

# Legacy Advisory

Company Overview  
January 2024



# Our Philosophy

Legacy Advisory represents visionary leadership and unparalleled strategic insight.

Founded by the visionaries behind Qatar's successful bid and execution of the 2022 FIFA World Cup, our leadership has garnered acclaim for its crucial role in **global events and large-scale projects**.

With multifaceted expertise encompassing **strategy, governance, ESG, innovation, human rights** and more, our leadership has been at the forefront of setting industry standards, championing sustainable change, and influencing global perspectives.

Our expertise in nation-building, mega-events and projects, and infrastructure programs sets new benchmarks for success. Our work has left **lasting social and human legacies and reshaped international perceptions**.



## Vision

To be the trusted partner of choice for nation-building, mega-events, and major infrastructure projects worldwide.



## Mission

To leverage our unique skills and expertise to facilitate sustainable development and deliver scalable tech-powered solutions.



## Goals

- Establish Strategic Partnerships
- Enhance Advisory Services
- Deliver Scalable Benchmarks
- Expand Global Reach
- Foster Innovation

# Our Leadership Team

Legacy Advisory was established by **senior executives** who played an instrumental role in the successful bid for the **FIFA World Cup Qatar 2022**. LA partners went on to oversee strategic portfolios and serve as **senior advisors** to the Secretary General of the Supreme Committee for Delivery & Legacy and Chairman of the Qatar 2022 Local Organizing Committee.

With over two decades of global experience in **strategy and governance, program management, ESG, health & safety, legal compliance, innovation, strategic communications, and crisis and reputation management**, our leadership team have led change making innovations and built mission-vital infrastructures, championing operational excellence initiatives and delivering impactful legacy at the highest levels of the public and private sectors.



# Managing Partner and Founder



## Mahmoud Qutub

*Mahmoud earned his MBA from Duke University's Fuqua School of Business, and MA in International Transactions (Commerce and Policy) from George Mason University.*

A global strategist with over 20 years of experience leading impactful projects including human and economic legacy for the 2022 FIFA World Cup. Launching his career in the US as a management consultant advising government clients on major transformation projects, business strategy and expansion into emerging markets.

In Qatar, Mahmoud served as the Deputy Country Lead for Deloitte Consulting (formerly BearingPoint) and later served as a senior strategic advisor to the Qatar 2022 Bid Committee CEO, overseeing several strategic projects including the development of a socio-economic impact study and the social and human development and football development bid strategies.

Throughout his ten-year tenure at the Supreme Committee for Delivery & Legacy, Mahmoud served in multiple capacities, including Senior Advisor to the Secretary General and Executive Director. During this time, his achievements included:

- spearheading the development of the Supreme Committee's inaugural 3-year strategic plan, operational plan, governance framework and legacy framework
- chairing the Strategic Program Delivery Group and sponsoring various mission-critical projects within the Strategic Program Management Office
- leading the renowned workers' welfare and labor rights program, which led to national legislative reforms and marked a shift in Qatar's international perception
- advising the Chairman of the Qatar 2022 Local Organizing Committee on human rights strategic direction, and leading the team implementing the Workers' Welfare Strategy within event operations

His influence extended to key roles including membership in the Qatar 2022 Sustainability Steering Group, Qatar Strategic Hospitality Working Group, Centre for Sport and Human Rights Advisory Council, and the World Innovation Summit for Health 2022 Advisory Board. He also chaired the SC & Building and Wood Workers' International (BWI) Joint Working Group. He frequently serves as a key speaker on mega event legacy and human rights at international conferences and events.

# Co-Founder



## David Barrett

*David earned his graduate and post-graduate degrees from the University of Edinburgh.*

David is an experienced professional with a wealth of knowledge in the fields of international relations, communications, and human rights. As a global citizen raised in various countries, his aptitude and understanding of the region combined with his background are a critical asset.

