

FIFA World Cup Qatar 2022™

Amazing Delivered

For football. For Qatar.
For the World.

اللجنة العليا
للمشاريع والإرث
Supreme Committee
for Delivery & Legacy



Qatar's FIFA World Cup™ Story

Amazing Delivered

Lusail Stadium

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From Qatar, from an Arab country, I welcome everyone to the World Cup 2022.

We have worked hard, along with many people, to make it one of the most successful tournaments. We have exerted all efforts and invested for the good of all humanity.

Finally, we have reached the opening day, the day that you have been eagerly waiting for.

– HH the Amir Sheikh Tamim bin Hamad Al Thani, Amir of the State of Qatar

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One year ago, the world's eyes turned to our nation as we staged the "best World Cup ever". It was the culmination of a twelve-year journey that started when the rights of the FIFA World Cup 2022™ were awarded to Qatar. This report tells the story of the extraordinary journey that Qatar has been on since December 2010. Back then, no one could have predicted the challenges that Qatar would face when hosting the world's biggest sporting event; from changing the event schedule to a winter tournament, to a global pandemic. But for every challenge, Qatar had an answer. Through the passion and determination of our delivery partners and stakeholders, we were able to Deliver Amazing. The result was an unforgettable tournament that has set a new benchmark in global event hosting.

Our flexibility and our commitment to the promises made in our bid meant that on every level, Qatar has delivered. In 2010 we promised to produce a spectacular FIFA World Cup™. We vowed to create the perfect stage for the world's greatest players. Now, as we look back to this time last year, we can confidently say that every promise we made was delivered.

No one has ever hosted a tournament like the FIFA World Cup Qatar 2022™. It was more compact, more innovative, more sustainable. Teams excelled in ultra-modern, environmentally friendly stadiums and fans turned out in their millions to experience the unique Qatari hospitality. It was an experience like never before – the atmosphere was unrivalled as visitors from every corner of the globe gathered to celebrate the greatest football ever seen in a welcoming and safe environment. Over the course of a month, the cities of Qatar came alive as it played host to the world.

Of course, the FIFA World Cup Qatar 2022™ was about much more than the 29 days of electric competition. It was the culmination of more than a decade of visionary leadership, meticulous planning and innovative delivery. It was a transformative journey that changed the country of Qatar forever. Our nation is now home to state-of-the-art stadiums, world renowned transport infrastructure and varied accommodation stock that can cope with the ongoing demands of our booming tourism industry. It also now includes advanced urban and social infrastructure and we are proud to offer a plethora of leisure and cultural attractions.

The benefits of staging the FIFA World Cup Qatar 2022™ have been far-reaching. The tournament has significantly diversified our economy, stimulated substantial investment, transformed communities, and affected deep-rooted development across the nation. It provided the inspiration to unlock our potential and turbo-charge our planned programme of internal investment. Qatar's FIFA World Cup™ wasn't just for our country; it was for the wider region too. As the first FIFA World Cup™ in the Middle East, it was a chance to use the power of sport to bring the world together and unite the global population.

For the world, it showcased what our ambitious and innovative nation can do. For our people, it has unlocked unrivalled opportunities. Whilst the final whistle was blown a year ago, the legacy of hosting the FIFA World Cup Qatar 2022™ will continue for decades to come.

The Supreme Committee for Delivery & Legacy Family

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for Delivery & Legacy



1. A dream fulfilled

On 18th December 2022, the world held their breath. A record breaking 1.5 billion people from around the world tuned in to watch the final showdown of the FIFA World Cup Qatar 2022™. After a spectacular battle spanning extra time, 88,966 spectators in Lusail Stadium were stunned into silence as a penalty shootout was called.

Minutes later, the stadium roared in unison as Argentina emerged victorious from what many have declared the greatest FIFA World Cup™ final ever. The images of Messi, a World Cup winner at last, dropping to his knees were flashed across the globe.

History had been written.



A Tournament of many Firsts



A benchmark – setting Host Country





It was a fitting end to a spectacular FIFA World Cup™ - a tournament that was like no other that had gone before it. The first FIFA World Cup™ in the MENA region, the first time that teams from all continents qualified for the knockout stages, the first time that fans could attend multiple matches per day and the first time the tournament had been staged in a new November/December window. Qatar set out to set a new benchmark in the tournament history.

On every level, it did exactly that.

When Qatar embarked on its FIFA World Cup™ odyssey in March 2009, it was already an established destination for major sporting events, with the 2006 Asian Games at the top of its roll of honour and a succession of international championships on the horizon ahead. The football-obsessed nation was also a growing force in Asia, thanks to sustained investment in facilities and development programmes for grassroots and elite players alike. Since the state-of-the-art ASPIRE Academy was established in 2004, the national team has sparked nationwide celebrations by winning the Gulf Cup twice and the AFC Asian Cup once.

Qatar's vision for the tournament was far-sighted and captivating: using the power of football to open the door to a world of amazing experiences. Its mission was to use those experiences to share its unique identity and connect people like never before. It would celebrate football and its region, promote harmony and develop new opportunities for economic and cultural exchange.

On 2 December 2010, football's world governing body embraced that vision and backed Qatar's ability to make it real. FIFA knew Qatar had the capabilities and the determination to deliver on its ambition, which in turn would create new opportunities for its sport and its showpiece occasion in years to come. Qatar's stadiums would set new environmental and technological standards. Its compact hosting model would create new experience for fans and players alike, and its shining example would act as a blueprint for potential future FIFA World Cup™ hosts.

Qatar's vision for the tournament was far-sighted and captivating: using the power of football to open the door to a world of amazing experiences.

Preparations for the FIFA World Cup Qatar 2022™ transformed the country over the 12 years between being named as host and lighting the first firework of the spectacular opening ceremony. In exceeding expectations, Qatar delivered an enormous and complex stadium building programme and revolutionised its transport and tourism infrastructure with a degree of built-in sustainability never seen at any FIFA World Cup™ before.

Qatar not only used eight state-of-the-art stadiums to host the competition, but it also paved the way for the next generation of sporting arenas through its development of innovative venue cooling methods and ventilation systems. The FIFA World Cup Qatar 2022™ accelerated USD 200 billion of infrastructure investment plans to ensure the tournament opened with a world-class new international airport, expanded and upgraded public transport networks, more than 3,500km of additional roads, an entire new city in Lusail, and a tourism offer that doubled its hotel room stock and created a series of luxury leisure and entertainment destinations.

Qatar did all this with an over-riding focus on environmental sustainability. New technologies, waste-minimising construction methods and a host of energy-efficient operating features meant Qatar's FIFA World Cup 2022™ stadiums all achieved new levels of green certification under the Global Sustainability Assessment System. Tram, metro and electric bus networks were designed to reduce Qataris' reliance on cars, and the tournament's compact footprint meant it was staged without any need for internal flights. Clean energy infrastructure projects mitigated many of the mega-event's carbon emissions. Along with its commitment to re-use and recycling at every stage of the tournament's planning and delivery, these investments helped the FIFA World Cup Qatar 2022™ become the first edition to achieve ISO 20121 certification for event sustainability.

On 20 November 2022, Qatar unveiled the best FIFA World Cup™ ever with a spectacular opening ceremony that had diversity and inclusion at its heart. It was a moment for the nation to celebrate, but also to reflect on a journey that had been long and often challenging. The final years of preparations for the FIFA World Cup Qatar 2022™ had taken place under the restrictions of Covid-19, and it was the first major sporting event staged after the pandemic. Fans and nations enjoyed mixing freely and sharing amazing experiences. Over the four weeks that followed, the nation delivered the ground-breaking, game-changing tournament it had promised.

The drama on the field was unsurpassed: from the epic final and its goal-laden sub-plot to Morocco's incredible run to the last four; the shock exits of Germany and Belgium; and famous victories for Saudi Arabia, Cameroon and Japan. The competition produced more goals than any other, provided a grand exit for all-time greats Cristiano Ronaldo and Luka Modrić, and announced the talents of new stars such as Spain's Gavi and England's Jude Bellingham. In total, 3.4 million fans got to attend a match – a 12% increase on the 2018 edition.



1. A dream fulfilled



FIFA World Cup 2022™
has been the best ever.

– Gianni Infantino, President of FIFA



The tournament experience was in a league of its own, for players and fans alike. Being able to stay in the same hotel or training camp for the entire competition made every game a home game for the players. Staying in one location meant spectators could celebrate together at the wide variety of fan zones and entertainment destinations, and, for the first time, to attend multiple matches in a single day. Qatar's compact hosting model also allowed visitors who were experiencing the country for the first time to immerse themselves in its rich culture and explore its unique heritage, spectacular landscapes and unmissable tourist attractions. Qatar's proud Arab traditions of generosity and hospitality ensured everybody was welcome and made the occasion the safe and most family-friendly tournament in its history.

The quality and entertainment that the tournament produced captivated fans around the world. Global viewership reached over 5 billion and 86% of the planet's population reported interacting with the competition.

Wherever and however people followed, one thing was clear. Some 78% of fans polled by the BBC voted Qatar's tournament as the best edition of the century. FIFA President Gianni Infantino went further. "FIFA World Cup 2022™ has been the best ever," he said.

The tournament ended with the iconic image of the most dramatic final of the finest ever FIFA World Cup™: Lionel Messi, wearing a traditional Qatari bisht over his battle-stained Argentinian *albiceleste*, lifting football's most coveted trophy and joining the pantheon of the game's greats. It was the culmination of an incredible journey; Qatar's mission to change the sporting landscape as the Arab world's first FIFA World Cup™ host.

The country continues on the course set by the Qatar National Vision 2030, better equipped than ever to achieve its soaring ambition. The FIFA World Cup Qatar 2022™ is now the benchmark for all future sporting mega-events and Qatar's calling card as it builds on the international relationships established and strengthened by its staging of football's greatest occasion yet.

Major events will continue to head for Qatar in years to come, attracted by the country's proven expertise and ability to set the perfect sporting stage. Alongside them will come new businesses, industries and tourists too, drawn also by what they saw at the FIFA World Cup Qatar 2022™: a confident, welcoming nation with a proud heritage, a modern outlook and an exciting vision of the future.

Everyone who witnessed the FIFA World Cup Qatar 2022™ experienced Qatar at its very best. They also saw there is even better still to come. For Qatar, its visitors, partners and investors, more amazing achievements lie ahead.

2. An extraordinary journey

“When?”

When is the right time for the FIFA World Cup™ to come to the Middle East?”

– HH Sheikha Moza bint Nasser

That is what HH Sheikha Moza bint Nasser asked the Executive Committee of FIFA when she presented Qatar’s FIFA World Cup™ bid in December 2010. She knew that it was not just Qatar’s moment, but the wider region’s too.



History was made

Less than 24 hours later, on 2nd December 2010, the decision was made.
“The winner to organize the 2022 FIFA World Cup™ is... Qatar.”

With those 11 dramatic words, football history was made by announcing the first Arab host of the sport's greatest competition. This also ignited a transformation of Qatar that would take place at dizzying speed over the 12 incredible years ahead.

In Zurich, the Qatari delegation erupted in jubilation. In Doha and beyond, ecstatic Qatari citizens came out of their homes to celebrate spontaneously in the streets. In that moment, history was made, a mission commenced, and a nation proudly accepted its challenge.



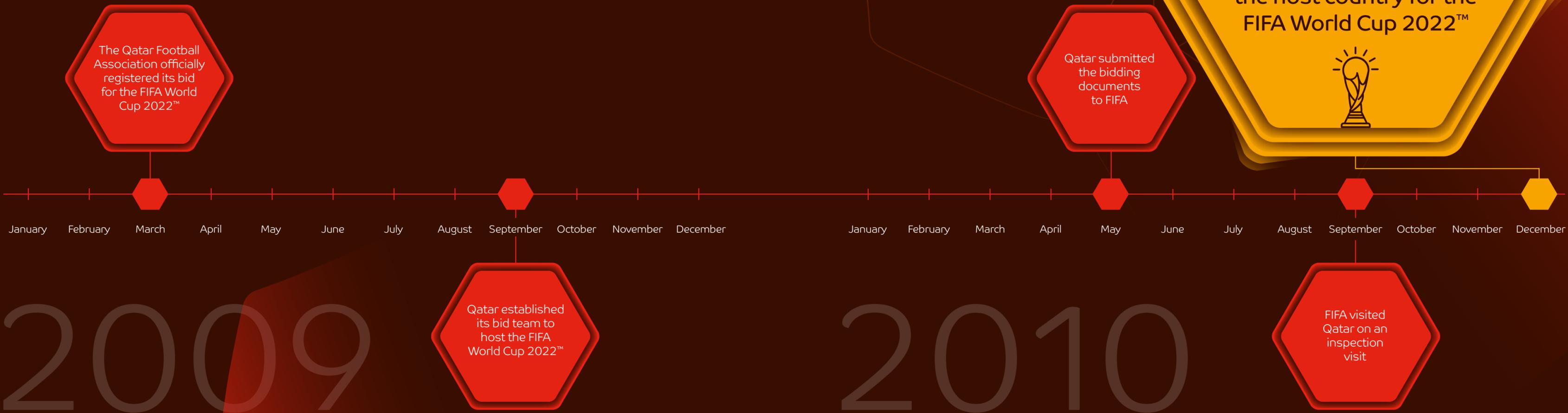
Qatar is a country of achievers, and when we set out to achieve a goal, we achieve it well and we achieve it with class. We fully commit to making the 2022 FIFA World Cup™ Qatar a reality, the most amazing FIFA World Cup™.

– HH The Father Amir Sheikh Hamad bin Khalifa Al Thani



Amazing had been promised. Amazing would be delivered.

The process and journey of Qatar's bid to host the FIFA World Cup Qatar 2022™



A bid embedded in Qatar's National Vision

Qatar's bid to stage the FIFA World Cup 2022™ pledged to serve not just the host nation, but also the wider Middle East and Arab region – and the world beyond. HH Sheikha Moza bint Nasser told her audience: “The impact of awarding a World Cup to our region will be felt at many levels, increasing excitement and hope and generating participation in a young, growing and vibrant population.”

Above all, Qatar wanted to do things differently. As a pioneering country, it sought to raise the bar – to always go one step further. Qatar's vision for the FIFA World Cup™ offered something different, bringing together its experience, passion and expertise to share with the world its dream of hosting football's greatest occasion, and redefining what it can be. Qatar's offer was far-sighted and captivating: using the power of football to open the door to a world of amazing experiences. Its tournament mission was to use those experiences to share its unique identity and connect people like never before. It promised to celebrate football and its region, promote harmony between nations and develop new opportunities for economic and cultural exchange.

This desire to change the status quo and strive for more was exemplified by its bid itself. It was the first FIFA World Cup™ presentation to include a woman, HH Sheikha Moza Bint Nasser, the first to be presented in three languages (French, Spanish and English) and a bid that was resolute in its desire to focus only on the 2022 tournament (rather than also bidding for the 2018 edition of the tournament).

The promotion of sport – playing and hosting – was a priority pillar of the QNV's plans.

A vibrant vision

The FIFA World Cup 2022™ was one of the most fiercely sought-after events to host. Up against the greats of Australia, Japan, South Korea and the USA, Qatar knew it had to present a powerful concept that would set a new standard in mega-event history. Qatar's visionary bid team, led by HH the Amir Sheikh Tamim bin Hamad Al Thani, Amir of the State of Qatar, was committed to delivering “the most amazing FIFA World Cup™” for the world, but they also knew that, for the country, the tournament would provide much more.

Qatar's transformative journey began in 2009 when the country registered its bid to host the FIFA World Cup 2022™. The bid, underpinned by Qatar's unbridled passion and love for football, was conceived as a once-in-a-lifetime opportunity to stage a sporting mega-event that would accelerate development, growth and global awareness in Qatar sought by the new Qatar National Vision 2030 (QNV). The ambitious QNV had been unveiled the previous year, also by HH the Amir Sheikh Tamim bin Hamad Al Thani, Amir of the State of Qatar. It was designed to reflect the rising aspirations and proud culture of the Qatari people in transforming the country into an advanced nation capable of sustaining its own development and providing high standards of living for generations to come.

The promotion of sport – playing and hosting – was a priority pillar of the QNV, and reflected the role Qatar's established portfolio of top-tier sports events, sponsorship and investments had played in turbo-charging the period of rapid economic growth the country had recently gone through. In bidding for the FIFA World Cup 2022™, the country's leaders saw a bold opportunity to take that strategy to another level. With ambitious legacy planning built into every element of preparation and delivery, the tournament's economic impetus would stimulate and accelerate the major projects already prioritised as the engines of the QNV. The excitement and inspiration it generated would build the social momentum needed to transform the nation's health, education and participation in physical activity too. The Qatar of the near-future would be unrecognisable as a result of its accelerated development.

The Qatar National Vision 2030 rests on four key pillars:



Human development

Development of all its people to enable them to sustain a prosperous society.



Social development

Development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership of development.



Economic development

Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people for the present and for the future.



Environmental development

Management of the environment such that there is harmony between economic growth, social development and environmental protection.



Determined to succeed

When the celebrations of the winning bid subsided, Qatar's hard work began. Being appointed FIFA World Cup 2022™ host was the catalyst that would change the country's future, but 12 years of meticulous preparation lay ahead – planning not just for the amazing experiences the tournament would offer, but also for the legacy of economic, social and environmental progress it would leave behind.

Qatar was ready to draw all its renowned determination to make its transformative change. Its ambitious hosting plans included an extensive stadium construction plan, while the bid's health and education targets regarding recreational sports and female participation were highly progressive too. Timelines for major infrastructure projects such as the development of the country's highway network and the Doha Metro system would need to be accelerated. The stage was being set for the greatest ever FIFA World Cup™.

