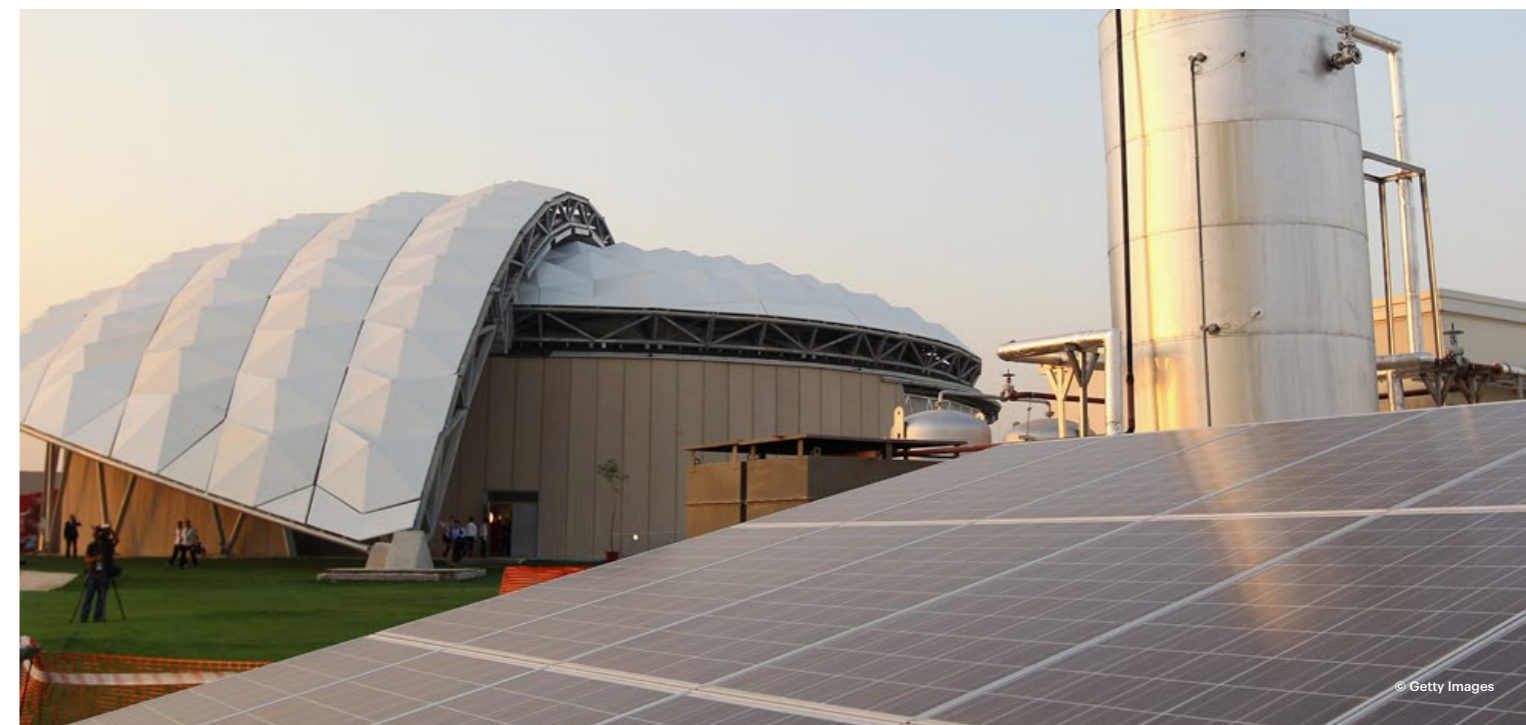
7. For a description of the three-step procedure, see "Diversity and Anti-Discrimination at FIFA", p. 6, March 2018, FIFA, <http://resources.fifa.com/image/upload/diversity-and-anti-discrimination-at-fifa.pdf?cloudid=arn2y-lavxd26pnn2l83>.

8. 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-wulxufz67b4vfv4gk>.

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

10. See "FIFA statement on human rights defenders and media representatives", FIFA, May 2018, <https://resources.fifa.com/image/upload/ej1ecdku14lm-2v9zc03.pdf>.

11. See "FIFA complaints mechanism", FIFA, <https://www.bkms-system.net/bkwebanon/report/clientinfo?cin=6f1fa61&language=eng>.





Economic Pillar

In order to link local businesses to FIFA World Cup 2022™ value chains and innovation opportunities, the SC's procurement policies are designed to give preference to local companies in Qatar, and all stadiums are being constructed by joint ventures with a minimum of one local company as a member. In 2015, the SC, in partnership with Silatech and the Qatar National Research Fund, launched Challenge 22,¹⁴ an innovation award to engage the region's innovators and provide them with a forum to explore solutions that could directly benefit the FIFA World Cup 2022™. The Qatar Innovation Community, launched by the SC in 2017 together with a number of national stakeholders, also aims to further accelerate innovation across Qatar and create new solutions for the FIFA World Cup 2022™ and beyond.

Meanwhile, to facilitate the development of stadiums for long-term community and business use, one 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. In addition, the other stadiums currently under construction are being built using modular components that will allow up to 170,000 seats to be removed after the tournament is finished and donated to appropriate beneficiaries. This will create arenas of the right size for local football and other sporting events after the FIFA World Cup 2022™ is finished. Elements of stadiums will be converted into other facilities to meet identified community needs and offer business opportunities, such as hotels, offices, shopping centres, multi-sport facilities and sports medicine clinics, while the precincts surrounding Qatar's stadiums will also be developed to become focal points for their communities.¹⁵ 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.

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

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

Governance Pillar

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. Q22-SC Sustainability Working Group, composed of sustainability experts across all priority sustainability topics, including members of FIFA's Sustainability & Diversity team, 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.

In 2017, the SC launched B4Development (B4D), formerly the Qatar Behavioral Insights Unit, 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 and supporting the achievement of many of the strategy's objectives.

All three of the tournament organisers apply sustainable procurement practices to their supply chains. Over the past few years, FIFA has increasingly included human rights-related clauses in contracts with sponsors, suppliers and licensees. One area in which FIFA has taken particularly far-reaching measures to monitor and enforce compliance with human rights and other sustainability standards is the production of FIFA-licensed footballs and artificial turf, as part of the FIFA Quality Programme.¹⁶

The SC applies its Workers' Welfare Standards, as well as 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 also have the opportunity to review and add specific environmental requirements in all SC contracts. The SC's and Q22's current procurement policies give preference to local companies in Qatar in line with national regulatory requirements.

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 2016.¹⁷ Q22 and the SC have each established a number of policies which reflect their responsibility and commitment to operate in an ethical manner, including codes of ethics and conduct policies as well as legal and compliance policies for each organisation.



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

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



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.

The FIFA World Cup 2022™ Sustainability Policy and Strategy provide the foundation for this system. While our strategy covers in detail the key initiatives that we will implement to deliver our 22 strategic objectives, our Sustainability Policy succinctly sets out our five sustainability commitments to guide all of our project areas and teams in the delivery of their work to contribute to a sustainable FIFA World Cup 2022™.

The sustainability management system involves the development and implementation of an action plan to deliver this strategy, including responsibilities, budget, key performance indicators and targets for each initiative presented in the full strategy document. It also encompasses 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, in line with the requirements of ISO 20121.



FIFA WORLD CUP Qatar 2022

Impressum

FIFA World Cup Qatar 2022™ Sustainability Strategy Executive Summary

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