



Qatar Sports Investments Abroad



In 2011 Qatar Sports Investments (QSI) became the sole shareholder of Paris Saint-Germain Football Club.



In December 2010 QSI also reached a five-year, 10.2 Million per season sponsorship and partnership agreement with FC Barcelona. The partnership included sponsorship of the club's shirt by the Qatar Foundation.



In 2013 Qatar Airways replaced the Qatar Foundation as the club's shirt sponsor in a four-seasons deal worth some 10.2 Million.



World Cup 2022 - Build up



Estimated total spending on the 2022 FIFA World Cup would reach USD 200 Billion

Mega National Projects set to tie in with 2022 tournament preparations

Hamad Int. Airport



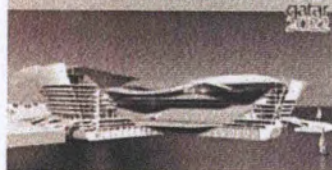
Qatar Rail Network



New Doha Port



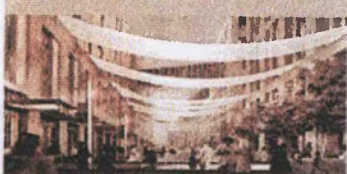
FIFA 2022



Lusail City



Musheireb Downtown



Doha Festival City



✓ [REDACTED] 10 2 a was earmarked for pre-existing plans set to tie in with tournament preparations

✓ [REDACTED] 10 2 a for expanding tourism infrastructure

✓ [REDACTED] 10 2 a is earmarked for World Cup facilities

✓ [REDACTED] 10 2 a for transport infrastructure and associated projects

Source: 2013 report by management consultancy Deloitte



Qatar Sports Market Outlook & Opportunities



Business opportunities related to the 2022 FIFA World Cup Stadiums

Primary Material Opportunities

- Structural Steel
- Concrete
- Asphalt
- Sand Cement Plaster

Interior Opportunities:

- Seating
- Doors
- Windows

Mechanical, Electrical and Plumbing

Opportunities:

- Stadium Cooling
- Systems and Equipment
- Elevators
- Firefighting Systems
- Plumbing Materials
- Generators
- Electric Distribution Boards
- Sanitary Appliances

Green Space Opportunities:

- Stadium and Training Site Pitches
- Landscaping

Security Opportunities:

- Cameras
- Networked Video Storage
- Security Fencing
- Hostile Vehicle Mitigation
- Security Doors
- Turnstiles

ICT Opportunities:

- Server Infrastructure
- Wi-Fi Solutions
- ICT Cabling
- Video Displays
- Broadcast Cabling
- SCADA Systems (11kV Networks)
- Building Management Systems (BMS)

Lighting

Opportunities:

- Stadium Floodlight Systems
- Other Exterior Lighting Systems
- Interior Lighting Systems

Source: Supreme Committee for Legacy and Delivery – Business Opportunities for stadiums



SC 2022 identified business opportunities related to 2022 FIFA World cup

Technical Delivery Office	Tournament Operations	Administration	Marketing & Communications
<p>Subcontractors:</p> <ul style="list-style-type: none">- Lighting Systems- MEP Flooring- Doors / Windows- Structure Solutions- Turf & Landscaping- Security- Cooling Systems & Equipment <p>Non Competition Venues</p> <ul style="list-style-type: none">- Fan Villages- Overlay for Major Sports Events- Medical Services and Doping Control- Media Requirements & Facilities	<ul style="list-style-type: none">- Government & Host City Operations.- Security Operations- Transport Operations- Stadium & Training Site Operations- Pitch Maintenance and Protection Systems.- Precinct / Estate Operations- Pre and Post Tournament Operators- Logistics planning for big events- Medical Services & doping Control- Temporary Infrastructure (Kitchens, Power, Lighting, Plumbing and drainage systems)	<p>Information Technology</p> <ul style="list-style-type: none">- Consultancy & Professional services- Applications Development- Infrastructure and End-user services <p>General Services</p> <ul style="list-style-type: none">- Facilities Management- Consultancy Design for Fit Outs- Hospitality/Pantry Services- Stationary- Security/HSSE- Support Staff <p>HR</p> <ul style="list-style-type: none">- Training providers- Recruitment support- Medical and Travel Insurance- Consultancy and Professional Services <p>Finance & Procurement</p> <ul style="list-style-type: none">- External Audit and Consultancy services	<p>Content Generation</p> <ul style="list-style-type: none">- PR Agencies- Sports Marketing Agencies (Digital Communications & VIRO Videos Companies)- Journalist Press Association- Creative Agencies (Film & Digital Production)- VR/AR Content Creation- Repurpose Content agencies <p>Publication</p> <ul style="list-style-type: none">- Social Media Platforms- IPTV- Traditional Publication- MICE Services for Publication- News Wires <p>Engagement</p> <ul style="list-style-type: none">- Consultancy- Experiential Marketing Events- Football Associations – CSR- Sport Kit Manufacturing- VR/AR Agencies- Talent Management Agencies <p>Monitor / Review</p> <ul style="list-style-type: none">- Project Management- Communication Dashboard & Analytics- CSR Impact Assessment Companies- Legacy Benefits Tracking Management

Source: Supreme Committee for Legacy and Delivery – Business Opportunities 2018



Sports Sector Market Size & Associated Business Opportunities

Market size of the sports sector in the country is expected to reach USD 19.77 billion by 2023.