Grand ambitions are never easy to achieve. Delivering Qatar's amazing FIFA World Cup Qatar 2022™ required a huge collaborative effort from thousands of people and dozens of stakeholder organisations. Innovative thinking, determination and sheer hard work made Qatar, its people, and the entire football world, proud.

Qatar and FIFA took a bold new approach to organising the FIFA World Cup Qatar 2022™.

Innovation from the very start

Hailed as a "major step in the organisation of the biggest single-sport event in the world" (former FIFA Secretary General Fatma Samoura), Qatar and FIFA took a bold new approach to organising the FIFA World Cup Qatar 2022™. For the first time in the history of the event, the FIFA World Cup Qatar 2022™ was organised through a joint venture between FIFA and Qatar's Supreme Committee for Delivery & Legacy (who had been responsible for planning the event since the rights were awarded). The creation of FIFA World Cup Qatar 2022 LLC was an innovative move that personified the two entities' approach to delivering the FIFA World Cup Qatar 2022™; it was time for change. It completely re-evaluated the traditional FIFA-host model, allowing for significant efficiencies and meeting of minds. The result was a seamless and pioneering approach to planning, delivery and legacy.

Between bidding for and hosting the FIFA World Cup Qatar 2022™, Qatar – and the world – completely changed. Qatar had gone from a population of 1.6 million to a population of just under 3 million, from having one stadium capable of hosting a mega event to having eight world-class stadiums. It had completely overhauled its wider infrastructure. Laws had been changed. Meanwhile, the planet had been hit by a catastrophic pandemic and, in 2022, was only just starting to recover. Countries hadn't mixed freely for over two years and no mega event had taken place since the world was locked down by Covid-19. Qatar had worked relentlessly to be able to deliver every promise it made against a backdrop no-one could have envisioned.

As a result, on the eve of a spectacular opening ceremony and the opening match of the best FIFA World Cup™ ever, Qatar knew it was ready. It would deliver the ground-breaking, game-changing tournament it had promised.

Qatar's time was now.

3. Reaching the summit

A spectacular sporting success

Qatar's FIFA World Cup™ preparations set the stage for an amazing mega-event. When the tournament kicked off, the players did not disappoint. From its tightly-contested group stage to its dramatic final, Qatar 2022 was acclaimed the best FIFA World Cup™ ever.

The game is about goals, and the players certainly rose to the occasion. The FIFA World Cup 2022™ was a goal-fest like no other, with a record-breaking 172 goals scored, including 120 in the group stage alone, averaging 2.5 goals per game. This contributed to one of the most thrilling and competitive initial phases in the history of the tournament.



Unbeatable football

There were shocks and upsets: led by Saudi Arabia's win over Argentina, Cameroon's unexpected win against Brazil, and Japan's remarkable triumphs against former champions Spain and Germany. Germany and Belgium, the latter ranked number two in the world, made unexpected early exits. There were nostalgic returns for Wales and Canada, participating in their first World Cup since 1958 and 1986, respectively. Although neither team advanced past their group, this World Cup was notable for its diversity, with teams from every continent reaching the round of 16 for the first time.

The pride and togetherness that Qatar's FIFA World Cup™ generated among all Arabs was never stronger than when their teams took to the field. The four competing Arab nations created some incredible sporting moments their countries will never forget. The fanatical support they enjoyed in the stadiums and on the streets will be forever remembered in FIFA World Cup™ history.

Qatar kicked off as one of the most improved teams in the global rankings. They had gone from 112th in 2010 to 42nd by the time the tournament began. And in Mohammed Muntari's perfectly-placed header against Senegal, their first FIFA World Cup™ goal was worthy of the very best. Saudi Arabia produced the first and biggest shock of the competition by beating eventual winners Argentina in their opening match, before Tunisia delivered the group stage's other major upset as they overturned France.

The knockout stages were even higher scoring than the initial phases, averaging three goals a game and seeing Portugal put six past Switzerland in the last 16. In the quarter-finals, though, Portugal's flood dried up as they lost 0-1 to a Morocco team that had conceded only once (and that an own goal) in the entire tournament. The Atlas Lions captured the world's imagination as they charged into the last four, becoming the first Arab African nation to reach a FIFA World Cup™ semi-final, where it took the very best of France to stop them. The memories the team created will resonate across the Arab world for years to come. On the other side of the draw, Argentina beat Croatia to prevent a repeat of the 2018 final. The victory set up an occasion that would go down in FIFA World Cup™ history.

First time that a team from every continent had qualified for the knockout rounds of the FIFA World Cup™

172

Most goals at a FIFA World Cup™



This truly was the first Arab world Cup. Four Arab national teams played on home ground and had home advantage. It showcased the very best of our region. Every Arab, in the region and across the diaspora, embraced this tournament as their own and surged with pride. And in return, the rest of the globe, the people who visited, the fans, embraced the Arab world.

– HE Hassan Al Thawadi, Secretary General of the Supreme Committee for Delivery & Legacy



Morocco's team Manager, Walid Regragui, hailed after Morocco's spectacular win over Portugal and advancement to the semi-finals for the first time in its history.





GROUP A				
	QAT	ECU	SEN	NED
NOV 20	QATAR	0 - 2		ECUADOR
NOV 21	SENEGAL	0 - 2		NETHERLANDS
NOV 25	NETHERLANDS	1 - 1		ECUADOR
NOV 25	QATAR	1 - 3		SENEGAL
NOV 29	ECUADOR	1 - 2		SENEGAL
NOV 29	NETHERLANDS	2 - 0		QATAR

GROUP B				
	USA	WAL	ENG	IRN
NOV 21	USA	1 - 1		WALES
NOV 21	ENGLAND	6 - 2		IRAN
NOV 25	USA	0 - 0		ENGLAND
NOV 25	WALES	0 - 2		IRAN
NOV 29	IRAN	0 - 1		USA
NOV 29	WALES	0 - 3		ENGLAND

GROUP C				
	MEX	POL	ARG	SAU
NOV 22	MEXICO	0 - 0		POLAND
NOV 22	ARGENTINA	1 - 2		SAUDI ARABIA
NOV 26	MEXICO	0 - 2		ARGENTINA
NOV 26	POLAND	2 - 0		SAUDI ARABIA
NOV 30	ARGENTINA	2 - 0		POLAND
NOV 30	SAUDI ARABIA	1 - 2		MEXICO

GROUP D				
	FRA	AUS	DEN	TUN
NOV 22	FRANCE	4 - 1		AUSTRALIA
NOV 22	DENMARK	0 - 0		TUNISIA
NOV 26	FRANCE	2 - 1		DENMARK
NOV 26	TUNISIA	0 - 1		AUSTRALIA
NOV 30	AUSTRALIA	1 - 0		DENMARK
NOV 30	TUNISIA	1 - 0		FRANCE



An historic moment for Qatar as Mohammed Muntari scores his country's first ever goal in a FIFA World Cup™.

GROUP E		 SPA	 CRC	 GER	 JAP
NOV 23	SPAIN		7 - 0		COSTA RICA
NOV 23	GERMANY		1 - 2		JAPAN
NOV 27	SPAIN		1 - 1		GERMANY
NOV 27	COSTA RICA		1 - 0		JAPAN
DEC 01	JAPAN		2 - 1		SPAIN
DEC 01	GERMANY		4 - 2		COSTA RICA

GROUP F		 BEL	 CAN	 MOR	 CRO
NOV 23	BELGIUM		1 - 0		CANADA
NOV 23	MOROCCO		0 - 0		CROATIA
NOV 27	CROATIA		4 - 1		CANADA
NOV 27	BELGIUM		0 - 2		MOROCCO
DEC 01	MOROCCO		2 - 1		CANADA
DEC 01	CROATIA		0 - 0		BELGIUM

GROUP G		 BRA	 SER	 SWI	 CAM
NOV 24	BRAZIL		2 - 0		SERBIA
NOV 24	SWITZERLAND		1 - 0		CAMEROON
NOV 28	BRAZIL		1 - 0		SWITZERLAND
NOV 28	CAMEROON		3 - 3		SERBIA
DEC 02	BRAZIL		0 - 1		CAMEROON
DEC 02	SERBIA		2 - 3		SWITZERLAND

GROUP H		 POR	 GHA	 URU	 ROK
NOV 24	PORTUGAL		3 - 2		GHANA
NOV 24	URUGUAY		0 - 0		SOUTH KOREA
NOV 28	PORTUGAL		2 - 0		URUGUAY
NOV 28	SOUTH KOREA		2 - 3		GHANA
DEC 02	GHANA		0 - 2		URUGUAY
DEC 02	SOUTH KOREA		2 - 1		PORTUGAL



Spain's Gavi becomes the youngest FIFA World Cup™ goal scorer since Pelé in 1958 at 18 years and 110 days as Spain cruise to a 7-0 victory over Costa Rica.



Richarlison scores a wonderfully acrobatic scissor kick for Brazil against Serbia in which would eventually be voted goal of the tournament.



Towering over the Ghana defence, Portugal's Cristiano Ronaldo became the first men's player to score in five FIFA World Cups™ after scoring a 65th minute penalty and securing a 3-2 victory for his country.

ROUND OF 16

DEC 03	NETHERLANDS	3 - 1	USA
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DEC 03	ARGENTINA	2 - 1	AUSTRALIA
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DEC 04	ENGLAND	3 - 0	SENEGAL
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DEC 04	FRANCE	3 - 1	POLAND
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DEC 05	JAPAN	1 - 1	CROATIA
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CROATIA WIN 3-1 ON PENALTIES

DEC 05	BRAZIL	4 - 1	SOUTH KOREA
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DEC 06	PORTUGAL	6 - 1	SWITZERLAND
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DEC 06	SPAIN	0 - 0	MOROCCO
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MOROCCO WIN 3-0 ON PENALTIES

QUARTER FINALS

DEC 09	NETHERLANDS	2 - 2	ARGENTINA
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ARGENTINA WIN 4-3 ON PENALTIES

DEC 09	CROATIA	1 - 1	BRAZIL
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CROATIA WIN 4-2 ON PENALTIES

DEC 10	ENGLAND	1 - 2	FRANCE
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DEC 10	MOROCCO	1 - 0	PORTUGAL
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SEMI-FINALS

DEC 13	ARGENTINA	3 - 0	CROATIA
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DEC 14	FRANCE	2 - 0	MOROCCO
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THIRD PLACE

DEC 17	CROATIA	2 - 1	MOROCCO
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FINAL

DEC 18 2022

ARGENTINA	3 - 3	FRANCE
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ARGENTINA WIN 4-2 ON PENALTIES

The greatest of all time

It was the FIFA World Cup™ final that promised everything.

Argentina v France: already two-times winners each. Lionel Messi v Kylian Mbappe: team-mates in Paris, rivals in Qatar. The tournament's two leading goalscorers. One seeking to complete his career with the only title missing from his honours list. The other in search of a second winners' medal at the age of just 23.

Nearly three incredible hours later, it was the FIFA World Cup™ final that had the lot.

The most dramatic conclusion. A hat-trick for Mbappe. Two goals for Messi. Another each in the penalty shoot-out. An amazing comeback. Heroic goalkeeping. And, above all, the iconic image of Lionel Messi finally lifting the trophy, draped in a traditional Qatari bisht presented by HH the Amir Sheikh Tamim bin Hamad Al-Thani.

For 80 minutes, the contest was going exactly to Argentina's plan. The Albiceleste led by two first-half goals, a Messi penalty and a left-footed finish from Ángel di Maria. With 10 minutes to play, France had failed to register a shot on target. Then suddenly, Mbappe scored twice. The first he struck from the penalty spot. Just 97 seconds later, he levelled the match with a spectacular volley. In extra-time, Messi inevitably responded, putting Argentina 3-2 ahead. But back again came France, back again came Mbappe. With two minutes of the 120 remaining, he completed his hat-trick with a penalty that forced the decisive shoot-out. The first takers: then Paris St Germain team-mates Mbappe and Messi, of course. The outcome: 1-1, naturally. France had already denied Argentina victory twice in regular play. They could not do it a third time from the spot. A great save from goalkeeper Emiliano Martinez and a French miss gave Argentina a shot at glory. Gonzalo Montiel, whose handball had allowed France to equalise in extra time, made no mistake. At 4-2 on penalties, Argentina were FIFA World Cup™ winners again.

When the fireworks finished and Argentina's lap of honour was complete, the world caught its breath and began to process what it had seen. Ultimately, the FIFA World Cup Qatar 2022™ belonged to one man: Lionel Messi. His fans had feared the sport's biggest prize would be the one he never won. But in his last shot at the title, he finally reached the pinnacle. Argentina's icon left the field with the FIFA World Cup™ trophy, the Man of the Match award and the Golden Ball given to the player of the tournament, becoming its only double winner. He exited with the most FIFA World Cup™ matches and minutes played – more of them as captain than anyone else – and as the only player to score in a tournament's group stage and every knockout match that followed. The list of mosts, firsts and onlys went on. Above all, he finished the best FIFA World Cup™ ever as, almost indisputably, the greatest of all time too.

3. Reaching the summit

A hat-trick for Mbappe.
Two goals for Messi.
Another each in the
penalty shoot-out. An
amazing comeback.
Heroic goalkeeping.
And, above all, the iconic
image of Lionel Messi
finally lifting the trophy.

The FIFA World Cup™ final generated
the fastest rate of posting ever
recorded on Twitter –

24,400

Tweets per second





Lionel Messi's trophy lift is currently the most liked Instagram post ever with

75.7m likes

As of October 2023



Congrats to Argentina and to the GOAT, Lionel Messi, for an amazing World Cup victory.

- Barack Obama

Best World Cup Final ever.

- Usain Bolt

Thank you for an unforgettable visit and a World Cup 2022 Qatar final that will remain in the history books forever.

- Zlatan Ibrahimovic

Duel in the Desert. Couldn't ask for a better game. Incredible play by Argentina and France!!!!

- Elon Musk



Icons of the sport

Whilst Messi's achievement will go down in history, the FIFA World Cup Qatar 2022™ was also illuminated by an all-star cast led by other all-time greats of the game.

Cristiano Ronaldo is right at the top of that list. Messi's long-time rival for greatest-of-all-time status left the field in tears when Portugal lost to Morocco in the quarter-finals. Although that meant he missed out on reaching a fourth semi-final in a row, a group stage goal against Ghana made him the only player to score in five consecutive tournaments. He exited the competition having equalled the men's record for most international appearances, at 196. Never write him off, but that may have been the last FIFA World Cup™ sees of CR7. The same is likely true of Croatia's Luka Modric, also 37 and a winner of the Ballon d'Or. He did leave with silverware, helping his team to third place and winning the Bronze Ball awarded to the third best player in the competition.

Second in that race was Kylian Mbappe, the tournament's top scorer with eight goals, including the first hat-trick seen in the final since 1966. At 23, the France forward will have plenty more opportunities to add to the winners and runners-up medals he already owns. Competing against him will be the other young talents who announced themselves on the world stage at Qatar 2022. Spain's 17-year-old midfielder Gavi became the youngest FIFA World Cup™ goalscorer since Pele in 1958. Germany's Jamal Musiala showed his potential as his country's new generational talent. And although Canada was knocked out in the group stages, the world saw enough of Alphonso Davies to recognise him as another star in the making.

Female referees break football's grass ceiling

Even in a FIFA World Cup™ of football firsts, some achievements resonate beyond the game itself. Qatar 2022™ broke new ground for gender equality as female referees officiated at the tournament for the first time. History was made when French referee Stéphanie Frappert took charge of the Group E match between Germany and Costa Rica in front of 67,000 fans at Al Bayt Stadium. In another first, she was supported by two female assistant referees, Brazil's Neuza Back and Mexico's Karen Diaz. Together, they made up the competition's first all-women officiating team.



