



FIFA WORLD CUP
Qatar 2022

FIFA World Cup Qatar 2022™

First Sustainability Progress Report





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Introduction

Welcome to the first FIFA World Cup Qatar 2022™ Sustainability Progress Report. The purpose of this report is to provide an update to all stakeholders on how tournament organisers are progressing with the delivery of the FIFA World Cup Qatar 2022™ Sustainability Strategy¹ commitments.

The FIFA World Cup 2022™ tournament organisers

Successful delivery of the FIFA World Cup 2022™ requires the close coordination and collaboration of the three tournament organisers:

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 2011, 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 tournament organisers work closely with a broad range of other stakeholders in Qatar and internationally to deliver the tournament.

It is recommended that this report is read in conjunction with our [Sustainability Strategy](#)², which describes our sustainability objectives and the context in which they are being delivered. It also presents the initiatives being implemented to achieve each of our objectives, progress achieved before 2019 and the UN Sustainable Development Goals (UN SDGs) that we are contributing towards.

This report covers all pillars and objectives defined in our Sustainability Framework (pages 8-9), and outlines progress achieved in 2019 for initiatives that are currently under implementation.

In addition to regular updates and at least one more progress report, a final FIFA World Cup 2022™ Sustainability Report will be published in 2023 following the tournament.

An important element of our strategy is to set an example of good governance and ethical business practice. This includes demonstrating transparency and accountability to our stakeholders in relation to sustainability decision-making and performance. Reporting on progress helps in fulfilling this goal and we welcome feedback from all our stakeholders in Qatar and abroad.

1 FIFA World Cup Qatar 2022™ Sustainability Strategy is also referred to as "the Sustainability Strategy" or "the strategy" within this report.
2 <https://www.fifa.com/what-we-do/sustainability/strategy/>

Key achievements in 2019

The SC Universal Reimbursement Scheme achieved

QAR 100 million

(USD 27 million)



220 contractors

and other contracting parties agreed to pay workers back towards costs illegally charged by intermediary agents during their recruitment and relocation to Qatar.



225

Police Commanders



2,200

Police Officers

received human rights and safety training

The Qatari Government passed

draft labour reforms:

- ◆ Setting a temporary minimum wage
- ◆ Removing exit permit requirements
- ◆ Allowing workers to change employers

The FIFA Club World Cup Qatar 2019™ was successful in assessing and improving the tournament experience

for disabled people and people with limited mobility

including enhancements in infrastructure, staff and volunteer training, ticketing procedures, and transportation systems.

FIFA's

Anti-Discrimination Monitoring System

was applied to all 168 FIFA World Cup Qatar 2022™ qualifying matches in 2019.

FIFA's

Tobacco Free Policy



was implemented at the FIFA Club World Cup Qatar 2019™ to protect the health of thousands of attendees, participants, workers and volunteers from exposure to second-hand smoke.

Generation Amazing celebrated its tenth year, reaching more than

500,000 people

across the Middle East, Africa, Asia and the Americas since its inception and through its football-for-development programmes.



OVER

4,000 volunteers

were mobilised across 20 events in 2019 building capacity to support future events.



Tamreen

an online educational programme featuring FIFA World Cup Qatar 2022™-themed lessons,

launched this year, and has been made available to all schools in Qatar.

An online open course on Sustainability & Major Sport Events,



inspired by the FIFA World Cup 2022™ Sustainability Strategy was launched in partnership with the Josoor Institute and Hamad Bin Khalifa University. Over 900 people have enrolled across more than 80 countries.

The FIFA World Cup Qatar 2022™ headquarters in Doha became the

1st

office tower in the country

to receive a sustainable building certification for operations (GSAS Operations Platinum Rating).

Al Janoub Stadium



became fully operational and achieved its targeted sustainable building certification for design & build (GSAS 4-stars) and exceeded its targeted sustainable construction management certification (GSAS Class A*).

The first voluntary carbon-offsetting programme



in the region was established and will be one of the mechanisms used to offset unavoidable greenhouse gas emissions related to the tournament.

The majority of the Doha Metro network became fully operational, which will:



reduce road congestion



reduce vehicle air and noise pollution



connect the stadiums to popular cultural, tourist and business districts

Two chartered cruise ships with a combined capacity of

4,000 cabins

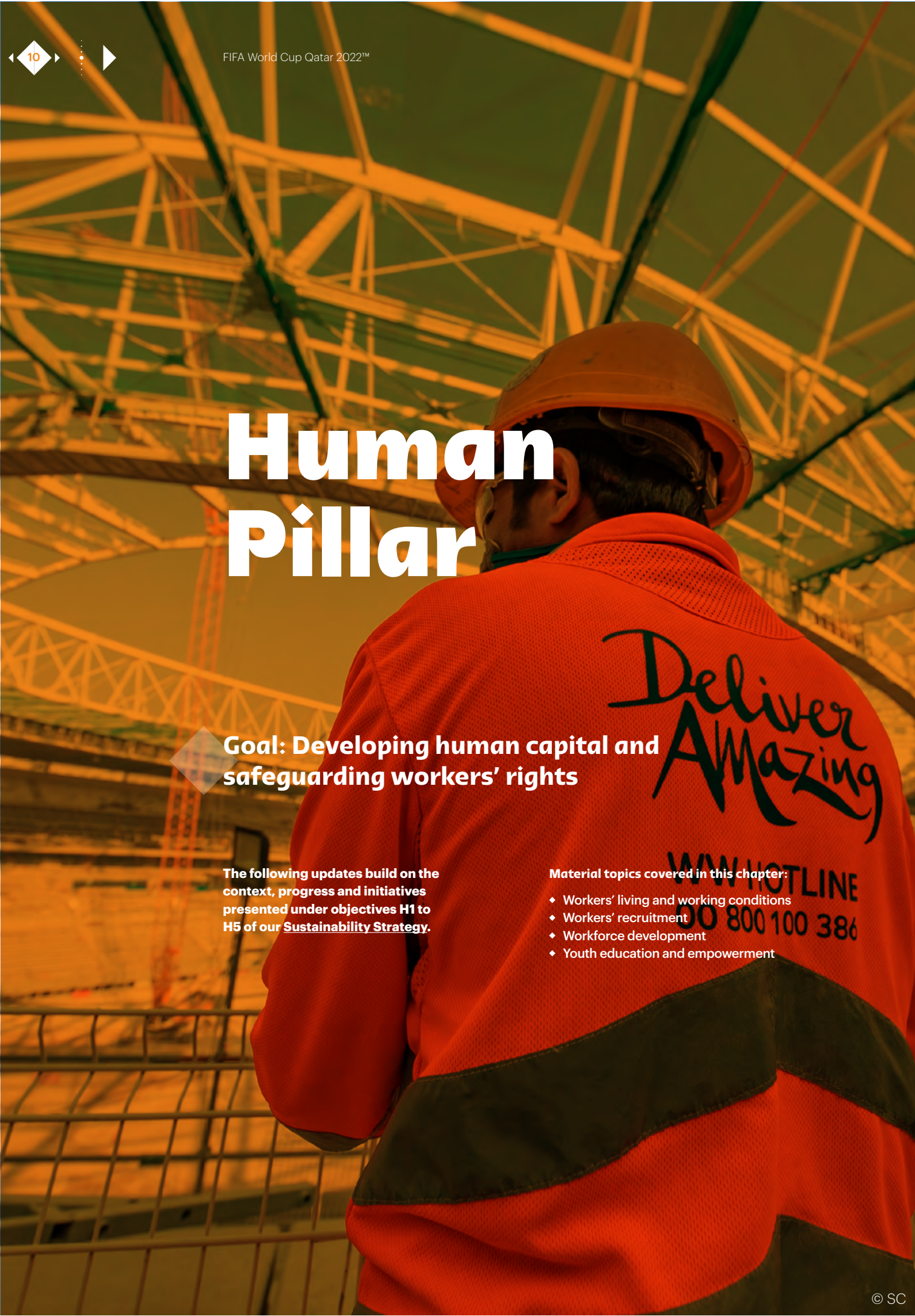


were secured and will serve as floating hotels during the tournament. They represent one of several adaptable accommodation solutions in place to address the short-term spike in demand for accommodation during the staging of the tournament, while avoiding overdevelopment of sectors that may struggle after the tournament.

The FIFA World Cup 2022™ Sustainability Strategic Framework

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

Goal: Developing human capital and safeguarding workers' rights

The following updates build on the context, progress and initiatives presented under objectives H1 to H5 of our Sustainability Strategy.

Material topics covered in this chapter:

- Workers' living and working conditions
- Workers' recruitment
- Workforce development
- Youth education and empowerment

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

H1.1 Continued enforcement of Workers' Welfare Standards

The SC's Workers' Welfare Standards (WWS), are a set of mandatory rules which are applicable and enforced for all contractors and Other Contracting Parties³ (OCP) working in the construction of SC stadiums and training sites that will be used for the FIFA World Cup 2022™. The WWS implementation ensures that companies working on these projects operate in line with the SC's values and ethics and Qatari labour law, and that all workers contributing to the delivery of these projects are treated with respect and dignity.

The WWS are enforced by a robust, four-tier audit system. As part of this system, the Workers' Welfare Department (WWD) carried out a total of 315 Accommodation Site Inspections, 501 Construction Site Welfare Inspections and 1,093 Ethical Recruitment audits equating to a total of 16,380 hours invested in audits and inspections in 2019. This targeted system has enabled the SC to fully meet its goal of 100% audits and inspections coverage per quarter. As a result of this effort, critical issues were identified early and flagged for rectification. Additionally, more than 5,000 worker interviews were carried out in 2019, up 12.6% from the previous year. These audits, inspections and interviews recorded a number of improvements - including positive changes in the recruitment practices of contractors and OCPs, centralised highly compliant accommodation, better employment conditions, and the timely payment of salaries.

³ Other Contracting Parties (OCP) means any subcontractor, consultant, labour supplier or Recruitment Agent to a Contractor.



Workers' Welfare Inspections in 2019

Accommodation Inspection		Construction Site Inspection		Ethical Recruitment	
Number	Hours	Number	Hours	Number	Hours
315	1,260	501	2,004	1,093	13,116
Total number of inspections					1,909
Total number of hours invested in inspections					16,380
Average close out rate of non-compliances and observations* in 2019					63%**

*an observation refers to an issue that is not in violation of the SC's WWS and Qatari labour laws, but if left unrectified could result in future non-compliances
**the resolution of the remaining non-compliances and observations were in progress at the close of the year

The SC's Workers Welfare team also carries out specialised accommodation health and safety and site welfare inspections. A total of 589 health and safety inspections - 461 at construction sites and 128 at accommodation sites - were conducted in 2019. In addition to these inspections, the Technical Delivery Office (TDO) Health and Safety teams conducted a combined total of 9018 inspections on all FIFA World Cup 2022™ construction site projects in 2019.

The Joint Working Group set up by the SC and Building and Wood Workers' International (BWI) also carried out six inspections in 2019 focusing on seven construction sites and their associated accommodation facilities. Most of the issues identified in 2019 were observations, indicating that the WWS are now more deeply ingrained in the SC programme.

The SC uses a tailored, web-based system to report site safety and health incidents and occurrences, as per the legal reporting requirements of Qatar and based on the UK's Reportable Injuries, Diseases and Dangerous Occurrences Regulation (RIDDOR) system. In this reporting period an accident frequency rate (AFR)⁴ of 0.01 and 11 RIDDOR reportable incidents were recorded. Although the SC workforce peaked at 40,000 workers in 2019, and had 23 more million work hours compared to 2018, the AFR reduced by 68%, and all incidents reduced by 47% in 2019, despite the increased workload and risks.

4 Accident Frequency Rate (AFR) is based on a 12-month rolling average and calculated using the following formula = [(RIDDOR + Fatalities)/100,000]/ Number of working hours



Health & Safety indicators

Work-related injuries in SC construction sites (employees and contractors)	
Fatalities as a result of work-related injury in 2019	0
Fatalities as a result of work-related injury since the start of construction on SC sites	3
Cases of recordable work-related injury in 2019	11
Total recordable work-related injury rate (per 1 million working hours) in 2019	0.097
Accident frequency rate (12 month rolling average) in 2019	0.01

For more information on progress and performance related to workers' welfare and health and safety indicators please see the [SC's 5th Annual Workers Welfare Progress Report](#)⁵ and previous [SC Annual Workers' Welfare Progress Reports](#)⁶, as well as the [SC-BWI Joint Working Group Annual Report](#)⁷.

COVID-19

While this report is predominantly focused on progress and performance achieved against the Sustainability Strategy in 2019, at the time of writing this report the COVID-19 pandemic has reached Qatar and affected thousands of people, including workers in SC construction sites linked to the FIFA World Cup 2022™.

The SC adopted a proactive approach to protect the health of FIFA World Cup™ site workers and stop the spread of the virus. [Key steps](#)⁸ that are being taken by the SC include:

1. A range of preventative measures are being implemented in accordance with Ministry of Public Health (MoPH) guidelines, including mask and sanitiser distribution, awareness raising, daily testing of workers' temperatures, barring non-essential visitors and OCPs from entering sites, social distancing in accommodations, buses and on sites, interim disinfection protocols and establishment of quarantine rooms on all SC sites.
2. Risk assessments are conducted on all accommodation, kitchen and catering facilities, and task specific inspections and daily site inspections instituted to ensure workers' welfare.
3. Workers that have been identified as high risk, i.e. as having preexisting health conditions and/or being over 55 years old, are living in isolation of the other workers and are not conducting any work while their salaries continue to be paid. They receive meals tailored to their medical needs.
4. A mental health awareness campaign has been rolled out to all workers, and interviews are being conducted with workers regarding their well-being.
5. A dedicated SC isolation facility has been set up, operating in line with the MoPH and the Communicable Disease Center (CDC) guidelines, and staffed by MoPH doctors and nurses.

5 <https://www.qatar2022.qa/sites/default/files/Workers-Welfare-Progress-Report-dec-2019-EN.pdf>
6 <https://www.qatar2022.qa/en/opportunities/workers-welfare/news-reports>
7 <https://www.qatar2022.qa/sites/default/files/SC-Building-and-Wood-Workers%E2%80%99-International-Report-2019.pdf>
8 <https://www.qatar2022.qa/en/about/faq#COVID-19>

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

In consultation with our stakeholders, the WWS have evolved over time and are updated as needed to reflect best practices, changes in the labour law and the expansion of the programme.

In the latest edition of the WWS applied on the FIFA World Cup™ construction sites, [Bulletin 1 to Edition 2](https://www.qatar2022.qa/sites/default/files/docs/Update-to-Workers%E2%80%99-Welfare-Standards-Edition-2-%E2%80%93-February-2018.pdf)⁹ published in February 2018, the WWS were updated to enhance the welfare and wellbeing of workers by mandating medical health screenings for workers. The screenings began in November 2018 and a total of 20,572 workers received comprehensive examinations in 2019. The cost of these screenings is covered by the SC as part of its commitment to the health and wellbeing of workers. Where illness is identified, care plans are put in place and ongoing monitoring and evaluation is provided, including appropriate work placements, for those identified to be at high risk. Centralised electronic medical records have continued to be rolled out, enabling faster detection of health risks and more effective health management plans. These confidential records can be accessed by workers any time they choose, and are portable, being retained by workers when they leave the project.