The Ministry of Economy and Commerce in Qatar has identified **83 commercial and investment opportunities in sports for the private sector in Qatar**, and has also prepared action plans for **30 investment opportunities**, with a market requirement worth **22 to 30 Billion Qatari Riyal (6.02 - 8.21 USD Million)**.



10.2 a



Thank You
For Your Attention



Zie hieronder de namen en functies van de delegatieleden. Ook heeft [REDACTED] (ILO medewerker in Qatar verantwoordelijk voor Arbeidsinspectie en tevens een van de delegatieleden) een aantal onderwerpen benadrukt die interessant kunnen zijn voor de Qatarese arbeidsinspectie.

To: [REDACTED]

Thank you very much for your message and the information therein.

	Name	Title
1	[REDACTED]	Head of the Strategic Unit of the Labour Inspection Department
2	[REDACTED]	Senior Specialist on OSH, Labour Inspection Department
3	[REDACTED]	Team Leader, Labour Inspection Department
4	[REDACTED]	Team Leader, Labour Inspection Department
5	[REDACTED]	Team Leader, Labour Inspection Department

[illegible]

On logistics, could you please let us know at what time the event will be closed on the 28th? In order to book the flights we need to provide this information to our travel agency as soon as possible. Also, as discussed yesterday, I look forward to the quotations for interpretation services.

Please let me know should you require any further information.

Best regards,

From:

Sent: 04 February 2019 12:02

Subject: RE: Dates for Labour inspection to the Netherlands are set on 26-28 of February

Dear

Thank you for sending the names of the MADLSA officials. Is it possible for you to send us more information concerning their position (level) and what they want to learn from the mission?

11

The below is a (confidential) draft program which will get more extensive in the coming days.

Day 1: Tuesday, February 26: Policy on Labour Inspection:

- First day will be focused on government policy. This day's program will be most probably facilitated by and include a visit to a policy department of the Ministry of Social Affairs and Employment.

Day 2: Wednesday, February 27: Practice of Labour Inspection:

- This day will provide a closer look at the practice of Dutch labour inspection. This day's program will most probably include a visit to a labour inspection at the Ministry of Social Affairs and Employment, which will focus on the cleaning sector and construction.

Day 3: Thursday, February 28: Employer's perspective on labour inspection:

- The final day of the study visit will provide some insights into the perspective from employers on labour inspection in the Netherlands.

Day 4: Friday, March 1: Departure:

- Airport transfer from hotel in The Hague to Schiphol Airport.
- Note: if you chose to travel on different flights, it is possible to arrange private airport transfers for delegation members. Please let us know as soon as possible.

All the best,

From: [REDACTED]
Sent: zondag 3 februari 2019 16:35

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Dates for Labour inspection to the Netherlands are set on 26-28 of February

Dear [REDACTED]

I hope this email finds you well.

Please find below the names of the five MADLSA officials that will participate in the mission:

	Name
1	[REDACTED]
2	[REDACTED]
3	[REDACTED] i
4	[REDACTED]
5	[REDACTED]

I will accompany them.

Would you have any update on the interpretation and on the agenda? We need that ASAP to book the flights and arrange the logistics.

In addition, as discussed, could you please help us with booking an hotel for the delegation nearby the venue of the visit?

I look forward to hearing from you. Thank you.

Best regards,

From: [REDACTED]
Sent: 27 January 2019 14:56

To: [REDACTED]

Cc: [REDACTED] @ [REDACTED]

Subject: RE: Dates for Labour inspection to the Netherlands are set on 26-28 of February

Dear [REDACTED]

Many thanks for your message.

I look forward to the agenda. Thank you very much.

Best regards,

From: [REDACTED]

Sent: 24 January 2019 09:07

To: [REDACTED]

Subject: RE: Dates for Labour inspection to the Netherlands are set on 26-28 of February

Dear [REDACTED]

11 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

RCTA

Regional Political and Security Affairs

E: [REDACTED]

[REDACTED]



Embassy of the Kingdom of The Netherlands

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Doha, State of Qatar



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From: [REDACTED]
Sent: woensdag 16 januari 2019 16:14
To: [REDACTED]
Cc: [REDACTED]
Subject: Dates for Labour inspection to the Netherlands are set on 26-28 of February

Dear [REDACTED]

11 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Official program and itinerary will follow.

11 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

10 1 c [REDACTED]
[REDACTED]

Kind regards / Met vriendelijke groet,

[REDACTED] | Congrestolken

Congrestolken – Conference Interpreters

Jan Willem Brouwersstraat 16-II
1071 LJ Amsterdam

[REDACTED]
www.conferenceinterpreters.com

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And

Alfabet Talen point of contact [REDACTED] | Alfabet Vertaalbureau <info@alfabet-talen.nl>

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

RCTA

Regional Political and Security Affairs



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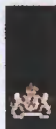
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Date	Time	Program	Comments	Location
Sunday, 22 September		Arrival at Schiphol Airport. Amsterdam, The Netherlands		Amsterdam

Date	Time	Program	Comments	Location
Monday, 23 September	10:00 AM	Welcome and introduction National Sports Centre Papendal	National Sports Centre Papendal is the official sports centre for the Dutch Olympic Committee and the most promising Dutch athletes train at Papendal. Papendal offers facilities for professional sports (athletics, BMX, football, et cetera), sport events, congress and a hotel.	National Sports Centre Papendal, Arnhem
	1:00 PM	Lunch		
	2:00 PM	Demonstration 102 g	Demonstration of 102 g, a company interested in the sports market in Qatar and they also attended the Dutch Sports Mission in March 2019.	
	3:00 PM	Meeting with other companies who visited Qatar in March	102 g, et cetera.	
	5:00 PM	End of the meetings		