He was a member of the successful bid team that led to Qatar winning the rights to host the first FIFA World Cup in the Middle East, leading numerous initiatives within the Supreme Committee for Delivery & Legacy and the Qatar 2022 Local Organizing Committee. His key achievements included:

- creating and leading local, regional, and international campaigns
- developing strong relationships with stakeholders from within the sporting, political, and civil society spheres, including overseeing the Secretary General's team on international visits
- serving as Senior Advisor and Chief of Staff for International Affairs for the Secretary General
- developing all strategies relating to the Secretary General's personal profile in the media and political arenas, including speechwriting for major landmark events

He led the Supreme Committee's initiatives with the the United Nations and the World Economic Forum and sat on various committees including Qatar 2022's anti-discrimination committee, and the Centre for Sport and Human Rights' Advisory Council. He also represented the Supreme Committee in dialogue with FIFA's member associations and a broad cross-section of international civil society.

# Our Advisory Board



**Thomas Beyer**

As 11:59's Chief Executive Officer, Thomas leads all aspects of the business. Thomas is a visionary technology consulting executive with 25 years of global experience who is adept at translating innovative concepts into reality for clients. He employs a hands-on approach when it comes to making bold, calculated market plays that fuel mission and customer success, and is a respected thought leader on emerging technologies, artificial intelligence, Web3 and the Metaverse for Government.

Prior to 11:59, Thomas served as KPMG's Global Head for Digital Transformation for Government & Healthcare and Deloitte's AI Strategic Growth Leader and AI & Analytics practice leader for the Deloitte Public Sector business.



**Zahid Saddiq**

Zahid has over 20 years of experience in the Technology sector. He is a Chartered Accountant from the UK holding a professional accountancy qualification alongside an Economics degree. He previously worked for Sun Microsystems/Oracle in the UK, Qatar Foundation / MEEZA in the Middle East and currently holds the position of Chief Executive Officer at Qcloud Technology.

Qcloud Technology is a global data center consulting and infrastructure firm having built hyperscale infrastructure for the likes of Google, Amazon and Microsoft. Qcloud Technology is a key development partner for Legacy Advisory in areas of Technology Development and Digital Transformation. Zahid serves as an advisor and provides the firm with an in-depth view on Strategic Financial Management.

# Global Mega-Project Challenges



# Our Solutions

## Strategy and Governance

- Strategy
- Research and data-led planning
- Governance models
- Performance management and metrics
- Tailored systems and tools



## Program Management

- Complex project management
- Precise coordination
- Resource optimization
- Transparent and data-driven reporting
- Data analytics



## ESG

- ESG principles
- Human rights and worker welfare
- Ethical practices
- Sustainability
- Environmental stewardship
- Societal and business benefits



## Health and Safety

- Stringent health and safety measures
- Safeguarding participants, workers, and community
- Innovation and R&D
- Cutting-edge technologies



## Strategic Communications

- Tailored communication strategies
- Authentic key messaging
- Crisis and reputation management
- Stakeholder and community engagement
- Technology-led market insights



Powered by cutting-edge technology and Artificial Intelligence (AI)



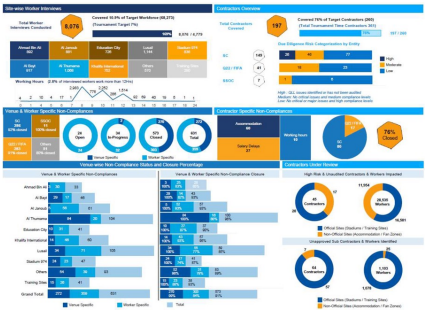
# Our Systems and Tools

A sophisticated suite of project management and reporting systems and tools developed to digitize data, empower transparency, and provide unparalleled oversight and actionable insights.