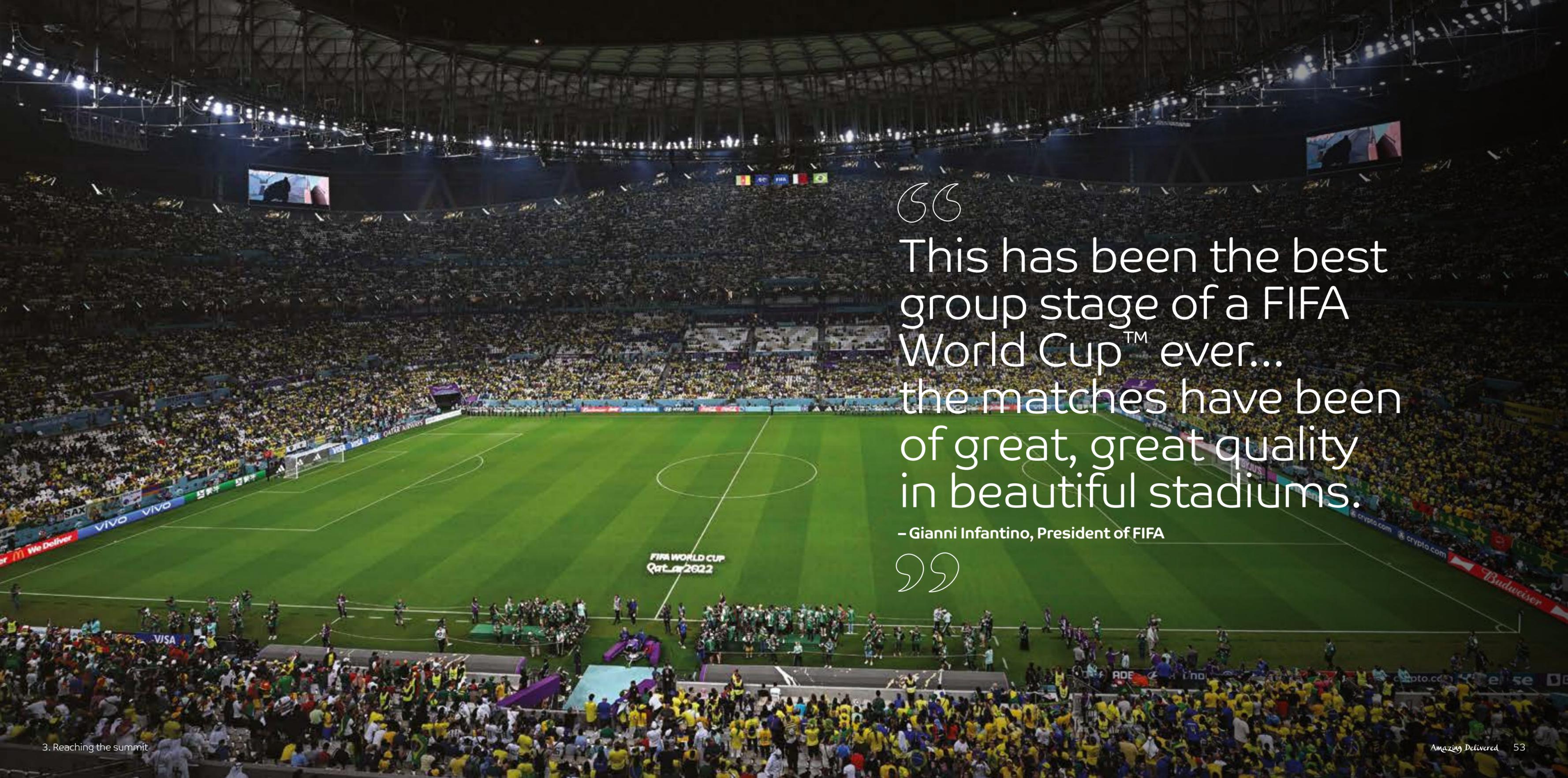
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“It has been an incredible journey – not just the last 29 days – but the entire 12 years leading up to the tournament. Back in 2010, we told the world to ‘Expect Amazing’ and we have delivered in spectacular fashion. Thanks to outstanding planning and collaboration with our trusted countrywide and international stakeholders, we have delivered an exciting fan experience, smooth transport operations and the most accessible FIFA World Cup™ in history. I pay tribute to all our dedicated staff and trusted partners for always going the extra mile and delivering a truly unique edition of the FIFA World Cup™.”

– Eng. Yasir Al Jamal, Director General,
Supreme Committee for Delivery & Legacy

”





“

This has been the best group stage of a FIFA World Cup™ ever... the matches have been of great, great quality in beautiful stadiums.

– Gianni Infantino, President of FIFA

”



“

“The tournament was more than we expected. We said we would deliver amazing and we delivered amazing. I think it’s the best World Cup so far and will be the best World Cup for a very long time. We are very happy with the results: we saw some very good football, organizationally everything worked in accordance with the plans we put in place for this tournament, the feedback from the fans and all groups was very positive, the attendance numbers were in line with our plans, and the TV coverage was excellent and bigger than expected.”

– Nasser Al-Khater, CEO, FIFA World Cup Qatar 2022 LLC

”

4. An unparalleled experience

Raising the bar

When Qatar was named the host of the FIFA World Cup 2022™, it told the global football family to *Expect Amazing*. As a nation whose word is its bond, Qatar delivered exactly that: an amazing tournament that set unparalleled standards for major event hosting through the groundbreaking experiences it offered everyone who was part of it.



Morgan Freeman and Qatari entrepreneur, Ghanim al Muftah, deliver an inspirational speech at the Opening Ceremony.



Every game a home game

The spectacular football that unfolded at the FIFA World Cup Qatar 2022™ was no coincidence. For players to unleash their performance, conditions had to be optimum. The ground-breaking compact nature that Qatar designed and implemented meant that players would experience a FIFA World Cup™ like never before. No one has played in more FIFA World Cups™ than Lionel Messi and Cristiano Ronaldo: over 16 years and five tournaments, between them they have seen and won it all. Yet their experience at the FIFA World Cup Qatar 2022™ was something new. The purpose-built base camps which provided for all 32 teams were unique not only in the range and excellence of their facilities, but also in being home for each team throughout their entire stay in the tournament, thanks to its compact hosting concept. During the FIFA World Cup Qatar 2022™, teams and fans did not need to fly anywhere between matches due to the proximity of the stadiums and training venues. Every national team was able to stay in its own luxury hotel for its entire competition, while no matchday journey took more than an hour, so players were able to spend more time training, resting and recovering.

Opening eyes, hearts and minds

Qatar's FIFA World Cup 2022™ was for everyone. It set out to Deliver Amazing for every individual interacting with the greatest tournament in the world. Football is always for the fans – the people who give the beautiful game the passion that makes it a global obsession and bring the emotion that makes every match matter. Designing incredible one-of-a-kind experiences for all those who followed their favourites to Qatar in record numbers was therefore an integral part of the host country's promise to deliver the most amazing FIFA World Cup™ ever.

As with the competing teams, fans enjoyed short journeys to all stadiums, enabling them to take in more matches than ever before. As a result of Qatar's innovation, FIFA was able to sell the first ticket package that offered entry to four matches in four different venues. Indeed, one ultra-committed fan – Hussein Masharqa from Palestine – set an official world record by attending 56 of the tournament's 64 matches.

Above all, though, fans of every team were able to enjoy the FIFA World Cup Qatar 2022™ together. The tournament was at its most amazing in the collective experiences, shared emotions and new encounters that Qatar enabled through its determination to bring nations, cultures and people together around their shared love of the game. Nowhere was this mood more profound than in the Arab unity that rose up around the success of the region's teams and the exuberant scenes repeated night after night at the 20 fan zones and entertainment venues, including the FIFA Fan Festival™, as millions of ecstatic football lovers – 16.7 million across the tournament as a whole – celebrated, commiserated and danced together, whether their team had won, lost or drawn. An accessible ticketing pricing structure (tickets started from \$11) meant this truly was a tournament for all. For many – including the high expatriate population in Qatar – this was a once in a lifetime opportunity to attend a FIFA World Cup™.

Visitors were completely absorbed in the spirit of the occasion from the moment they landed to the moment they left. Ubiquitous FIFA World Cup™ branding brought the tournament to life, from its stadiums to the streets. They were also immersed in the unique Arab culture that ran through every aspect of its conception and delivery. Qatar's vision of the mega-event as an amazing platform for cultural understanding had, at its core, a new representation of Middle Eastern society and heritage that would connect with the hearts and minds of visitors from other continents. This was the large majority of guests' first experience of Qatar, so the country made sure visitors had every opportunity to explore its unique history and heritage, drawing on its fabled traditions of hospitality and generosity to make everyone welcome.

This commitment was recognised and appreciated by the fans, who were blown away by the amazing times they enjoyed and the friends and memories they made: 96% of spectators said they would recommend visiting the country to their friends, while 65% of those who had attended previous FIFA World Cups™ considered their 2022 experience as the best.

The experience didn't end in Qatar. Visitors were encouraged to broaden their horizons during their stay and enjoy the wider region. Up to 18,000 fans a day were able to shuttle around the Gulf thanks to cooperation between Qatar Airways, Flydubai, Saudia, Kuwait Airways and Oman Air.



65%

of spectators who had attended a FIFA World Cup™ previously considered their 2022 experience the best

96%

of spectators would recommend visiting the country to their friends

The tournament was at its most amazing in the collective experiences, shared emotions and new encounters that Qatar enabled through its determination to bring nations, cultures and people together around their shared love of the game.



Fans celebrating at the famous Souq Waqif in central Doha.

The tournament achieved approximately 30% healthier food options within stadiums and 21% in the FIFA Fan Festival™, based on World Health Organisation (WHO) criteria.



Safe and secure

FIFA World Cup Qatar 2022™ experiences were both safe and secure experiences that not only contributed to fans' enjoyment of the occasion, but which set epic new standards for future mega-events to reach. Qatar's rating as the safest country in the world made it determined to deliver the same standards of security for tournament visitors as its people enjoy all year round, signing new security-based memoranda of understanding with international partners and establishing a new global centre of excellence for the secure delivery of sporting mega-events. As a result, the tournament was crime-free, had zero tournament time accidents and was a shining example to the world of how sport can be enjoyed safely.

A health-conscious approach

Qatar's innovative approach to event delivery was evident in every aspect of the tournament. FIFA World Cup Qatar 2022™ visitors were also able to eat more healthily than at previous editions, thanks to Qatar's determination to challenge the idea that sporting mega-events are incompatible with nutritious food. By aligning its food offer with public health priorities, the tournament achieved approximately 30% healthier food options within stadiums and 21% in the FIFA Fan Festival™, based on World Health Organisation (WHO) criteria. This groundbreaking approach was part of the Healthy FIFA World Cup Qatar 2022 project established in partnership with FIFA and the WHO, which piloted new health-centred delivery models and will now act as the ultimate reference point for other nations hosting major events.

New medical facilities also contributed to delivering a safe and healthy mega-event, with free-of-charge treatment provided for more than 51,000 players, spectators, match officials and members of national delegations and FIFA staff at 118 clinics on 34 sites. Healthcare services for Qatari residents were able to operate normally alongside and will benefit in the future from new medical management systems and improved communication between facilities.



4. An unparalleled experience



Amazing Delivered 67



200+

family-friendly events staged across fan zones and entertainment destinations

17m

visits to Qatar's fan zones, cultural venues and entertainment destinations

30+

accessible attractions for guests with special needs

When sport and entertainment combine

FIFA World Cup Qatar 2022™ featured popular culture from around the world, yet always found a way of incorporating a distinctly Arab flavour. The way in which Qatari art, music and dance mixed with the creativity of international performers epitomised Qatar's commitment to bringing a new, fresh perspective to tournament delivery.

Nowhere was that more apparent than in the spectacular opening and closing ceremonies and the diversity and inclusivity they embraced. The tournament began with a mesmerising 26-minute show that captivated tens of thousands inside Al Bayt Stadium and billions watching worldwide. Narrated by Academy Award-winning actor Morgan Freeman, it saw Jungkook from K-pop supergroup BTS become the first Asian to perform an official FIFA World Cup™ song – Dreamers. The ceremony also showcased local Qatari culture and talent, with special guests including composer and singer Dana Al Fardan and vocalist/producer Fahad Al Kubaisi, while disabled entrepreneur, philanthropist and social media celebrity Ghanim Al-Muftah spoke movingly about the challenge and power of overcoming difference. The ceremony centred around inclusivity, featuring 505 dancers and volunteers performing across five spectacular stages, two of them suspended high above the pitch.

The closing ceremony was just as enthralling and another stand-out memory for fans to treasure as Qatar said a poignant goodbye to the best FIFA World Cup™ ever. The 32 competing nations were represented by flying orbs decorated with their flags, each descending to earth until only the finalists Argentina and France remained. The tournament's dream of bringing the world work together was then honoured by the Palestinian-Egyptian poet Tamim Al Barghouti's recital of The Beautiful Game, a poem that salutes humans' ability to celebrate sport together.

In between those twin cultural peaks, it was amazing entertainment all the way as Qatar again went beyond the established model of only focusing fan experience activities in stadiums and their surrounding areas. Instead, Qatar went a step further – the country promoted nationwide celebrations throughout the mega-event, developing more than 20 fan zones and entertainment destinations and staging over 200 family-friendly events that offered something for everyone, visitors and locals alike. In Qatar, the fun simply never ended.

The FIFA Fan Festival™ was the centrepiece of the Qatar 2022 entertainment experience. Almost two million people attended, creating an electric atmosphere for matches shown on big screens, and allowing everyone to enjoy exceptional performances from local and international artists. Across the tournament as a whole, Qatar's fan zones, cultural venues and entertainment destinations welcomed an incredible 17 million guests. Once the party started, it rarely stopped.



4. An unparalleled experience



1.9m

Highest attendance in a single site
FIFA Fan Festival™

5. On centre stage

A spectacular showcase

Hosting the Middle East and Arab world's first sporting mega-event was Qatar's boldest step yet into the centre of the global stage. It was also an exciting opportunity to present the nation and its neighbours in their true, sparkling light.

For the four weeks of the FIFA World Cup Qatar 2022™, Qatar was the centre of the world's attention. The quality and entertainment the tournament produced captivated fans around the world. Global viewership reached over 5 billion. Some 86% of the global population in 29 major markets reported interacting with the competition. Total attendance was 3.4 million, a 12% increase on the 2018 edition. The three sell-outs at the 88,966-capacity Lusail Stadium were the biggest crowds seen since 1994.





5. On centre stage

86%

of the global population claimed to have interacted with Qatar 2022 in some way

5.4bn

global viewership

93.6m

social media posts

6bn

engagements on social media

Records were broken across social media too. FIFA World Cup Qatar 2022™ engaged five billion people digitally. It achieved 262 billion impressions across social media, generating 93.6 million posts. FIFA's official social channels set a record for a sporting event in engaging 81.1 million accounts. And Google saw more traffic during the final than at any moment in its 25-year history.

The real media success of the FIFA World Cup Qatar 2022™ was reflected in positive sentiment as well as reach. Qatar was able to use the tournament's unparalleled visibility to communicate its remarkable achievements, vision and values directly to a global audience. The world responded with overwhelming positivity to what it saw and heard. The most profound expression of the development in attitude Qatar was able to effect was seen in the focus and tone of international media coverage. On everything from stadiums and infrastructure to equality, diversity and human rights, the narrative shifted as the tournament progressed. What the media reported reflected what FIFA World Cup Qatar 2022™ visitors saw: 96% believed hosting the tournament had a positive impact on Qatar.

A vibrant tourist destination

Everyone was welcome in Qatar. Over 1.4 million from 214 nations came to Qatar to be part of football's greatest mega-event, giving huge boost to tourism in both the immediate and longer term, with 81% of tournament attendees visiting the country for the first time. The amazing experiences they enjoyed have driven future demand and generated valuable personal endorsement: 96% of those surveyed said they would recommend Qatar as a holiday destination to family and friends. Fans from Asia, the Middle East and North Africa especially took advantage of the opportunity to attend a FIFA World Cup™ staged close to home.

The success story did not end with the tournament's final whistle. The FIFA World Cup Qatar 2022™ promoted the country's national brand to a vast global audience of five billion – confirming its status as a premier destination for major sporting and cultural events and supporting its tourism industry's rocketing growth. The country is now well equipped to accommodate this explosion in demand. Hosting the tournament added 24,000 rooms to Qatar's hotel stock, doubling its inventory, and attracted blue-chip multinational brands like Centara, Hilton and Marriott into the market. Opening the state-of-the-art Hamad International Airport in 2014 and expanding it in 2022 has connected many major global destinations to Doha. The city is now also a new port of call for the world's biggest cruise liners, as well as a potential future hub for the industry in the Gulf.

High-value specialist tourism is also on the rise. The FIFA World Cup Qatar 2022™ confirmed the world-leading status of the Aspetar Orthopaedic and Sports Medicine Hospital, which provided medical services to all 32 teams. As a result, it continues to attract elite athletes from around the world for treatment, surgery and rehabilitation.



5. On centre stage

A window on the Arab world

Immersing FIFA World Cup™ visitors in Qatar's rich cultural heritage was always central to its compelling tournament vision. By introducing them to its history and traditions, the country was able to tell its story in its own way. By opening that warm-hearted dialogue, it built new understanding between people of diverse backgrounds and beliefs. Qatar encouraged visitors to experience and embrace the vibrancy of Arabic culture and language. It welcomed them to its fascinating museums and national library, its ancient monuments and sites and its spectacular D'reesha festival of performing arts. Visitors were keen to learn and immerse themselves in the true culture of the country and Qatar worked hard to ensure this could happen. The Imam Muhammad ibn Abd al-Wahhab mosque welcomed almost 13,000 visitors during the duration of the tournament, and the Abdulla Bin Zaid Al Mahmoud Islamic Cultural Centre was visited by over 9,000 individuals. Visitors could not resist taking part in iconic activities to ensure their tournament experience was like no other. When visitors weren't watching nail-biting action in world leading stadiums, they could camp with Bedouin's, scuba dive around shipwrecks or visit the beautiful West Bay beaches. From traditional dhow sailing to dune bashing in the desert, from mangrove kayaking to camel racing at Al Shahaniya – Qatar had it all.

What the Qatar visitors discovered at the FIFA World Cup Qatar 2022™ was a rare blend of the traditional and the modern. Exploring both sides of the nation's character gave them a flavour of the country's future, as well as its past – a taste of tomorrow that proved a surprisingly familiar one. Hind Al-Khulaifi, Director of Strategy and Strategic Projects at Qatar National Library said "Not only have we been able to welcome the world, we have also been able to show people that we're not so different, and we have more in common than they might think."



Not only have we been able to welcome the world, we have also been able to show people that we're not so different, and we have more in common than they might think.