Another key update was the strengthening of the OCP pre-approval process, which includes a requirement for workers to be housed in SC-compliant accommodation, more stringent ethical recruitment practices, adherence to the SC's Universal Reimbursement Scheme in cases where the contractor has not incurred the full cost of recruitment (see H2.2 for more information), and provision of annual air tickets or encashment as

a pre-requisite for approval. A total of 282 OCPs underwent the pre-mobilisation approval process in 2019, with an estimated 3,200 hours invested in this process. These enhanced requirements for companies to qualify as contractors for the SC have not only led to increased compliance with the WWS among newly contracted companies, but have also generated beneficial spill-over effects. In particular, companies competing to qualify for SC projects have raised the bar of workers' welfare across their operations, including improving the welfare of workers employed by these companies on sites that are not FIFA World Cup™-related. For example, over 6,600 non-SC workers have benefited from air ticket allowances and more than 18,000 non-SC workers receive reimbursement of their recruitment fees as a result of these spill-over effects. A further benefit can be seen when it comes to access to remedy, which will be discussed in more detail under H2.1.

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

As we transition from a focus on construction towards tournament operations, an increasing number of workers in additional sectors, such as hospitality, transportation, logistics, or security, will become linked to the FIFA World Cup™ and will fall within the scope of the Sustainability Strategy. During the reporting period, we have developed policies and procedures to systematically embed compliance with the WWS in these new relationships (see also update on G2). This includes requesting information on compliance with the WWS during the procurement process and the integration of respective requirements in contractual relationships where Qatar-based workers are involved.

⁹ <https://www.qatar2022.qa/sites/default/files/docs/Update-to-Workers%E2%80%99-Welfare-Standards-Edition-2-%E2%80%93-February-2018.pdf>



© SC Medical health screenings for workers



© SC Awareness session on health and safety

Furthermore, the SC has engaged with its business partners to ensure compliance with the WWS. On this, the SC has started to build capacity and foster cooperation across contractors and suppliers in the hospitality sector. On the basis of its call-off agreements with 26 hotel operators in Qatar, the SC started an active process of awareness raising and the implementation of the WWS in five piloted hotels, and their OCPs, towards the end of 2019. This has included mapping the WWS to labour rights best practices in the sector, providing orientation and training on the WWS and Qatar Labour Law, conducting joint audits and inspections with MoADLSA and representatives of each hotel, and issuing warnings and developing rectification plans for non-compliances.

In 2020, we will continue to implement a comprehensive WWS compliance monitoring programme for other hotels and service providers linked to the operations of upcoming FIFA tournaments in Qatar. We are firmly committed to building on the experience gained from implementing the WWS in the construction sector to help raise the bar on compliance with international labour standards in all sectors involved in service-delivery for the tournament.

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

As part of a growing effort to drive positive impact on workers' wellbeing and quality of life beyond complying with labour rights standards, both on site and in their daily lives, several programmes and initiatives have been put in place to address workers' immediate needs.

One example is the Nutrition Programme, where doctors and specialised nutritionists come together to conduct health screenings for a sample of workers, and use the results to develop tailored awareness and training on better health, nutrition and the importance of balanced diets for workers, contractors and caterers. The programme also rolled out menu enhancements that meet the ethnic dietary requirements of workers in accommodation and construction site canteens. In a pilot in 2019, enhanced African and Asian menus were introduced for 150 workers for three months. Subsequent health screenings found health improvements, including a reduction in systolic and diastolic blood pressure and improved hydration. The menus, improving worker satisfaction and generating health benefits, are now being considered for wider adoption across the programme.

• ♦ ♦ ♦ •

“We want to be able to offer more than just employment for our workers. We want to directly contribute to social and human development by building confidence in the workers, which will allow them to integrate more easily into the community. We are also committed to ensuring workers have a deep understanding of what health and safety means to them. Our hope is to give all of our workers the experience, qualifications and skills that better equip them for future careers.”

Mahmoud Qutub, Head of the SC Workers’ Welfare Department

• ♦ ♦ ♦ •

In 2019, and in collaboration with Qatar International Safety Centre (QISC), the SC expanded its specialised workers training programme designed to introduce them to life in Qatar, improve their technical capabilities, increase productivity and safety, and prepare them for future careers. Throughout the year, the SC delivered Workers’ Welfare Induction training for 3,406 workers, Advanced Cardiac Life Support & Basic Life Support training for 24 medical staff, general Occupational Health & Safety for 3,352 personnel, Occupational Health & Safety trade-specific training for 295 workers, and worker representatives training for 296 workers.

These courses also aim to better equip workers with a wealth of qualifications to carry with them to future projects around the world. The programme delivered soft and hard skills training to more than 7,000 SC workers in 2019, and over 20,000 workers to date. The agreement with QISC was renewed at the end of 2019 for a further three years, and training courses will continue to be delivered to workers in more than five languages.

To aid the wellbeing of workers during the hot summer months and to help protect their health, innovative technologies are also being deployed on-site. The SC partnered with TechNiche in developing an innovative cooling garment range called ‘StayQool’. StayQool reduces thermal skin temperature by a maximum of 8°C, making workers more comfortable in hot weather. Throughout 2019, 12,000 suits and 5,000 balaclava from the StayQool range were provided to SC workers. In surveys conducted by TechNiche, 96% of workers reported feeling more comfortable wearing the StayQool suit over previous work-wear, while 97% agreed that they feel better at the end of the day compared to the use of previous work-wear. In parallel, Hamad Bin Khalifa University (HBKU) is currently developing a wearable technology that can be integrated into the StayQool suit alerting wearers when they need to rest or rehydrate, which will be rolled out in 2020. These innovations provide substantial safeguards to workers exposed to hot outdoor environments and could revolutionise the experience of working outside for anyone in hot climates.



© SC Demonstrating StayQool suits to workers

Objective H2. Enable access to effective remedy for workers engaged in the construction of, and provision of services for, FIFA World Cup 2022™ sites

H2.1 Operational-level grievance and remedy mechanisms

The SC has put in place a three-tier grievance mechanism to enable workers to raise their concerns and make suggestions, as well as to address and resolve complaints in a timely manner. The first tier is the Workers’ Welfare Officers (WWO), the second is the Workers’ Welfare Forums (WWF), and the third is the SC’s anonymous grievance hotline, which is available in 11 languages.

A total of 242 WWOs were dedicated to coordinating employee relations and addressing workers’ issues at accommodation and construction sites in 2019.

The WWF, the SC’s flagship grievance mechanism, empowers workers to collectively identify and raise their concerns and suggestions to management thorough their WWO and elected Worker Representatives (WR). There were 112 WWFs held in 2019, covering 23,164 SC and 10,140 non-SC workers. A total of 296 WRs received comprehensive training from the SC on roles and responsibilities, effective communication, conflict resolution, leadership, and health and safety.

A total of 539 complaints (406 pertaining to ethical recruitment, 79 to accommodation and 54 to health and safety) were received via the anonymous 24-hour grievance hotline in 2019, 88% of which have since been resolved. It is important to note that resolution of grievances is dependent on many external factors that affect closure, such as the need for the SC to validate grievances via worker



© SC WWO Workshop

interviews and gaining additional information from contractors, and the fact that many complaints lodged are beyond the SC’s remit and need to be channelled to other parties.

With the integration of the Workers’ Welfare Standards (WWS) in relationships with companies providing services for the tournament (see update on H1.3), the tournament organisers are assessing the strengthening of grievance mechanisms in sectors beyond construction. This includes requirements to implement WWFs and making the SC’s or an equivalent hotline available to workers. It will be one of the priorities in the coming months to work with contractors to develop and strengthen these mechanisms.

Grievance hotline topics (2019)

Number of accommodation grievance topics (e.g. grievances related to accommodation facilities management, food, recreational facilities, etc)	79
Number of ethical recruitment grievance topics (e.g. grievances related to salary payment, overtime, annual leave, etc)	406
Number of health and safety grievance topics (e.g. grievances related to work hours, medical facilities, transportation, health screenings, etc)	54
Total number of complaints received through the grievance hotline	539
Total number of complaints resolved	478
% of complaints received that are evaluated and addressed through appropriate and effective remediation in accordance with the relevant procedures developed	88%

H2.2 Recruitment fees reimbursement

The SC continues to work with its contractors and OCPs and their labour suppliers to ensure that workers engaged on SC projects are compensated for any recruitment fees they may have paid in their home countries and that any subsequent hiring by these contractors and OCPs is in accordance with ethical recruitment practices. The practice of payment of recruitment fees is illegal under international and Qatari law and is also prohibited under the WWS. Given that most affected workers are unable to prove that they were made to pay illegal fees, the SC shifted the burden of proof to contractors and OCPs to show that the workers had been hired ethically. The SC has set up a Universal Reimbursement Scheme to compensate both SC workers and legacy workers who were hired prior to the commencement of SC projects, for hardships they may have encountered when moving to Qatar.

In 2019, through the SC Universal Reimbursement Scheme, 220 of 336 contractors and OCPs agreed to pay workers back towards their recruitment and relocation costs to Qatar. This scheme currently covers approximately 16,500 or 50% of existing SC workers and 18,000 non-SC workers over a period of 12-36 months, with the total monetary benefit amounting to QAR 110 million (or USD 30 million). The SC will continue to collaborate with MoADLSA and the International Labour Organisation (ILO) and other stakeholders to pass on the legacy of the SC's Universal Reimbursement Scheme to the State of Qatar. MoADLSA is also attesting all commitment letters provided by contractors and OCPs with respect to extending recruitment fee reimbursement, thus providing further assurance and oversight on the reimbursement process and execution.



© SC Worker exhibiting an 'I voted' sticker after casting his vote for a Worker Representative

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™

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

With more than one million people expected to visit Qatar during the FIFA World Cup 2022™ and with several hotels opening over the next few years to accommodate the demand, most engagement efforts were related to the hospitality sector in 2019. As strategic partners, the tournament organisers supported the establishment of a Working group for sustainable growth and decent work in Qatar's hospitality sector¹⁰.

The working group was convened by MoADLSA, the ILO Project Office in Qatar, and the Institute for Human Rights and Business (IHRB), with the participation of the International Tourism Partnership (ITP) and open to all hotel companies operating in Qatar. In 2019, the working group organised six knowledge sharing sessions covering recruitment and employment standards topics. The first session of the working group in 2020 was convened in February with the SC presenting an overview of the WWS. In 2020, an implementation guide will be published for use by hotels across Qatar.

Outside the hospitality sector, the SC and Q22 have also continued to contribute to the Karama initiative, a multi-stakeholder collaboration on workers' welfare in Qatar predominantly focusing on major construction projects. The tournament organisers' main contribution in 2019 was to run a knowledge sharing session for all stakeholders in the areas of ethical recruitment and grievance mechanisms.

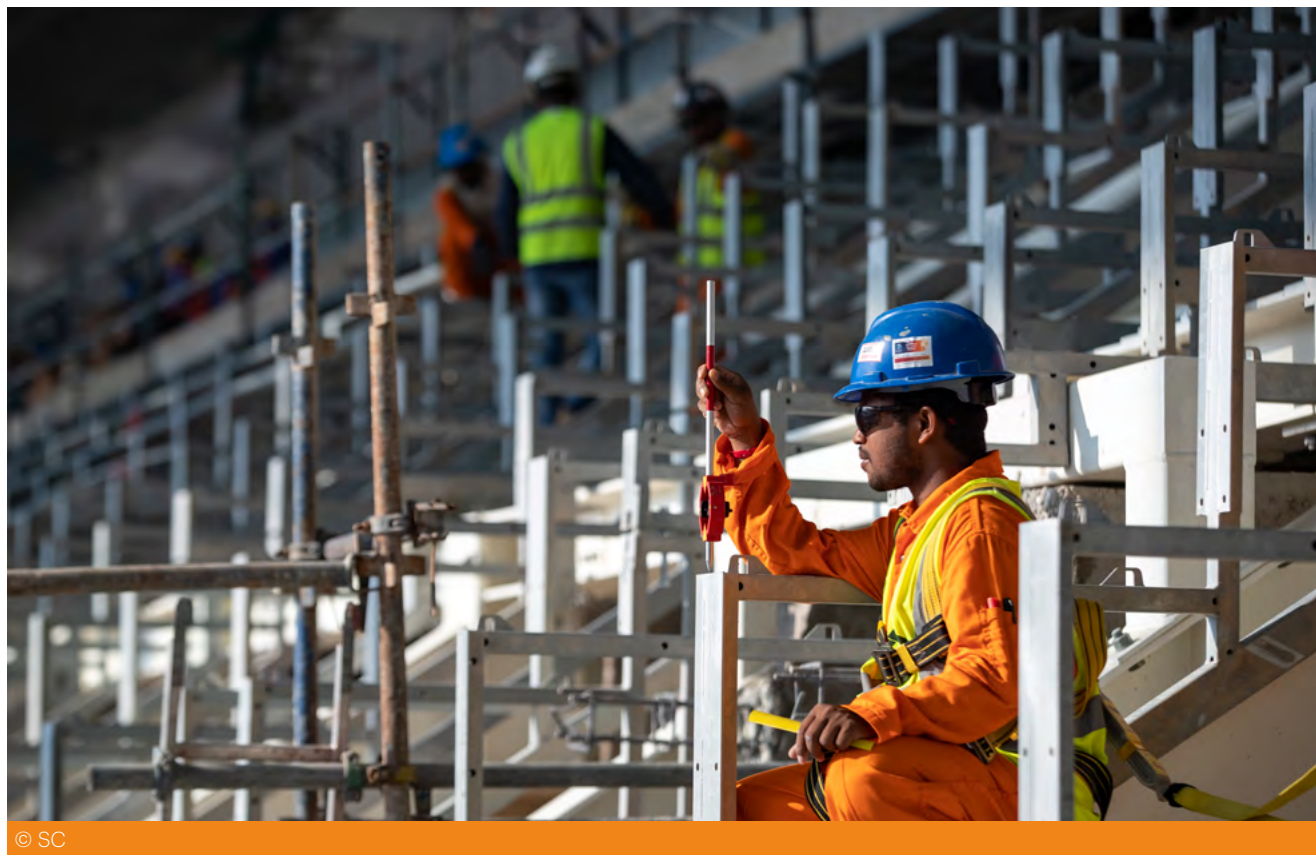
H3.2 Legacy contribution to workers' rights in Qatar

Supported by the Technical Cooperation Programme with the ILO, the Qatari government announced important additional labour rights reforms in October 2019 and passed several pieces of draft legislation including setting a temporary minimum wage of QAR 750, removing exit permit requirements and allowing workers to change employers after reasonable notice following the probationary period. The minimum wage draft law proposes that employers must ensure the provision of decent food and accommodation for workers in addition to the basic wage. It applies to all workers, including domestic workers.

