

IF Sustainability Project
**FIFA WORLD CUP
2022™ SUSTAINABILITY
STRATEGY**



NOC AND IF SUSTAINABILITY CASE STUDIES

The world faces significant challenges across a wide spectrum of economic, social and environmental matters. The Olympic Movement has both an opportunity and a duty to actively contribute to the global sustainability debate in line with its vision of “Building a better world through sport”.

With this in mind, and in response to Olympic Agenda 2020, the International Olympic Committee (IOC) launched the International Federation (IF) Sustainability Project in 2016 to obtain an overview of IFs’ sustainability initiatives – identifying common topics, challenges and good practices while also sharing information among the IFs.

One outcome of the project was a series of case studies illustrating how IFs are actively contributing towards a more sustainable world.

As part of the IOC’s objective to “profile the role of the Olympic Movement in sustainability through the aggregation of information and collective reporting”, it was agreed that the identification and sharing of information contributes to the holistic integration of

sustainability and should be continued. These case studies, which now also showcase National Olympic Committees’ (NOCs) best practices, form part of a strategic support system given to the Olympic Movement through the [IOC Sustainability Strategy](#).

Each case study is aligned with one or more of the IOC’s five sustainability focus areas: infrastructure & natural sites; sourcing & resource management; mobility; workforce; and climate. They are also aligned with one or more of the United Nations’ (UN) framework of 17 Sustainable Development Goals (SDGs), which provide a common framework for organisations to explain how they plan

to contribute to sustainable development and tackle the key global sustainability challenges. This framework is pivotal for the Olympic Movement – in September 2015, the UN General Assembly confirmed the important role that sport can play in supporting the UN’s 2030 Agenda for Sustainable Development and its SDGs.

The IOC provides support to NOCs and IFs in the definition, design and development of their sustainability strategies.



“Sport is also an important enabler of sustainable development. We recognise the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”
Paragraph 37, UN 2030 Agenda for Sustainable Development

Each NOC/IF sustainability project contributes to one or more of the IOC's sustainability focus areas and one or more of the UN's Sustainable Development Goals (SDGs)

IOC FOCUS AREAS



UN SDGs



THE FIFA WORLD CUP QATAR 2022™ COMMITS TO A POSITIVE LEGACY FOR QATAR AND THE REGION



In January 2020, the [FIFA World Cup Qatar 2022™ Sustainability Strategy](#) was published, with five commitments, 22 strategic objectives and over 70 initiatives. The strategy was developed jointly by FIFA, the FIFA World Cup Qatar 2022 LLC and the Supreme Committee for Delivery & Legacy. This unique tripartite collaboration means that the strategy considers all of the tournament organisers' activities, including those of the host country, and builds on the experience and standards of previous FIFA World Cups.

The strategy was developed in three steps: (1) A thorough analysis of the current context

and existing strategies and requirements, then (2) the identification of strategic priorities through a materiality assessment and a human rights salience analysis, with both results eventually combined through an innovative process, and finally (3) the definition of concrete objectives and actions. Throughout this process, FIFA and the organisers engaged with internal and external stakeholders to shape an ambitious, meaningful and robust strategy.

Aligning with existing standards, programmes and visions also played an important role in making the strategy development process more robust. For example, the UN Sustainable Development Goals (SDGs) as well as the Qatar National Vision 2030 were used as guidance to ensure alignment with international and national development goals. The ISO 20121:2012 Event Sustainability

OBJECTIVES

The FIFA World Cup Qatar 2022™ Sustainability Strategy outlines the following five commitments:

- Develop human capital and safeguard workers' rights.
- Provide an inclusive tournament experience.
- Catalyse economic development.
- Deliver innovative environmental solutions.
- Set an example of good governance and ethical business practices.

Management Systems and the AA1000 Stakeholder Engagement Standard provided blueprints for a seamless process.

A novelty in developing this third sustainability strategy for a FIFA World Cup was the combination of materiality assessment and human rights salience analysis in the identification of strategic priorities. This allowed the organisers to embed human rights responsibilities under the UNGPs into the broader ISO 20121-guided sustainability strategy for the tournament.

The strategy addresses 20 sustainability topics which are arranged around five key areas:

- Ensuring decent working conditions for workers throughout the full supply chain of the event, the development of local expertise through the delivery of the event and empowering the region's youth.
- The delivery of an inclusive, accessible, safe and welcoming event for all stakeholders leaving a legacy of accessible infrastructure, expertise and cultural understanding.
- Leverage the economic impact of the tournament by prioritising local sourcing and

planning for the long-term use of infrastructure and promoting the use of adaptable, efficient solutions to address demand variations before, during and after the event.

- Delivering a fully carbon-neutral event and ensuring the highest sustainability standards for building, waste and water management practices, minimise air pollution and advancing low-carbon solutions in Qatar and the region.

- Setting good governance and ethical practices that ensure transparency and accountability.

The FIFA World Cup Qatar 2022™ embeds challenges and risks but has a unique opportunity to leave an important legacy in Qatar and the region. Qatar is set to increase its energy efficiency by ten percent by 2022,



Photography © FIFA/Getty Images

developing solar and low-emission technologies; and is supporting local programmes to increase production of locally grown food to reduce their dependency on imports. Furthermore, the tournament can be used to kickstart further development of the country's waste management and recycling solutions which currently processes about ten percent of the country's waste.

EVALUATION

In developing the FIFA World Cup 2022 Sustainability Strategy, the organisers have sought to give greatest effect to the principles of materiality, human rights, inclusivity, and transparency. Those principles will remain essential in the implementation of the initiatives outlined in the strategy until 2023. For more detailed information on the process, please see the [“FIFA World Cup 2022™: Development of the Sustainability Strategy”](#).

BENEFITS

- Alignment with relevant international standards, including ISO 20121:2012 Event Sustainability Management Systems and ISO 26000:2010 Guidance on Social Responsibility.
- Incorporation of key stakeholder feedback through the engagement with over 100 organisations according to the AA1000 Stakeholder Engagement Standard.
- Identification of the best ways for the tournament to contribute to national and international development goals, in particular the United Nations, UN, Sustainable Development Goals (SDGs), the Qatar National Vision 2030 and the Qatar National Development Strategy 2018-2022.

“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.”

**MS. FATMA SAMOURA,
FIFA SECRETARY GENERAL**