– Hind Al-Khulaifi, Director of Strategy and Strategic Projects at Qatar National Library



A thriving centre for business

As a result of staging the FIFA World Cup Qatar 2022™, business travellers are increasingly flocking to Qatar, attracted by its fast-rising reputation as a reliable partner and flourishing business destination. Twelve years of FIFA World Cup Qatar 2022™ preparation expanded and strengthened Qatar's commercial connections through collaborative working with the many countries that played their part. The tournament's successful delivery has since attracted major new investment and positioned Qatar as a key gateway to the region and the wider Arab world. New trade missions, bilateral agreements and memoranda of understanding have all been established as a result, while tech companies in particular are taking a major presence in the country. Google and Microsoft are among the most significant investors in the sector, with the latter opening its largest Qatar facility in Lusail in 2022, followed by its first hyperscale data cloud region there. The country is also now a magnet for fashion lovers, with a host of luxury brands opening flagship stores during the last 12 years. The likes of Harvey Nichols, Alice Temperley and Elie Saab all now feature on Qatar's catwalk.

The Qatari people, their proud culture, rich traditions and generous values have made Qatar a peaceful, welcoming and tolerant place. The country's prioritisation of sport in building its international standing has made it a respected major event host. The tournament was an incredible celebration of diversity and cultural understanding that showed how creative thinking can open new possibilities, for people and for sport. The exciting innovations Qatar delivered made a powerful global statement of its abilities and ambitions. To experience Qatar's FIFA World Cup Qatar 2022™ was something no visitor or viewer will forget. Qatar truly stood centre stage.

81%

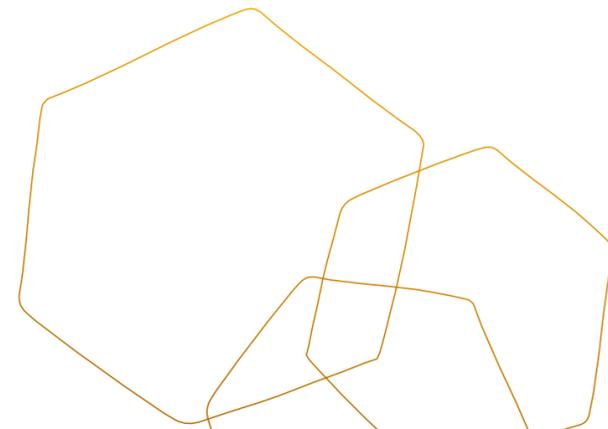
of tournament attendees
visited Qatar for the first time

96%

of visitors would recommend
Qatar as a holiday destination

1.4m

international visitors from
214 nationalities





With its rich and fascinating heritage, natural beauty and range of experiences to choose from, a visit to Qatar inspires positive emotional responses for all ... be it a couple on a short romantic getaway, or a family looking to spend quality time together, the country caters to all travellers.

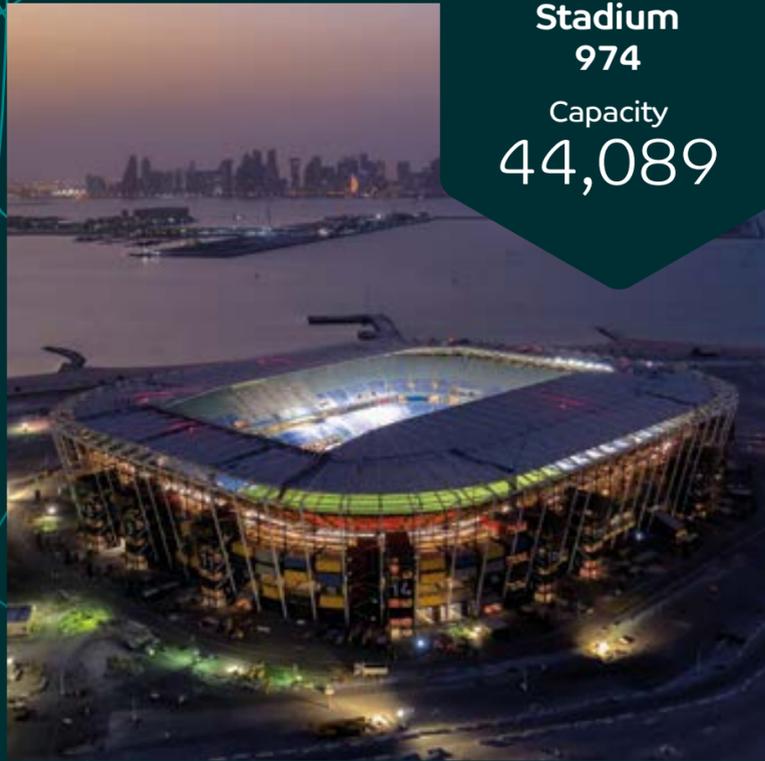
– HE Akbar Al Baker, Ex-Chairman of Qatar Tourism and former Qatar Airways Group Chief Executive



6. Spectacular stadiums

The FIFA World Cup Qatar 2022™ delivered amazing experiences for football fans of all nations, whether they were watching in the tournament's stunning stadiums or on screens around the world. Bringing the mega-event to the Middle East for the first time guaranteed those experiences would be very different to any that had gone before. Taking it to Qatar ensured they would be more spectacular and innovative too as the country went above and beyond the standards of all previous tournaments to fulfil its commitment to staging the best FIFA World Cup™ ever, with technology and sustainability at its heart. It drew on its vision of Qatar's future to build, create and invest with a focus on legacy and growth.





**Stadium
974**
Capacity
44,089



**Ahmad Bin
Ali Stadium**
Capacity
45,032



**Al Thumama
Stadium**
Capacity
44,400



**Education
City Stadium**
Capacity
44,667



**Al Bayt
Stadium**
Capacity
68,895



**Al Janoub
Stadium**
Capacity
44,325



**Khalifa
International
Stadium**
Capacity
45,857



**Lusail
Stadium**
Capacity
88,966



Setting future stadium standards

The most obvious symbols of Qatar's innovative approach to hosting the FIFA World Cup 2022™ were the incredible stadiums it constructed for the mega-event. Seven of the eight tournament venues were brand new, the other was fully refurbished. Qatar delivered on its promise of developing state-of-the-art stadiums that were equipped with the latest technology. Its pitches were protected by vacuum and ventilation, grow lights and stitching to regulate ground temperature and ensure player safety, while spectator comfort was enhanced by pioneering cooling and air conditioning systems developed using 3D-printed venue models, wind tunnels and advanced computer software. Notably, it was the first time any stadium had been developed in this way.

Qatar's technological innovations will revolutionise future stadium planning, particularly in hotter climates. To mitigate the impact of temperature, Qatar's architects worked with nature, rather than against it, tracking the path of the sun to design layouts that maximised shade and choosing exterior colours known to absorb heat in the surrounding landscapes.

The ultimate fan experience

This investment in cutting edge technology meant that every one of the 64 games of the FIFA World Cup Qatar 2022™ took place under an electric atmosphere. Fans remained cool and comfortable, allowing them to come alive in stadiums that not only provided the perfect platform for the players, but also gave all spectators a world-class experience. High-tech visuals including supersize LED screen, ribbon and curtain wave provided fans with additional content and a clear view of replays and VAR decisions. The entertainment acts and DJ booths that were stationed around each stadium were supported by phenomenal acoustics, that were only rivalled by the roar and hype of the excited crowds. These spectacular stadiums were the focus of many of the amazing experiences the country offered everyone at the FIFA World Cup Qatar 2022™.

Stunning stadium experiences

The tournament concept ensured the smoothest possible access to each venue and brought new creativity to pre- and post-match entertainment, setting new standards in premium hospitality.

Getting into the stadiums was efficient and quick. Qatar 2022 was the first FIFA World Cup™ to offer mobile tickets to all fans. Almost 2.5 million were distributed and the system significantly improved spectator experiences: customer care cases fell by 88% compared to the 2018 competition. All stadiums were also equipped with fast WiFi connections that allowed fans to share their experiences and connect with others online. Another benchmark was set – Qatar's tournament was the first fully 5G-enabled FIFA World Cup™. With no service downtime recorded (and a call success rate of 99.8%) these networks provided a blueprint for future stadium builds. These achievements would not have been possible without the crucial input provided by telecommunications companies Ooredoo and Vodafone Qatar.

Another benchmark was set – Qatar's tournament was the first fully 5G-enabled FIFA World Cup™.

8

state-of-the-art
stadiums constructed







The most accessible tournament

Qatar had promised that the FIFA World Cup 2022™ would be for everybody. To deliver on that pledge, the country ensured accessibility was at the heart of their stadium development plans and rolled out innovations that made the tournament the most accessible mega-event ever staged.

“An oasis of calm in the FIFA World Cup™ tempest of noise.” “A safe space.” “Like a warm hug.” Or “simply incredible.” These are just a few of the words of praise people used to describe their experiences of the sensory rooms incorporated into three of Qatar’s FIFA World Cup 2022™ stadiums (and also constructed at two of Doha’s biggest fan zones). The stadium spaces allowed children, teens and young adults with autism or other neurodiverse disabilities to enjoy matches from behind tinted, soundproofed windows that filter out the noise and brightness they can find overwhelming. The rooms also offer soft cushions, soothing lights, rising bubble tubes and wall-mounted, textured boards that help users calm down and refocus, as well as sensory bags containing noise-cancelling headphones, weighted blankets and fidget toys.

Each new stadium was also built to the highest accessibility standards in everything from parking and seating to bathrooms and concession stands, while the tournament also achieved new firsts in the provision of audio-description commentary for blind or visually-impaired fans, which was available in both Arabic and English. In total, the FIFA World Cup Qatar 2022™ sold over 40,000 accessible tickets, 96% of the total available. Ticket purchasers who required wheelchair access, Easy Access and Sensory Room access were also offered one additional ticket for free for a companion to accompany them at a match. These accessible experiences were amazing experiences too, achieving a 90% satisfaction rating among those who enjoyed them.

**Over
40,000**
accessible tickets sold



Sports broadcasting moves to the next level

The innovations deployed to the stadium experience did not only serve the spectators. Qatar's investment in new broadcast technology meant that watching the tournament on television or online was almost as amazing an experience as seeing it live in person.

The FIFA World Cup Qatar 2022™ was made for television. Qatar's geographic location allowed it to schedule kick-off times to maximise audiences around the world for the 300 broadcasters transmitting it live, while the tournament's adoption of new technologies and formats made the FIFA World Cup Qatar 2022™ the most visually compelling yet. The highest-quality broadcast output was guaranteed by Qatar's investment in a state-of-the-art fibre network system that connected all eight stadiums with the tournament's International Broadcast Centre – another first for the FIFA World Cup Qatar 2022™. Some of the most popular innovations viewers enjoyed were cinematic camera angles, overhead drone shots and live footage from the teams' dressing rooms. New semi-automated offside technology introduced to support officials' decision-making also improved the broadcast view of key incidents, and the tournament's main world feed incorporated augmented reality, statistical overlays and ball-tracking data. These gave fans real-time insights that added context and interest to the action on-screen using information drawn from the new FIFA Football Data Ecosystem, which was particularly valued by younger Gen Z and Millennial demographics. Across all generations, 82% of surveyed viewers felt these new analytics provided valuable insight that enhanced the television experience for them.

To stage a successful FIFA World Cup 2022™, Qatar needed the determination to break with the tournament's hosting traditions and find its own path. The amazing occasion the country delivered showed its people at their innovative best, and opened the door for a new generation of major event hosts.

82%

of viewers felt that new analytics provided valuable insights that enhanced the television experience



The highest-quality broadcast output was guaranteed by Qatar's investment in a state-of-the-art fibre network system that connected all eight stadiums.



Qatari singer Fahad Al-Kubaisi and BTS' Jung Kook perform "Dreamers" from the FIFA World Cup Qatar 2022™ Official Soundtrack during the opening ceremony.



7. Driving urban development

An unprecedented urban masterplan

The FIFA World Cup Qatar 2022™ was about far more than what happened on the pitch. Qatar hosted the best tournament ever, but the vision and determination that made it happen have also transformed the country into an extraordinary setting for major sporting events and one of the world's must-visit business and tourism destinations.

An aerial photograph of Lusail City in Qatar, showing a large, modern residential and commercial development with colorful buildings and a prominent orange domed structure. In the background, the city skyline of Doha is visible, including the iconic crescent-shaped towers of the Lusail Sports City. The foreground shows a man-made island, The Pearl, surrounded by water.

The Pearl – Qatar's man-made island – is seen in the foreground of the new city of Lusail

Incredible infrastructure

Qatar invested in state-of-the-art infrastructure to deliver the amazing tournament experience it promised its guests, and to realise the ambitious Qatar National Vision 2030 of providing high standards of living for future generations through sustainable development. Hosting the FIFA World Cup Qatar 2022™ was always seen as an important means of accelerating progress towards that goal: a passionate call to action, a powerful catalyst for growth. The tournament provided a new focus for the USD 200 billion Qatar invested in world-class infrastructure projects over the 12 years between winning the bid and hosting the tournament: transport was advanced, communications and utilities networks were expanded and upgraded; outstanding new hotels, social and community amenities were built; beautiful beaches and pristine parks were cultivated and superb health and education facilities were developed. These game-changing investments turbo-charged the growth of many of Qatar's ultra-modern cities and transformed its connections to the country's historic cities of Al Wakrah and Al Khor as the FIFA World Cup Qatar 2022™ brought the past and future together. Collectively, this unprecedented programme of coordinated urban development enabled the economic diversification that is now establishing Qatar as an unmissable destination for events, tourism, business and learning, and positioning it as a modern gateway to the Middle East.

To ensure that all visitors could stay in complete comfort, Qatar doubled its hotel room stock between 2014 and 2022, equivalent to an additional 24,000 beds.

Doha's two airports handled

24,000

flights during the FIFA World Cup Qatar 2022™

Ready for tourism growth

The entire competition increased the country's population by 30% during its four weeks of matches. Qatar's compact FIFA World Cup™ footprint meant visitors found a stunning new development or iconic landmark to marvel at on almost every corner. To ensure that all visitors could stay in complete comfort, Qatar doubled its hotel room stock between 2014 and 2022, equivalent to an additional 24,000 beds, and brought in three cruise liners as floating hotels. It also established a joint venture with multinational hospitality company Accor that managed the largest temporary accommodation operator in FIFA World Cup™ history and created the tournament's first dedicated accommodation agency, the former providing 65,000 rooms and the latter booking an unprecedented two million bed nights for 548,000 guests for use during the tournament.

These bold investments are now supporting Qatar's rapid emergence as a world-class tourism destination. The FIFA World Cup Qatar 2022™ has left it with the hotel room supply and infrastructure needed to accommodate this rocketing demand, offering excellence in everything from airport and transfer experiences to hospitality service, and expanding capacity and capability in essential support sectors such as commercial laundry. Building a cruise terminal at Doha Port has made it a new stop for liners in the Gulf, while the development of 35,000 high-quality new apartment rooms not only provided additional tournament accommodation of a different kind but is also now helping meet growing demand for low-cost housing.

Doha Metro carried

17.4m

passengers during the
FIFA World Cup Qatar 2022™



Transport transformed

Developing Qatar's transport networks was a pre-tournament priority to enable fans to attend more than one match a day, as well as providing them with reliable, smooth, and safe mobility throughout their stay. Keeping the country moving was a huge challenge for the tournament organisers, but one they met in full. The resulting upgrades are now making the country more accessible to international visitors and helping residents travel more easily and sustainably too. Its highway network underwent a four-fold expansion between 2013 and 2022. The flagship Doha Metro expansion project was successfully completed and operational three years ahead of the tournament and has delivered USD 1 billion in socio-economic benefit already. Across the tournament, it carried 17.4 million passengers safely and smoothly, with daily use peaking at 827,000 and the average of 601,000 travellers being three times the usual number. It continues to see growing levels of use as a result of establishing itself as a safe reliable and convenient mode of transport.

Doha's two airports handled 24,000 flights across the tournament and left 97% of guests satisfied or very satisfied with their arrival and departure experience. The state of the art Hamad International Airport was completed and has since been named the best in the Middle East and rated second in the world by the Skytrax World Airport Awards 2023. Designed as a diverse lifestyle destination as well as a global travel hub, the airport offers more than 180 world-class dining and shopping options, as well as exceptional entertainment, captivating art collections and luxurious relaxation facilities. Following its opening, Qatar saw a 132% increase in the international visitors during the first 10 months of 2023 compared to the same period in 2022.



Building a city of the future: Lusail

The ambitious investment into infrastructure didn't stop there. The FIFA World Cup Qatar 2022™ also accelerated the country's largest development that has been 20 years in the making – the city of Lusail.

Nowhere typifies the country's forward-looking ambition more than Lusail, Qatar's new smart city and now a major global name as an extraordinary FIFA World Cup™ final host. Lusail is a compact city. It covers 400 million square feet and will be home to 200,000 people when the last of its 19 superb residential, commercial and entertainment districts are complete. It is also a smart city and a sustainable one.

Lusail runs on state-of-the-art integrated information and community technology infrastructure, including city-wide WiFi and a full fibre-optic network.

and community technology infrastructure, including city-wide WiFi and a full fibre-optic network. All buildings have been constructed to a minimum two-star Qatar Sustainability Assessment System standard, and hi-tech energy-saving solutions have been incorporated into all areas of city life.

Lusail City is Qatari Diar's flagship project and is part of the Qatar National Vision 2030. The lure of the FIFA World Cup Qatar 2022™ brought new investor interest and increased the pace of its construction as the tournament approached. The city has been designed to offer a rich mix of facilities for work, leisure and recreational activities. It features commercial towers, hospitals, ports, golf courses, retail spaces, schools, mosques, sport and entertainment centres, public avenues, recreational areas, cultural centres and shopping centres. The city will continue to draw tourism, boasting 15 international star-rated hotels and prominent attractions including the Lusail International Circuit, Lusail Winter Wonderland and a bustling marina with a palm tree-lined promenade.