¹⁰ For more information please visit <https://www.ihrb.org/focus-areas/migrant-workers/commentary-labour-rights-in-qatar-hospitality-sector>



© SC Concession stand worker at the Fan Zone



© SC

Work continues in earnest to bring these draft legislations into law as was seen in January 2020, when in a landmark decision, a Ministerial Decree came into force ending 'Exit Permit' requirements for all workers, including those not covered by the previous 2018 reforms. This means that all workers¹¹ are now able to leave the country, either temporarily or permanently, without permission from their employers.

The SC works in close collaboration with MoADLSA to support the wider labour reform process in the country. For example, the SC provides input to the process through its representation in several committees associated with the ILO Mandate. In addition, the SC partners with MoADLSA and the ILO to facilitate exchange and learning. In 2019, representatives from MoADLSA and the ILO attended four WWF elections and meetings at 14 contractors/ OCPs, as part of a study to pave the way for the WWF model to be established throughout Qatar. The SC is also in discussions with MoADLSA on how lessons from the SC Universal Reimbursement Scheme can inform wider practice on recruitment fee reimbursement in the country.

Over the last year, the SC collaborated with MoADLSA and the ILO on a study on heat stress and respective mitigation measures¹². The research examined a construction site (a FIFA World Cup™ stadium) with a comprehensive heat stress management plan. Among various conclusions, the study found that one of the key reasons why stadium construction workers were at low risk to occupational heat strain, was because they were empowered to self-pace and take breaks as part of the heat mitigation plan¹³. The research also found that the SC developed cooling suit, StayQool, can effectively reduce the heat strain experienced by workers. The study made recommendations that are being taken forward by MoADLSA and the ILO.

In order to support the roll out of new legislation, the SC has also worked in close collaboration with government authorities. This includes the continuous updating and enforcement of new standards. For example, in 2019, although still a draft legislation, the SC enforced the temporary minimum wage across its programme for all workers.

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

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

The Josoor Institute continued its legacy efforts towards building the country's human capacity. This is being achieved by providing high-impact education programmes for the next generation of professionals who will build sustainable sports and events industries in Qatar and across the Middle East and Arab region, both in the lead up to the FIFA World Cup Qatar 2022™ and beyond. In 2019, a total of 90 delegates graduated from the Professional Diploma Programmes in Sports Management and Major Events Management, bringing the total number of graduates from the programme to 252. Women represented 50% of the pool of graduates.

The Josoor Institute was also especially active last year in working on projects designed to stimulate discussion and thought leadership within the sports and events industries. This included specialised panel sessions on 'Sports Diplomacy', 'Green Building and Sustainability' and 'Global Impacts of Occupational Health and Safety'. By the end of 2019, the programme had involved more than 4,400 people, including graduates, network partners and industry stakeholders.

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

Work on this initiative is planned to start in 2022.

“Josoor Institute's academic partnerships give professionals in Qatar and the region access to world-class education and international best practices. Since its foundation in 2013, we have equipped over 4,000 sports and events professionals with the know-how to deliver this tournament and other events beyond 2022. We are making sure that every aspect of our World Cup will offer a remarkable fan experience.”

Afraa Al-Noaimi,
Executive Director, Josoor Institute



© SC Attendees at a training session conducted by the Josoor Institute

¹¹ With the exception of members of the Qatari Armed Forces and a very limited number of workers identified (should not be more than 5% of a company's workforce) to need this requirement due to the nature and importance of their job

¹² Assessment of occupational heat strain and mitigation strategies in Qatar, 11 October 2019, https://www.ilo.org/beirut/projects/qatar-office/WCMS_723539/lang-en/index.htm

¹³ Key findings from the heat stress study, <https://www.qatar2022.qa/sites/default/files/documents/WW-Heat-Stress-EN.pdf>

H4.3 Sustainability capacity building and awareness raising

A wide variety of training sessions were delivered in 2019, linked to the issues and topics covered by the FIFA World Cup Qatar 2022™ Sustainability Strategy:

In preparation for the FIFA Club World Cup Qatar 2019™:



60

volunteers received training on how to assist disabled people and people with limited mobility in stadiums



45

volunteers received training on the implementation of the FIFA Tobacco-free Policy



890

security personnel received training on implementation of the FIFA Tobacco-free Policy



28

match officials were trained on the procedure for discriminatory incidents

Other training highlights in 2019 include:



7,000

workers on topics related to life in Qatar, improving technical capabilities and increasing productivity and safety, via the SC's partnership with

Qatar International Safety Centre (QISC)

This includes:

- ✓ 24 medical staff received Advanced Cardiac Life Support & Basic Life Support training
- ✓ More than 3,350 personnel received general Occupational Health & Safety training
- ✓ 295 workers received trade-specific Occupational Health & Safety training
- ✓ 296 workers received worker representatives training



36

anti-discrimination match observers were trained on anti-discrimination match observation



225

Police Commanders and 2,200 Police Officers received human rights training

over 400

industry professionals were trained on sustainable building practices through GSAS workshops supported by the SC

Seven knowledge sharing forums where sustainability best practices and learnings from SC projects were shared with a total of

285 attendees



Since the launch, more than 900 people from over 80 countries enrolled in the

Sustainability & Major Sport Events online course

H4.4 Skill-based workshops for community representatives

The SC has continued to deliver various projects to connect with local communities, create awareness of topics associated with the FIFA World Cup Qatar 2022™ and to build the skills of community representatives. Over the course of 2019, it delivered information sessions to over 700 students from Qatar University, Georgetown University in Qatar and Texas A&M University in Qatar on the state's plans for hosting the tournament.

The SC is now closely engaged with leaders from 58 community associations. During 2019, 80 community representatives participated in skill-based workshops¹⁴ that equipped them to mobilise and inform their communities of opportunities for participation in FIFA World Cup Qatar 2022™ related events. This enabled many communities to participate in one or more of the four major sports-related events in Qatar in 2019 – CAF African Super Cup, Arabian Gulf Cup, FIFA Club World Cup Qatar 2019™ and the opening of Al Janoub Stadium. Furthermore, 33 grants worth QAR 86,000 in total were awarded to support community cultural groups and community football teams.

Professional Certificate in Sustainability & Major Sport Events

In 2019, the SC, Q22 and the Josoor Institute partnered with Hamad Bin Khalifa University, a member of the Qatar Foundation, to deliver its first Massive Online Open Course (MOOC): Sustainability & Major Sport Events. This professional certificate addresses the critical sustainability aspects of planning and hosting large-scale sporting events and is designed to benefit individuals from different backgrounds, from event organisers to sports professionals who work with players, fans, and spectators, to those responsible for sports infrastructure, including stadiums and sports fields.

Drawing its inspiration from the FIFA World Cup Qatar 2022™ Sustainability Strategy, the key objective of the course is to encourage learners to consider how a major sporting event can be used to build a legacy that improves efficiency, promotes conservation of resources and adds significant value to the host community, country, and even region. The five pillars of the Sustainability Strategy; human, social, economic, governance and environmental, are explored and participants learn about sustainable approaches to infrastructure and, water, waste, and air quality management, as well as sustainable major sport event strategies and action plans. To view this information in a wider context, participants study the long-term impact and legacy of sustainable major sporting events.

• ♦ ♦ ♦ •

“We have always stated that the FIFA World Cup Qatar 2022 will be a tournament that benefits everyone in our country and have tried to engage as many people as possible on our journey towards the first tournament in the Middle East and Arab world. It has always been our priority to deliver an inclusive, accessible tournament and legacy”.

Mead Al-Emadi, SC Community Engagement Manager

• ♦ ♦ ♦ •

The course offers instructor-led assignments including exams, requiring a commitment of 1-2 hours per week over four months. Since the launch, more than 900 people from over 80 countries enrolled for the two courses in 2019. The response to the programme has confirmed the demand for these skills across the wider region. The course is free and available on [edX platform](https://www.edx.org/)¹⁵, but those willing to pay for a verified certificate (>8%) already exceeds the platform's average (2-4%).



• ♦ ♦ ♦ •

“I recommend the Sustainability & Major Sport Events courses for anyone involved in delivering a major sports event. Sustainability is a core success factor for any major event, and its implementation must be driven by individuals across a wide range of functions and organisations.”

Federico Addiechi
Head of Sustainability & Diversity, FIFA

¹⁴ <https://www.qatar2022.qa/en/opportunities/community-engagement/outreach/workshops>
¹⁵ <https://www.edx.org/professional-certificate/hbkux-sustainability-and-major-sport-events>

Objective H5. Empower young people in the region through football programmes and the FIFA World Cup 2022™ platform

H5.1 Football-for-development programmes

The Generation Amazing (GA) programme celebrated its tenth year as one of the SC's main human and social development legacy projects, reaching over half a million people across the Middle East, Africa, Asia and the Americas through its football-for-development programme. The programme includes the construction of football pitches, youth development and the identification and empowerment of youth advocates. In addition to its activities in Qatar, Pakistan, Lebanon, Nepal, Jordan, India and the Philippines, the programme expanded to Rwanda, Haiti and Oman in 2019. GA has deepened its roots in these countries by developing a new concept of community clubs alongside 30 pitches built to date, giving communities with especially limited resources access to a safe place to learn and play.

GA implements a Youth Advocates¹⁶ programme aimed at building intercultural competencies, language competencies, peer-to-peer mentoring and team building skills among young people. A total of 52 Youth Advocates were selected in 2019, consisting of a male and female representative from every location where a pitch was built through the GA programme, plus 14 from previous programmes who then embarked on a 2-year 'advocate journey'. Advocates previously selected in 2010 and 2014 from Pakistan, Lebanon, Jordan and Nepal also played a major role in mentoring the newer Youth Advocates, sharing responsibilities with them in the delivery of football sessions, workshops and festivals.

In schools in Qatar, GA uses a 'train the trainers' model to train PE teachers to use football as a tool to teach

• ♦ ♦ ♦ •

"In our community we don't have enough space for football; we find it difficult to play. We are thankful to Generation Amazing that they have given us this pitch to play on. I cannot wait to go and play football on it."

Umesh Rathod, 15-year-old Generation Amazing participant and beneficiary in India

• ♦ ♦ ♦ •

life skills such as respect, tolerance, social cohesion, communication and leadership during PE classes across 50 local and international schools. By 2019, GA reached over 19,000 students as direct and indirect beneficiaries and trained 78 coaches and 114 PE teachers in football-for-development. To give back to the workers that are helping build Qatar and FIFA World Cup Qatar 2022™ sporting infrastructure projects, GA delivers weekly football-for-development sessions to workers from 30 companies reaching over 20,000 construction workers. In total, GA trained 150 workers from 20 nationalities to become GA coaches and selected 20 ambassadors to deliver their football-for-development methodology at five workers' accommodations in 2019.

At the end of 2019, during the FIFA Club World Cup Qatar 2019™, the Generation Amazing Festival was organised, which kicked off a series of festivals that will be organised in the lead up to the FIFA World Cup Qatar 2022™. The festival was attended by 180 participants from partner clubs, including members of international partner clubs, local players and international youth advocates, broadening the reach of this social legacy initiative.

H5.2 Educators' toolkit (Tamreen)

Tamreen (which is Arabic for 'exercise'), is an online educational programme that provides toolkits for educators and is designed to enrich schools' curriculums with FIFA World Cup Qatar 2022™ themed activities such as elements of stadium design, innovative cooling technologies and an exploration of workers' rights in Qatar. A total of 22 toolkits for educators were launched throughout the course of the year. Following a successful pilot through which 18 schools tested the online platform, Tamreen has now been made available to all schools in Qatar.



© SC Generation Amazing

16 Ambassadors have recently been renamed as Advocates

H5.3 Youth Panel

The Youth Panel is an annual training and development programme for students aged 15-21 recruited from schools throughout Qatar. A total of 18 stakeholders contributed to the programme delivery, including the Josoor Institute as well as Aspire Academy, Qatar Rail, Qatar Volunteers, Al Kass and Hamad International Airport. The programme is delivered through 10 monthly workshops hosted by the SC and stakeholders. Panellists learn leadership skills and volunteerism, and are trained in social media and delivery of events. Panellists then report their learnings to their peers through school assemblies, presentations and posting films or photos on social media, thus increasing the reach of the information among the academic community. 54 students graduated from the programme this year, bringing the total to 160 alumni from 35 different schools. In the future, the programme will shift focus to creating opportunities for its alumni, including social media takeovers of SC channels, stadium tour guides, attending schools to train and promote Tamreen on behalf of the SC, and senior volunteer roles.

• ♦ ♦ ♦ •

"Volunteering allowed me to see what it takes to prepare a great event, and let me get out of my comfort zone. I also had the opportunity to volunteer in a multicultural environment and make new friends from different countries. It was a fantastic experience."

Yasser Mohamed, Sustainability Volunteer at the FIFA Club World Cup Qatar 2019™

• ♦ ♦ ♦ •



© SC Volunteers at the FIFA Club World Cup Qatar 2019™



Social Pillar

◀ **Goal: Providing an inclusive tournament experience**

The following updates build on the context, progress and initiatives presented under objective S1 to S6 of our Sustainability Strategy.

Material topics covered in this chapter:

- ♦ Accessibility
- ♦ Cultural Understanding
- ♦ Inclusivity
- ♦ Rights of media representatives and human rights advocates
- ♦ Health, safety and security for attendees, participants and communities

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

- S1.1 Accessible sites and services
- S1.2 Accessible ticketing policy and operations
- S1.3 Accessibility training for workforce and volunteers

FIFA, Q22 and the SC have been working to ensure all new FIFA World Cup™ stadiums and training sites are accessible for disabled people and people with limited mobility, in compliance with FIFA's accessibility requirements and the SC's inclusive design requirements. In 2019, FIFA began a process of accessibility inspections of all stadium sites. These inspections evaluated the compliance of various accessibility aspects of stadium infrastructure. FIFA worked in collaboration with SC and Q22 to ensure that areas for improvement involving routes, seating locations and quantities, toilets, parking areas, catering facilities, and other aspects were logged and addressed accordingly. Initially, enhancements focused on the potential stadiums to be used during the FIFA Club World Cup Qatar 2019™ with the aim of continuing inspections and enhancements for all stadiums in the lead up to 2022. The FIFA Club World Cup Qatar 2019™ served as a testing ground for the development of further accessibility services, ticketing policies, proof of eligibility training and troubleshooting support for

the customer care team and their operations. It was also an opportunity to deliver wider accessibility etiquette training developed by FIFA to relevant staff and volunteers in preparation for the upcoming FIFA tournaments in Qatar. The highlight box on page 28 provides a more detailed account of accessibility-related activities during the FIFA Club World Cup Qatar 2019™.