Date	Time	Program	Comments	Location
Tuesday, 24 September	10:00 AM	Seminar	Introduction to the Dutch Sports Industry & Presentation delegation from Qatar	National Sports Centre Papendal, Arnhem
	11:00 AM	matchmaking	Matchmaking with Dutch sports related companies with a serious interest in Qatar	
	1:00 PM	Lunch		
	2:00 PM	Matchmaking	Matchmaking with Dutch sports related companies with a serious interest in Qatar	
	4:00 PM	End of matchmaking		
Date	Time	Program	Comments	Location
Wednesday, 25 September	09:30 AM	Welcome and introduction [REDACTED] 10 2 g	Introduction [REDACTED] with their highly innovative wind tunnel and several presentations of student teams with a solar powered car, boats, et cetera.	[REDACTED] 10 2 g
	11:30 AM	Transfer to 10 2 g		
	1:00 PM	Lunch		
	2:00 PM	Introduction 10 2 g	Introduction 10 2 g and discussions about their 10 2 g, et cetera.	
	3:00 PM	Meeting with other companies who visited Qatar in March	10 2 g, et cetera.	
	5:00 PM	10 2 g [REDACTED]	[REDACTED] [REDACTED]	

[REDACTED]

From: [REDACTED]
Sent: dinsdag 12 maart 2019 11:40
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: presentation culture of doing business in Qatar
Attachments: Doing Business Factsheet Qatar.pdf

Dear [REDACTED]

11 [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

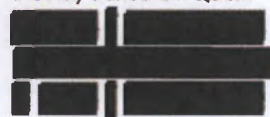
Kind regards,

.....
[REDACTED]
Senior Economic and Trade Policy Officer



Embassy of the Kingdom of The Netherlands

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61 Al Funduq Street, West Bay
P.O.Box: 23675
Doha, State of Qatar



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From: [REDACTED]
Sent: Monday, March 11, 2019 2:06 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: presentation culture of doing business in Qatar

Dear [REDACTED]

11 [REDACTED]
[REDACTED]

[REDACTED]

Many thanks!

Greetings,
[REDACTED]

Met vriendelijke groet,

[REDACTED]
Programmamanager PIB/business development manager Midden-Oosten

.....
Rijksdienst voor Ondernemend Nederland
Prinses Beatrixlaan 2 | 2595 AL | Den Haag
Postbus 93144 | 2509 AC | Den Haag
.....

[REDACTED]
At Wednesdays out of office!

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[REDACTED]

From: [REDACTED]
Sent: woensdag 12 juni 2019 11:40
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Qatar Orange Sports: input ambassade landenanalyse gewenst
Attachments: Landanalyse PIB Qatar Orange Sports - Doha Mission- JD.docx

Dear [REDACTED]

Kindly find attached the filled in form for your kind attention.

Please don't hesitate to contact me for any further inquiries.

Kind regards,
[REDACTED]

From: [REDACTED]
Sent: Thursday, June 6, 2019 9:56 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: Qatar Orange Sports: input ambassade landenanalyse gewenst

Dear [REDACTED]

11 [REDACTED]
[REDACTED]
[REDACTED]

Thanks a lot!

Kind regards,
[REDACTED]

Met vriendelijke groet,

[REDACTED]
Programmamanager PIB/business development manager Midden-Oosten

.....
Rijksdienst voor Ondernemend Nederland
Prinses Beatrixlaan 2 | 2595 AL | Den Haag
Postbus 93144 | 2509 AC | Den Haag
.....

[REDACTED]
[REDACTED]
At Wednesdays out of office!

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10 2 e

From: 10 2 e
Sent: dinsdag 29 januari 2019 13:45
To: 10 2 e
Cc: 10 2 e
Subject: RE: Trade mission Qatar March 2019
Attachments: Sports mission & plv DGBEB 10 2 e - Draft Program.docx

Dear colleagues,

As discussed last week in our conference call kindly find attached a draft program for the sports mission and plv DGBED 10 2 e. We need to discuss this first draft version with our Ambassador after the Ambassador's conference meeting. Some of the proposed meetings are optional and with your inputs we will come up with a concrete program.

Next week I will be meeting OSF together with 10 2 e, 10 2 e at RVO to discuss the sports mission program and PIB action plan. I shared with OSF a deadline for the companies registration by the 15th of February to insure sufficient time for the preparations. Also we raised our concerns about signing the PIB the soonest in order to cover the mission's expenses.

Until now we didn't confirm for OSF the possibility of having an official from the Netherlands joining the mission and they shouldn't know about this program until we get more clarity.

10 2 g

We shared our thoughts with KNVB and they confirmed that the worldcoaches program and their next mission will be arranged any time later during 2019.

Regarding the mission's theme, we propose "Sports and Innovation", also this will be the focus of the sports PIB for the next 3 years.