On 18 December 2022, Lusail joined the likes of London, Paris, Rio de Janeiro, Berlin and Rome in one of the planet's most exclusive clubs: hosts of the FIFA World Cup™ Final. Lusail welcomed 1.6 million international visitors during the FIFA World Cup Qatar 2022™, many arriving via the city's metro station, which accommodated an average of 120,000 passengers daily. The final itself – staged on Qatar's National Day – saw 292,000 people use its platforms, while 300,000 flocked to Lusail Boulevard to celebrate. Like the tournament as a whole, Lusail was imagined as a gateway to an advanced future that remains rooted in Qatari culture and tradition. It was the perfect – and most symbolic – place to play the final.

Lusail welcomed

1.6m

international visitors during FIFA World Cup Qatar 2022™

Lusail's metro station accommodated an average of

120,000

passengers daily

The city now has 15 international star-rated hotels, and the rich mix of entertainment, hospitality and leisure experiences it offers will continue to attract tourism and investment for the long term.





An investment into food safety

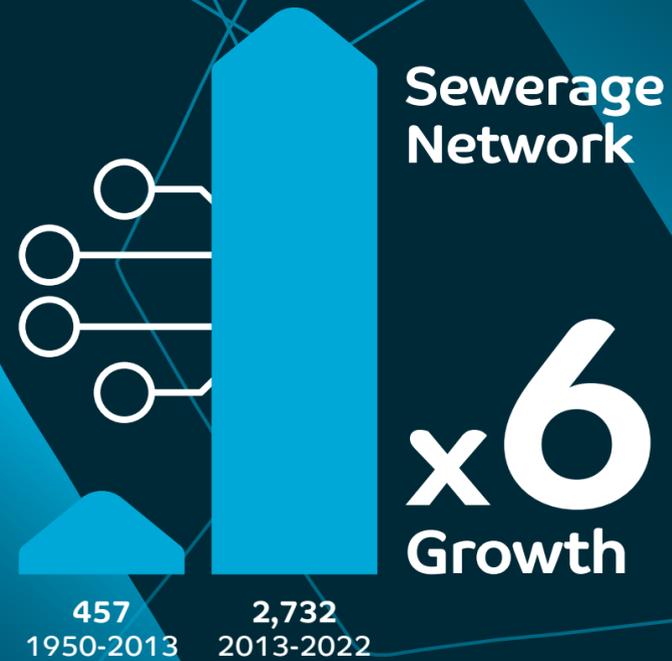
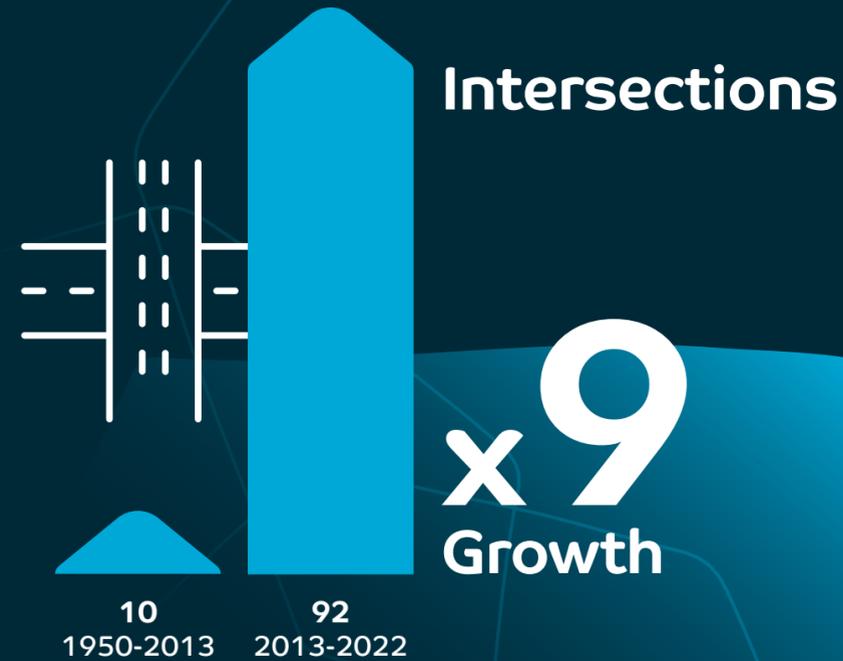
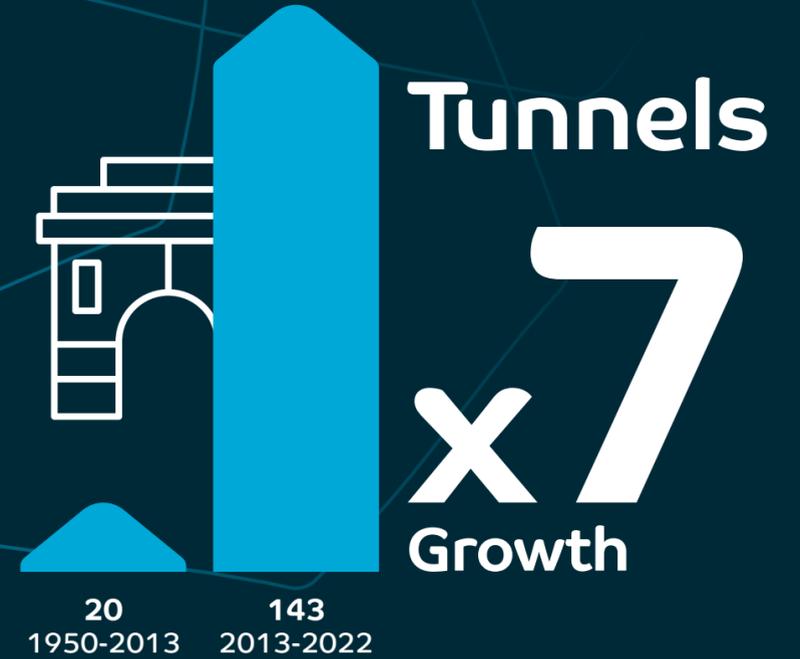
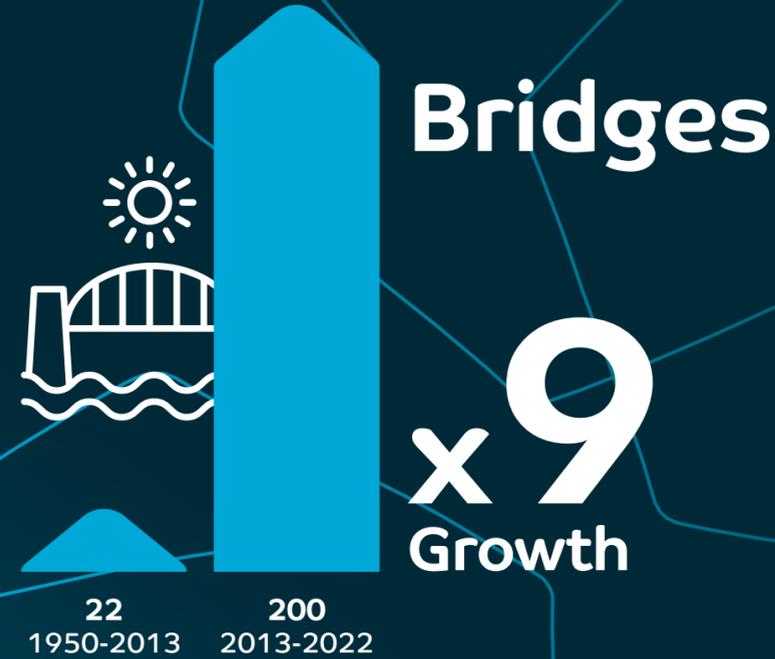
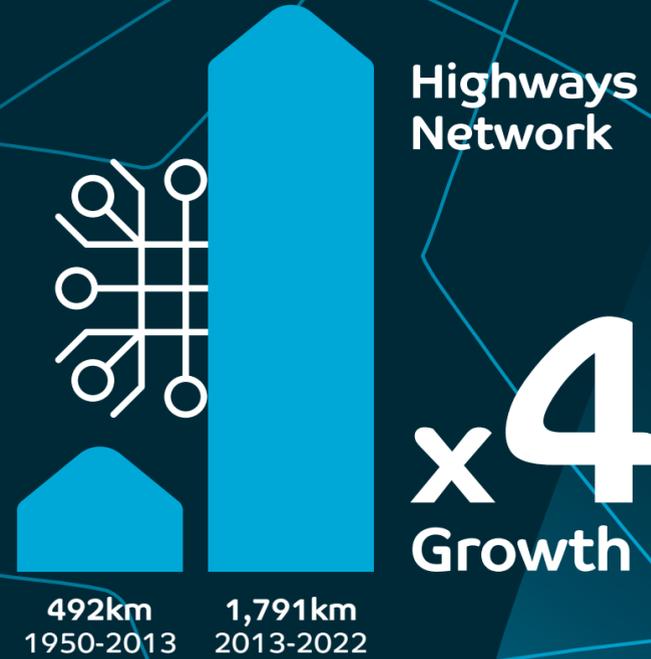
Hosting the FIFA World Cup Qatar 2022™ also helped Qatar accelerate planned investment in food security infrastructure. Guaranteeing food and drinking water supplies for the tournament's million-plus visitors was a top priority for the mega-event and addressed by the opening in 2021 of a Strategic Food Security Facilities Terminal in Hamad Port. The terminal was built to the highest global standards and used the latest technology to raise Qatar's food storage, handling, packing and transportation capabilities. As well as supporting the FIFA World Cup Qatar 2022™, the new facility is also an important element of the country's National Food Security Strategy and has enhanced its status as a key regional hub for food exports.

The Qatar that staged the FIFA World Cup 2022™ is almost unrecognisable from the country that was awarded the tournament's hosting rights in 2010. The intervening 12 years of visionary planning, sustained investment and determination to deliver have transformed Qatar into one of the trend setters of the 21st century and made it a destination the whole world wants to see.

Guaranteeing food for the tournament's million-plus visitors was a top priority for the mega-event and addressed by the opening in 2021 of a Strategic Food Security Facilities Terminal in Hamad Port.

Accelerated growth

Comparison of the volume of infrastructure development in Qatar between 1950-2013 and 2013-2022





8. Environment at the heart

A sustainability blueprint

The FIFA World Cup Qatar 2022™ set new standards for sustainability in sport. Qatar's compact hosting model meant there were no internal flights needed compared to previous editions of the tournament where matches were hosted across multiple cities and air travel was required. Free travel on its expanded electric transport network saw 119,000 car journeys avoided every day. The 44 specially-built electric sub-stations used across the temporary facilities at FIFA World Cup Qatar 2022™ stadiums and precincts replaced 90% of temporary diesel generators, providing greener grid power and reducing air pollution.

A steadfast commitment

Qatar's iron commitment to minimising environmental impact was crystal clear throughout its mega-event planning and delivery, and will play a vital role in its far-reaching legacy ambitions over years to come. The FIFA World Cup Qatar 2022™ Sustainability Strategy was inspired by the Qatar National Vision 2030's focus on balancing the rapid growth and diversification of the country's economy with social development and protecting the environment. It also aligned Qatar's efforts to directly advance sustainable development with the UN's Sustainable Development Goals (SDGs) that aim to protect the planet. As the most comprehensive sustainability strategy in FIFA World Cup™ history, and the first to be created jointly by the host nation and the sport's governing body, this strategy helped the tournament become the first edition to achieve ISO 20121 certification for event sustainability, following an extensive audit process that began a year in advance of the mega-event's kick-off.

The FIFA World Cup Qatar 2022™ became the first edition to achieve the ISO 20121 certification for event sustainability.

A comprehensive climate action plan

Qatar established a five-step programme for climate action around the FIFA World Cup Qatar 2022™. The first step was to raise awareness among stakeholders of its ambitious sustainability goals and how they could help achieve them. Next, the tournament closely monitored its carbon inventory, a process that began as early as 2011 and allowed its full footprint to be calculated by a specialised independent carbon consultancy. Qatar's third step was to develop a range of innovative initiatives that would mitigate many of the 3.6 million tonnes of greenhouse gas emissions that the tournament was expected to produce. Many of these were pre-planned but accelerated projects offering wider long-term environmental benefits, such as a huge new solar power plant. Under step four, the State of Qatar would also donate carbon credits through the Global Carbon Council. The GCC is a Qatar-based initiative of the Gulf Organisation for Research and Development that operates and certifies a voluntary carbon marketplace enabling mega-events like the FIFA World Cup™ to offset their emissions. Finally, the programme committed the tournament to delivering a low-carbon legacy for the Gulf region and beyond. Qatar is now delivering on this pledge through the green travel, stadiums and solar power facilities it has in place.

Qatar's five-step programme for climate action



Re-using, re-filling, recycling

Circular solutions were also a central element of the Qatar 2022 sustainability strategy. Ahead of the tournament, the country's public and private sectors worked collaboratively to develop its recycling market, and all stadiums had dedicated waste recycling and composting facilities. During the FIFA World Cup Qatar 2022™, fan activations, social media campaigns and workforce training programmes all encouraged recycling, while each of the eight million drink bottles sold at official tournament venues and fan zones were made entirely from recycled PET.

At the same time, Qatar pioneered smart solutions for minimising waste behind the scenes. These included replacing disposable cutlery with washable items in staff restaurants, and repurposing FIFA Arab Cup 2021™ banners to make distribution bags. Workers were also given refillable water bottles and access to refill stations in rest areas and canteens, and surplus catering meals was donated to local charities as far as health and safety regulations allowed.

The tournament also monitored its suppliers' efforts to minimise their own impacts, applying a Sustainable Sourcing Code to more than 90% of high-risk procurements. The code was developed in consultation with experts in sustainable procurement for sporting mega-events and aligned with both ISO 20400 Sustainable Procurement Guidelines and the UN Guiding Principles on Business and Human Rights.

During tournament time,

77%
of the waste from stadium operations was recycled or composted

All 8m
bottles sold across official tournament venues and fan zones made from recycled PET

Sustainable sourcing was applied to over

90%
of high-risk contracts





The use of the Doha Metro System and Lusail Train system resulted in

119,000

fewer car journeys every day and 8,500 tonnes of CO2 emissions avoided

750

electric buses were supported by the installation of 500+ new charging points and the creation of the world's largest electric bus depot



Green spaces and travel

The prospect of welcoming more than one million visitors to Qatar for the FIFA World Cup Qatar 2022™ also acted as a catalyst for significant environmental improvements to many of the country's public parks and recreational facilities. Attractive green spaces were created around the stadiums. The centre of Doha was remodelled to promote walking and cycling, with interconnecting footpaths, harmonised landscaping and strategic shading creating a high-quality public realm. Pedestrianised links established between residential areas, business districts, transport hubs, retail spaces and visitor attractions are now complemented by a broad network of multi-purpose cycle paths that allow bikes and e-scooters to cross the city. Public spaces such as the iconic Doha Corniche were also enhanced to provide amazing communal experiences during the tournament and exciting new recreational opportunities after it.

Nasser Al Khater, CEO of the tournament operator FIFA World Cup Qatar 2022 LLC, said of the host's commitments: "Sustainability has been at the heart of Qatar 2022 from the start, and the independent recognition of the delivery of best practices reflects our enduring commitment to it. I hope future tournament organisers will look to us as a model for hosting a mega-event."



A fast track to sustainable travel

Green travel is a key component of the Qatar National Vision 2030, and was prioritised in FIFA World Cup Qatar 2022™ planning. The state-of-the-art Lusail Tram system was operational for tournament use, while the Doha Metro expansion project was completed ahead of schedule. Construction of more than 3,500km of new roads and 300 bridges and tunnels was accelerated and the country's bus network benefited from the introduction of 750 new electric models. Visiting fans and Qatar residents were given access to the upgraded public transport network through the free Hayya Card. It was the first of its kind and integrated tournament ticketing, transport, accommodation and immigration systems. Some 2.4 million people applied for a card and its accompanying app was downloaded 3.5 million times. In a survey of users, 96% said they were satisfied with the overall experience.

Qatar's transport network is now both more sustainable and more accessible than it was before hosting the mega-event.

The long-term benefits of these investments will be even greater. Qatar's transport network is now both more sustainable and more accessible than it was before hosting the mega-event. All 37 Doha Metro stations are wheelchair friendly, while station platforms and pavement kerb cuts have tactile platform marking for blind or visually-impaired passengers, and the city has a fleet of accessible taxis and minibuses available for hire. Post-tournament, Lusail is now home to the world's largest electric bus depot. And the Doha Metro and Lusail Tram system are also reducing pollution by encouraging fewer people to drive. During FIFA World Cup Qatar 2022™ alone, the combined 18.2 million journeys they enabled equated to 119,000 car journeys avoided and 8,500 fewer tonnes of CO2 emissions every day.

Smart stadiums set new sustainability standards

Qatar's spectacular FIFA World Cup 2022™ stadiums made a bigger impact on the eye than they did on the planet. Each venue was designed not just to provide perfect playing and viewing conditions for teams and spectators, but also to minimise its environmental impact before, during and after the mega-event.

All eight stadiums achieved new levels of green certification under the Global Sustainability Assessment System (GSAS), thanks to their advanced design's prioritisation of energy efficiency and the recycling or reuse of materials wherever possible, and operational management that minimised water use and the production of waste. During construction work, sustainable building methods enabled an impressive 79% of all waste generated to be diverted from Qatar's landfill sites. Once in use, the smart venues of the FIFA World Cup Qatar 2022™ proved themselves 40% more efficient and used 42% less water than international benchmark standards. Together, these achievements helped the tournament become the first FIFA World Cup™ to seek and attain green building certification for their design, build, construction management and operation.