## Integrated Project Dashboard



Specialized dashboard tailored to monitor projects and initiatives, tracking progress against key performance indicators, and facilitating data-driven decisions and strategic project alignment



## Comprehensive Reporting System



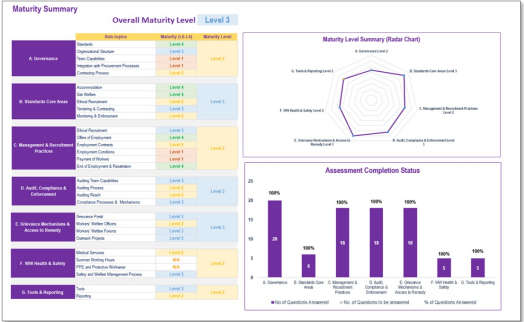
Tailored reporting system featuring templates and modules that capture insights from fieldwork to reporting, digitizing data collection and analytics, ensuring transparent and accountable communication with all stakeholders



## Maturity Model



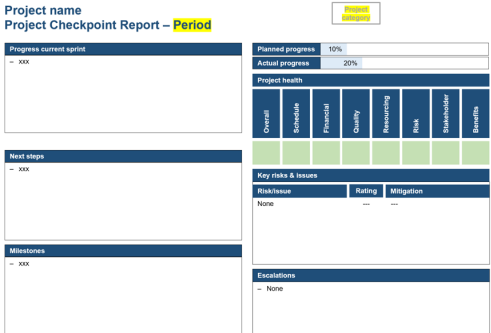
Customized maturity model to evaluate a project's human rights impact maturity, benchmarking existing best practices against international standards, and identifying opportunities continuous operational improvement



## Program Management Tools



Innovative toolkit curated for project scheduling, project progress analysis, resource management, document management, and stakeholder mapping, to ensure impactful outcomes and data-driven decision making



# Our Network

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**Holistic Collaborations**
  - NGOs, civil society, media, sports entities and academia
  - Tailored initiatives
- 
**Knowledge Sharing**
  - Seminars, webinars and workshops with industry experts
  - Thought leadership
- 
**Image Enhancement**
  - Endorsements, acknowledgments and testimonials from network and partners
  - Showcasing commitment to ethical practices
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**Advocacy & Reputation Management**
  - Adopting and advocating ethical practices
  - Partner and network platforms to present services and achievements
- 
**Extended Market Presence**
  - Cross-promotional opportunities for market expansion
  - Conferences and forums for visibility and influence

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- ## Outcomes
- Brand reputation
  - Market awareness and reach
  - Competitive edge
  - Access to partners and network
  - Resilience and preparedness
  - Stakeholder confidence
  - Audience engagement
  - Tech-enhanced solutions
  - Industry standards
  - Credibility and market presence



**FIFA**

 Global NGOs

 International media

 Football Associations

 FIFA sponsors

# Our Partners



## Strategic GenAI Partner

11:59 was established with the mission to help organizations harness the tech that is available today to build transformation solutions that are ready for tomorrow. Constantly exploring emerging technologies, from GenAI to Web3, 11:59 is at the forefront of technological advancements.

With two decades of experience, 11:59 has helped clients in healthcare, manufacturing, financial services and the public sector to utilize technology to transform business models and processes.

### Key Pillars

Applied AI 	11:59 Labs Exploring the Future of Tech 	Business & Digital Transformation 
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## End-to-End Solutions Partner

Qcloud provides hyperscale data center design, engineering and installation solutions on behalf of leading global technology companies and operators.

Leveraging 20 years of regional data center build and management experience, Qcloud has delivered a number of critical digital infrastructure projects since inception in 2020 for clients including Google, Amazon and Microsoft.

### Key Services

Consulting Practice 	Data Center Fit Out 	Critical Commissioning 
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# Our Track Record