Kind regards,

10 2 e

Senior Economic and Trade Policy Officer



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Doha, State of Qatar

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From: [REDACTED] 10 2

Sent: Monday, January 21, 2019 10:18 PM

To: [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] 10 2 e

Subject: Trade mission Qatar March 2019

Dear colleagues,

Thank you for a productive meeting on the trade mission to Qatar led by plv DGBEB [REDACTED] 10 2 e. Below you will find a summary of our discussion and next steps:

- Dates that work best for Orange Sports Forum members and Qatari stakeholders are March 25 – 28 (flight AMS – DOH on March 24). 10 2 will be available March 25 – 26 before flying onward to second Gulf country (most likely Oman).
- OSF is confident that at least 10 companies/knowledge institutes will sign up for the mission.
- DIO's management team will meet Tuesday January 29 to discuss the trade mission. Hopefully we will have the go ahead to start reaching out to prospective participants soon after.
- PIB contract will likely be signed in the next six weeks. Funding from the PIB contract can be used to facilitate a matchmaking event. Other program elements constitute: a sports seminar, collective company visits (Supreme Committee, Qatar Olympic Committee, Aspire Foundation), individual company visits (on March 28) and a network reception. If possible, it would be great if a number of companies can accompany 10 2 during a G2G meeting.
- OSF is on board with inviting a few selected companies/organizations ([REDACTED] 1 [REDACTED] [REDACTED] [REDACTED]) outside of the PIB contract. Definitive choice will be made as soon as the theme for March's visit is established. 0 2
- To streamline communication, ZMA Doha and Qatar desk officer [REDACTED] will be the main points of contact for OSF, the Dutch Soccer Federation and Qatari stakeholders. ZMA Doha and [REDACTED] will cc [REDACTED] and [REDACTED] on all matters involving preparations.

Action points:

- ZMA Doha will share a draft program proposal on January 29 after consulting with main Qatari stakeholders.
- Everyone will think of an overarching theme for March's trade mission. @ [REDACTED] and @ [REDACTED] can you think of themes that align with Qatar's development imperatives? It has to be specific enough to ensure focus but broad enough to accommodate the diverse group of companies and knowledge institutes.
- Possibly: Send a save-the-date to companies/organizations outside the PIB. [REDACTED] will discuss with [REDACTED]

Please let me know if I forgot anything.

Met vriendelijke groet, [REDACTED]

[REDACTED]
Directie Internationaal Ondernemen (DIO)
Ministerie van Buitenlandse Zaken
[REDACTED]
[REDACTED]

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10 2 e

From: 10 2 e
Sent: dinsdag 5 februari 2019 15:08
To: 10 2 e
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
Subject: Uitnodiging & agenda voor Qatar WK 2022 input sessie op 18 februari 9.30-11.30
Attachments: Qatar en de Worldcup 2022 input sessie.docx
Follow Up Flag: Opvolgen
Flag Status: Completed

Beste allen,

Jullie zijn al informeel benaderd door mijn collega 10 2 e en/of mijzelf voor deelname aan de Qatar WK 2022 input sessie, die zal worden georganiseerd door BZ op 18 februari in de ochtend in Den Haag. We hebben jullie bevestiging van deelname genoteerd.

Locatie: Gebouw Terminal Noord-Zuid, Schedeldoekshaven 101-131 in Den Haag
Zaal: G1.21 - Vergaderzaal 3
Tijd: 9.30-11.30 uur

Hierbij stuur ik jullie de voorlopige agenda. De sessie is bedoeld als eerste verkenning voor strategie & planning NL van overheid en bedrijfsleven in aanloop naar WK Qatar 2022. Daarvoor hebben we gekozen voor beperkte groep deelnemers vanuit NL overheid (MinBZ, MinVWS, RVO) en een paar externe resource persons (KNVB, NLinBusiness).

Vanuit de ambassade werken we nog aan een achtergrondstuk om met jullie te delen voorafgaand aan de sessie. Aan jullie het verzoek vast na te denken over punten om in te brengen vanuit jullie organisatie en/of persoonlijk ervaring.

De uitkomsten van deze sessie zullen worden gebruikt in de bredere Qatar strategiesessie die later op dezelfde dag plaatsvindt.

Neem voor vragen en opmerkingen natuurlijk gerust contact met mij op.

Tot over twee weken en hartelijke groeten,

10 2 e

10 2 e

Deputy Head of Mission and Economic Counselor

Embassy of the Kingdom of the Netherlands in Qatar

10 2 e

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'Nederland en Qatar - Worldcup 2022'

Inputsessie georganiseerd door het Ministerie van Buitenlandse Zaken
18 februari 2019

102e

AGENDA

- Introductie
- Doel van deze sessie:
 - Stakeholders analyse & brainstorm, verkenning planning mogelijke programma's en missies.
- Wat is het NL belang bij een WK? Terugblik WK Rusland, WK Brazilië, EK's.
- Welke verwachtingen hebben we voor WK Qatar 2022?
- Scenario 1: NL doet mee aan WK 2022
- Timeline:
 - WK Atletiek 2019 in Qatar, WK voetbal vrouwen 2019 in Frankrijk, EK voetbal 2020 in Europa/NL, Olympische Spelen 2020 in Japan, EK voetbal vrouwen 2021?, WK2022 voetbal Qatar, 2023 WK voetbal vrouwen?
- Welke partijen uit NL zijn betrokken?
 - Inventariseren: overheid, ministeries, grote steden, sportorganisaties, voetbalclubs, bedrijfsleven, media, VIPs, promotie & campagnes in NL en buitenland, reisorganisaties, etc.
- Organisatie, samenwerking en communicatie
- Samenvatting en vervolgspraken



Study visit on Labour Inspection to the Netherlands

25 February - 28 February 2019



Ministry of Foreign Affairs



Inspectorate SZW
Ministry of Social Affairs and Employment



25 February - 28 February 2019

Study visit on Labour Inspection to the Netherlands

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FOREWORD

It is a great pleasure to welcome you to the Netherlands to share with you how the Dutch labor inspectorate strategically delivers its mandate in an efficient and successful manner. In the Netherlands we aim to ensure fair, healthy and safe working conditions, as well as socio-economic security for everyone.

