



UEFA WORKING GROUP ON HUMAN AND LABOUR RIGHTS

Site Visit Report – 27-28 June 2022



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1. Working group and site visit objectives

UEFA established a working group in May 2021 to examine the issues surrounding human and labour rights in Qatar leading up to the 2022 FIFA World Cup and beyond. Working alongside FIFA, the group analyses evidence from football stakeholders, as well as from independent global organisations with an interest in this area.

Chaired by UEFA, the Working Group is focused on a handful of topics: labour rights; freedom of the press; fan engagement and tournament involvement; anti-discrimination, in particular women's rights and LGBTQI+ safety and inclusion; and human rights due diligence throughout the supply chain. All the work and interactions around these five areas also consistently examines information around the legacy aspect of the tournament, in view that positive developments taking place will endure after the tournament in late 2022.

Ahead of this third site visit in June 2022, the working group had held meetings on the following dates:

- 17 May 2021, Online
- 1 June 2021, Online
- 10 July 2021, in person, hosted in London
- 24 August 2021, in person, hosted in Doha
- 21 October 2021, Online
- 29 November 2021, Online
- 9-10 December 2021, in person, hosted in Doha
- 13 January 2022, Online
- 22 February 2022, Online
- 06 April 2022, Online
- 17 May 2022, Online
- 21 June 2022, Online (Meeting for the Qualified National Associations with focus on Human Rights Due Diligence)

The scope of the 27-28 June 2022 site visit, conducted with the full support of the Qatar Supreme Committee for Delivery & Legacy, focused on a broad range of human rights, grievance mechanisms, LGBTQI+ rights and press freedom. The delegation was composed by senior representatives from national associations, who carried out meetings with several institutions and individuals.



2. Delegation

The site visit was attended in person by:

UEFA Qatar Working Group members:

- Mark Bullingham - English Football Association
- Gijs de Jong - Dutch Football Association
- Jakob Jensen – Danish Football Federation
- Lise Klaveness - Norwegian Football Association
- Heike Ullrich - German Football Association

Qualified National Associations for FIFA World Cup 2022:

- Francisca Araújo - Portuguesa Football Association
- Andreas Høj - Danish Football Association
- Hedeli Sassi - Belgian Football Association
- Jovan Šurbatović - Serbian Football Association
- Jason Webber - Welsh Football Association

UEFA representatives:

- Michele Uva Football and Social Responsibility Director
- Emily Shaw Head of Executive Office
- Filippo Veglio Senior FSR Expert
- Valentina Miotti Personal Assistant

The following individuals joined the meetings virtually:

UEFA Qatar Working Group members:

- Florence Hardouin - French Football Association
- Håkan Sjöstrand - Swedish Football Association

Invited National Associations participants:

- Adrian Arnold - Swiss Football Association
- Anders Hasselgård - Norwegian Football Association
- Edleen John - English Football Association
- Iselin Shaw - Norwegian Football Association
- Tobias Tibell - Swedish Football Association

Qualified National Associations for FIFA World Cup 2022:

- Teresa Romão - Portuguese Football Association
- Jorge Mowinckel Sagnier - Spanish Football Association
- Lukasz Wachowski - Polish Football Association



UEFA

- Laura Piccolo Diversity and Inclusion Coordinator

3. Meeting arrangements

3.1 Organisations and institutions represented on 27-28 June 2022

- FIFA
- Qatar Supreme Committee for Delivery and Legacy
- Qatar Football Association
- 2022 FIFA World Cup Qatar LLC
- Hospitality Sector Working Group
- International Labour Organisation
- Ministry of Labour
- National Human Rights Committee
- Migrant workers from multiple nationalities across different sectors
- Centre for Sports and Human Rights
- Institute for Human Rights and Business

At point 6 of this report, the representatives of the Qatari authorities, the Organising Committee, and other organisations and groups that the delegation met during the site visit of 27-28 June 2022 are listed.