Other services have been enhanced to make them accessible for disabled users. In 2019, the host country website (qatar2022.qa) achieved Level AA under the internationally recognised Web Content Accessibility Guidelines (WCAG) 2.0 standards. To achieve this rating, content is written with text-to-speech software in mind for blind or partially-sighted users; images have alt text which is a text-to-speech software that describes an image – or its context or purpose – for people who may not see the image; text size is changeable to help with readability; and high-contrast colour schemes aid visibility, such as white text on a dark blue background. Additionally, Mada Assistive Technology Centre, a Qatar-based institution that is a centre of excellence in digital access in Arabic, provides ongoing consulting services and has given the website a score of 99/100¹⁷ in terms of web accessibility.

17 <http://qatar.checkers.eiii.eu/en/benchmarking/testrunresults/siteresults/8d708ece-f5d1-46a8-963a-740ef3e67a52>



© SC Accessible transportation provided during the FIFA Club World Cup Qatar 2019™

Accessibility at the FIFA Club World Cup Qatar 2019™

The FIFA Club World Cup Qatar 2019™ took place in Doha from December 11-21, 2019 in Khalifa International Stadium, a future FIFA World Cup™ stadium, and Jassim Bin Hamad Stadium.

As a result of FIFA, Q22 and SC inspections, various infrastructure enhancements and upgrades were identified and implemented including a large number of additional ramps and handrails, as well as the provision of temporary accessible toilets.

To improve the accessibility of existing infrastructure in the stadiums, new platforms for wheelchair users were built and spaces allocated to create and enhance accessibility seating. FIFA ensured a dedicated allocation of tickets for purchase by disabled people and people with limited mobility for all matches. These 'accessibility tickets' were available via www.fifa.com/ticketing. Across all matches, accessibility tickets were available in three ticket categories (wheelchair user places, easy access amenity, and easy access standard) with respective complimentary companion tickets. For matches at Khalifa International Stadium, easy access extra-width tickets were also offered for obese people¹⁸.

In addition to accessible seating, the necessary infrastructure and services to ensure a smooth journey to seats were reviewed and upgraded. This included the implementation of new dedicated routes, pathways and entrances, accessible parking areas, accessible transport from parking areas to entrances, priority lanes for access at entrances and food & beverage counters, priority lift access, and relevant signage.

Wheelchairs were made available via a wheelchair escort programme for people with limited mobility, and 10 golf carts per match day were provided to transport spectators from the outer perimeter entrances to stadium gates.

A total of four Sustainability Venue Managers, two per stadium, were deployed by FIFA and the SC to oversee accessibility efforts to ensure an inclusive environment for all spectators. In addition, approximately 60 volunteers covering spectator services, security, sustainability and health & safety roles were trained on accessibility etiquette. During each match, up to 30 volunteers focused on providing services for disabled people and people with limited mobility. A satisfaction survey was carried out to obtain feedback, enabling the tournament organisers to understand how to enhance the journey and experience for disabled people and people with limited mobility for future tournaments. The overall satisfaction rating was 4.5 of 5 across ticketing, accessible facilities and services, and transport.

In addition, the Doha Metro, which during its design phase had accessibility and inclusivity as core design elements, enabled the journeys of disabled people and people with limited mobility to and from stadiums. Among the accessibility features provided were tactile routes for blind or partially-sighted people, level access boarding onto trains, designated wheelchair user spaces in coaches, lift access throughout the station and an assistance call service. At the local level, for many disabled people in Qatar, this has increased their ability to travel more independently and provides for the same range of connectivity as everyone else to stadiums and major tourist sites in the lead up to and post-2022.

The FIFA Club World Cup Qatar 2019™ provided an opportunity for FIFA and the SC to successfully demonstrate their commitment and efforts towards providing an inclusive and accessible tournament for all to enjoy, while learning valuable lessons for future tournaments.

S1.4 Wider accessibility in Qatar

The Accessibility Forum was developed by the SC to promote best-practice accessibility solutions in Qatar through consultation and engagement with expert partners and community organisations run by and for disabled people. Last year's primary focus was to support the accessibility of the Arabian Gulf Cup and the FIFA Club World Cup Qatar 2019™ by auditing Khalifa International Stadium and Al Janoub Stadium in advance of the tournaments. The results aided tournament readiness preparations, addressing accessible public transportation needs and access at the stadiums. In addition, the Forum helped raise awareness of accessible seating for both tournaments ensuring disabled fans knew how to acquire tickets for the two tournaments.

The SC also set up sensory viewing rooms at Al Janoub Stadium during its inauguration and during the Arabian Gulf Cup, and in Khalifa International Stadium during the FIFA Club World Cup Qatar 2019™. As stadiums can become noisy and crowded with prevalent smells from food and drink, they can be overwhelming places for people with sensory access requirements. A sensory viewing room provides a safe and calm space for people to retreat to, reducing potential sensory overload. More than 150 young people with such requirements attended their first match as a result of this provision. All equipment was provided by the Accessibility Forum's partner organisations: Qatar Rehabilitation Institute, The Learning Centre, Awsaj and Renad Academy. Sensory bags were also distributed to children with sensory requirements at the FIFA Club World Cup Qatar 2019™. Each bag provided tools that helped children stay calm and focused by providing comforting sensory support such as noise cancelling headphones, fidget tools, visual cue cards and weighted lap pads.

The Accessibility Forum will continue supporting FIFA World Cup 2022™ site visits and wider accessibility enhancements for sites, services and the wider public realm in Qatar. For example, following an audit of 'Katara – Qatar's Cultural Village' by the Accessibility Forum in 2018, several areas where accessibility could be enhanced were identified and over QAR 1M was invested by Katara on site enhancements throughout 2019. This included the installation of new signage, handrails, ramps, toilet fixtures, lift repositioning, accessible parking and staff training. The Forum continues to engage with Qatar's cultural sector to drive enhancements that will ensure Qatar's visitor attractions can be enjoyed by everyone.



© SC Sensory room at Khalifa International Stadium

FIFA Club World Cup 2019™ survey satisfaction ratings

Satisfaction rating from disabled people and people with limited mobility for accessibility of stadium infrastructure (e.g. routes, seats, sanitary facilities)

4.5 out of 5

Satisfaction rating from disabled people and people with limited mobility for accessibility of services (e.g. transport, security check, spectator services)

4.5 out of 5

Satisfaction rating of ticket purchasing process

4 out of 5

¹⁸ An individual whose Body Mass Index (BMI) is equal to or exceeds 40kg/m²

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

S2.1 Intercultural awareness and anti-discrimination guidance

Work on this initiative is planned to start in 2020.

S2.2 Cultural events series

The Cultural Experience programme supports the organisation and delivery of a series of cultural events in partnership with Qatar's cultural sector. Events 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 the tournament. In 2019, the programme put together several locally inspired performances at seven major national and international events including the Confederation of African Football Super Cup 2019, the Al Janoub Stadium opening in May, Copa America 2019 and the annual 2019 UN Day Concert.

S2.3 Promoting heritage through stadium design and communication

Unique stadium designs that reflect the cultural heritage of Qatar and the Arab region, present a tremendous platform for exchange between locals and people from all over the world, enhancing cultural understanding and showcasing what the region has to offer.

Lusail Stadium¹⁹, the largest stadium which will host the opening and final matches in 2022, is the centrepiece of the new ultra-modern Lusail City. Celebrating the region's ancient tradition of craftsmanship, the stadium's golden vessel design takes its inspiration from intricate bowls used across the Middle East for centuries. At night, the stadium's lighting system will give the effect of twinkling lights, similar to the glow produced by local 'fanar' lanterns.

Al Janoub stadium²⁰ opened earlier this year and its design represents the lines and flowing curves inspired by traditional dhow boats.

At the same time, information about cultural aspects of stadiums continues to be disseminated to visitors. The Bassma 22 initiative, developed in partnership with Qatar Museums, involves commissioning local and regional artists to create public art installations for all the stadiums, injecting local culture into stadium complexes for the whole world to see. For example, the stadium art at Al Rayyan Stadium will feature materials from the old arena that have been transformed into new art pieces which are set to be installed at the new stadium complex at the end of 2020 once construction of this stadium is completed.

¹⁹ Vision for Lusail Stadium design, <https://www.youtube.com/watch?v=Sgu3oLbIKI4&feature=youtu.be>

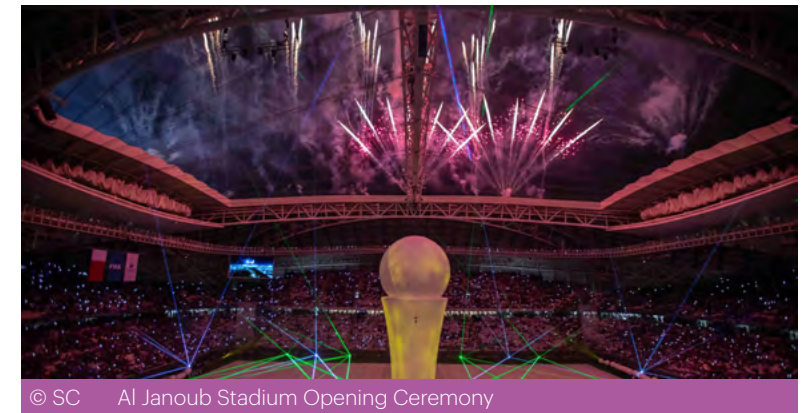
²⁰ Vision for Al Janoub Stadium design, <https://youtu.be/P-ITsYtrIPs>



© SC Turning reclaimed materials from Al Rayyan Stadium into art

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

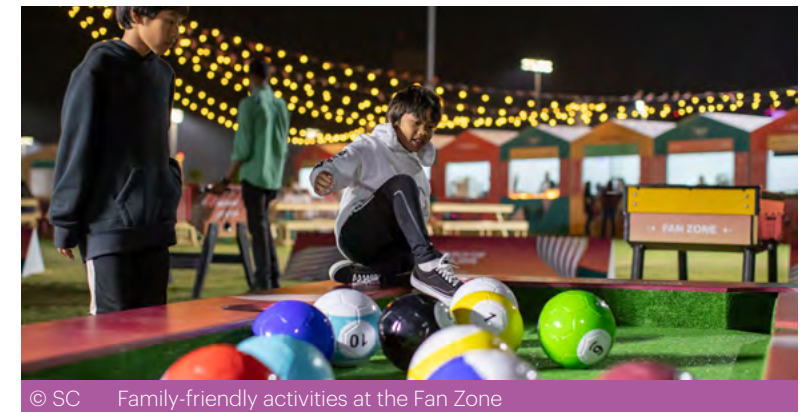
The SC organised opening ceremonies at two key events this year – the opening of Al Janoub Stadium and the kick-off to the 24th Arabian Gulf Cup (AGC). At the inauguration of Al Janoub Stadium, the first FIFA World Cup Qatar 2022™ venue to be built from scratch, the opening ceremony paid tribute to Al Wakrah's heritage of pearl diving and fishing, and to Zaha Hadid, the renowned architect whose firm designed the stadium. The opening ceremony of the AGC featured a short documentary film about the history of the tournament since its inception in 1970, and was followed by a traditional song and sword dance by hundreds of local performers. These ceremonies provided an opportunity to celebrate local talent and the culture of Qatar and the region.



© SC Al Janoub Stadium Opening Ceremony

S2.5 FIFA Fan Fests™ and fan zones

The FIFA Club World Cup Qatar 2019™ also saw the organisation of the first Fan Zone offering local and international fans an opportunity for entertainment. At the Fan Zone, matches were displayed on large screens and artists from around the world, including a Brazilian samba group, a Mexican mariachi band and international DJs entertained the crowd. In addition, Qatar's diverse mix of international communities shared their traditional songs and dances on stage. The venue offered a festive, safe and secure atmosphere with a vast array of food and beverage stalls and fun-filled football-themed activities. Entry to the Fan Zone was free, and attendees were able to enjoy it during the tournament from 2pm to midnight. Shuttle buses were available to transport match ticket holders from the Fan Zone to the stadiums and back. In addition to the Fan Zone, Fan Entertainment Areas were set up at both tournament venues – Jassim Bin Hamad Stadium and Khalifa International Stadium – during the FIFA Club World Cup Qatar 2019™. The entertainment areas opened three hours before kick-off on each match day and featured a host of family-friendly activities for fans before matches.



© SC Family-friendly activities at the Fan Zone

“The new Lusail Stadium is a nod to our past and a symbol of an exciting future. On the very same land as the home of our nation's founder, it sits at the heart of a brand-new city. It's a city for the future, and once the World Cup is over it will form a crucial part of the legacy of the tournament as it transforms to become the heart of a brand-new community. We hope that one day, future generations look at Lusail Stadium as a source of inspiration, perseverance and innovation that enabled the transformation of Lusail into the modern city it is.”

H.E. Hassan al Thawadi, Q22 Chairman and SC Secretary General

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

S3.1 FIFA diversity and anti-discrimination programme
FIFA strives to create a discrimination-free environment within its organisation and throughout all its activities. This is achieved through a variety of measures including delivering awareness training on FIFA diversity and anti-discrimination policies and procedures for staff, volunteers, referees, other match officials, stewards, and contracted staff helping to deliver the FIFA World Cup 2022™. This training helps them identify ways to prevent and react to incidents of discrimination.

Since the start of the qualifying rounds for the 2018 FIFA World Cup Russia™, FIFA has been working with the Fare network to identify matches with a high risk of discriminatory acts. These matches are monitored by neutral anti-discrimination match observers collecting evidence and delivering match reports on discriminatory incidents. All FIFA World Cup Qatar 2022™ qualification matches undergo risk assessments, leading to an estimated total of 900 matches assessed by the end of the qualification phase in 2022. In 2019, risk assessments for 168 scheduled matches were conducted. Of those, 14

were deemed medium-risk and 11 high-risk. Anti-Discrimination Match Observers were deployed to all high-risk matches. One sanction based on a discriminatory incident was imposed by the FIFA Disciplinary Committee.

Risk assessments were also conducted for all the matches of the FIFA Club World Cup Qatar 2019™ and one medium-risk and one high-risk match were identified. The high-risk match was attended and monitored by an anti-discrimination match observer, with no discriminatory incidents reported.

FIFA's procedure for discriminatory incidents during football matches was applied at the FIFA World Cup Qatar 2022™ qualifiers. This includes a pro-active stadium announcement before all matches, a reactive stadium announcement for discriminatory incidents and the three-step procedure (see below).

Both, the FIFA Anti-Discrimination Monitoring System and the procedure for discriminatory incidents²¹ were implemented at the FIFA Club World Cup Qatar 2019™.

The three-step procedure for discriminatory incidents:
With this procedure, the referee can:



Stop the match and instruct the stadium authorities to read out an announcement calling upon the spectators to stop the discriminatory behaviour.

If this announcement does not have the desired effect, make another announcement, suspend the match and send players to their changing rooms for a specific period.