Qatar's FIFA World Cup™ stadiums also won the approval of the communities around them. Local residents were consulted in the planning stage to understand the facilities they wanted the tournament to leave behind. These priorities were then incorporated into the masterplan drawn up for the future of the venues and the precincts around them, ensuring they will be valuable, well-used and much-loved community assets for decades to come.



Qatar's stadiums are

30%

more efficient and use 42% less water than international benchmarks





Cutting emissions beyond the final whistle

One of the most impressive and important pieces of infrastructure completed to support the FIFA World Cup Qatar 2022™ went unseen by the tournament's million-plus guests. It was not the award-winning Hamad International Airport; it was not one of tournament's eight stunning stadiums, or any of the expanded and upgraded transport links that serve them. Instead, it sits shimmering in the desert sun 80km west of Doha, a vast 21st century oasis of light the size of 1,400 football pitches – enough to play all the matches of 21 FIFA World Cups™ simultaneously. The Al Kharsaah solar power plant is the future of energy generation in Qatar: it helped mitigate unavoidable emissions from the FIFA World Cup Qatar 2022™ and will play a central role in the country's transition to a low-carbon future.

Construction of the 10km², 800MW solar power plant was accelerated by preparations for the tournament so that it could begin operating in October 2022. Equipped with state-of-the-art bifacial solar modules that capture direct sunlight on their upper side and rays reflected off the ground on their reverse, the plant generated enough energy in its first three months to power all eight FIFA World Cup Qatar 2022™ stadiums throughout the mega-event and mitigated 50% of its emissions. Over the period to 2050, Al Kharsaah will provide 10% of Qatar's energy needs and reduce the country's CO₂ emissions by 26 million tonnes.

Qatar turned to nature as well as technology in seeking long-term solutions that would support the tournament's sustainability goals, and those of the Qatar National Vision 2030 (QNV). The FIFA World Cup Qatar 2022™ established its own 880,000m² nursery to contribute to the QNV's target of growing one million trees by the end of the decade to combat CO₂ emission. The carbon capture and storage capabilities of a single tree equates to 6.631kg of CO₂ per year, a figure expected to grow over the anticipated 135-year lifespan of each.

Qatar focused on minimising carbon emissions throughout FIFA World Cup Qatar 2022™, but the additional measures it took to mitigate any emissions it still produced will provide long-term benefits for the country's environment too.

The Al Kharsaah solar power plant will mitigate

50%

of all emissions created by FIFA World Cup Qatar 2022™

1m

trees planted and grown to support climate action goals and cut emissions

880,000m²

tree nursery established

Harvesting the power of the desert sun:
A view of Qatar's state-of-the-art solar farm,
where innovation meets sustainability.



Qatar 2022 powers a solar revolution

One of the most impressive sustainability innovations developed around the FIFA World Cup Qatar 2022™ could revolutionise the generation of solar power around the globe.

SUNPave was one of the winners of Challenge 22, a start-up initiative designed to encourage the development of new technologies and innovations that could support Qatar's hosting of the FIFA World Cup Qatar 2022™. The company invented and patented walkable solar panels, which were embedded in floor tiles and tested successfully at Al Thumama Stadium.

SUNPave co-founder Mohammad AlGammal and his team overcame

challenging barriers to make their solar tiles viable. They created a new design that does not need the panels to be angled towards the sun to capture energy, and developed materials that ensure they will not break when walked on or driven over. "At this point," Mohammad said, "our tiles are strong enough for golf carts to pass over them, or even fire trucks in case of emergencies".

The test area at Al Thumama Stadium covered only the space needed to park six cars, but generated enough energy to power a three-bedroom apartment. SUNPave now plans to install more tiles across Qatar and the Middle East to revolutionise solar power and improve sustainability across the region.

9. Sport for all

Inspiration for the next generation

Sport is not just about winning or breaking records. It is about pushing boundaries, overcoming barriers and striving to be better, day after day. The spirit of ambition and determination that drives the world's greatest athletes is fuelling Qatar's development as a sporting nation too. The Qatar National Vision 2030 has always placed sport at the heart of its plans for a sustainable future. It identifies sporting excellence as a lever for economic diversification, a source of cultural enrichment and an agent of social change. The FIFA World Cup Qatar 2022™ was each of those, and much more besides. It strengthened Qatar's reputation and pride in its abilities as a major event host. It lifted elite football to the next level and expanded the grassroots game. It is pushing the country forward in other sports, such as athletics, too.



A growing football nation

Qatar is passionate about all sport, but especially about football. It has always been the national game, but never more so than as the FIFA World Cup Qatar 2022™ approached. The coming of the tournament attracted interest far beyond the sport's core fanbase: in 2019, 76% of Qataris described themselves as fans of the game itself, while 83% were keen to attend FIFA World Cup Qatar 2022™ matches.

Qatar is passionate about all sport, but especially about football.

Qatar's supporters had plenty to cheer as the national team made great strides heading into their first FIFA World Cup™. Hard work and dedication helped them capitalise on the success of the Aspire Academy, the elite training facility that produced 18 of the tournament squad. When the team kicked off their first match of the prestigious tournament, their world ranking had risen to 50th from 113th when Qatar was selected as host in 2010. Across the years between, the national side won the Asian Football Confederation (AFC) Asian Cup UAE 2019 and were CONCACAF Gold Cup semi-finalists in 2021. After that first success, winger Akram Afif was named AFC Asian Player of the Year.

The next stage in Qatar's football development will be powered by the growth of its main domestic competition, the Expo Stars League. A partnership with FIFA that began in 2022 will see experts from the world governing body and international sporting institutions support clubs in the league's top two divisions to become model organisations for management and administration.

Over 10,000

players from 70 different nations take part in the Qatar Community Football League (QCFL) and Worker's Cup

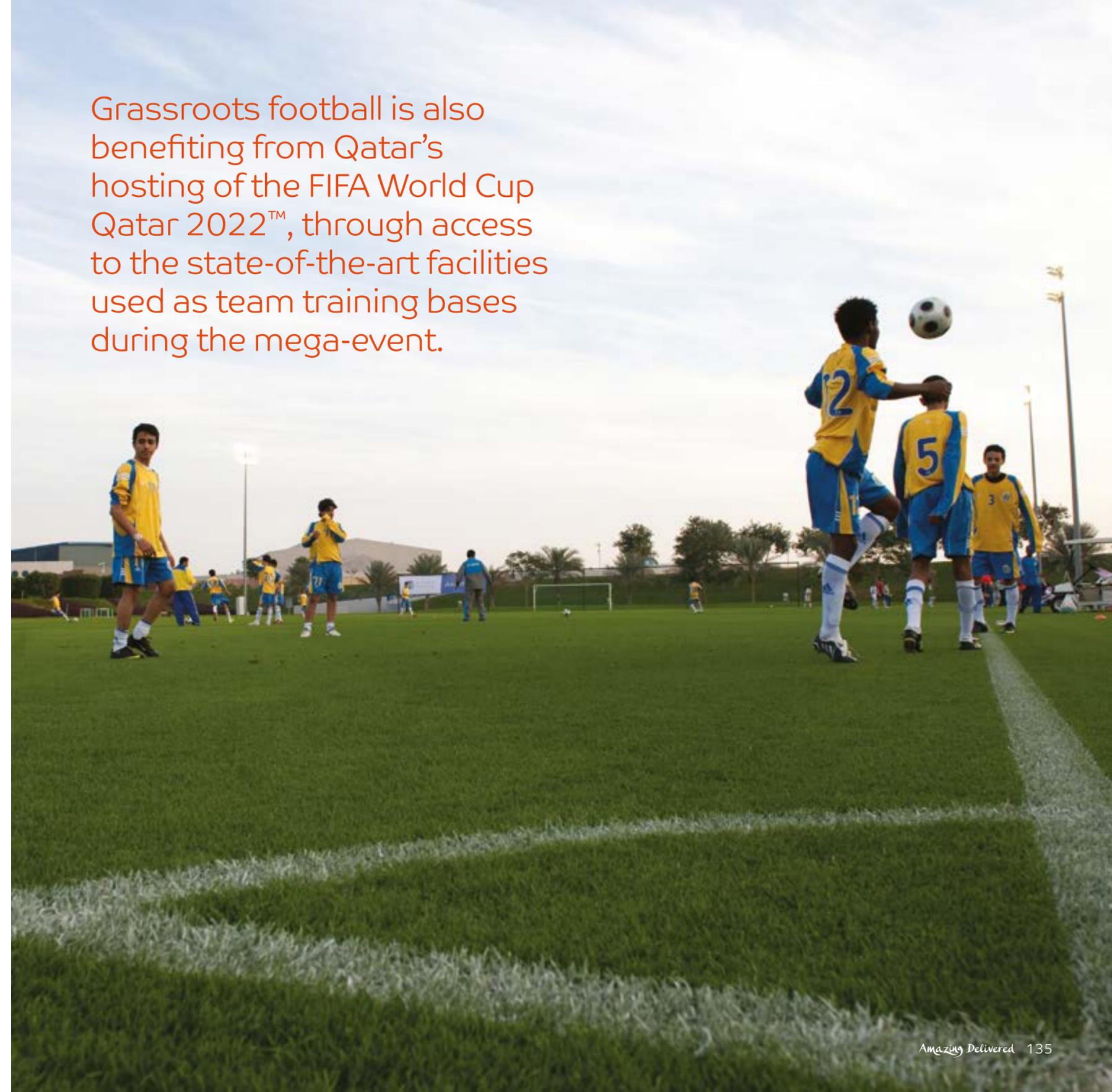
Grassroots football is also benefiting from Qatar's hosting of the FIFA World Cup 2022™, through access to the state-of-the-art facilities used as team training bases during the mega-event. The Qatar Community Football League (QCFL) was founded in 2016 by the Supreme Committee for Delivery & Legacy and run in partnership with Evolution Sports Qatar. It began with 24 teams and fewer than 400 players. Today more than 2,000 men, boys and girls turn out for almost 90 teams, each week. Enjoying competitive football in amazing venues is good for everyone taking part: 95% of surveyed players said it had improved their quality of life, while the same proportion said it had helped them live a healthier lifestyle.

As well as playing in the four boys' and two girls' leagues of the QCFL, children aged 7-16 across Qatar are able to improve their health and wellbeing through the non-competitive football sessions offered by award-winning community initiative Koora Time. Based on the FC Barcelona Foundation's FutbolNet methodology, Koora Time provides regular opportunities to enjoy physical activity outside school. Among the 100,000 children who have taken part since 2013, some 95% have lowered their BMI as a result.

18

players from the Qatar National Team during the FIFA World Cup Qatar 2022™ graduated from Aspire Academy

Grassroots football is also benefiting from Qatar's hosting of the FIFA World Cup Qatar 2022™, through access to the state-of-the-art facilities used as team training bases during the mega-event.





More sports, more success

Football is the most-played sport in Qatar, but it is not the only one in which the nation is making gains. High jumper Mutaz Essa Barshim won Qatar's first Olympic medal – a silver – in 2012 and added its first gold at Tokyo 2020. In between, the Aspire Academy elite training centre graduate became world champion and World Athletics' men's athlete of the year in 2017. Including Barshim's gold, Qatar won three medals at the Tokyo Games and followed up with 14 at the 2023 Asian Games, five of them gold. In other sports, rally driver Nasser Al Attiyah is a five-time winner of the famous Dakar Rally.

To build on these successes, the Qatar Olympic Committee has launched Team Qatar Club. This online sports community is inspiring young people to play sport competitively and builds on the success of the Be an Athlete programme in nurturing the next generation of Qatari sportsmen and women. These successes are celebrated annually on Sports Excellence Day, another platform for building the nation's sporting culture.

Qatar now has the facilities to develop this next winning generation – and to support the performance of athletes from all over the world. The elite training bases created for the FIFA World Cup Qatar 2022™ followed the example of the Aspire Academy in developing state-of-the-art practice and medical facilities. Aspire's strategic ambitions are fully aligned with those of the Qatar National Vision 2030 and see 6,000 children aged 6-12 take part in its skill development and talent identification programmes each year. Qatar's next great champions will be among them.

Qatar now has the facilities to develop this next winning generation – and to support the performance of athletes from all over the world.

Qatar rose

63

places in the FIFA rankings between 2010-2022

95%

of QCFL players believe that the league improved their quality of life



Education City Stadium: A new centre for women's sport

Helping more women and girls play sport is key to achieving the Qatar National Vision 2030. The FIFA World Cup Qatar 2022™ always had a strong focus on supporting the aims of the Qatar National Vision 2030 in empowering women. Preparations for the tournament provided an opportunity to train and involve more women in delivering major sporting events in the country and the wider region. The excitement generated by the competition itself has inspired more women to both participate in and spectate sport. The participation facilities built around it are providing new opportunities for them to do so.

Helping more women and girls play sport is key to achieving the Qatar National Vision 2030 goal of improving the country's health through physical activity. Plans for the future of Education City Stadium, one of the tournament's seven new stadiums, will accelerate that progress again.

The repurposed facility will be a new hub for Women's Sport at all levels. Oxygen Park, the 130,000m2 green lung at Education City's heart, is already a thriving centre for informal play. Training sessions for women and girls organised by Qatar Foundation and Generation Amazing are popular and growing. Building on this success by developing other new pathways into sport is the next priority. Programmes to expand participation opportunities for girls especially will be linked to Qatar Foundation's schools and community initiatives.

At an elite level, Education City Stadium will become a high-performance training centre for sportswomen from around the world. It will house a running track, gyms and multi-purpose sports halls. It will host educational organisations delivering female-focused courses and training. It will stage world-class events and conferences dedicated to advancing women's sport. It is also hoped the Education City Stadium itself will be the home of the Qatar women's national football team, and ultimately new professional women's sports leagues too.

Sahar ElRefai, a petroleum engineer and personal trainer, is one of those helping Qatari women improve their physical and mental health by embracing sport and active lifestyles. She said of Education City Stadium's transformation: "It is by having such highly-equipped facilities and creating that safe space in which to grow and compete that women are empowered. It's amazing – and incredibly inspirational – to witness Qatar removing all sorts of barriers so women can adopt healthy lifestyles."



Women have different needs and requirements... The redesigned space, which aims to serve as a home for women's sports, will look at how to remove any and all barriers. We want to respect their needs, understand them, and make it possible for them to exercise easily and comfortably.

– Alexandra Chalat, Director of World Cup Legacy, Qatar Foundation



1m

people in disadvantaged and underprivileged communities across over 75 countries worldwide benefited by Generation Amazing



Generation Amazing: Passing it on

Generation Amazing is a global social development initiative which uses the power of football and sport as a catalyst for social change and has been spreading a message of positivity, inclusion and hope since 2010. It was set up to fulfil the promise Qatar made in its FIFA World Cup™ bid to create a global programme for social development driven by the power of football. By the time the 2022 tournament began, Generation Amazing had achieved its goal of benefiting one million people in disadvantaged and underprivileged communities in more than 75 countries worldwide.

Generation Amazing supports the United Nations' Sustainable Development Goals. It uses football training methods on and off the pitch to promote inclusivity, regardless of sex, religion, age or race. It teaches life skills such as communication, organisation, leadership and teamwork. The programme targets places that are struggling with poverty, unemployment and pervasive social problems. It reaches out to others that have been affected by natural disasters or resource scarcity. Taking part in Generation Amazing activities helps restore a sense of normality to young people in these areas, and gives their youth leaders the skills and confidence to build development projects that improve their communities' lives.

Sayed Alam is among the one million people around the world who have been touched by Qatar 2022's Generation Amazing programme. Sayed was supported by Generation Amazing when he arrived in the country as a refugee from Afghanistan. He now works in the USA as a translator and journalist, and is studying for a master's degree, but he will never forget the impact Generation Amazing made on him.

In a keynote speech for the International Day of Sport for Development and Peace, Sayed told the World Federation of United Nations Associations: "The days at Generation Amazing taught me that no matter what was going on in life, no matter where you were or where you came from, sports have always brought people together and brought smiles to billions of people worldwide. So I'm speaking to you today, and to millions of people worldwide, to tell you that sport saves lives and brings us all together, regardless of the dark times."

Generation Amazing has now trained 2,300 coaches and teachers to support its initiative. The programme has built and refurbished 41 football pitches in countries afflicted by natural disasters, poverty, unemployment, violence, resource scarcity, and pervasive social issues. It has partnered with the world's largest humanitarian organisation, the International Federation of Red Cross and Red Crescent Societies, to create football for development programmes that are supporting vulnerable young people in 22 countries across the Middle East, Asia, Africa and South America.

Generation Amazing is now setting new targets again. With every amazing generation it helps, it is creating new advocates for its values and ambitions. Speaking at the 2022 Generation Amazing youth festival, former England captain David Beckham summed up the spirit that drives it on. "Even before this festival kicks off, more than a million lives have been touched to create an inspirational global community of coaches, educators and new young leaders," he said. "It all began as a dream. That is now yours. So please be inspired and pass it on."

2,300

coaches and teachers trained by Generation Amazing

Generation Amazing is a global social development initiative which uses the power of football and sport as a catalyst for social change.



“

More than a million lives have been touched to create an inspirational global community of coaches, educators and new young leaders ... it all began as a dream. That is now yours. So please be inspired and pass it on.