3.2 Agenda

Date	Time	Activity
27 June	10:30-10:45	Opening (Michele Uva, UEFA) Agenda & Objectives of site visit 3
	10:45-12:45	UEFA Working Group internal meeting <ul style="list-style-type: none"> Recap of Working Group's activities so far Recap of online meetings 17 May & 21 June 2022 (updates from international organisations and NGOs & due diligence best practices) Migrant Workers' Centre & remedial mechanism requests Coordination of team messages & symbols during the World Cup Legacy plan Any other outstanding points
	14:00-17:00	Introduction <ul style="list-style-type: none"> Supreme Committee for Delivery and Legacy Q&A session <ul style="list-style-type: none"> Qatar Football Association Supreme Committee for Delivery and Legacy Hospitality Sector Working Group Fédération Internationale de Football Association (FIFA)
	17:00-17:30	Debrief and recap of day 1
	18:30	Side-meeting with migrant community leaders (exact venue to be confirmed)
28 June 2022	09:00-09:15	Opening (Filippo Veglio, UEFA) Recap of Day 1 and agenda of day 2
	09:15-12:00	Introduction <ul style="list-style-type: none"> Supreme Committee for Delivery and Legacy (SC) Q&A session with <ul style="list-style-type: none"> Ministry of Labour National Human Rights Committee Fédération Internationale de Football Association (FIFA)
	14:00-14:30	Embassy Insights* <ul style="list-style-type: none"> Experiences and legacy – French Embassy
	14:30-16:30	The road ahead to the FIFA World Cup – and beyond <ul style="list-style-type: none"> Content structure for Working Group Summary Report Legacy plan
	16:30-17:30	Next steps <ul style="list-style-type: none"> Media release on site visit 3 Any outstanding points

* Cancelled



4. Focus areas of the site visit

4.1 Key developments on labour reforms in Qatar

On the workers' rights issues, the Working Group recognised that significant progress has been made, with the impact of legislative changes demonstrated in the International Labour Organization's (ILO) recent reports on Qatar.

For example, since new labour laws were introduced in 2020, 242'000 workers were able to change jobs (compared to less than 18'000 the year before). In addition, 280'000 workers received salary increases to the minimum wage. Furthermore, 338 enterprises were shut down last summer for non-compliance and heat-related disorders have dramatically decreased since 2019 by 400%.

The ILO, which has been supporting the Government of Qatar since 2018 in adopting a comprehensive and ambitious package of labour reforms, has compiled a short video highlighting the key reform outcomes – it is [available here](#). A written summary of the progress made to date is [available here](#), zooming in on:

- Kafala reforms
- Minimum wage and wage protection
- Access to justice
- Workers' voice
- Occupational safety and health
- Domestic work
- Labour inspection
- Fair recruitment

The ILO has also compiled the timeline below to showcase the reforms:





4.2 Migrant workers' centre

Whilst the legislative development is positive, the Working Group noted that universal implementation is still required.

A meeting with migrant workers confirmed that progress has been made but highlighted a clear need for additional legal support, a shelter for any abused workers, and translation services for workers to fill in official forms and access to information on rights.

It was clear from individual experiences that more awareness of the new laws is needed across both workers and employers. One model to address these issues is the concept of a Migrant Workers Centre.

The Working Group raised these issues with the relevant institutions, outlining support for the workers' needs. Whilst acknowledging the existing measures already put in place by the Supreme Committee and the Ministry of Labour, the group believed that this additional model could be complementary. Both FIFA and the Supreme Committee informed the group that constructive conversations are ongoing to address these issues. The members of the Working Group were clear that this solution should further add to the legacy of the FIFA World Cup in Qatar.

Significant progress was noted with regards to the new development to allow Joint Committees across different sectors and communities. Thirty have been established which will provide the basis for workers representation moving forwards and will continue to drive progress in Qatar. A target of 100 Joint Committees has been set for the next year.

4.3 Human rights due diligence in the hospitality sector

Hotels in Qatar are required to ensure they respect human rights and in particular are subject to the Worker Welfare Standards developed by Qatar's Supreme Committee for Delivery and Legacy. A system has been put in place alongside these standards to audit and collaborate with hotels around their compliance with workers' rights.

The Working Group met with the Supreme Committee, the ILO, and representatives from five major hotel groups (comprising the 'Hospitality Working Group'), to get updates on the due diligence process with hotels. It was clarified that the programme foresees that each of the in total 159 hotels contracted by FIFA or the host country, employing around 41,000 workers, will be audited at least twice before the tournament.

National Associations also committed to due diligence with all major local suppliers, in collaboration with the Hospitality Working Group.



A wide range of resources is readily available for National Associations' risk management processes in view of doing no harm through their activities and addressing potential negative impacts:

- [Promoting fair recruitment and employment: guidance tool for hotels in Qatar](#) (ILO)
- [Due diligence starter kit for national football associations](#) (Centre for Sport and Human Rights)
- [Regulatory Framework Governing Migrant Workers](#) (ILO)
- [Workers Welfare Standards](#) (Supreme Committee for Delivery and Legacy)

4.4 LGBTQI+ safety and inclusion

LGBTQI+ rights were discussed at length, including in connection to a Scandinavian media investigation regarding refusal to accept LGBTQ+ guests at FIFA-recommended hotels in Qatar. Assurances were provided by the organisers regarding fans being safely welcomed with rainbow flags, in line with previous statements welcoming everyone to Qatar and ensuring local culture and customs are respected. The Working Group questioned whether hotels' personnel were briefed about the need to accommodate all guests without discrimination and obtained assurances that this was the case.