	Qatar 2022 Bid Committee	Supreme Committee for Delivery & Legacy	Qatar 2022 Local Organizing Committee
Organization Description	Responsible for developing and presenting a successful pitch to FIFA, which secured the first Middle East FIFA World Cup with innovative, region-focused ping and strategies	Responsible for steering elements of the 2022 FIFA World Cup in Qatar, marrying grand sports venues with national development goals to deliver a spectacular, enduring legacy	Responsible for managing the World Cup event, resulting in a highly successful tournament that sparked worldwide approval
Scope	Socioeconomic assessments, hosting concept, social human development strategy and execution, football development strategy and execution, strategic research, bid book chapter development	Organizational design, corporate strategy development and implementation, program management, performance management, legacy planning, strategy development for areas of innovation, sustainability, and quality, development and management of workers' welfare program	Development and integration of human rights and workers welfare into the World Cup event operations, oversee the team responsible for implementation and monitoring, provide expert advice to FIFA and its stakeholders on human rights due diligence and deliverables
Outcomes	Socioeconomic impact study, Generation Amazing project reaching more than a million people across 35 countries, successful bid book, Qatar won the bid to host	5-year strategy, 3-year implementation plan with 22 projects, PMO and performance management frameworks, designed and delivered a historic workers' welfare and labor rights legacy program for construction, hospitality, and tournament-time workers, FIFA World Cup 2022 Sustainability Strategy human and environmental pillars	First workers' welfare and labor rights team deployed at a FIFA World Cup, advised FIFA and Qatar 2022 teams and contractors, as well as Football Federations, FIFA sponsors, and key stakeholders on human rights due diligence, FIFA World Cup 2022 Sustainability Progress Report on the human and environmental impacts

# Our Track Record cont'd.



## Major Infrastructure Player in KSA

## Qatar Ministry of Economy and Finance

## General Secretariat for Development Planning

### Organization Description



Powered by a vision to build a profitable, sustainable and innovation-driven economy, powered by 14 key sectors

Responsible for implementing finance policies, annual budgets and final accounts, overseeing procurement tender processes, and monitoring execution of endorsements, audit revenues and expenditure accounts

A governmental agency in Qatar responsible for coordinating plans, strategies, and policies in support of Qatar's National Vision 2030

### Scope



Remediation action plan and risk register for modern slavery, human rights investigation framework, training and awareness on best practices, review and strategic advice on anti-slavery and workers' welfare documentation, protocol documents for modern slavery investigations

Overhaul of policy and financial management systems including development of expenditure framework, reformulation of revenue and taxation policy, fortification of internal audit and procurement, human resource optimization, and technology systems upgrade

Week-long workshop for senior officials across 20+ agencies, covering introduction to Outcome Based Planning (OBP), strategic planning, action and output planning, and project management, utilizing job aids, templates and case studies to support long-term capacity building

### Outcomes



*Project is ongoing*

Suite of tools and frameworks enhancing the Ministry's operational efficiency, strategic financial planning, and governance. Increased capability for performance-based budgeting, taxation and revenue management, procurement process, human resource management, and an advanced IT strategy. Extensive support and skill-transfer to the Ministry's personnel, ensuring sustainable results

Successful knowledge transfer and capacity building resulting in officials becoming knowledgeable on OBP concepts and strategic planning via hands-on experience, resulting in a long-term positive impact on Qatar's strategic planning and delivery capabilities

# Our Spotlights



# Mega-Event Spotlight: Bid to Legacy









Bidding process 	Strategy and planning 	Legacy planning 	Corporate governance 
Program management 	Performance management and metrics 	Risk management 	Human rights and labor rights 
Sustainability 	Crisis and reputation management 	Stakeholder management 	Internal and external reporting 

# Mega-Project Spotlight: Vision to Execution





# Human Rights Spotlight: Policy to Delivery

Policy 	Strategic planning and governance 	Human rights and workers' welfare standards 	Audit and inspection 
Compliance and enforcement 	Accommodation 	Ethical recruitment 	Access to remedy 
Health and safety 	Training and up-skilling 	Worker outreach 	Crisis and reputation management 
Stakeholder engagement 	Data analysis and reporting 	Systems and tools 	Technology and innovation 

# Construction Spotlight: Concept to Closure

Workers' welfare standards 	Health and safety standards 	Accommodation 	Heat stress management 
Emergency response planning 	Training and up-skilling 	Audit and inspection 	Compliance and enforcement 
Access to remedy  	Crisis management 	Stakeholder management 	Systems and reporting 

Thank you

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