I am pleased that Qatar has committed itself to ensure decent working and living conditions for the migrant workers, by promoting and protecting their rights. The technical cooperation agreement between Qatar and the ILO shows Qatari government's commitment to comply with international labor standards. Labor inspection and occupational safety and health is one of the important pillars of cooperation between the ILO and Qatar. The Netherlands is glad to support Qatar in achieving its goals by offering a tailor-made program on labor inspection.

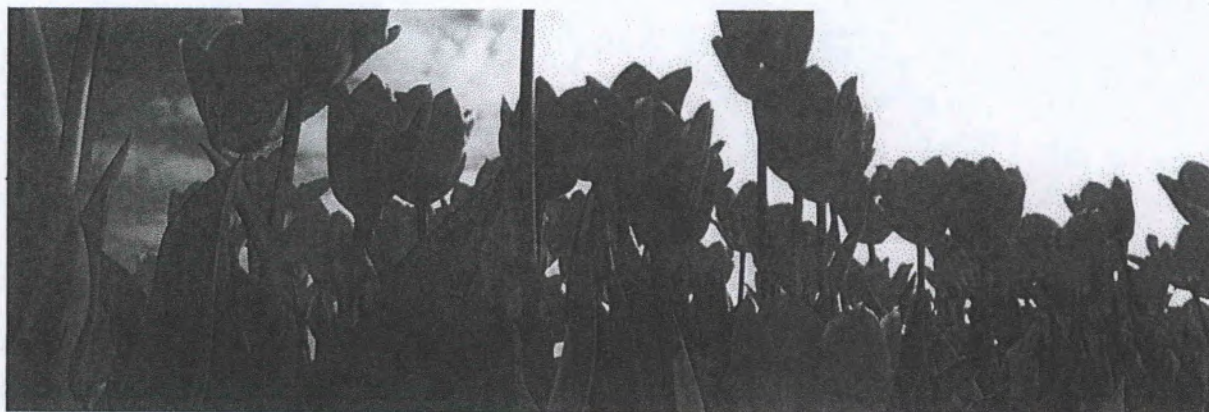
I trust that this mission will prove to be very useful for all participants and I look forward to welcoming you upon return in Qatar to the Dutch Embassy to hear about your experience and follow-up.

Ambassador of the Kingdom of the Netherlands in Qatar,

10.2 e

INTRODUCING THE NETHERLANDS

Joining forces to create sustainable solutions for the most liveable world, now and in the future.



How do the Dutch make a difference?

Through their interactive approach to finding innovative solutions to the big challenges facing the world today. The Dutch way of thinking and working has been shaped by centuries of living in the low-lying delta of the Netherlands. Through the ages, the Dutch have joined forces to find ingenious ways to tackle challenges like water, urbanisation, energy, food, health and security. By being inventive, pragmatic and open to new challenges, the Dutch have created a flourishing and resilient land. The Netherlands is a constantly evolving ecosystem of cities, industry, agriculture and nature, all integrated through smart infrastructure. It is a source of knowledge and experience that the Dutch are keen to share with others. Learning from the past to create a better future. Together, seeking sustainable solutions for the most liveable world.

WORLDWIDE RANKING

- 1st Best water transport infrastructure in the world
- 1st Best performing European Healthcare system
- 1st Production and auctioning of cut flowers and flower bulbs
- 1st World's largest flower exporter
- 2nd Number of patent applications per million inhabitants in the world
- 2nd Largest exporter of agricultural products in the world
- 3rd Number of broadband connections per 100 inhabitants (41.3%)
- 4th At WEF's ranking of most competitive economies in the world
- 4th At RISE's global energy policy ranking
- 4th At World Bank's Logistics Performance Index
- 5th Largest exporter of goods in the world (668 billion US dollars)
- 6th Largest exporter of commercial services in the world (180 billion US dollars)
- 7th Largest importer of services in the world (173 billion US dollars)
- 8th Largest importer of goods in the world (507 billion US dollars)
- 9th Largest foreign investor in the world (1,074 billion US dollars)
- 9th Largest recipient of foreign investment in the world (707 billion US dollars)

FACTS & FIGURES

- Official name Kingdom of the Netherlands
- Form of government Constitutional monarchy, parliamentary democracy
- Head of State His Majesty King Willem-Alexander, King of the Netherlands, Prince of Orange-Nassau
- Capital Amsterdam
- Seat of government The Hague
- Administrative structure Twelve provinces and the overseas territories of Aruba and Curaçao and St. Martin. The overseas islands of Bonaire, Saba and St. Eustatius, all three of which are situated in the Caribbean, are 'special municipalities of the Netherlands'
- Surface area 33.800 km²
- Location Western Europe, by the North Sea, bordering Belgium and Germany
- Number of inhabitants 17.1 million (June 2017)
- Number of inhabitants per km² 502 (June 2017)
- Currency Euro
- Languages Dutch and Frisian
- GDP per capita 40,941 euros (FocusEconomics, 2017)
- 33% of Dutch GDP is derived internationally
- 1.3 bicycles for each person in the Netherlands
- Unemployment rate 5,6% (average 2007-2016)
- Moderate inflation 1.4% (average 2007-2016)
- English proficiency 90% of the population



The Netherlands



Locations

- 1 Amsterdam (and Airport Schiphol) | 2 Arnhem |
 3 Eindhoven | 4 Enschede | 5 Vrijzingen | 6 Groningen |
 7 The Hague | 8 's Hertogenbosch | 9 Leeuwarden |
 10 Maastricht | 11 Rotterdam | 12 Utrecht | 13 Zwolle

INTRODUCING THE TOPIC

The study visit will introduce you to the Dutch Labour Inspection and some best practices on labour conditions from the business perspective.