4.5 Proposal for a joint statement of the captains during the World Cup

The Working Group discussed a proposal by the Dutch Football Association for a joint captains' armband that can be worn by the captains of the European participants. The symbol of a heart with all the colours is a positive, pro-inclusion message – highlighting that everybody is welcome in football.

As shown in the image to the right, the text below the heart is in Dutch, "Voetbal verbindt", which translates to "football unites". The proposal would be to translate this phrase into national languages or, if preferred, into English.

The National Associations were asked to provide feedback on whether they supported the initiative. UEFA would be able to share this proposal with the 13 National Associations that will be free to decide whether to join the initiative, which has to be submitted to FIFA for approval.



The launch of a joint statement will be planned shortly before the September window. The proposal would be to do it at exactly the same date and time for all the participating associations.

The Working Group also discussed other proposals for a joint statement by participating teams, most notably the Danish proposal to wear human rights messages on the training jerseys during the World Cup, as the Danish team will do.



4.6 Grievance mechanism measures and procedures

FIFA and the Supreme Committee outlined their existing grievance mechanism procedures. FIFA noted that they are currently working to enhance their grievance mechanisms in line with their commitments in the [sustainability strategy for the event](#), and in consultation with stakeholders. FIFA further committed to continue to be in touch with [the NGOs who launched the workers fund campaign](#).

Furthermore, FIFA explained that it operates a Human Rights Grievance Mechanism for anyone who considers their rights may have been violated through an activity linked to the FIFA World Cup Qatar 2022. The mechanism can be [accessed here](#), and allows for reporting and secure communication with complainants in several languages, via a third-party provider. Participating National Associations are encouraged to inform their delegation members and other stakeholders about the existence of this mechanism.

5. Conclusion

The Working Group's third visit reinforced the understanding that changes are taking place and acknowledged that the FIFA World Cup has accelerated change in a positive way. The discussions, however, emphasised the need for comprehensive efforts, both before and after the World Cup, to ensure that football continues to serve as a positive catalyst for change in line with [Qatar's Vision 2030](#). The latter aims that – by 2030 – Qatar becomes an advanced society capable of sustaining its own development and providing a high standard of living for its population and future generations.

The Working Group underlines that the remaining months before the tournament present further opportunities for important and necessary changes. The group is thankful to the Supreme Committee and all institutions involved for the openness in the dialogue and search for solutions in view of incorporating human rights considerations as an essential pillar of sustainable football events.

UEFA will ensure all European National Associations have access to the information collected during the site visit. Furthermore, all reports from the three Working Group site visits to Qatar so far are summarised and [posted online on UEFA's Sustainability web platform](#).

This includes a new release related to the 27 and 27 June site visit, posted on 29 June: [UEFA Working Group returns to Qatar five months ahead of the FIFA World Cup 2022](#).

For its part, FIFA has been sharing further information on all sustainability- and human rights-related topics with all Participating National Associations during the Team workshop in July in Doha. Particular attention is drawn to [Chapter 21 of the Team Handbook](#).



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The UEFA Working Group will follow up with FIFA in the course of August and September 2022 to schedule a number of follow-up discussions, in particular related to the abovementioned points concerning the Migrant workers' centre as well as the grievance mechanism measures and procedures.

The Working Group will continue meeting on a regular basis ahead of the 2022 FIFA World Cup in Qatar in view of facilitating dialogue and supporting actions toward the preparations, delivery and legacy of the FIFA World Cup in the areas of human and labour rights. The schedule of the meetings will be set in the course of the summer 2022, following consultations with Working Group members around their expectations and desires.



6. List Qatari authorities, Organising Committee, and other representatives met during the site visit 27-28 June 2022

6.1 General discussion with SC/HC (14:00-15:00):

Supreme Committee Comms

In person

- Fatma Al Nuaimi (Comms & Media Executive Director)
- Paul Hughes (International Media Senior Manager)
- Svetlana Picou (Global Strategic Comms Advisor)
- Alexander Shaw (Corporate Comms)
- Roudha Al Suwaidi (International Relations Senior Officer)

Online

- Najwa Al Thani (Corporate Comms Director)
- David Barrett (SGO – Advisor)
- Gwilym Hookway Morgan (Director of Media)
- Matthew Freeman (Corporate Comms)

FIFA

In person

- Heidi Beha (Group Leader Europe - Member Associations Division)
- Andreas Graf (Head of Human Rights and Anti-Discrimination - Social Responsibility & Education Division)