– David Beckham

”

10. Building stronger communities

An agenda for social change

Nothing symbolises the importance of community to Qatari society more than the *majlis*: a distinct “place of sitting” where friends, family and neighbours gather to discuss local issues, exchange news, socialise and strengthen their bonds with one another. The *majlis* is where the community gathers to resolve problems, where it celebrates marriages and pays condolences to the bereaved. So significant is it that, in 2015, the *majlis* was added to UNESCO’s Intangible Cultural Heritage list as a precious living expression of ancestral rites and social practices passed down through the generations.





The culture of the *majlis* endures alongside the urban, social and economic development of Qatar the FIFA World Cup 2022™ has accelerated. The country is a unique fusion of modernity and heritage: transforming itself into a major global hub by embracing its vibrant historic culture and proud identity, rather than abandoning them.

The *majlis*, and all it represents, is one of the traditions that is shaping contemporary Qatar.

The FIFA World Cup Qatar 2022™ significantly contributed to community development and spirit in Qatar. The brand-new neighbourhoods created around the tournament's stadiums were all designed in consultation with the people who would be living in them, to ensure their needs and ambitions were met. The FIFA World Cup Qatar 2022™ brought established communities together too. Inclusive community partnerships used event preparations to develop the skills of local leaders and support them in sharing their acquired knowledge and skills with others. For example, a Youth Ambassador programme engaged 14-21-year-olds in sporting and cultural activities, while grants were provided to seed-fund organisations and projects which worked to improve the quality, health, wellbeing and confidence of communities in Qatar. The highest-profile of these social development initiatives is the country's National Sports Day. The public holiday, which occurs every second Tuesday of February each year, was established in 2012 and is a fun occasion that unites the population in a celebration of sport and wellness, promoting the importance of healthy lifestyles.

Improving quality of life

Inspiring the nation to be more active was also a driver of the previously mentioned Healthy FIFA World Cup Qatar 2022 project. Created in partnership with FIFA and the World Health Organisation (WHO), and launched in 2021, the initiative recognised the power of sporting mega-events to improve people's health around the world and sought to maximise the positive impact of Qatar's tournament. It agreed a range of measures to ensure the competition was staged safely; modelled the integration of health, security and wellbeing measures for future hosts; and encouraged the people of Qatar to be more active, improve their diets and cut their tobacco use. When the FIFA World Cup Qatar 2022™ came round, 96% of residents surveyed said they believed hosting the tournament had made the country healthier and increased participation in sport.

96%

of Qataris believe hosting the FIFA World Cup™ has made the country healthier and increased participation in sport

Access for all

Qatar's inclusive approach to stadium design was extended beyond the competition itself to transform the way in which people with disabilities are able to access the country's public spaces and transport networks. It was driven by the Supreme Committee-established Accessibility Forum, to involve people with disabilities in shaping its spaces and services with their needs in mind, and supported by Qatar Foundation – a not-for-profit organization where centres and programmes focused on education, research and innovation, and community development intertwine for the benefit of Qatar, and the world. Input from the 30 organisations that participated in the Forum steered the expansion of accessibility requirements to ensure infrastructure such as fan zones, cultural venues, accommodation and transport met the same high standards as the stadiums themselves.

This wider commitment to improving accessibility across Qatar was enshrined in the FIFA World Cup Qatar 2022™ Sustainability Strategy. This enabled accessible design to be built in to all the infrastructure development programmes that were accelerated by the tournament's timelines. Qatar Tourism ensured all new hotels met accessibility standards and had agreed minimum numbers of accessible rooms, but the most far-reaching change was achieved in public transport provision. Here, all key stakeholders worked with the Accessibility Forum to ensure the network's upgrade and expansion met the very highest international standards for inclusion. As a result, all 37 Doha Metro stations are wheelchair-accessible; the Ministry of Transport's ground transport operator, Mowasalat, has introduced new fleets of accessible taxis and minibuses; a dedicated pedestrian strategy has been introduced across the capital; and the new Lusail Tram system has been built to the same accessibility specifications as the Doha Metro.

Qatar's promise was to deliver the most accessible FIFA World Cup™ ever. The fulfilment of that pledge has made the country one of the world's most accessible too.

30

organisations participated
in the Accessibility Forum

All 37

Doha Metro stations are
wheelchair accessible



Supreme Committee Secretary General, HE Hassan Al Thawadi, speaking at the Accessibility Forum launch in event in Doha .



A targeted
1,000,001

children living in street situations to be provided basic services by 2026 through the One Million and One Campaign created by Qatar Foundation and Street Child United

28

teams representing 25 nations played in the Street Child World Cup

50+

non-profit organisations involved in the One Million and One Campaign

Qatar and the Street Child World Cup: Transforming lives

“When people see me on the streets, they say I’m a street child. But when they see me playing football, they say I’m a person.”

– Andile, 14, South Africa, participant in Street Child World Cup

That poignant insight into the lives of young people living in street situations was the spark that led to the creation of the Street Child World Cup. After hearing about children like Andile, a homeless child in South Africa who took pride in playing football, charity worker John Wroe set out to co-found the tournament as a means of bringing change to the lives of street children around the world.

Qatar Foundation hosted the fourth Street Child World Cup at Doha’s impressive Education City sports complex immediately before the FIFA World Cup Qatar 2022™ kicked off. The 28 teams representing 25 nations played in World Cup-format boys’ and girls’ competitions. Like the FIFA World Cup Qatar 2022™ itself, the boys’ final ended with a thrilling penalty shoot-out, in which Egypt edged out Pakistan 4-3, while the girls’ competition saw Brazil win their second title in a row, beating Colombia 4-0. Off the pitch, all players were able to take part in art workshops and child-friendly congress sessions that shone a light on the adversities vulnerable young people face in street situations, such as access to education, protection from violence, gender equality and lack of birth registration.

The tournament will also leave a legacy for homeless children all over the world through the One Million and One Campaign created by Qatar Foundation and Street Child United. Launched during the FIFA World Cup Qatar 2022™, this humanitarian initiative aims to provide legal identities for 1,000,001 children living in homeless situations by the start of the next tournament in 2026, to help them access basic services such as education, health and social care. More than 50 non-profit organisations that help street-connected young people are involved in the campaign, which is being supported by similar events at Cricket World Cup 2023 and the 2024 Olympic Games.

The Qatar tournament has already started forcing change: after three members of the Bangladesh team were unable to get passports because they lacked birth registration, the country’s Supreme Court demanded its government make changes to the identification process. “And it has been simplified,” said John. “This will have implications for 1.3 million street children. The fact that three children can enable identity for over a million others in Bangladesh is quite phenomenal.”



Keeping refugees in the picture

Qatar's pledge that FIFA World Cup Qatar 2022™ would be a tournament for everyone extended far beyond its borders to reach many of the most displaced and dispossessed people on the planet.

FIFA Qatar 2022 for All: Sharing the Joy of Refugees and Displaced was conceived by the Qatar Red Crescent Society (QRCS) and Qatar Charity as a means of using the FIFA World Cup Qatar 2022™ to further its mission of mobilising the power of humanity to improve the lives of vulnerable people. Through collaboration between the QRCS, Qatar Charity, Qatar's Ministry of Foreign Affairs, the Qatar Fund for Development, the Supreme Committee for Delivery & Legacy, and the BeIN Sports network, the initiative saw matches across the tournament broadcast on giant screens assembled in more than 50 locations in areas afflicted by conflict or that host refugees. These included Jordan, Iraq, Lebanon, Palestine, Syria and Yemen in the Middle East; Sudan and Mauritania in Africa; Bangladesh in Asia; and Turkey in Europe.

Across the four exciting weeks of competition, some 180,000 people were able to enjoy the action together and know their plight is not forgotten. Helping so many to "participate and share the joy", said Qatar's Assistant Foreign Minister Lulwa Al-Khater, offered "a glimmer of hope for our refugee and displaced brethren."

180,000

refugees watched the tournament across 50 locations afflicted by conflict or host refugees through FIFA Qatar 2022 for All

11. Empowering our people

Qatar's commitment to using the FIFA World Cup Qatar 2022™ as a transformative platform for human development in the country has expanded educational opportunity, significantly improved workers' welfare, built new expertise in major event hosting and created a regional culture of volunteering.





96%

of tournament workers protected by the wage protection system

113 Workers Welfare Forums established representing

23,500 workers

98%

of tournament workers were satisfied with their rights

More than 200,000

workers protected by the new welfare standards during the FIFA World Cup Qatar 2022™

A platform for human development

“There is a now and there is a ‘before Qatar,’ and there is a huge difference between the two.”

That recognition of the transformation the FIFA World Cup Qatar 2022™ brought to workers rights in the country came from Sharan Leslie Burrow, the General Secretary of the International Trade Union Confederation. It could apply to many areas of Qatar’s economy and society, but was a specific reflection on the powerful positive change Qatar has brought to workers’ rights since being named as the tournament’s host in 2010. The country prioritised improving the welfare of workers in its construction and service industries, and the conditions under which the majority were employed. As Ms Burrow observed, the change has been remarkable. “I absolutely pay tribute to the progress made by the country,” she said. “If we could move as fast in other countries, as a union leader, I would be delighted”.

Teams dedicated to improving workers’ welfare were established as early as 2013 and developed rigorous new employer guidelines on ethical recruitment, accommodation standards and safe working environments. As a result, the traditional kafala system – which tied the migrant worker with the employer that sponsored them – has been abolished and practices such as charging recruitment fees and changing terms of employment without notice or consultation have been prohibited. Workers are now guaranteed good-quality housing with access to recreational facilities, laundry services and WiFi. They also benefit from higher standards in equipment provision and training, restricted working hours and new protections when working in heat. Health screening programmes, mental healthcare pathways and support to improve diet, nutrition and lifestyles were all introduced.

The numbers demonstrate the success of these initiatives. More than 200,000 workers were protected by the new welfare standards during the FIFA World Cup Qatar 2022™. By the tournament’s end, USD 23.8 million in recruitment fees had been returned to 49,200 workers. Some 96% of tournament workers were protected by the wage protection system introduced in 2014 that ensured all salaries are paid electronically into workers’ bank accounts. The 113 Workers Welfare Forums established by the Qatari Government for the tournament represented 23,500 workers at peak, promoted access to remedy and worker representation and resolved 93% of grievances raised. Starting in 2017, the Qatar International Safety Centre ran courses in trade-specific health and safety, life-saving techniques and leadership skills for 23,555 workers and contractors and 522 workers’ representatives.

The best judges of the progress made are the people these measures have been designed to help: the tournament workers themselves. When responding to an annual survey managed independently by Qatar University’s research arm, the Social & Economic Survey Research Institute (SESRI), 98% of workers said they were satisfied with their rights. Some 97% reported high levels of satisfaction with the way they were treated by their supervisor, and 94% felt they received enough training to be safe at work. Overall, 91% felt their experiences in Qatar were helpful to their career development.



A generous culture of volunteering

Beyond stadium construction, the second largest workforce at the FIFA World Cup Qatar 2022™ was supplied by the tournament's volunteer programme. Built around Qatar's cherished traditions of hospitality, charity and generosity, this public-spirited initiative had diversity and inclusion at its heart: anyone who wanted to be part of the country's history-making moment had the opportunity to put their hand up. In all, more than 420,000 people from all over the world applied to take up that offer. Those who filled the 20,000 places available ranged in age from 18-77 and were drawn from more than 150 nationalities, including all 32 of the qualifying nations.

The programme was another key pillar of Qatar's ambitious human development plan for the FIFA World Cup Qatar 2022™. Its main objective was to give its volunteers new skills and confidence through their involvement in the tournament, which ran to 30 roles in 45 areas of its operation, and to create a powerful legacy of volunteering in the Middle East on which future events in the region can draw. Qatar's renowned Josoor Institute provided in-person and online education for volunteers in event management, operations, leadership and communication, while the Qatar Red Crescent Society trained 250 of its members in spectator management to help monitor and marshal visitor flows at all Doha Metro and Lusail Tram stations on a 24/7 basis. The amazing experiences the volunteers enjoyed were reflected in their feedback: surveyed programme participants gave a 4.5 out of 5 agreement rating with statements assessing the value of the skills they learned and their willingness to volunteer again in the future.

Volunteers from more than

150

countries, including all 32 FIFA World Cup Qatar 2022™-qualified nations



420,000

volunteering applications for
20,000 available places

“My voice was the sight he didn’t have”

The FIFA World Cup Qatar 2022™ opening ceremony was a kaleidoscope of colour, a blur of movement, a tapestry of textures. For the awe-struck audience in the Al Bayt Stadium, words to describe the spectacle were hard to find. For volunteer Reem Abuzeid, giving voice to the dramatic scenes unfolding before her was the reason she was there.

A student at Qatar Foundation’s Hamad Bin Khalifa University, Reem was one of the ceremony’s audio describers, part of the team of accessibility volunteers that ensured blind people and the visually-impaired were able to enjoy the occasion to its fullest.

“Participating in such a huge event was overwhelming,” she said. “We audio described all the details – from the jerseys, flags, mascots, to the traditional Qatari attire for men and women – in both Arabic and English languages. People from all over the world were listening to our voices while we were trying to help all people, regardless of their abilities, to experience what was happening on that remarkable day.” Reem’s commitment to her role at the FIFA World Cup Qatar 2022™ perfectly illustrated the enthusiastic attitude shared by all the event volunteers. In exchange, each volunteer gained transferable skills and awareness they can apply beyond the tournament to make Qatar – and the wider world – a better place.

Each volunteer gained transferable skills and awareness they can apply beyond the tournament to make Qatar – and the wider world – a better place.





More than 4,300 people have since benefited from its programmes, from FIFA World Cup Qatar 2022™ volunteers to graduates of its world-class professional diploma programme in sport and events management.

Educating the leaders of the future

Josoor Institute also sat at the centre of Qatar's wider efforts to use the FIFA World Cup Qatar 2022™ to build the country and region's human capital through education. The sports event management institution was established in 2013 to create a regional talent pool capable of delivering the tournament, act as a catalyst for the development of the sports and events industries across the Middle East, and open new career pathways for its students. More than 4,300 people have since benefited from its programmes, from FIFA World Cup Qatar 2022™ volunteers to graduates of its world-class professional diploma programme in sport and events management. Post tournament, Josoor Institute continues to make an important contribution to developing the capabilities of the country's sports and events industries as part of the Qatar National Vision 2030, and to developing the Gulf region's next generation of event management leaders and expert operational personnel.

While Josoor Institute is the final step in its graduates' professional education, Qatar's wider commitment to human development starts in schools, with mega-events like the FIFA World Cup Qatar 2022™ offering unique opportunities to develop engaging initiatives that bring the curriculum to life. The education programme Tamreen – the Arabic word for exercise – was launched in 2019 in collaboration with the Ministry of Education and Higher Education and provides teachers, parents and coaches with tournament-related educational resources that develop core skills in subjects such as mathematics, science, geography, art, Arabic and English. By the time the FIFA World Cup Qatar 2022™ began, more than 8,000 children had taken part. The future of Qatar is being built on strong foundations.

12. Catalyst for economic growth

USD 16.3 billion increase in Qatar's Gross Value Add

As the biggest tournament on Earth, it is no surprise that the FIFA World Cup Qatar 2022™ bought unprecedented economic benefit to Qatar, and the wider region. Qatar spent USD 12.4 billion on the tournament, contributing to a USD 16.3 billion increase in Qatar's Gross Value Add (GVA), which is equivalent to 7% of the annual GVA, significantly higher than any of the previous five editions of the FIFA World Cup™.



\$16.3bn

in GVA impact generated for Qatar

83%

population increase from 1.64 million in 2010 to almost 3 million in 2022

Whilst stadium infrastructure made up the largest proportion (USD 6.7 billion) to the increased GVA, tourism impact contributed a mammoth USD 4.2 billion to the Qatar economy, spurred by the 1.4 million international tourists that visited the country to witness the tournament. Together, this has helped facilitate Qatar's rapid GDP growth, jumping from USD 125.1 billion in 2010 to USD 237.8 billion in 2022 and contributed to an 83% population increase from 1.64 million in 2010 to almost 3 million in 2022.

A marked transformation

One year on from the end of the tournament, the powerful transformation the mega-event brought to its host economy is vivid in every area of Qatari life. In physical terms, the evidence is striking: the spectacular stadiums built to host the tournament are its most obvious additions to the city's skyline when visitors fly into Hamad International Airport, expanded ahead of the FIFA World Cup Qatar 2022™ and now voted the very best in the world. From there, they can take an effortless journey on Doha Metro into the heart of the capital: a journey available three years ahead of the tournament. Next – check in at one of the many hotels with international star ratings and relax in one of the 24,000 rooms added to Qatar's bed stock since 2014. Stroll along the sand at West Bay North Beach, a new tourism and entertainment destination where the seafront meets Doha's downtown. Drive up to Lusail on a few of the 3,530km of road built during the tournament's preparation, diving through or soaring over some of the 385 tunnels and bridges constructed at the same time. Then kick back and enjoy life at Qetaifan Island North or Al Maha Island, the ultimate entertainment and leisure destinations that wowed FIFA World Cup Qatar 2022™ fans with their rich mix of beautiful beaches, endless dining options and the non-stop fun of water park and thrill ride attractions. Qatar's economy and infrastructure have changed forever.

GDP Growth 2010-2022



\$125.1bn 2010
\$237.8bn 2022

Population Growth 2010-2022



1.64m 2010
3m 2022

Qatar invited the world to ‘feel more’ in its vibrant cities and resorts, its traditional souqs and museums, its breathtaking desert landscapes and the warm crystal waters of the Gulf.

