

Workers' involvement in the tournament



Across its lifecycle, the FIFA World Cup Qatar 2022™ enlisted a workforce of tens of thousands of people, mostly migrant workers. This workforce was comprised of full-time and temporary employees, contractors, subcontractors, suppliers and volunteers, providing key services in areas such as construction, food and beverage, cleaning, event management, hospitality, transport and security.

This also included workers in the tournament organisers' supply chains, and those in the supply chains of FIFA's commercial affiliates and licensees, who were engaged in product manufacturing and the production of building materials for the tournament.

Thousands of additional workers were engaged in the construction and provision of services for infrastructure that was not being developed directly for the FIFA World Cup™, but was used during the tournament, such as transport systems, roads, ports, utilities and hotels. The FIFA World Cup Qatar 2022™ had an effect on the requirements and deadlines for those projects, even though there was no direct control over those projects.

This diverse workforce required that effective measures, in accordance with relevant international standards, were put in place to ensure the labour rights of all workers employed to deliver FIFA World Cup Qatar 2022 LLC (Q22), FIFA or Supreme Committee for Delivery & Legacy (SC) projects. At the same time, the tournament provided the opportunity to help advance the protection of labour rights in Qatar and beyond.

The table below presents a description of the types of workers associated with the FIFA World Cup Qatar 2022™ and the nature of the commitment made by tournament organisers to safeguarding the rights and welfare of these workers.

Workers engaged in...	FIFA World Cup Qatar 2022™ site construction	FIFA World Cup Qatar 2022™ site service provision	Other FIFA World Cup Qatar 2022™ linked supply chains	Other FIFA World Cup Qatar 2022™ linked construction projects
Initiatives	<ul style="list-style-type: none"> Enforcement of the Workers' Welfare Standards Updating the Workers' Welfare Standards Engagement to enhance workers' welfare Grievance and remedy mechanisms for workers Reimbursement of recruitment fees Legacy contribution to worker rights in Qatar 	<ul style="list-style-type: none"> Enforcement of the Workers' Welfare Standards Updating the Workers' Welfare Standards Standards for tournament services workers Engagement to enhance workers' welfare Grievance and remedy mechanisms for workers Reimbursement of recruitment fees Legacy contribution to worker rights in Qatar Sustainable procurement Capacity building 	<ul style="list-style-type: none"> Local engagement on labour issues Legacy contribution to worker rights in Qatar Sustainable procurement 	<ul style="list-style-type: none"> Local engagement on labour issues Legacy contribution to worker rights in Qatar
Description	Workers building stadiums and training sites, including contractors' and subcontractors' workers	Workers in Qatar providing facilities management, hospitality, security, cleaning, catering, transport and other services for stadiums, training sites, and other official sites such as hotels	Other workers in the supply chains of the tournament organisers as well as their sponsors and licensees, such as those manufacturing products or producing building materials for the tournament	Workers building and providing services for infrastructure such as transport systems, roads, ports, utilities and hotels
Commitment of tournament organisers	Ensure decent working and living conditions and fair recruitment		Promote decent working and living conditions and fair recruitment	

Commitments and identified risks



FIFA's Human Rights Policy, provides a framework for all of FIFA's human rights work and details its commitment to upholding and promoting the highest international labour standards, in particular the principles of the eight core International Labour Organization (ILO) conventions. It commits to doing so by seeking to ensure respect for labour standards by its business partners and in the various activities directly linked to its operations, including through its supply chain.

Human rights risks to workers associated with the FIFA World Cup Qatar 2022™ were thoroughly assessed and are detailed in [Annexe 3 to the FIFA World Cup 2022™ Sustainability Strategy](#). Such risks include practices amounting to forced, or compulsory, labour, discrimination, limitations on freedom of movement and association, the right to collective bargaining, threats to worker health and safety, work conditions, remuneration, standard of living, and access to effective remedy.

Qatar's legal and regulatory framework for the protection of labour rights has seen important developments in recent years. The technical cooperation agreement between the Qatari government and the ILO facilitated our efforts to ensure the welfare of all workers associated with the tournament in Qatar.

While important progress was achieved, there are still gaps in Qatar labour law when compared to relevant international standards, such as with respect to freedom of association and collective bargaining.

Our initiatives were designed to deliver our objectives within Qatar's legal and regulatory framework, whilst taking steps to support the Qatari government with continued reform at national level towards full compliance with relevant international labour standards.

Labour rights reforms



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

Since then, Qatar has abolished the requirement for most expatriate workers to obtain an exit permit from their employer in order to leave Qatar, thereby reducing barriers to freedom of movement for workers. In October 2019, the Council of Ministers of the State of Qatar endorsed new legislation allowing workers to change employers freely and eliminating the requirement to provide no-objection certificates to terminate their contracts.

In addition, a new law to establish a non-discriminatory minimum wage, the first in the Middle East, was also endorsed. Currently, Qatar has set a non-discriminatory minimum wage of QAR 1,000 per month, and QAR 1,800 per month where the employer does not provide food and accommodation. To prevent delays in workers' salaries and to ensure that workers are paid as per their employment contract, a mechanism called the Wage Protection System (WPS) has been operational since 2015, whereby companies are required to transfer the salaries of all employees through an electronic system to the employees' accounts in one of the country's recognised financial institutions. In 2018, the Workers' Support and Insurance Fund was established to ensure that workers receive their wages in cases where their employers were unwilling or unable to pay on time. The government reported that, by July 2023, a total of USD 350 million had been paid to workers through the fund.

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

Qatar labour law also prohibits an employer or recruitment agency from charging workers any fees or commissions for their recruitment in Qatar and obliges employers to use certified recruitment agencies. No entry visa can be granted to a migrant worker for the purpose of work, except under a contract signed directly between the recruiting party and the expatriate worker, certified and approved by the MoL.