Safety & Security Operations Committee

In person

- Lt Col Ali Al Ali
- Nasser Al Zeyara
- Max Tacota
- Abdulrahman Al-Suwaidi
- Hamad Al Kubaisi
- Musaab Al Kubaisi



6.2 Hospitality working group discussion with SC/HC (15:00-16:30):

SC Attendees

In person

- Mahmoud Qutub (Senior Advisor (SG) & Executive Director - Workers' Welfare)
- Mohammed Al Hajri
- Fatma Al Nuaimi
- Paul Hughes
- Svetlana Picou
- Alexander Shaw
- Roudha Al Suwaidi
- Matthew Freeman

FIFA

In person

- Heidi Beha (Group Leader Europe - Member Associations Division)
- Andreas Graf (Head of Human Rights and Anti-Discrimination - Social Responsibility & Education Division)

Hospitality Working Group (five hotels)

- The St. Regis Doha (HR Manager)
- Sheraton Grand Doha Resort & Hotel (HR Director)
- InterContinental Doha (HR Director)
- Radisson Blu Hotel (Operations Manager)
- Grand Hyatt (HR Director)

In person

- Ministry of Labour: **Sheikha Al Khater**, Director of International Labour Relations Department
- ILO: **Max Tunon**, Head of the ILO Office in Doha

Online

- Centre for Sport and Human Rights: **William Rook**, Deputy Chief Executive & Chief Operating Officer
- Institute for Human Rights and Business: **Julia Batho**, Head of Labour Rights



6.3 HR training overview with Q22 (16:30-17:00)

Q22 Attendees

In person

- **Jose Retana**, Sustainability Senior Manager

SC Attendees

In person

- Mahmoud Qutub
- Fatma Al Nuaimi
- Paul Hughes
- Svetlana Picou
- Alexander Shaw
- Roudha Al Suwaidi
- Matthew Freeman

Online

- Najwa Al Thani
- David Barrett
- Gwilym Hookway Morgan

FIFA

In person

- **Heidi Beha** (Group Leader Europe - Member Associations Division)
- **Andreas Graf** (Head of Human Rights and Anti-Discrimination - Social Responsibility & Education Division)

6.4 Supreme Committee for Delivery and Legacy and Q&A Session

Attending representatives

General discussion and Q&A with MoL and NHRC (09:15-11:00):

Supreme Committee Comms

In person

- Fatma Al Nuaimi (Comms & Media Executive Director)
- Paul Hughes (International Media Senior Manager)
- Svetlana Picou (Global Strategic Comms Advisor)
- Alexander Shaw (Corporate Comms)
- Roudha Al Suwaidi (International Relations Senior Officer)

Online

- Najwa Al Thani (Corporate Comms Director)
- David Barret (SGO – Advisor)



- Gwilym Hookway Morgan (Director of Media)
- Matthew Freeman (Corporate Comms)

In person

- Ministry of Labour: Sheikha Al Khater, Director of International Labour Relations Department
- National Human Rights Committee: HE Dr. Mohamed bin Saif Al Kuwari (Vice Chairman of the Committee)
- Nasser Al Marri (Director of Legal Affairs Department)
- Abdulla Al Kaabi (Legal Expert)
- Hala Al Ali (International Cooperation Expert)
- Aisha Al Suwaidi (Head of International and Regional Organizations)
- Hamad Al Hajri (Director of Programmes and Education)
- Elian Mouawad (translator)

FIFA

In person

- **Heidi Beha** (Group Leader Europe - Member Associations Division)
- **Andreas Graf** (Head of Human Rights and Anti-Discrimination - Social Responsibility & Education Division)

6.5 Concluding remarks with SC/HC (11:00-12:00):

Supreme Committee Comms

In person

- Fatma Al Nuaimi (Comms & Media Executive Director)
- Paul Hughes (International Media Senior Manager)
- Svetlana Picou (Global Strategic Comms Advisor)
- Alexander Shaw (Corporate Comms)
- Roudha Al Suwaidi (International Relations Senior Officer)
- Abdulla Al Saai (Director of Competition Affairs and Players - QFA)

Online

- Najwa Al Thani (Corporate Comms Director)
- David Barrett (SGO – Advisor)
- Gwilym Hookway Morgan (Director of Media)
- Matthew Freeman (Corporate Comms)

FIFA

In person

- Heidi Beha (Group Leader Europe - Member Associations Division)
- Andreas Graf (Head of Human Rights and Anti-Discrimination – Social Responsibility & Education Division)



UEFA
ROUTE DE GENÈVE 46
CH-1260 NYON 2
SWITZERLAND
TELEPHONE: +41 848 00 27 27
TELEFAX: +41 848 01 27 27
UEFA.com