After consultation, abandon the match if the discriminatory behaviour still does not cease or breaks out again

Anti-discrimination programme	2019
FIFA World Cup Qatar 2022™ qualifiers	
Match officials trained on anti-discrimination monitoring system and the procedure for discriminatory incidents	67
Anti-discrimination match observers trained on anti-discrimination match observation	36
Match risk assessments conducted thus far	168
Identified high risk matches	11
Identified medium risk matches	14
Number of observed matches	11
Number of incidents reported	1
Number of sanctions based on discriminatory incidents	1
FIFA Club World Cup Qatar 2019™	
Number of match officials trained on the procedure for discriminatory incidents	All 28
Number of match risk assessments conducted	All 8
Identified high risk matches	1
Identified medium risk matches	1
Number of observed matches	1
Number of incidents reported	0

S3.2 Operational-level grievance and remedy mechanisms
Building on available grievance mechanisms, a remedy process for rights-holder groups potentially affected by the FIFA World Cup Qatar 2022™ is being developed based on a study of existing routes to remedy mandated by FIFA and carried out in collaboration with external human rights experts. The study - conducted by Ergon Ltd - assessed existing routes to remedy for potentially affected individuals in all rights-holder groups, including media representatives and human rights defenders, identified in the salience assessment conducted as part of the Sustainability Strategy development process (See Annexe F of the Development of the Sustainability Strategy²²).

The study outlines how the tournament organisers may use or build on these existing remedy mechanisms and identifies areas where new and complementary mechanisms are required for the tournament organisers to fulfil their commitments in the Sustainability Strategy. Throughout 2019, workshops and strategy discussions were held with the key teams involved in providing remedy with respect to worker complaints in Qatar, security-related complaints, fan-related complaints, and supply chain-related complaints.

S3.3 Access for low-income groups
Work on this initiative is planned to start in 2020.

“The FIFA World Cup Qatar 2022 will be an inclusive experience for everyone and a great opportunity for cultural exchange. Everyone is welcome in Qatar and we are committed to creating the conditions where everyone is treated with respect. Safety and security are of the utmost importance for all fans, local communities and players, and no form of abuse or discrimination will be tolerated.”

Nasser Al Khater
FIFA World Cup Qatar 2022 LLC CEO

²¹ For more information on both projects see: <https://resources.fifa.com/image/upload/1678-anti-discrimination-measures-for-the-preliminary-competition-of-the-fifa-world-cup-qatar-2022.pdf?cloudid=sqshfhuevxlx-4ordqd>

²² <https://www.fifa.com/what-we-do/sustainability/>

Objective S4. Respect and help protect the rights of media representatives and human rights advocates in relation to the FIFA World Cup 2022™

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

The tournament organisers continue to engage closely with human rights defenders involved in conducting research regarding human rights topics associated with the FIFA World Cup Qatar 2022™, as well as with journalists who report on such topics. During the reporting period, FIFA continued to operate its complaints mechanism for human rights defenders and media representatives and did not receive related complaints linked to the FIFA World Cup 2022™.

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

FIFA implemented an open and transparent accreditation process for journalists interested in attending the FIFA Club World Cup Qatar 2019™. This included sharing information on FIFA's complaints mechanism for journalists who feel their rights were adversely affected when reporting on FIFA activities. FIFA did not receive press-freedom-related complaints from journalists through the complaints mechanism, nor through other channels.

Objective S5. Ensure that safety and security practices at the FIFA World Cup 2022™ are aligned with international standards of human rights protection

S5.1 Human rights principles in safety and security training and guidance

A sound understanding of human rights standards among security staff is essential to ensure that the human rights of tournament attendees and staff are safeguarded, in addition to ensuring their safety and security. Human rights and their implications for policing and stewarding are included in all security training course materials, including all practical session briefing notes and course handouts. Security force trainees are challenged to consider whether their actions are compliant with international human rights principles and are trained to know how to integrate human rights considerations in decision-making processes.

The security training programme for Qatari Police Commanders and Police Officers responsible for securing FIFA World Cup Qatar 2022™ sites continued in 2019. Police Commanders are trained in line with the internationally recognised Gold, Silver, Bronze Leadership Command model. To date, over 200 Bronze Commanders and 25 Silver Commanders have been trained, totalling 50% of the 450 Commanders to be trained by 2022. Upon completion of their training, Commanders continue to receive professional development training including international exposure to FIFA football tournaments globally. All Commanders are deployed in operations with designated coaching

and mentoring, enabling them to progress from classroom training to real life operations. Police Officers receive training through a 'Train the Trainers' series of courses designed to develop their skills, and then transfer those skills to other officers in their team. A total of 2,200 police officers received training as of 2019. Overall, this training programme not only provides learning on how to operate responsibly and with respect for human rights, but also encourages security forces to be thoughtful and respectful in their response to various scenarios they might encounter during the tournament.

Major events held in Qatar such as the IAAF World Athletics Championships 2019, the Arabian Gulf Cup 2019 and the FIFA Club World Cup Qatar 2019™ have been used for testing purposes. The Security Committee's training arm has carried out reviews related to the original training and guidelines to determine areas for improvement.

S5.2 Human rights advisor in tournament security command centre

Work on this initiative is planned to start in 2022.

Objective S6. Ensure tobacco-free FIFA World Cup Qatar 2022™ sites and events

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

In keeping with FIFA's Tobacco-free Policy²³ and Qatar's national legislation that prohibits smoking and vaping in public areas, ensuring an environment free of tobacco and vapours is of utmost importance to protect the health of non-smoking spectators and the workforce.

In line with FIFA's experiences at previous tournaments, the establishment of Outdoor Designated Smoking Areas²⁴ (ODSA) proved useful in eliminating smoking inside the stadium building and its perimeter, protecting non-smokers from second-hand smoke. The organisers worked closely with the Ministry of Public Health (MoPH) to identify and approve the location and size of ODSAs to ensure safety and effectiveness.

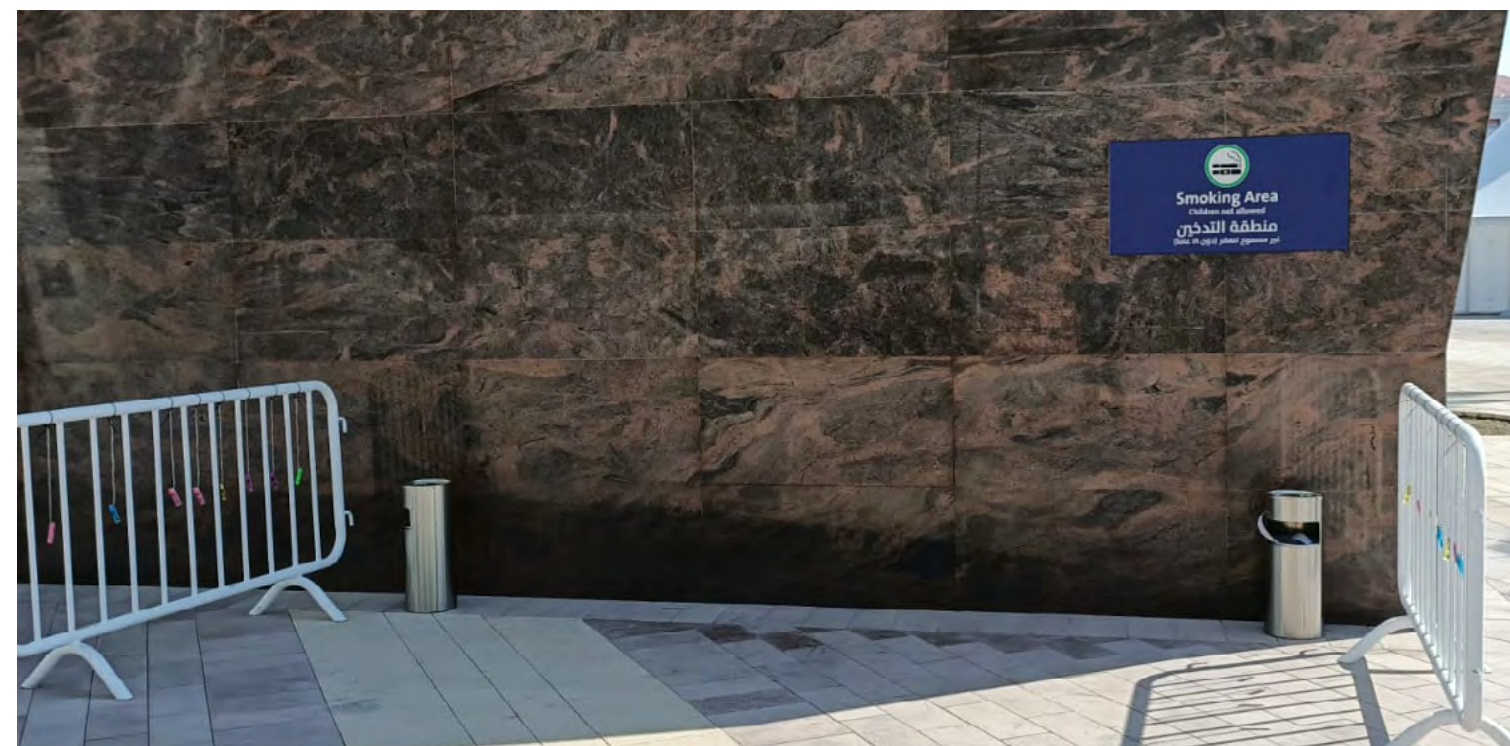
As per security regulations determined by the Qatari government, lighters and matches were prohibited from stadiums during the FIFA Club World Cup Qatar 2019™. Lighters were instead made available by the tournament organisers at each ODSA. However, some difficulties were faced, such as lighters being removed by users despite being securely fastened with cables and chains. This set-up will be further assessed for future tournaments in Qatar with the aim of improving the implementation of FIFA's tobacco-free policy in alignment with security protocols.

Additionally, No Smoking/No Vaping signage was installed throughout the stadium perimeter. Security and Spectator Services teams worked together to agree an internal procedure to address individuals disobeying the policy. About 890 stewards and 45 volunteers per stadium were trained to help in the implementation of the Tobacco-free Policy and were deployed across all matches to ensure smoking did not take place in prohibited areas and to direct smokers to smoking areas. Relatively low levels of smoking were recorded inside the stadium bowl and the established smoking areas were used by a high number of smokers.



²³ <https://resources.fifa.com/image/upload/the-tobacco-free-policy-for-fifa-events-2890383.pdf?cloudid-pvi2z8z67qu53cdhm3se>

²⁴ FIFA's policy allows for the establishment of outdoor designated smoking areas in line with guidelines defined by the World Health Organisation (WHO)



© SC An Outdoor Designated Smoking Area (ODSA) at the FIFA Club World Cup Qatar 2019™

Economic Pillar

Goal: Catalysing economic development

The following updates build on the context, progress and initiatives presented under objectives EC1-EC3 of our Sustainability Strategy.

Material topics covered in this chapter:

- ◆ Local and regional value chain and business development
- ◆ Post-tournament sites and asset use
- ◆ Adaptability of infrastructure and services

Objective EC1. Enable local and regional businesses to become FIFA World Cup 2022™ suppliers and prioritise local and regional sourcing

EC1.1 Challenge 22

Challenge 22 is the SC's innovation programme that provides the region's entrepreneurs and innovators an opportunity to showcase solutions that can inspire an amazing FIFA World Cup 2022™. Since its launch in 2015, the programme has been highly successful, with more than 1,400 applications received from Qatar, Oman, Kuwait, Bahrain, Saudi Arabia, United Arab Emirates, Egypt, Morocco, Jordan and Tunisia. To date, a total of USD 270,000 in cash prizes has been awarded to winning teams, and a further USD 1.8 million in grant funding has been provided to 16 of these winners to assist them in the development of ideas to proof of concept stage. Thus far, six Challenge 22 ideas have been commercialised to bring new products to the market. Further funding was provided to four Challenge 22 startups - Fanera, ViaVii, SunPave and Podio - to pilot and establish operations in Qatar. Each of these startups present ideas from the Middle East that offer solutions related to hosting the first FIFA World Cup™ in the region.

USD 1.8M

in grant funding has been provided to

16 winners

to assist them in the development of ideas for proof of concept





© SC Sample of Challenge 22 winner SunPave's photovoltaic tile

Fanera²⁵

Fanera (formerly Snapgoal) is the first social app for football fans in the Middle East, allowing fans to receive videos of goals scored by their preferred teams in real time. The app was piloted during the Amir Cup Final 2019 at Al Janoub Stadium, attracting over 25,000 users and 50 influencers. The app was selected as one of the top 20 most disruptive sports solutions worldwide by SportTech Start-up Bootcamp.

ViaVii²⁶

The ViaVii platform and mobile app helps users discover travel experiences in the MENA region. Immersive experiences designed and hosted by local communities can be booked through this platform. It enables locals to digitise their offerings with ready-to-buy experiences, thereby increasing their revenue and visibility, and connecting them to travellers looking for personalised and unique experiences. The platform currently offers 20,000 experiences.

ViaVii launched a new social project in 2019 - ViaVii Locals - which aims to build sustainable tourism businesses in rural communities by encouraging and supporting entrepreneurs (particularly women and youth) to develop tourism services.

SunPave

SunPave is an innovative, locally researched and designed photovoltaic tile that can replace traditional outdoor hardscape. As an alternative to concrete, bricks, or other ground cover, SunPave tiles are easily installed, can be walked on, and provide electricity to lights or equipment. In addition, materials are selected to withstand prolonged exposure to high summer temperatures. In addition to applications related to the FIFA World Cup Qatar 2022™, SunPave can have broad applications in many other public spaces and in residential areas across the Middle East that are not connected to the grid.

Podio

Podio (formerly Fallound) is an app that integrates audio content from across the web and then curates this content according to a user's preferred podcast topics. To make the platform more driver-friendly, Podio uses in-app voice commands, allowing the user hands-free operation. They have 10,000 active users and aim to reach 100,000 subscribers by end of 2020.

Today, Podio has expanded into a full scale production house for podcasters and brands, and built MENA's largest podcaster network that includes the largest and most promising creators from the region.

²⁵ To download the Fanera app, visit <http://bit.ly/2D9NDLc>

²⁶ To download the ViaVii app, visit <https://viavii.com/>

EC1.2 QIC and innovation hub

A large number of primary and backup generators are needed for a tournament the size of the FIFA World Cup 2022™ and rented diesel generators are typically the preferred reliable power source. To reduce carbon emissions and avoid noise and air quality impacts without sacrificing reliability, temporary power solutions need to be sourced.

With this challenge in mind, the SC, with the Qatar Innovation Community (QIC), organised a 'Sustainable Temporary Power' innovation, collaboration and brainstorming event. The QIC is a multi-stakeholder initiative that supports and enables Qatar's innovation capability and knowledge capital.

The event was held in March 2019 at Qatar Science and Technology Park with 70 participants from 37 national and international organisations. Among the participating organisations were ABB, AECOM, Aggreko, Aspire Zone Foundation, Caterpillar, Cummins, General Electric, the Gulf Organisation for Research and Development, Hamad Bin Khalifa University, Iberdrola, Kahramaa, Ooredoo, Oryx GTL, Prime Power, Qatar Shell, Qatar University, Schneider Electric and Siemens.

