



Sustainability Policy



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

Our vision for the FIFA World Cup 2022™ is to use the power of football to open the door to a world of amazing experiences. This entails showcasing Qatar's unique identity through a FIFA World Cup™ that connects people in a shared celebration of football, intercultural understanding and new opportunities for growth and development. New benchmarks will be set with regard to long-term community use for infrastructure, seamless operations and unparalleled services, which will have a positive impact on the way future FIFA World Cups™ and other large-scale sporting events are organised. Ultimately, the FIFA World Cup 2022™ will build a sustainable and lasting legacy that contributes to FIFA's vision¹ and Qatar's national development goals.²

Sustainability³ has been at the heart of the FIFA World Cup 2022™ from the start, with planning and delivery premised on the idea that generations to come should find our shared planet a greener, more equitable place, free from discrimination and full of opportunities for all. First and foremost, the tournament is about people – people that shall feel welcomed, safe and empowered, and that become part of a transformative, unique and collective FIFA World Cup™ experience.

Delivering our commitments

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

Governing this policy

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

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

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

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

Our Sustainability Commitments

To deliver on our shared vision, maximise the positive legacy of the FIFA World Cup 2022™ and set a new benchmark for the sustainability of mega-sporting events, FIFA, Q22 and the SC have defined five joint sustainability commitments. While these commitments address the most important sustainability impacts generated by preparation, staging and post-tournament activities⁴ of the tournament, the effects of their implementation will last for many years after the final whistle.



DEVELOP HUMAN CAPITAL AND SAFEGUARD WORKERS' RIGHTS

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



PROVIDE AN INCLUSIVE TOURNAMENT EXPERIENCE

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



CATALYSE ECONOMIC DEVELOPMENT

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



DELIVER WORLD-CLASS ENVIRONMENTAL SOLUTIONS

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



SET AN EXAMPLE OF GOOD GOVERNANCE AND ETHICAL BUSINESS PRACTICES

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

Fatma Samoura
FIFA Secretary General

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

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

² As set out in the Qatar National Vision 2030 (QNV 2030) published in July 2008 (<https://www.qco.gov.qa/en/about-qatar/national-vision2030/>) and the National Development Strategy 2018-2022 (NDS 2018-2022) (January 2018) (<https://www.mdps.gov.qa/en/knowledge/Documents/NDS2Final.pdf>).

³ Brundtland, Gro Harlem, "Report of the World Commission on Environment and Development: Our Common Future", 1987, United Nations, <http://www.un-documents.net/our-common-future.pdf>.

⁴ The preparation phase of the FIFA World Cup 2022™ began with the award of hosting rights for the tournament to Qatar on 2 December 2010 and will continue until the start of the exclusive use period. The staging phase will occur for the duration of the exclusive use period, during which all or some constituent groups will have exclusive access rights and use of a FIFA World Cup™ site and be entitled to restrict access to other parties. The post-tournament phase will take place following the end of the exclusive use period until all temporary structures have been dismantled and the final tournament sustainability report has been published in 2023.