About the Inspectorate SZW

The Inspectorate SZW is a combination of the organisations and activities of the former Labour Inspectorate, the Work and Income Inspectorate and the Social and Intelligence Investigation Service of the Ministry of Social Affairs and Employment. The Inspectorate SZW works for fair, healthy and safe working conditions and socio-economic security for everyone.

More detailed information can be found on the Inspectorate's website: <https://www.inspectorieszw.nl/> and in this leaflet: <https://www.government.nl/documents/leaflets/2012/08/08/what-does-the-inspectorate-szw-do>

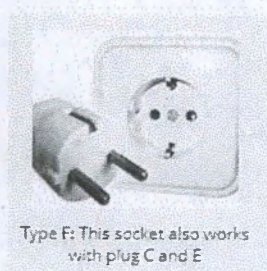
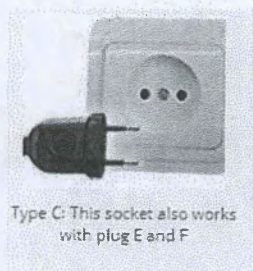
TIPS FOR TRAVELING TO THE NETHERLANDS

Time difference

Please bear in mind that there is a 2 hour time difference between Qatar and the Netherlands. (-2)

Electricity

In Qatar and in the Netherlands, the power sockets are a different type. The power sockets are of type C and F. The standard voltage is 230 volts and the standard frequency is 50 Hz. Below you find pictures of the applied power sockets and corresponding plugs.



Credit card / ATM

The Euro is the official currency of the Netherlands. The available denominations for bills are €5, €10, €20, €50 and €100, for coins there are €0,10, €0,20, €0,50, €1, and €2.

Kindly note all group transfers related to the collective programme, lunches from Tuesday - Thursday and dinner on Monday and Wednesday are included. For personal expenses with the exception of the items offered above it would be good to bring cash with you.

Calling

The (country)dial number for the Netherlands is: + 31

The dial number for calls to Qatar from the Netherlands is: +974

Emergency Number: 1-1-2 (emergency telephone number)

This is the number of the Netherlands National Police, Fire department and First Aid (Hospital).

Clothing

The Dutch tend to dress fairly conservatively in business, though standards and styles vary widely from one industry to another: formal attire is normal in banking, open-neck shirts and jeans in the IT and entertainment sectors. In most Dutch organizations, it is generally normal to wear a jacket, not necessarily a suit, to take the jacket off when working. Color has no particular significance, and colorful shirt/tie combinations are quite usual in some sectors, such as marketing and service industries. For the entire study week a business casual dress code will suit all occasions. Of course, you are free to dress according to your own cultural fashion.

Drinking water

Drinking water in the Netherlands meets all the legal quality standards. Drinking water companies monitor the water to ensure that it is clean and safe to drink.

Traveling to the Netherlands

For latest information, please refer to the airline and Schiphol Amsterdam Airport.

The following information is subject to change:

- For a stay of maximum 90 days a Schengen visa is required to travel to The Netherlands.
- Liquids etc., are permitted in carry-on bag (no more than 100 ml. Per package in a transparent resealable bag. Store the containers in a transparent, re-sealable plastic bag that holds no more than 1-litre. A limit of 1 plastic bag per passenger applies.)
- Be careful with carrying large amounts of cash. Amounts above €10.000,- are subject to import regulations.



Transportation

For all collective activities mentioned in the study program, transportation is arranged.

If you like to go somewhere in your free time, like Amsterdam or somewhere in The Hague, the public transportation in the Netherlands has an excellent system. We recommend you to use 9292, this helps you plan your trip to your desired destination:

The website: <https://9292.nl/en>, this website is also available as an app version for your mobile phone.

In The Hague you can buy a multi-day ticket for all the trams and buses, this card costs 77.10. If you travel by train, you can buy a single or return ticket at the NS ticket machines at the station.

At all times, you can also call a regular taxi for transportation:

Taxi The Hague, phone: +3170 390 77 22

Information about The Hague

For a list of interesting attractions, shops and museums in The Hague please see:

- <https://denhaag.com/en/must-see>
- <https://denhaag.com/en/tourist-office>

Be aware: Dutch shops normally close at 18.00, only on Thursdays shops are open until 21.00 hours.

Weather

The weather in the Netherlands is around 10 degrees Celsius around this time of year. Expect a mix of sun and clouds.