Nine initial concepts were developed as a result of collaboration at the event:

- 1 Alternative Energy Use: A combination of different energy sources used through an integrated approach, including photovoltaic (PV), batteries, fuels, and other sources
- 2 Diesel-Gas Blending: Adopt the use of newer diesel fuels with gas, which results in relatively lower carbon emissions during combustion
- 3 Gas-to-Liquid (GTL) Fuel: Use locally produced and innovative fossil fuels which result in relatively lower carbon emissions during combustion
- 4 Excess Energy: Different industries produce excess power in Qatar, which is not exported to the grid. Identify if this source can be exported to the grid, or stored and transported to demand locations.
- 5 Grid Solutions: Maximise the use of the grid as a primary source of power, for stadiums and temporary infrastructure, since Qatar's grid is predominantly gas-fired electricity (relatively lower carbon emissions than traditional coal or other fossil fuels)
- 6 Proper Planning: Reduce excess energy provision with traditional temporary power sources through better planning
- 7 Micro-Grids: Deploy micro-grid systems to maximise use of sustainable and mixed power sources



© SC QIC session exploring solutions to temporary power needs

- 8 Tailored Solution Enabling: Influence the regulatory environment to enable the most appropriate and sustainable power solutions
- 9 Converting Footfall to Off-grid Power: Paving slabs that convert energy from people's footsteps into small amounts of power, which can be used for small power demands, technology showcases or fan engagement

During 2019 the nine concepts were assessed further, and Micro-Grids, Gas-to-Liquid Fuel, and Grid Solutions were short-listed. During 2020, the final selection will be made based on reliability and resilience of power supply, reduction of environmental risks and practical legacy use for Qatar following the tournament.

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

Given that most procurement for the FIFA World Cup 2022™ is channelled through the SC's platforms, these will continue to be the primary brokerage services as outlined in the Sustainability Strategy. An additional platform or service is no longer considered necessary and future versions of the strategy will not include this initiative.

Objective EC2. Facilitate the development of FIFA World Cup 2022™ stadiums, training sites and assets for long-term community and business use

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

The SC continues to host workshops inviting the private sector to invest in and develop stadium precincts. For additional information about this initiative, see the ‘Progress since 2010’ section on page 59 of the Sustainability Strategy.

EC2.2 Legacy plans for tournament sites

The renovation and construction of stadiums in and around Doha represent one of the largest infrastructure construction projects in the country. Enabling long-term community use for each of these facilities is at the heart of the FIFA World Cup 2022™ economic and community legacy effort.

The majority of the eight FIFA World Cup 2022™ stadiums already have legacy plans in place. Some of these plans rely on the removal and reuse of stadium seating after the tournament. The seating capacity of Al Janoub, Al Rayyan, Al Thumama, and Education City Stadiums will be reduced from 40,000 to 20,000. Al Bayt Stadium will be reduced from 60,000 to 32,000. The seats removed from the stadiums are to be donated to locations in need of sporting infrastructure.

At the close of 2019, Al Bayt Stadium and its surrounding precinct drew nearer to completion and the finalisation of its legacy plan. This includes rooms within the stadium that will become part of a boutique hotel. In addition, tracks for running, cycling and equestrianism stretch across the precinct together with recreational football pitches, barbecue facilities and playgrounds. Hundreds of trees have been transplanted from the SC’s Tree Nursery, together with informative signage with the botanical name, common name, age at planting, and the locality in Qatar that originally donated the tree to the SC Tree Nursery.

The SC continues to develop and refine these plans to ensure the downsized stadiums remain active, in some cases hosting sporting and other popular events, and in other cases becoming unique community hubs. The following table presents the most up to date legacy plans for each stadium.



© SC Al Bayt Stadium precinct

Stadium	Legacy Plan	
	For the stadium	For the precinct
Al Bayt	Boutique hotel, sporting venue, community facilities	Public park with tracks for running, cycling and horse riding, football pitches and play areas
Al Rayyan	Home of football team Al Rayyan Sports Club and sporting venue	Football and cricket pitches, tennis courts and other community facilities
Al Thumama	Home of two local football teams, Aspetar sports medicine clinic	Energy innovations research facility, football pitches, jogging and cycling track
Al Janoub	Home of football team Al Wakrah Sports Club	Public park with fitness equipment, running track, football training pitches
Khalifa International	Qatar National Stadium, main athletics stadium in the country and home of Qatar men's national football team	Aspetar sports medicine hospital, sports academy, aquatics centre, football pitches, multi-purpose sports complex, hotels
Education City	Home of Qatar women's national football team, football stadium for Education City needs and host for national and international football matches	Two schools, sports facilities for surrounding universities
Ras Abu Aboud	Stadium completely dismantled to allow alternative development	Waterfront site will be a premium location for new uses after stadium dismantling
Lusail	Various non-football related options under review	Integrated with surrounding residences, recreational facilities and parklands

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

All stadiums were designed with a series of technologies in mind to enable year-round use, even from May to September, which are the hotter months in Qatar. Roofs are designed to provide significant shading and cooling systems maintain comfortable bowl and pitch temperatures throughout the year. Walls, ceilings, floors and windows have properties that reflect heat and prevent transfer to indoor areas. Outside the stadiums, paints, pavers and other ground cover materials reflect heat and light. Native and regional plant species are selected based on their drought resistance, and trees shade pedestrian areas.

Completed stadiums are already in use year-round. In 2019, Khalifa Stadium hosted the Amir Cup matches (May), Arabian Gulf Cup (November) and FIFA Club World Cup Qatar 2019™ matches (December). It also hosted events other than football matches such as the Indian music legend A. R. Rahman concert (March) and the IAAF World Athletics Championships (September-October). Al Janoub Stadium, which opened in May 2019, hosted the Amir Cup final.

EC2.4 Post-tournament asset distribution programme

Work on this initiative is planned to start in 2020.



© SC Stadium cooling technology

Objective EC3. Promote the use of adaptable, efficient technologies and solutions to address demand variations before, during and after the FIFA World Cup 2022™

EC3.1 Adaptable, efficient transport solutions

During 2019, major portions of the Doha Metro began operation, connecting the stadiums to popular cultural, tourist and business districts. First, the 'Red Line' opened in May, which connects Doha to the southern city of Al Wakrah – the location of Al Janoub Stadium. Travelling north from Doha on the Red Line connects passengers to Lusail and its tram system, which will eventually link directly to Lusail Stadium. The same line also connects passengers to Doha's International Airport.

The Doha Metro 'Gold Line' opened in November, which connects Doha to Ras Abu Aboud and Khalifa Stadiums. A total of 60,000 fans used this new line to get to and from Khalifa International Stadium for three games during the FIFA Club World Cup Qatar 2019™. Passengers can also access several tourist attractions and historical areas on this line, including the Qatar National Museum and Souq Waqif. The 'Green Line', which opened in December 2019, now connects passengers to Education City and Al Rayyan Stadiums.

EC3.2 Adaptable, efficient accommodation solutions

To avoid an excess of accommodation spaces post-2022, contracts to secure innovative solutions to complement hotel accommodation were agreed in 2019. An agreement with MSC Cruises for two chartered cruise liners with a combined capacity of 4,000 cabins was signed, which will serve as floating hotels during the tournament. They will berth at Doha Port, offering views of West Bay and nearby Ras Abu Aboud Stadium, and easy access to all stadiums and fan zones.

During 2019, the SC also collaborated with government stakeholders to develop a mechanism that allows property owners to host visitors during the tournament. Under this arrangement, and following a thorough assessment and selection process, owners will be able to lease their properties to the government for a period of five years. This approach allows local property owners to contribute to a sustainable accommodation solution and provides an economic boost to Qatar's private sector in the lead-up to 2022.

Key facts about accommodation

The main accommodation options for fans during the FIFA World Cup Qatar 2022™ will include:



Hotels ranging from 2* to 5*



Apartments



Fan villages



Floating hotels (cruise ships moored in Doha Port)





Environment Pillar

Goal: Delivering World-Class Environmental Solutions

The following updates build on the context, progress and initiatives presented under objectives EN1-EN-5 of our Sustainability Strategy.

Material topics covered in this chapter:

- ◆ Sustainable building
- ◆ Greenhouse gas emissions
- ◆ Air pollution
- ◆ Waste generation
- ◆ Water production and use

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

EN1.1 Sustainable building certification for stadiums and permanent offices

FIFA mandates that all FIFA World Cup Qatar 2022™ stadiums fulfil the requirements of at least one recognised sustainable building standard. This requirement is being met by applying the Global Sustainability Assessment System²⁷ Design & Build (GSAS D&B) standard. GSAS was developed for rating green buildings and infrastructure. The certification level required by FIFA is “GSAS 4 Stars”.

Stadiums for the FIFA World Cup Qatar 2022™ go well beyond the design certification requirement by also focussing on construction methods, operations and district cooling efficiency. The following certification standards and activities are applied:

- ◆ GSAS Construction Management. Certification requirement: Class A.
- ◆ GSAS Operations. Certification requirement: Gold.
- ◆ Where stadiums host a district cooling plant, the energy efficiency of the plant is also certified according to GSAS requirements.

◆ ◆ ◆ ◆ ◆

“We are proud to report that we are exceeding our initial commitments to sustainable building certification. This initiative is leaving a legacy of green buildings and professionals with new skills.”

Eng. Bodour Al Meer,
SC Sustainability & Environment Senior Manager

◆ ◆ ◆ ◆ ◆

Stadiums in Qatar are also exceeding the GSAS D&B certification level required by FIFA, and the targets set for GSAS Construction Management. In 2019, Al Janoub Stadium joined Khalifa International Stadium to become fully operational with both GSAS Design & Build and GSAS Construction Management certifications achieved. In the category of GSAS Construction Management, Al Janoub exceeded its target by achieving Class A* certification. In January 2020, Education City Stadium achieved GSAS 5 Star, Class A* and district cooling plant certification. Stadiums under construction are in the process of getting their certifications.

◆
27 GSAS is published by the Gulf Organisation for Research and Development (GORD) www.gord.qa. Information on certification systems can be found on their website.





© SC GSAS Operations Platinum Level certification of Al Bidda Tower that hosts the SC and Q22 offices

The GSAS certification system has focused design and construction teams on sustainability initiatives such as:

- ◆ **Energy conservation:** selection, installation and commissioning of efficient lighting, cooling and ventilation systems.
- ◆ **Water efficiency:** selection and installation of low-flow fixtures and leak detection systems, installation of recycled-water irrigation systems for landscaping.



© SC

- ◆ **Waste minimisation and recycling:** space planning and installation of waste receptacles to allow for separation, storage and removal of a number of waste streams as well as reuse of construction material and use of recycled construction materials.
- ◆ **Occupant comfort:** maintaining good indoor air quality through selection of low-toxicity materials, controlling ventilation and temperature to balance energy use with comfort.
- ◆ **Minimisation of the environmental impact of construction:** dust control using recycled water, noise and vibration control, minimisation of erosion, reduction of water use, waste recycling, and more.

As part of our strategic commitments, we have also achieved certification of Al Bidda Tower, where the SC’s and Q22’s offices are located. In 2019, this building became the first office tower in the country to receive the GSAS Operations certificate. It was awarded Platinum certification, which is the second highest rating possible.

GSAS certifications

As at end 2019

Number of stadiums that have achieved at least GSAS 4-star sustainability rating for design and build	2
Number of stadiums that have achieved at least Class A GSAS sustainability rating for construction management	2
Number of Energy Centres that have obtained GSAS Seasonal Energy Efficiency Rating	2
Number of stadiums and permanent offices (Al Bidda) that have achieved GSAS sustainability rating for operations	1

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

The SC also oversees the development of training sites in various locations across Qatar. Training sites include multiple floodlit, natural grass football pitches and ancillary facilities such as conference and changing rooms. Thirty training site pitches were completed in 2019 and early 2020 at four locations: Qatar University, Al Wahda, Al Saliya, and Doha Golf Club.

The programme focused on limiting environmental impacts in both design and construction. Sustainability design features of the training sites include:

- ◆ Natural features such as windbreaks made of grass berms and trees.
- ◆ Landscape consisting of native and regional drought-tolerant species to reduce irrigation demand.
- ◆ Low-flow fixtures and water metering to track and manage use.
- ◆ Walkways and parking constructed from compacted natural fill, rather than traditional paving or asphalt.
- ◆ High-efficiency LED pitch lighting, and daylight sensors to avoid excess use of landscape lighting.
- ◆ Irrigation of landscape with recycled water.

Sustainable construction practices included dust control with recycled water, regular dust and noise monitoring (which was solar powered), use of green waste compost for pitch construction, and recycling of plastic, paper, metal and green waste. In addition, up to 90% of materials were procured within Qatar, bringing economic benefit to local businesses.

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

Designing, constructing and operating in a manner that meets stringent sustainable building requirements has fostered the development of sustainability expertise in Qatar. During 2019, seven knowledge sharing events were hosted by the SC for contractors, designers, managers and consultants engaged in stadium and training site development. More than 280 people participated over the course of the year, sharing lessons learned during the design and construction phases of each stadium. Full and half-day sessions were hosted at stadium sites, which included construction site tours, followed by workshops on best practices, challenges, and solutions.



© SC Sustainability knowledge sharing at SC Construction Site

The success of the knowledge sharing programme is evidenced by progressive improvement in stadium sustainability certification scores beyond their certification targets (see Initiative EN1.1). Sharing sustainability best practices amongst the group of architects, engineers and other specialists is improving the design, construction methods and operational efficiency of each and every stadium. This group of individuals is also now contributing their skills and expertise to projects elsewhere in Qatar and beyond.

During the year, the SC also collaborated with the Gulf Organisation for Research and Development (GORD) to deliver 11 GSAS training sessions on sustainability certification systems applicable to the building industry: Energy Assessment, GSAS Design & Build, GSAS Construction Management and GSAS Operations. Over 400 professionals attended. Finally, the SC were Host Sponsors of the 2019 Qatar Sustainability Summit, which was attended by more than 600 professionals.

A highlight from 2019's training calendar was The Future of Sustainable Buildings workshop, which explored the "Living Building Challenge". This is an advanced sustainability certification system that requires buildings to generate more energy than they consume; harvest all water required; divert all waste from landfill; and salvage materials that would otherwise be destined for landfill. The workshop was hosted by Josoor Institute as part of the SC's efforts to leave a legacy of green buildings and related skills and practices in local design, engineering and construction markets. Over 100 professionals

from the fields of engineering, architecture and environmental science took part. Case studies of Living Buildings were shared, and participants were asked to discuss and determine how such buildings can be created in hot and arid climates such as Qatar.

EN1.4 Sustainable building awareness-raising for accommodation and event management sectors
Work on this initiative is planned to start in 2020.

EN1.5 Enhancement of standards and tools for sustainable building
During 2019, the SC collaborated with GORD to create an updated version of the GSAS Construction Management certification standard. This standard assesses construction practices that can impact the surrounding environment, workers, and local communities. It provides a framework to mitigate these impacts and measure their effectiveness. In response to GORD's 2019 call for input, the SC collected feedback from its construction contractors. The feedback was based on practical implementation of the standard at stadium projects, and included case studies that can be used by GORD in training sessions.