A diversified economy: building Qatar’s tourism brand

Qatar’s investment in the FIFA World Cup Qatar 2022™ was a targeted outlay for the country’s long-term growth, supporting the efforts of the Qatar National Vision 2030 to diversify its economy and build a prosperous future through sustainable development. The acceleration of planned infrastructure schemes – in health, education and utilities as well as transport and technology – attracted valuable new investment into the country as tournament preparations progressed. The completion of these projects has now unlocked even more opportunities to attract further inflows again.

Qatar used to describe itself as the Middle East’s best kept secret. After the FIFA World Cup Qatar 2022™, it is a hidden gem no more. The tournament introduced Qatar to an audience of billions worldwide, but also presented the country’s tourism authority with the perfect platform on which to paint a broader picture of everything it has to offer beyond the beautiful game. Qatar Tourism and its partners maximised that opportunity with a powerful series of brand campaigns that achieved a 31 billion potential reach in 2022 alone. In the campaign’s passionate core message, Qatar invited the world to ‘feel more’ in its vibrant cities and resorts, its traditional souqs and museums, its breathtaking desert landscapes and the warm crystal waters of the Gulf. Seasonal variations encouraged potential visitors to *Feel Winter in Qatar*, while targeted campaigns showcased premium B2B travel assets, such as the spectacular Doha Jewellery and Watches Exhibition and the UFI MEA Regional Conference, the Middle East’s largest gathering of senior business event professionals.

Qatar’s economy is not only booming, it is diversifying and innovating too.

Inbound tourism for the FIFA World Cup Qatar 2022™ added

\$4.2bn

to Qatar’s GVA

2.5m

visitors welcomed to Qatar in the first 8 months of 2023 – breaking the full year record

Worldwide recognition

By thinking creatively and investing into authentic and meaningful campaigns, these investments Qatar's recognition worldwide has evolved considerably; the country has raised international awareness of its offer, not just as a major event destination but as a paradise for lovers of culture, gastronomy, art, culture, heritage, beach life and water sports too. Beyond print and broadcast media channels, Qatar Tourism worked with more than 80 influencers to generate 4.8 million engagements across all social media platforms and grow its reach x79 on TikTok alone.

The results are being seen already: Qatar welcomed more than 2.5 million visitors in the first eight months of 2023 alone, exceeding the full-year total achieved in 2022, which was a record year in itself. Qatar Tourism is now building on these achievements and aiming to attract 6.4 million visitors a year by 2030. The FIFA World Cup Qatar 2022™ played a key role in getting the ball rolling, but the conversation is now moving on to showcase the full range of the country's extraordinary offer. As the great Italian midfielder Andrea Pirlo put it in another memorable Qatar Tourism campaign: "No football. No worries."

Qatar Tourism are targeting

6.4m

visitors per year by 2030

12. Catalyst for economic growth

A booming construction industry

The tourist industry wasn't the only beneficiary of the tournament's economic stimulus. Qatar's booming construction industry was another key recipient of the FIFA World Cup Qatar 2022™ spending. The tournament accelerated USD 200 billion worth of existing major infrastructure projects, separate from the USD 16.3 billion in GVA contributions. The event favoured local businesses, with contractors predominantly hiring and sourcing from within Qatar. This support helped small and medium-sized enterprises (SMEs) in Qatar to expand and develop expertise in areas beyond traditional sectors like oil, gas, industry, and banking. While 55 countries played a role in enabling and delivering the tournament, Qatari businesses secured 90% of the contracts. Ultimately, the FIFA World Cup Qatar 2022™ generated 249,000 job years across construction, events and tourism.

The tournament also sparked a connectivity revolution across the country. National carrier Ooredoo, who acted as the Official Middle East & Africa Telecommunications Operator for the tournament and Official Global Connectivity Services Provider, supplied a total of 241TB of WiFi to stadiums whilst Vodafone Qatar made momentous investments in expanding mobile network capacity to cater for the 1.4 million tournament guests. Thanks to the efforts of these carriers and the Ministry of Information, Communication and Technology, there is now free WiFi access in public transport systems and a world-class digital infrastructure system that makes Qatar a cutting-edge location to visit, work and partner with. In all, it is estimated that USD 280 million was spent on ICT deployment for the FIFA World Cup Qatar 2022™, and the ICT sector as a whole grew by 2.2% on a quarterly basis in 2022, with nominal growth reaching 11.1% year on year.

International tourism

more than doubled

in the first eight months of 2023

249,000

employment years created by the tournament





Attracting investment

Hosting the biggest football tournament on the planet meant new commercial relationships were forged and established connections were bolstered, as businesses came together in Qatar. Through innovative planning, the Qatar Investment Authority took the opportunity to engage with long-term partners and attract new ones, giving global investors an up-close view of the new engines of the country's economic growth. Guests were wowed by the hospitality they received and the opportunities in which they immersed themselves, so they departed with a heightened impression of Qatar and new reasons to do business here. The country they met is a cost-efficient business hub with many advantages to exploit, from a favourable regulatory environment to a skilled and competitive workforce, and valuable access to regional markets. As a result, in 2022, Qatar achieved a surge in foreign direct investment (FDI), as it attracted USD 29.78 billion. 135 new FDI projects were recorded, creating 13,972 new jobs in 2022. This represents almost 25 times the value of FDI projects from the year before and a doubling of jobs created compared to 2021.

Hard benefits from soft power

The legacy of the FIFA World Cup Qatar 2022™ extends far beyond the final match. As the host, Qatar has significantly bolstered its international presence and soft power, setting the stage for ongoing economic and political influence. This enhanced global profile, marked by a seven-spot rise in the Brand Finance Soft Power Index since 2020, which sees Qatar included in the top 25 globally, positions the country as an influential player in the international arena. The event not only spotlighted Qatar on the world stage but also brought substantial media value, with an impressive USD 2 billion linked to the tournament. Remarkably, local brands reaped nearly a third of this value, showcasing the enduring benefits of hosting football's most prestigious event.

Through staging the FIFA World Cup Qatar 2022™, the country has put the strategy outlined in the Qatar National Vision 2030 into action. The economy is not only booming, it is diversifying and innovating too. Tourism especially is leading the way, with immediate post-tournament increases showing the scale of potential ahead: international tourism during the first ten months of 2023 arrivals were up 132% year on year. Qatar's new economy is primed for take-off.

The tournament accelerated

\$200bn

worth of existing major infrastructure projects

Qatar attracted

\$29.78bn

of foreign direct investment in 2022

Hosting the biggest football tournament on the planet meant new commercial relationships were forged and established connections were bolstered.



13. Amazing ahead

The true greats of sport never stop striving: there's always another title to win, always another mountain to climb. Their laurels are not for resting on. While football caught its breath after that epic FIFA World Cup™ final, Qatar forged ahead in search of new opportunities in major events, business and tourism.

This is where amazing never stops.



Amazing delivered

The FIFA World Cup Qatar 2022™ set pioneering new benchmarks for major events. Attendance, viewership and online engagement records were broken. A raft of tournament firsts were set. The FIFA World Cup™ fan entertainment experience was completely reimagined and super-sized. Stadium designs set a new worldwide standard. The tournament was the safest, the most inclusive and the most accessible FIFA World Cup™ ever. On every mega-event metric, Qatar has drastically raised the bar.

Qatar 2022 was a FIFA World Cup™ for the ages, a landmark occasion that will be remembered not only for the history it made but also for the future opportunities it created – for its host, the sport and the wider world. Widely celebrated as the best FIFA World Cup™ to date, it established a new standard for upcoming mega-events, ushering in an era for new host nations. The tournament proved a powerful platform for Arab unity as the whole region came together to celebrate the success of its teams. It improved Qatar's quality of life through far-sighted investment in infrastructure, innovation, service levels, health, education and human development. It generated colossal economic impact, accelerated progress towards QNV 2030 and supported the United Nations' Sustainable Development Goals around the world. The prioritisation of the environment pre and post tournament saw all stadiums achieve GSAS standards and the tournament became the first FIFA World Cup™ to earn ISO 20121 sustainability certification.

Above all, the FIFA World Cup Qatar 2022™ demonstrated Qatar's capabilities as a top-tier major event host; enhanced its image as a vibrant, modern and welcoming nation; and sealed its reputation as a country that delivers on every promise it makes. Qatar showed it had both the vision to create a whole new model for mega-event hosting and the determination to bring it to vivid life.

Now it is time for the country to look ahead.

It generated colossal economic impact, accelerated progress towards QNV 2030 and supported the United Nations' Sustainable Development Goals around the world.



Together, Qatar's eight groundbreaking stadiums will continue to benefit their host communities through their positive impact on the country's economy and health.



Stadiums shine beyond the final whistle

The USD 6.7 billion that Qatar invested in tournament-related infrastructure development sets the country up for a very bright future. While the Khalifa International Stadium continues as Qatar's national stadium and main athletics venue, the Al Thumama, Al Janoub and Ahmad Bin Ali arenas will all provide new homes for Qatar Stars League football teams. Education City Stadium is now a thriving hub for women's and girls' sport, hosting regional and international competitions, and offering access to world-class education, training and medical facilities.

The FIFA World Cup Qatar 2022™ stadiums are playing an even bigger role in delivering Qatar's human and social development ambitions. New football participation opportunities are available in all stadium neighbourhoods, but each venue offers a distinct range of other facilities too. The precincts of the Al Bayt and Al Janoub stadiums include new public parks; both provide running tracks, while the former also offers horse-riding and the latter an outdoor gym. Education City Stadium is home to two new Qatar Foundation schools for pre-university education and multi-sport venues for nearby universities, and Ahmad Bin Ali hosts a range of community facilities including cricket pitches and tennis courts. Beyond sports participation, a new energy innovation and research centre has been established at the Al Thumama Stadium. Lusail Stadium, the venue for the FIFA World Cup Qatar 2022™ final, is fully integrated with the new city's surrounding residential areas, recreational facilities and parklands. Together, Qatar's eight groundbreaking stadiums will continue to benefit their host communities through their positive impact on the country's economy and health.

Ready for the next generation of major events

Qatar's stunning stadiums will be central to the country's continued development as a leading global sports destination.

The legacy of the FIFA World Cup Qatar 2022™ is projected to further increase the tournament's economic impact by 40-60%, with future international sporting events set to make a major contribution to that growth.

The country's ambitious event hosting plan aligns with QNV 2030, which places sports at the forefront of economic diversification and growth strategies. Those state-of-the-art venues were an important factor in the Asian Football Confederation's decision to award its hosting rights to the 2023 AFC Asian Cup. Seven of the eight permanent FIFA World Cup Qatar 2022™ stadiums will be used in the 24-team tournament, the opening and final matches of which will also be played in the Lusail Stadium. The Asian Cup will be followed in 2024 by the World Aquatics Championships, the 2027 FIBA Basketball World Cup and in 2030 the multi-sport Asian Games. Rights holders know they can depend on expert management from a cohort of professionals whose skills and experience have been fast-tracked to excellence by their involvement in the FIFA World Cup Qatar 2022™.

These major events supplement an annual sporting calendar that featured 40 major world or continental events in 2023 and includes Qatar as a long-term venue for the likes of MotoGP and Formula 1. The exposure and experience the country gained through the FIFA World Cup Qatar 2022™ has also made it a prime destination for events in industries beyond sport, such as the 2023 World Horticultural Expo. Qatar's advanced venues, modern infrastructure and event management expertise will continue to draw more properties to the country and ensure the sector makes an increasingly valuable contribution to economic growth.

Over the coming years, Qatar will host the 2023 AFC Asian Cup, 2024 World Aquatics Championships, 2027 FIBA Basketball World Cup, and 2030 Asian Games.





A stepping stone to a prosperous future

Qatar's successful staging of the FIFA World Cup Qatar 2022™ earned it a place in football history. It also set the tournament, the country and the region around it on course for an exciting, prosperous and sustainable future. The tournament's legacy is naturally strongest in Qatar itself, where it will help improve people's lives and support the sustainable human, social and economic development ambitions of the country for years to come. The direct physical legacy of the FIFA World Cup Qatar 2022™ means Qatar's infrastructure is completely transformed for residents and tourists alike. Health has been improved through both the inspiration of elite athletes and the grassroots facilities to support sport participation. Education on better diets, and reduced tobacco use will be felt by every generation to come. Female empowerment is a key focus, and workers' rights have been completely transformed. Tournament preparations have accelerated Qatar's transition to a low-carbon economy through major infrastructure investments in projects such as expanded public transport networks and a vast solar power generation plant. On every level, the FIFA World Cup Qatar 2022™ has changed lives.

With its offer of seamless movement in trade and capital, Qatar's status as a major business destination is set to continue its post-FIFA World Cup Qatar 2022™ rise.

A booming business reputation

The success of the FIFA World Cup Qatar 2022™ has also positioned Qatar for a new phase of growth as an international centre for business and commerce. The infrastructure developments that the tournament's preparations accelerated have made the country among the world's best connected – physically and digitally – while its workforce has gained new expertise and confidence from a mega-event that touched almost every area of the economy.

Qatar's brand has never been stronger either, thanks to the platform the tournament provided to project its image to billions around the globe. It also gave the country and its leading businesses the opportunity to introduce potential partners and investors to everything it has to offer.

As well as being one of the safest places in the world, Qatar is also one of its best for doing business, with consistently high GDP growth and consistently low inflation rates.

The country allows up to 100% foreign ownership, has a corporate tax rate of just 10% (dependent on foreign equity ownership) and is ranked second in the Arab world on the global entrepreneurship index. Beyond its immense natural resources and major presence in the petrochemicals industry, Qatar is also supporting the expansion of other business sectors. Investment incentives are available from the Ministry of Commerce and Industry, Qatar Development Bank, the Qatar National Research Fund and the Qatar Science and Technology Park. The new city of Lusail – the host of the FIFA World Cup Qatar 2022™ final – is a major source of new business opportunities, while the country's Special Economic and Free Zones are geared to the needs of specific industries, ranging from technology, pharmaceuticals, manufacturing and logistics to maritime industries, media and the arts. The Qatar Financial Centre (QFC), established by the government of Qatar, also provides infrastructure to make it easy for firms operational in the financial services sector to enter the Qatari market.

Qatar also offers unparalleled access to major global markets through its strong connections to Asia and Africa, and investment agreements with many countries further afield. With its offer of seamless movement in trade and capital, Qatar's status as a major business destination is set to continue its post-FIFA World Cup Qatar 2022™ rise.

A tourist haven

Hosting the FIFA World Cup Qatar 2022™ has triggered an upsurge in tourism in Qatar, driven by the image of the country seen by billions during the tournament and the investment it made in developing its travel and hospitality sectors ahead of the mega-event. From the world-leading Hamad International Airport to a succession of new hotel openings under blue-chip brand names such as Fairmont, Raffles, Hilton, Four Seasons, Waldorf Astoria and Rixos, Qatar now has a hospitality offer to compete with any in the world.

It is certainly ready for the influx of visitors it is on course to receive; with an impressive range of sights and activities to offer them all. Visitors can enjoy plentiful cultural sites, some of which include the UNESCO World Heritage Al Zubarah Archaeological Site, Katara Heritage Village, Doha Corniche, Old Doha Port redevelopment and Souq Waqif. The Souq is at the heart of Qatar's heritage tourism sector and was a huge attraction for visitors to the FIFA World Cup Qatar 2022™. One of the few remaining traditional marketplaces in the Gulf, the Souq was originally a place trading and nomadic Bedouin tribes would visit to trade goods. It retains its historic function and appearance today but has broadened its offer and appeal. As well as market shopping, visitors today can enjoy street performances, camel and horse shows, art exhibitions and falconry, while its main street is home to restaurants serving Arab, Persian, Turkish and other cuisines. During the FIFA World Cup Qatar 2022™ as many as 100,000 people a day would stroll through the Souq and teams would gather to chant pre or post game. As Qatar's inbound tourism market continues to grow, this historic pearl in Doha's heart is a must-see destination for even more visitors again.

In addition, Qatar offers a range of contemporary tourist attractions and visitors can also enjoy the new Lusail City, the palatial Place Vendome shopping mall and Doha's downtown West Bay beaches. Or visitors could take in Come Together, an iconic public art installation which was created for the FIFA World Cup Qatar 2022™ by Korean artist and designer Choi Jeong Hwa and embodies the shape and structure of a dandelion but is made of footballs, construction workers' helmets and other objects and materials that represent the individuals who built the tournament's superb stadiums.

With Qatar Tourism expecting an influx of 6.4 million international visitors annually by 2030, the country's travel and hospitality sectors now have new opportunities for further sustainable growth.





Amazing ahead

Whether it is for business, tourism or major international events, Qatar is ready to welcome the world to the next stage of its amazing journey. And for its residents, Qatar has completely transformed itself. The FIFA World Cup Qatar 2022™ was a landmark moment in the country's development – but a milestone rather than a destination. The tournament's success underlined Qatar's status as a world-class host and gave it the assets and expertise to raise its ambitions further. With some of the most advanced stadiums ever built, cutting edge travel and hospitality infrastructure and a commerce-friendly regulatory environment, Qatar is the place to fulfil dreams. Even more amazing is ready to happen.

The FIFA World Cup Qatar 2022™ was a landmark moment in the country's development – but a milestone rather than a destination.





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“This was a celebration of the Arab world. This was a celebration of the Arab people. Of our culture, of our tradition, of our history.”

– HE Hassan Al Thawadi, Secretary General
Supreme Committee for Delivery & Legacy (SC)

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