MON 2/25



14° / 3°

Mostly sunny;
mild

Hist. Avg.
7° / 1°

TUE 2/26



14° / 7°

Times of
clouds and
sun; mild

Hist. Avg.
7° / 1°

WED 2/27



14° / 8°

Mostly sunny;
mild

Hist. Avg.
7° / 1°

THU 2/28

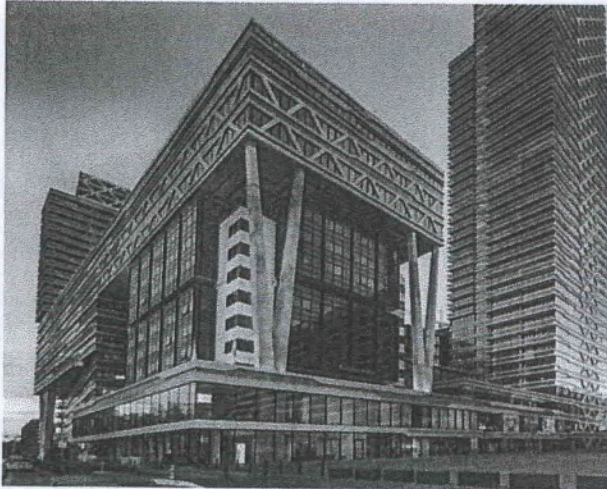


12° / 6°

Clearing

Hist. Avg.
7° / 2°

HOTEL: BABYLON HOTEL THE HAGUE



The delegation will stay at Babylon Hotel The Hague; which offers great views and rooms that make you instantly happy. All well-known attractions are within reach, but you will also find more than a handful of special boutiques and hotspots in the direct area. Many of the Dutch ministries and government bodies are in walking distance. With the tram in front of the hotel you will find yourself in no-time strolling on the boulevard of Scheveningen.

Address:

Bezuidenhoutseweg 53
2594 AC, Den Haag
The Netherlands
+31 (0)70 381 49 01

<https://www.babylonhoteldenhaag.com/en/>

Please check the booking confirmation for exact check in and out dates.



PROGRAM

In this program you will find all relevant meeting information for collective study activities and background information. Please note all program elements are subject to change.

Necessary practicalities:

Bring along ID every day of the study visit!

MONDAY 25 FEBRUARY: ARRIVAL

Arrival at hotel

Check in hotel and time to relax

17:45 Meeting in the lobby for the start of the program

18:00 Kick off briefing

This briefing will include:

- Outline of the three day programme
- Practicalities of the study visit (transport, etc)
- Business culture in the Netherlands and differences with Qatar, presentation by 102 e

An interpreter in Arabic will be present during the briefing

Location: Babylon hotel The Hague

About 102 e

Born and bred Dutch woman with love for and knowledge of the Arab world: that's 102 e (1975). Arabist and avid traveller. A childhood interspersed with holidays in the Northern Mediterranean brought her to Egypt when she was 16. She was sold immediately. After finishing high school, it seemed only logical to take on Arab Language and Culture Studies at Leiden University. After many later travels— from Morocco and Algeria to Lebanon and the Gulf — She felt the time had come to start my her business bringing together organizations from the Netherlands and the Arab world.

19:00 Welcome dinner

Informal dinner with the delegation.

20:30 End of dinner



TUESDAY 26 FEBRUARY: POLICY ON LABOUR INSPECTION

The first day will be focused on government policy. This day's programme will be facilitated by the Ministry of Social Affairs and Employment (SZW).

- 9:30 Meet in the lobby to walk to Ministry of Social Affairs and Employment in The Hague
- 10:00 Start of programme at Ministry of Social Affairs and Employment
- This day (morning & afternoon) will include presentations on the following topics:
- Welcome by (deputy) Inspector-General
 - Introduction to the work of the Inspectorate SZW
 - Strategic approach to risk-based inspection
 - Inspection tools
 - Dutch law on minimum wage
- 12:30 Lunch
- Location Restaurant Amier (Lebanese Restaurant)
- 14:00 Afternoon programme at Ministry of Social Affairs and Employment
(For topics, see morning programme)
- 16:00 Closing of programme, and walk back to hotel

An interpreter EN-Arabic will be present during the day.

The evening is free for the delegation to explore the city and have dinner at their own leisure.



WEDNESDAY 27 FEBRUARY: PRACTICE OF LABOUR INSPECTION

The second day will provide a closer look at the practice of Dutch labour inspection, and the delegation will split into 3 groups to join inspectors on their working day.

Group 1 cleaning industry:

- 8:30 Departure from hotel lobby for transfer within The Hague
- 9:00 Join inspector on working day
- 16:00 Return to hotel in The Hague

Group 2 construction industry:

- 8:30 Departure from hotel lobby for transfer to Utrecht
- 10:00 Join inspector on working day
- 16:00 Transfer to hotel in The Hague
- 17:00 Arrival hotel in The Hague

Group 3 Front Office & construction industry:

- 8:30 Departure from hotel lobby for transfer to Utrecht
- 10:00 Join inspector on working day
- 13:00 Transfer to Deventer
- 14:30 Inspection at Deventer
- 16:15 Transfer back to The Hague
- 16:30 Arrival hotel in The Hague

Each group will be joined by an interpreter NL-Arabic.

- 19:00 Group dinner with guests

For this dinner, some guests will be invited to meet the delegation and discuss their experiences and learnings so far. This will provide a more informal opportunity to exchange views and look for future collaboration ideas.

For this dinner, an interpreter EN-Arabic will be present.



THURSDAY FEBRUARY 28: EMPLOYER'S PERSPECTIVE ON LABOUR INSPECTION

The final day of the study visit will provide some insights into the perspective from employers on labour inspection in the Netherlands, focusing on the two sectors of construction and cleaning.

The two (company) visits will show the practical side of how companies respond to integrating labour policy in their business operations. Some questions that are central to this day are:

- How does a company interact with the Inspectorate SZW?
- Why is it of value for a company to actively work on improving labour conditions in its business operations?

7:45 Pick-up at hotel

9:30 Company visit to Heijmans

Heijmans is a listed company that combines activities related to property development, building & technology, roads and civil engineering in the areas living, working and connecting.

In this visit to Heijmans' headquarters in Rosmalen, **102 e** will share in what way the company works on labour conditions, with special focus on their GO! Safety Programme.

