



PROPOSAL FOR A UNITED HUMAN RIGHTS STRATEGY

United 2026

UNITED
AS ONE

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INTRODUCTION



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Introduction

The Human Rights requirements for the 2026 FIFA World Cup™ are the most extensive human rights requirements ever contemplated for a mega-sporting event, and the result of leadership taken by FIFA, its Advisory Group on Human Rights, and dozens of human rights stakeholders around the world. It is also a unique opportunity to promote human rights and social development.

Awareness of the importance of human rights associated with mega-sporting events has never been higher, **and it is our goal to propose a strategy that honors FIFA's effort and commitment, while conveying to the rest of the world the seriousness with which we have undertaken this task.** If given the opportunity to work with FIFA to pursue the work outlined in this strategy, we will aim to establish a model that future FIFA World Cup™ organizers, and others across the global sports landscape, can follow and benefit from over time.

With this opportunity at hand, we have woven our commitment to human rights into the fabric of our Bid.

Every country in the world has challenges with regard to human rights. In addressing these requirements, we candidly and humbly looked at ourselves and contemplated how activities related to staging and hosting the FIFA World Cup™ could both protect human rights and improve quality of life in each of our three countries. To better understand how this event could adversely impact human rights, we engaged with the Candidate Host Cities, scores of experts and stakeholders in key areas such as labor and supply chain, procurement, and freedom of expression, as well as with representatives of those who could be particularly vulnerable, including women, children, the LGBTQI+ community, indigenous peoples, people with disabilities, people of diverse ethnicities, races and religions.

In the course of working with stakeholders in the human rights community, we learned that to fully realize the potential for positive social impact of a FIFA World Cup™, we need each other and to be United. If, through engaging human rights stakeholders in the process we earn their trust and commitment, we enroll hundreds of agents of change who will help us not only put on a wonderful, inclusive, tolerant and diverse event, but improve the lives of people in our three countries and beyond.

Respect for Internationally Recognized Human Rights is at the core of the United Bid, and aligns with our vision of Unity, Certainty, and Opportunity. We stand united with FIFA in our respect for and promotion of Internationally Recognized Human Rights – as three countries and our Candidate Host Cities – and we stand shoulder-to-shoulder with human rights stakeholders to offer a human rights strategy that embeds their involvement and incorporates their voice from day one.

While 2026 is eight years in the future, there is certainty in several aspects of our proposed human rights strategy. It is certain that we understand the importance that respect for human rights plays in planning and staging the 2026 FIFA World Cup™. We will ensure that our approach to stakeholder engagement, beginning with the work done in the preparation of this Bid, will continue and expand to incorporate voices in all salient areas across the Host Cities. Among Toronto, Mexico City, New York City and Washington, DC, many of the critical global government agencies, global and local NGOs, UN agencies and other international organizations and trade unions have already engaged in efforts to embed human rights into global sporting events.

The United Bid proposes to host the 2026 FIFA World Cup™ using existing infrastructure. As we do not require any new construction, we have eliminated major sources of risk by design. FIFA and its Member Associations can therefore be confident that not only will we have a fully dedicated team and resources focused on implementation of our human rights strategy, but also we will do so from day one.

This human rights strategy is designed to be measured, and our commitment to the monitoring and assessment of human rights impacts will be consistent throughout the lifecycle of the competition and beyond. Finally, we are committed to transparency in our implementation of the proposed human rights strategy, something FIFA and its stakeholders can rely upon.

The United Bid presents an opportunity to reflect honestly on risks to human rights posed by the hosting and staging of the FIFA World Cup™ in our three countries, and to create a legacy that not only improves the lives of people with respect to the risks identified, but aspires to engage and enhance civil society well before – and after – the final whistle.

We will share what we've learned – both the successes and the challenges – with the rest of the world, enabling others to continue this important work of linking the hosting of the FIFA World Cup™ to a dynamic and engaged human rights strategy.

Finally, this is an opportunity for FIFA, whose dedicated effort to establish and integrate respect for human rights through the 2026 bidding requirements has set the standard for all other sports governing bodies to follow. Many of the opportunities outlined in this strategy need not wait for the competition to start to be realized, but are achievable in advance, offering the possibility to expand into other areas of civil society, the region and beyond. Accordingly, our approach seeks to begin this work immediately.

The United Bid’s human rights strategy for the 2026 FIFA World Cup™ features several core aspects based on the principles set out in the United Nations Guiding Principles on Business and Human Rights (UNGPs):

We will focus on salient risks to people.

The human rights at risk due to activities and business relationships occurring through the hosting and staging of the 2026 FIFA World Cup™ will be the focus of our strategy.

We will create leverage through competition and performance.

The United Bid offers more Candidate Host Cities than the number that will be eventually selected, providing a tremendous and unique opportunity to embed respect for human rights into candidature files. We will leverage evaluations of Candidate Host Cities during the period prior to Host City selection as an opportunity for cities to demonstrate their commitment to human rights. Accordingly, working with FIFA, **we propose to develop a rubric or “scorecard” for cities to use to assess progress against measures to address human rights risks set forth in this strategy.**

In developing this scorecard, an innovation we hope will benefit those hosting mega-sporting events in the future, we will build on existing public and private efforts to benchmark and ratchet human rights performance, such as the Human Rights Campaign’s Municipal Equality Index (MEI). Elements of what could be included in this scorecard are contained in the various areas within the Action Plan for Our Human Rights Strategy (Section V).

We will achieve enduring change by working with others.