Objective EN2. Measure, mitigate and offset all FIFA World Cup 2022™ GHG emissions, while advancing low-carbon solutions in Qatar and the region

EN2.1 GHG emissions inventory

During 2019, tournament organisers began compiling the FIFA World Cup Qatar 2022™ greenhouse gas (GHG) inventory. In addition to appointing a specialist advisor to specify quantification methods and carry out calculations, data was collected from operations teams to quantify activities that generate GHGs. The inventory will be a comprehensive estimate of emissions arising during the planning, building, and execution phases of the tournament, and will provide a basis from which to measure progress towards the tournament's carbon neutral goal.

To minimise GHG emissions, the SC has been implementing numerous energy-efficiency best practices during stadium design and construction, as outlined in Initiative EN1.1. Other contributors include initiatives EN2.2 through EN2.9 outlined below.

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

A number of renewable energy demonstration projects were installed at stadium precincts and training sites during 2019. Al Bayt Stadium completed installation of solar powered lighting across all external parking lots and the precinct perimeter. In addition, Al Janoub stadium installed external perimeter solar powered lights. At Al Thumama Stadium, a research facility was established to study high-efficiency cooling powered solely by solar PV panels. Solar-powered air quality monitoring was also conducted at Al Wahda Training Site. With no connection to the electricity mains, GHG emissions associated with grid electricity production for these activities have been entirely avoided.

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

For an update on this initiative, see initiative EC1.2 in the Economic Pillar chapter of this report.

EN2.4 Reduction of business air travel

Avoiding air travel is an initiative that is being pursued by the three tournament organisers. Multiple video conferencing platforms are provided and promoted for use by staff, consultants, contractors, and others involved in tournament preparations.

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

Qatar's Doha Metro began operations on schedule, with all three lines (Red, Gold and Green) operational and open to the public at the end of 2019: 36 of 37 stations are open, with the final station expected to open in 2020. This system now provides the tournament organisers with a significant opportunity to avoid congestion, GHG emissions, noise and air pollution associated with road transportation to stadiums. The majority of stadiums are a short distance from Metro stations, for example:

- 📍 Khalifa: 0.5 km
- 📍 Education City: 0.6 km
- 📍 Al Rayyan: 0.7 km
- 📍 Lusail: 1.0 km
- 📍 Ras Abu Aboud: 1.7 km

Al Bayt, Al Thumama and Al Janoub Stadiums are serviced by buses from the nearest Metro station.

Free use of the metro was made available to ticketholders of the FIFA Club World Cup Qatar 2019™, as well as hundreds of accredited security, media and other event staff. Further information is presented in the Economy Chapter, Initiative EC3.1.



© SC Doha Metro train near Al Rayyan Stadium



© SC Knowledge sharing session

Doha Metro

The state-of-the-art Doha Metro launched during 2019. It was used extensively by fans during both the 24th Arabian Gulf Cup and the FIFA Club World Cup Qatar 2019™



37 stations



All stadiums directly served or connected via bus services to Doha Metro stations



Single ticket: QAR 3 (USD 0.82)



Day ticket: QAR 6 (USD 1.65)



500,000 journeys taken on average each month



© SC View from a Doha Metro station

EN2.6 Low-emission vehicles for the tournament

As part of a strategy to reduce vehicle emissions and provide an integrated, multi-modal eco-friendly transportation system, in 2019, the Ministry of Transport and Communications reached the final stages of developing legislation to introduce an integrated electric bus system. Public buses, government school buses and Doha metro feeder buses will gradually shift to electric buses to form a portion of the total fleet in Qatar. The target includes shifting 25% of the public transit fleet of buses to electric buses by 2022 for use during the tournament. With the shift in technology comes an associated reduction in greenhouse gases and local air pollution.

EN2.7 Tree nursery

The first of its kind in the region, the SC's Tree Nursery reached 16,000 trees and 679,000 shrubs in 2019. Many of the plants are endemic to the region and drought tolerant, which minimises the water requirements for their maintenance. To date, the nursery has produced 1.2 million m² of turf specially developed to withstand the country's extreme climate.

The SC's tree nursery provides stadium precincts with a novel "reuse" approach to landscaping. Hundreds of mature trees from around Qatar have been transplanted to the nursery, where they are maintained until the stadium is ready for landscaping. These trees have come from SC and other construction sites across the country, relocating trees that otherwise would have been permanently removed. For example, to prepare the Ras Abu Aboud site for stadium construction, over 875 trees were inspected and tagged, and as many as possible were transplanted to the nursery while others were left in place. These trees are maintained at the nursery and are progressively moved to various

• ♦ ♦ ♦ •

"Our motto is 'give one, take one'. When we receive a tree from a private home, we give a young Sidra tree in return. Additionally, the turf being grown at the nursery is unique in that it has been developed in Qatar specifically to withstand both the country's climate year-round and the rigours of a tournament as competitive as the FIFA World Cup. This is part of our sustainability commitment to making this tournament environmentally friendly and leaving a legacy of green spaces for resident families to enjoy post 2022"

Eng. Yasser Al Mulla,
SC Landscape & Sport Turf Management Senior Manager

• ♦ ♦ ♦ •

stadiums as construction is completed. By early 2020, 500,000 m² of turf, approximately 5,000 trees and 80,000 shrubs have been planted in stadium precincts and public spaces across Qatar.

The climate-related benefit arising from the nursery is the natural uptake of carbon dioxide during plant growth. Other environmental benefits of the project include the location of the nursery adjacent to Doha North Sewage Treatment Works to take advantage of recycled water for irrigation. Producing the plants locally also reduces landscaping costs, the amount of international imports and the associated transport emissions.

Growing trees and grass for 2022

The nursery, which contains hundreds of trees that have been donated from around Qatar, will provide grass and trees for the FIFA World Cup Qatar 2022™ precincts. A nearby treatment plant provides recycled water to the nursery for irrigation.



16K
TREES

Same area as Doha's Aspire Park



1.2
MILLION M²
OF GRASS

As many trees as El Retiro, the biggest urban park in Spain

The yearly output of grass is almost six times the size of the Great Lawn in Central Park in New York



© SC A FIFA World Cup Qatar 2022™ training site that features turf from the SC Tree Nursery, and provides several community uses such as children's play areas, jogging and cycling tracks, open spaces and workout equipment

EN2.8 Programme for GHG reduction and offsetting by attendees

Work on this initiative is planned to start in 2022.

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

Where GHG emissions cannot be avoided through mitigation initiatives, offsetting "neutralises" the remainder in order to achieve the commitment to deliver a fully carbon-neutral FIFA World Cup™. To promote local and regional climate action, local and regional carbon reduction projects will be prioritised.

To support this effort, the Global Carbon Council (GCC)²⁸ was established in 2019 with the support of the SC. The GCC is the first voluntary carbon-offsetting programme in the Middle East and North Africa. Carbon credits generated by projects registered with GCC will be one of the mechanisms used to offset unavoidable emissions related to the tournament and its preparations.

The SC has signed an agreement with GORD²⁹ to support local and regional project development. GORD will work with organisations across Qatar and the region to implement carbon reduction projects and to ensure the correct assessment of these projects by the GCC, resulting in verified carbon credits. A significant proportion of emissions related to the FIFA World Cup Qatar 2022™ will be offset using these carbon credits.

Establish mechanism for carbon markets (GCC)

Generate credits by developing national projects that avoid GHG emissions

Use credits to offset unavoidable tournament emissions

28 <https://www.globalcarboncouncil.com/>

29 <https://tinyurl.com/fifacarbon-neutral>

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

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

Construction dust and particulate matter from the exhaust of construction vehicles and equipment is closely monitored and controlled at FWC sites because lower levels of air pollution mean better cardiovascular and respiratory health for site workers and the local population. Engines are therefore fitted with exhaust systems and emission control devices. Construction equipment, including road vehicles, is switched off when not in use and regular inspection and maintenance is scheduled to keep equipment working efficiently.

Daily visual checks and monitoring with specialist equipment are undertaken on construction sites to direct an array of control measures:

- ◆ Recycled water is applied to roads, open areas and any movement of soil or sand. Water is treated for use onsite and frequently tested to check water quality meets strict health standards.
- ◆ Fresh water is used in misters for demolition and movement of large stockpiles of fine materials (fine mists attach to dust particles more effectively and use less water than hose sprays).
- ◆ Strict enforcement of a site speed limit (15 km/h).
- ◆ Surrounding paved roads are cleaned on a regular basis to remove dirt tracked by trucks leaving the site.
- ◆ Transportation to, from, and across sites occurs only through dedicated truck routes.
- ◆ Construction workers control the height from which dusty material is dropped.
- ◆ Areas disturbed by construction are stabilised as soon as possible by compaction.

In 2019, a research-grade air quality station was installed at Al Thumama Stadium in addition to the industry-standard equipment used across all stadium construction sites. During this period intensive road construction surrounded Al Thumama stadium. This, together with Al Thumama's own construction, had the potential to impact nearby residents. The station further enhanced Al Thumama's dust control programme by providing continuous readings at an additional location onsite, alerting the site environment team when additional control efforts were needed.

EN3.2 Green spaces in and around sites

Developing green spaces not only creates amenity value and improves aesthetics but also mitigates local air pollution. Plants absorb carbon dioxide and release oxygen, increase humidity and can passively absorb pollutants through their leaves and in their root-soil systems. Certain plants also enhance habitat for local fauna. Work in 2019 focused on landscape design using native and regional plants and relied heavily on the SC Tree Nursery. Landscaping covers nearly 85% of the total area of all precincts, and 75% of plants used in landscaping are native or regional and are drought tolerant. These plants have low water needs, help to combat desertification and provide food and shelter for fauna such as lizards and local and migratory birds.

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

Work on this initiative is planned to start in 2021.

Objective EN4. Minimise waste sent to landfill from FIFA World Cup 2022™ sites, and promote waste management and recycling solutions in Qatar

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

Significant quantities of waste arise from the tournament and its preparations. As 2019 has been a year of intensive construction activity, the focus of effort has been on managing waste arising from construction sites, such as concrete, metals, plastic, wood, paper and cardboard.

Significant effort has been invested in construction waste management on stadium sites in order to divert waste from landfill. As construction waste is often bulky (which makes segregation on a busy construction site challenging), monthly knowledge sharing activities across site environment teams were arranged to disseminate information and continually improve collection, separation, reuse and transfer offsite.

To track the effectiveness of waste management efforts, each stadium team reported on the total waste generated and the portion recycled, including detailed receipts from waste handlers. To date, 65% of waste (by weight) has been diverted from landfill. On some sites, more than 90% has been diverted.

As construction is well underway with an effective, systematic approach to waste management, attention in 2019 also turned to planning for tournament waste minimisation, reuse and recycling. Tournament functions with the potential to create large amounts of waste began to assess their likely waste streams and are now seeking solutions for how to avoid waste further upstream.

EN4.2 Recycling solutions in Qatar

To ensure Qatar has sufficient capacity to handle increased tournament-time waste, work in 2019 focused on Qatar's recycling infrastructure and services. Extensive liaison with the government and the private sector was carried out to support the development of the national recycling industry.

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

Work on this initiative is planned to start in 2020.



© SC Recycling collection cage used to capture empty meal boxes during the 2019 Arabian Gulf Cup held in Doha

Objective EN5. Minimise water use during the construction and operation of FIFA World Cup 2022™ sites and promote water conservation in related sectors

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

Water efficiency in stadiums and surrounding construction progressed significantly in 2019. GSAS guided stadium designers and construction teams on the two main aspects of conservation: minimising consumption and using sustainable sources.

With regard to water use on active construction sites, aerators were installed in taps in temporary bathrooms, canteens and ablution facilities to avoid high flow rates. Displacement devices were installed in toilet tanks to reduce flush rates. To save freshwater, recycled water was used in dust control, and construction teams irrigated temporary landscaping around site offices with either recycled water (treated for use onsite) or condensate water collected from air conditioning systems.

Lusail Stadium construction achieved particularly high efficiency during 2019 through water reuse. Water for dust control and landscape irrigation was sourced entirely from the onsite worker accommodation water treatment plant. Effluent from the accommodation received biological and advanced treatment and was tested for compliance with water quality and health standards. In addition, some of this water was used for toilet flushing in the accommodation.

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

All stadiums have completed or are currently installing low-flow fixtures. Taps include a combination of movement sensors, aerators and other flow restrictors. Many stadiums have installed toilets with either movement sensors or dual flush systems. Water metering and leak-detection systems were installed to allow facility management teams to manage water use and identify and repair plumbing in need of maintenance.

Water efficiency in landscape design was another important area of conservation in 2019. Designers employed a range of approaches:

- ◆ Three-quarters of plants are native species and drought tolerant, and have been selected to combat desertification, a growing concern across the region.
- ◆ Turf is avoided where possible, opting instead to mimic typical desert landscapes.
- ◆ Irrigation systems use 100% recycled water to irrigate external landscape.
- ◆ Pressure-compensated bubblers and in-line drip irrigation are installed with automatic control units.

As a result of the features above, water consumption rates at operational stadiums are designed to be approximately 40% lower than International Plumbing Code requirements.

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

Work on this initiative is planned to start in 2020.

Governance Pillar

Goal: Setting an example of good governance and ethical business practices

The following updates build on the context, progress and initiatives presented under objectives G1 to G3 of our Sustainability Strategy.

Material topics covered in this chapter:

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

Objective G1. Maintain an effective sustainability management system for the FIFA World Cup 2022™ in line with the requirements of ISO 20121

G1.1 Periodic updates of the sustainability strategy

This year saw the achievement of a major milestone with the publication of the FIFA World Cup 2022™ Sustainability Policy and Strategy. The policy and an executive summary of the strategy were also published in Arabic to improve regional access.

These documents form the foundation for the FIFA World Cup 2022™ Sustainability Management System. As we move forward, additions and changes may be made periodically to the strategy. Any changes will be communicated in the dedicated change log section (Annexe 5) of the strategy document. Prior to publication of this report, an updated version of the strategy was published. All documents are available for download on [FIFA.com](https://www.fifa.com)³⁰ and [qatar2022.qa](https://www.qatar2022.qa)³¹.

G1.2 Sustainability action plan and operational processes

The first version of our Sustainability Implementation Plan was finalised in 2019. For each of the initiatives in the strategy, the plan identifies responsibilities, the resources needed for delivery, key milestones to track our progress, as well as performance indicators and targets to track performance. Individual action plans have also been developed for various initiatives. Efforts were also intensified in 2019 to integrate sustainability considerations into the operational planning of all tournament functions.

G1.3 Stakeholder engagement and communication

Our policy and strategy were developed through the collaboration of many professionals across FIFA, Q22 and the SC, covering environmental, human rights, economic development, legal, community engagement, communications and legacy issues, in addition to tournament operations functions. We also consulted more than 100 national and international stakeholders when developing the strategy.