11:30 Transfer to The Hague for visit to Facilicom

13:00 Lunch at Facilicom Office

14:00 Company visit B30, Facilicom, Den Haag

B30 is a national monument in The Hague, where several knowledge agencies of the national government are established. The operation & facility services of this building is in the hands of Facilicom Group, where for example cleaning, catering, security and technology are covered.

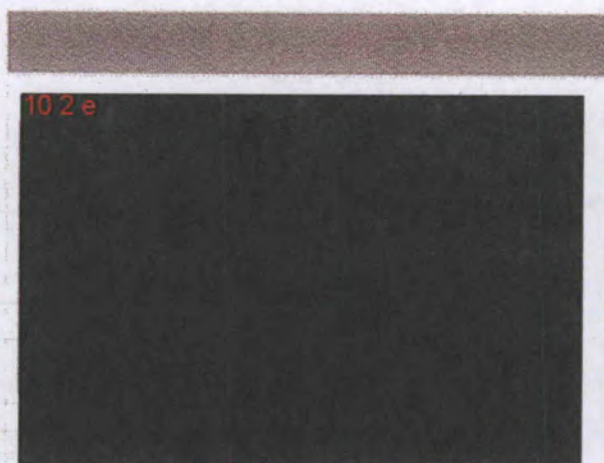
The afternoon program shows with the visit to B30 how Facilicom deals in practice with themes concerning working conditions (especially in the cleaning sector).

17:00 Return to hotel

An interpreter EN-Arabic will be present for the full day

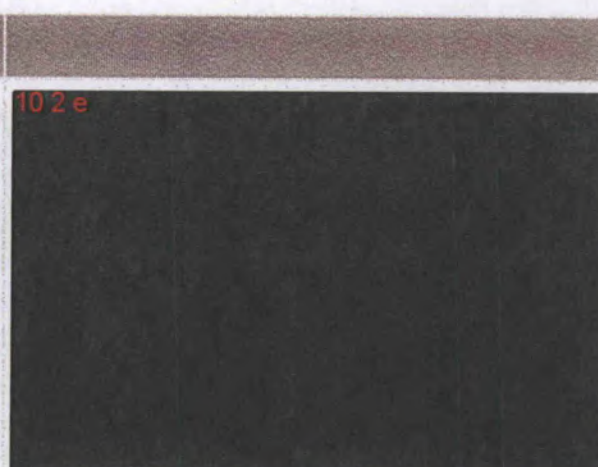
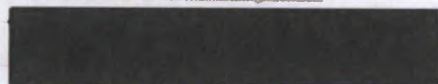
ABOUT THE PROJECT TEAM

This study visit is initiated by the Dutch Government and executed by MACHI Asia & Sustainability Consulting in collaboration with handelsroute.nl



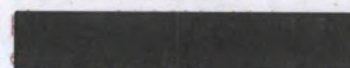
MACHI Asia & Sustainability Consulting

www.machi-consulting.com



Handelsroute.nl

www.handelsroute.nl



Handelsroute.nl

www.handelsroute.nl



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10 2 e

Van:

Verzonden:

Aan:

CC:

Onderwerp:

Bijlagen:

RE: Laatste versie convenant PIB Sports Qatar

Concept actieplan PIB Qatar Sports NA ALLE WIJZIGINGEN.docx

Beste allen,

Zie bijgaand de laatste versie. Ik heb **10 2 g** zij stonden nog niet tussen de PIB deelnemers en zijn recentelijk aangesloten. Daarnaast stond de tekst en het logo van **10 2 g** Sports (p. 12) nog niet goed uitgelijnd. Dit is ook aangepast. Verder is het wat ons betreft akkoord.

We zullen de bijgaande versie ook aan de PIB deelnemers toesturen.

Met vriendelijke groet,

10 2 e

Orange Sports Forum Foundation

SX Center for Sport, Marketing & Media

Torenallee 3, 5617 BA Eindhoven, The Netherlands

10 2 e

I www.orangesportsforum.com

In nl.linkedin.com **10 2 e**

T @OrSportsForum

Van: **10 2 e**

Verzonden: woensdag 13 maart 2019 14:27

10 2 e

Onderwerp: Laatste versie convenant PIB Sports Qatar

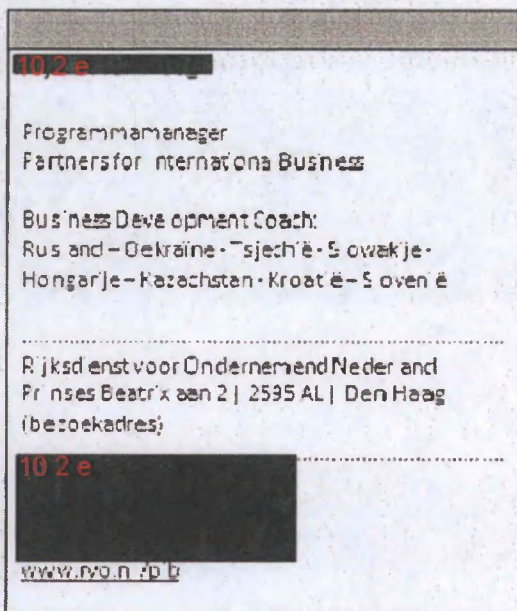
Beste collega's,

Hierbij de laatste versie van het convenant. Informeel heb ik het convenant reeds met Inkoop/Juridische Zaken doorgenomen en verwacht ik geen bezwaren meer wanneer ik het convenant ter goedkeuring aanbied (heden).

10 2 e

Met vriendelijke groet,

10 2 e



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