In 2019, a range of engagement activities took place in support of the implementation of various initiatives in the strategy. This included engagements with FIFA's Human Rights Advisory Board to discuss progress on addressing our human rights commitments. During 2019, engagements also took place with clubs participating in the FIFA Club World Cup Qatar

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"The FIFA World Cup offers us a unique opportunity to bring about positive change – one that FIFA and Qatar cannot, and will not, let slip away. Critical topics related to the event have been identified and duly addressed in this strategy, such as workers' welfare, human rights, non-discrimination and environmental protection. The document is also in line with the UN's Sustainable Development Goals, and we are committed to contributing to those through the power of football and of the biggest single-sport event on the planet."

Fatma Samoura, FIFA Secretary General

On publishing the FIFA World Cup 2022™ Sustainability Strategy

◆ ◆ ◆ ◆ ◆

2019™, with Member Associations who initiated their visits to Qatar in advance of the FIFA World Cup 2022™ and with FIFA's Commercial Affiliates at the first Marketing Workshop related to the tournament. These engagements focused on areas of interest such as workers' welfare, inclusivity and sustainability of the tournaments.

Other relevant engagements from 2019 are described under initiatives H3.1 and EN1.4.

G1.4 Monitoring and evaluation of sustainability performance

The progress and performance of each strategy initiative is evaluated against key milestones and performance indicators in our Sustainability Implementation Plan and regularly assessed by a Sustainability Steering Group, made up of representatives from each of the three tournament organisers. The critical milestones to deliver the sustainability strategy are also incorporated into the Tournament Master Schedule and followed up monthly by the Planning and Integration team sitting across FIFA, Q22 and the SC. As each of the functions delivering tournament activities implement plans, procurement processes and operations, additional methods of sustainability monitoring and evaluation will be employed.

³⁰ <https://www.fifa.com/what-we-do/sustainability/strategy/>
³¹ <https://www.qatar2022.qa/en/news/fifa-and-qatar-present-fifa-world-cup-sustainability-strategy>

G1.5 Sustainability reporting and knowledge transfer

This Sustainability Progress Report follows the same structure as our Sustainability Strategy and provides information on progress achieved in 2019 for initiatives that are currently under implementation. Going forward, we will publish regular updates and at least one more progress report, and in 2023, following the tournament, we will publish a final FIFA World Cup 2022™ Sustainability Report.

To facilitate knowledge transfer to organisers of other mega sporting events, a document describing the process to [develop the FIFA World Cup 2022™ Sustainability Strategy](#) was published. The document sets out in detail the approach taken by the tournament organisers to identify material sustainability topics and salient human rights issues, as well as the process of developing objectives and initiatives to address such issues and maximise the sustainability of the FIFA World Cup 2022™.

G1.6 Sustainability governance

The policy and strategy were reviewed and approved by the FIFA World Cup 2022™ Sustainability Steering Group made up of management representatives

from key sustainability-related functions at FIFA, Q22 and the SC. The Steering Group will continue to ensure the successful delivery of the Sustainability Strategy. In 2019, the Steering Group met for its bi-annual meetings to review progress and facilitate implementation in line with the tournament preparation schedule.

In addition, during 2019, we held various Sustainability Working Group meetings with representatives of FIFA, Q22 and the SC to review progress and coordinate the implementation of initiatives that are part of the strategy.

Over the last year, we started expansion of our capabilities to deliver on our commitments, as well as expanding naturally into more tournament related roles. The SC's long-established sustainability function is now also tasked with coordinating the implementation of the Sustainability Strategy in tournament-related activities led by the host country. The Q22 Sustainability function also started a recruitment processes to expand its team and capabilities to coordinate the overall strategy and policy implementation and to ensure full integration into tournament operations.

Sustainability Steering Group Members

Nasser Al Khater *(Co-chair)*
CEO, Q22

Federico Addiechi *(Co-chair)*
Head of Sustainability & Diversity, FIFA

Dr. Sakis Batsilas
Deputy CEO, Q22

Mahmoud Qutub
Senior Advisor, Special Projects Office and Executive Director, Workers' Welfare, SC

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Madleen Noreisch
Senior Sustainability Manager, Sustainability & Diversity, FIFA

Dr. Yousef Alhorr
Founding Chairman, GORD

José Retana *(Secretariat)*
Sustainability Senior Manager, Q22

G1.7 Sustainable behaviour change: Behaviour 4 Development

Throughout 2019, the SC's Behaviour 4 Development (B4D) team continued its work to encourage improved sustainability practices through behavioural economics and psychology to gently 'nudge' people towards more sustainable choices.

Examples of B4D's work in 2019 include supporting reduction in paper use by providing employees with pop-up message when printing, communicating

the office's total cumulative paper use and the number of trees needed to produce that amount of paper. Also, during the FIFA Club World Cup Qatar 2019™, visitors to the Fan Zone were surveyed to understand if a QAR 10 fee, equivalent to USD 2.75, would be an acceptable price for a reusable and collectable cup as opposed to a single-use plastic cup. Of the fans surveyed, 91% indicated that they would be willing to pay the additional price to reduce the amount of plastic waste created.

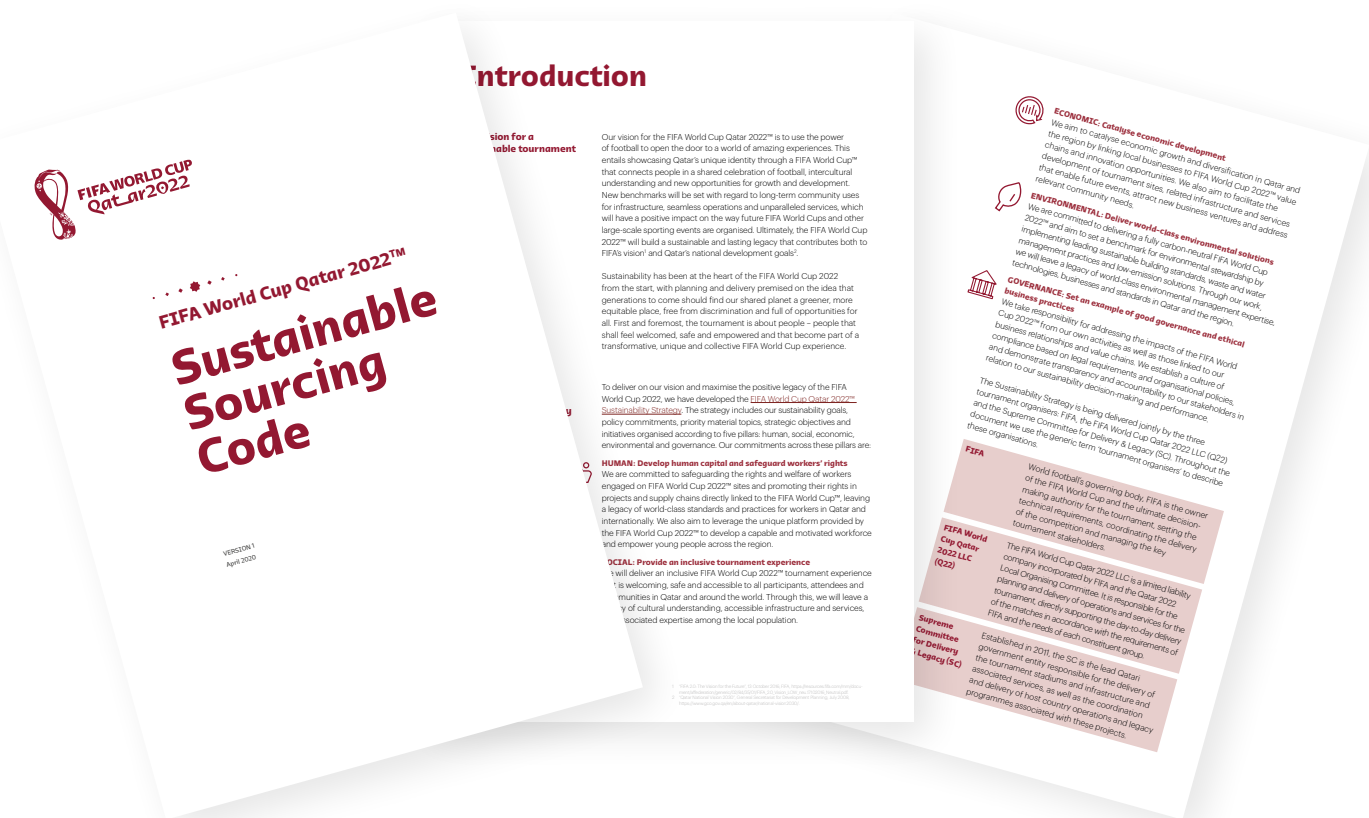
Objective G2. Apply leading sustainable procurement and licensing practices in FIFA World Cup 2022™ supply chains to protect people's rights and well-being, reduce environmental impacts and promote economic development

G2.1 Sustainable procurement policy and sourcing code

G2.2 Sustainable procurement procedures

In 2019, the Sustainability Steering Group nominated a Sustainable Procurement Task Force to develop the FIFA World Cup Qatar 2022™ Sustainable Sourcing Code (SSC) and related procurement procedures. The SSC sets out minimum standards and requirements for FIFA World Cup Qatar 2022™ suppliers and licensees to manage the sustainability impacts of their activities. The SSC is endorsed by the Sustainability Steering Group for use by FIFA, Q22 and the SC.

Procedures were also established to ensure sustainability risks are assessed and mitigated as part of procurement decisions. Depending on the degree of sustainability risk within typical procurement categories, suppliers are asked to demonstrate compliance with specific sustainability requirements, provide information on their sustainability performance, and sign a commitment statement indicating the company and its subcontractors will abide by SSC requirements. Consequently, supplier agreements explain reporting and auditing requirements to be used to check compliance with SSC requirements. In many cases, the tournament organisers will work with suppliers to increase their sustainability awareness and capacity to deliver on our requirements.



Managing supply chain sustainability risks

When working with large, complex, local and global supply chains it becomes very important to understand the extent to which suppliers work in line with our vision for a sustainable tournament. The SSC therefore requires that suppliers and licensees agree to be monitored and evaluated on sustainability performance within areas relevant to their category of supply.

The “priority heat map” included in the SSC, provides a summary of the sustainability topics typically relevant to categories of supply. This serves as a diagnostic tool that makes sure the right issues are addressed, and provides an overview to prospective business partners of the tournament organisers’ sustainability priority areas for their industry or product type. The map includes 27 broad categories of supply relevant to tournament activities mapped against the 12 sustainability topics included in the SSC.

A risk ranking is then applied to each category of supply:

- ♦ **Red** represents high likelihood and/or severity of potential impacts of this category of supply on the associated sustainability topic. Potential business partners will be assessed during the tender process on their management of this topic for the products or services to be supplied, and monitored on their adherence to relevant requirements after the contract is awarded.
- ♦ **Amber** represents some likelihood and/or severity of potential impacts of this category of supply on the associated sustainability topic. Business partners may be assessed during the tender process on their management of this topic for the products or services to be supplied; a decision will be made by the tournament organiser on a case-by-case basis.
- ♦ **Green** represents low likelihood and/or severity of potential impacts of this category of supply on the associated sustainability topic. It is unlikely that business partners will be assessed during the tender process on their management of this topic for the products or services to be supplied.

The table also identifies whether the tournament organisers are likely to mandate business partner registration on a sustainable supply chain data sharing platform for a particular category, or whether it would be determined on a case-by-case basis. This improves the tournament organisers’ ability to monitor their supply chains, and manage

the sustainability impacts of their business partners. During the bidding stage, suppliers identified as having high to medium sustainability risks will have additional sustainability requirements added to their scope of work. In addition, before contracting with them, they will be required to complete a sustainability questionnaire that enables the sustainability team to collect and evaluate the measures they have taken to manage and address sustainability risks in their supply chain. Suppliers who fail to meet minimum requirements communicated during the tender process could be disqualified, unless they are able to provide corrective action plans which would enable them to be fully compliant with the sustainability requirements set by the tournament organisers.

Following contract award, the tournament organisers will continue to monitor suppliers to ensure practices are being carried out as agreed in the tender process and contract. Throughout this process, the tournament organisers aim to engender a collaborative approach to ensure responsible practices in the sourcing of goods and services across a wider sphere, and work with FIFA World Cup Qatar 2022™ suppliers to find ways to reduce impacts in local and global supply chains across a wide range of industries from merchandising to transportation to venue signage and much more.

G2.3 Sustainable procurement control and enforcement mechanisms

Work on this initiative is planned to start in 2020.

Priority heat map

FIFA World Cup Qatar 2022 Categories of Supply	Sustainability Topics												Is the use of a data sharing platform likely to be mandated
	Workers' living and working conditions and recruitment	Inclusivity	Local and regional value chain and business development	Greenhouse gas emissions	Waste generation	Water production and use	Biodiversity conservation	Chemicals use	Supply chain management and transparency	Access to effective remedy	Compliance, anti-bribery and anti-corruption	Industry specific standards	
Accommodation and conference facilities (including hospitality services)													- *
Business travel services													No
Cleaning services (including laundry, pest control)													Yes
Clothing, footwear and textiles													Yes
Construction services													No
Construction materials													Yes
Domestic appliances and mechanical, electrical and plumbing installations													Yes
Event management services													- *
Floriculture and silviculture products (including landscaping services, turf)													- *
Food and beverages													Yes
Furniture and fittings													Yes
Gifts and give-aways													Yes
IT, broadcasting and telecommunications													Yes
Logistics													Yes
Marketing materials, signage and accessories													Yes
Medical and laboratory services and equipment													No
Merchandise													Yes
Office accessories, supplies and services													Yes
Printing services													- *
Professional services													No
Security and safety services, equipment and supplies													Yes
Sports equipment supplies and accessories													Yes
Temporary construction and fit-out (overlay)													- *
Utilities (including temporary power generation)													No
Vehicles (including transport services)													Yes
Venue services (including retail, operations and maintenance)													- *
Waste management													Yes

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

- G3.1 Compliance risk assessment and management
- G3.2 Compliance policies and procedures
- G3.3 Compliance training
- G3.4 Compliance performance monitoring and testing

As Q22 was set up in 2019, the Q22 Management Board has recently approved various policies. These include a Code of Ethics and Conduct covering areas such as anti-bribery and corruption, gifts and hospitality, and conflict of interest policies. Other policies cover areas such as procurement, sustainability, complaints handling, finance and data protection. As internal capabilities develop, Q22 will implement compliance risk assessments, trainings and monitoring systems starting in 2020.

Also, earlier in 2020, the SC updated its Standards of Conduct Policy which sets out the high standards of compliance and ethical business conduct expected from all employees at the SC. It includes policies on anti-bribery and corruption, anti-discrimination and equal opportunities, and whistle-blowing and non-retaliation, as well as information on the mechanisms in place to report on non-compliances, such as an anonymous hotline and dedicated compliance email address. All employees are required to acknowledge reading and understanding the core values of conduct set out in this document.



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Impressum

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