In our preparatory engagement with stakeholders in the human rights community – including governments, international organizations, civil society, organized labor, and businesses – the potential for positive social impact that could be achieved through such activities became clear. This strategy, therefore, incorporates stakeholders at the community and national levels to help design, implement, and build capacity throughout the lifecycle of the competition.

We will measure impact and continue to improve.

In close collaboration with stakeholders, we will ensure that our human rights strategy will be tracked and assessed, integrating use of the aforementioned scorecard. We shall systematically review our effectiveness and incorporate what we've learned in order to have greater impact. We will publicly report on our progress on a regular basis.

We believe that through the proposed strategy, meaningful, measurable progress on expanding and guaranteeing human rights is achievable in line with the UNGPs.

Through the hosting of the 2026 FIFA World Cup™, we aspire to raise the profile of human rights in each country, lift up those who are most vulnerable to being adversely impacted, improve the lives of all who are touched by the event and the sport, and share what we've learned with the rest of the world.



HUMAN RIGHTS PROTECTIONS AND OPPORTUNITIES

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Human Rights Protections and Opportunities

Our three countries offer extensive human rights protections and all three countries are members of the OECD. In many cases, our Candidate Host Cities provide more specific protections. What distinguishes the United Bid and should provide a measure of confidence and certainty to FIFA, is that our three Host Countries and Candidate Host Cities, from the top levels of the federal government through the member associations and down to every individual working on this Bid, are committed to addressing these issues to the fullest extent possible through the hosting of the 2026 FIFA World Cup™.

Both legislation and practice to protect human rights are well developed in the three countries that have united in this bid. All three are long-established democracies with consistent and peaceful transitions of power over many decades. All three have a well-established separation of power between the executive, legislature, and judiciary and have established and functioning court systems. The legal framework in all three countries can be described as broadly consistent with international human rights standards and instruments, albeit with some gaps.

In the words of Human Rights Watch, while pointing out a number of gaps, risks, and areas for improvement, the United States has a “vibrant civil society and strong constitutional protections for many civil and political rights”, while Canada enjoys a “global reputation as a defender of human rights, aided by a solid record on core civil and political rights protections that are guaranteed by the Canadian Charter of Rights and Freedoms”. Mexico has strong constitutional protections for human rights, including broad concepts of social rights.

One only has to consider the broad Mexican legal recognition of LGBTQI+ rights, the very robust support for freedom of expression and speech in the United States, and Canada's firm protection of political asylum rights to understand that in each of our countries there is an ongoing and genuine engagement with human rights, driven by a combination of institutional commitments and courageous and tenacious human rights defenders in civil society. In all three countries, victims of human rights abuses can turn to independent judicial institutions for redress.

In each of our three countries there are – as in every country – areas where enforcement and implementation of human rights are challenging, for example in Mexico, given the power of drug cartels. There are also political challenges in the United States with some human rights areas, and discourse around the rights of women and migrants. In Canada, the historical rights of indigenous peoples, represent important human rights challenges. However, the robustness of the political and judicial systems related to these issues is noticeable in relation to some challenging circumstances.

Our objective – through the combination of the human rights risk assessment, analysis of the information provided in the independent study on human rights legislation and practice commissioned as part of this Bid, robust stakeholder engagement and our proposed United Bid Human Rights Strategy – is to recognize the strengths and potential shortfalls in human rights protections specifically related to the hosting of the 2026 FIFA World Cup™ – and to propose interventions and collaborations to address identified gaps, and improve the lives of people in the years before and after the final whistle.



IDENTIFYING AND ASSESSING RISK

III. Identifying and Assessing Risk

In line with the concepts set out in the UNGPs, the foundation of developing this strategy involves identifying risks of negative impacts on human rights in the three countries through the hosting of the 2026 FIFA World Cup™.

In identifying and assessing risks to human rights, we examined risk from the following four perspectives:

- **Activities and Locations:** We focused on activities associated with preparing and hosting the event and the different locations in which these activities take place, including: stadiums, cities and airports – and beyond (including borders, factories in the supply chain, social media, and other online spaces).
- **Geographic Context:** We mapped risk through the context of federal, state, and municipal laws and practice, focusing on those locations where the key activities identified above will have most impact.
- **Risks to People:** In relation to those identified activities in defined locations in each of our countries' states, provinces, and municipalities, we focused on how those activities posed potential human rights risks.
- **National Context:** The results of an independent study assessing the legal practice and national legislation in our three countries and how they impede or enable our ability to host the 2026 FIFA World Cup™ such that Internationally Recognized Human Rights are respected.

After examining human rights risks and impacts through these four perspectives, in line with the UNGPs, we identified the *salient* risks related to organizing the Competition. These categories of risk are as follows:

- Corruption and interference in civil and political rights and local democracy
- Discrimination, including based on gender, ethnicity, nationality, disability, religion and sexual orientation
- Freedom of expression and assembly
- Freedom of movement and travel
- Labor, including wage levels, freedom of association, health and safety, and volunteers

- Supply Chain Labor, including child labor, forced labor and trafficking, freedom of association, wage levels, health and safety, and migrant labor
- Land use and housing rights
- Privacy rights of players, spectators and consumers, including protection of personal and financial data, as well as internet and social media privacy
- Security and law enforcement
- Human Trafficking
- Violence, including hooliganism and gender-based violence

For our detailed risk assessment, please see Annex 1 Salient Human Rights Risks. As mentioned above, this risk assessment and the strategy are complemented and informed by the independent human rights study required of this Bid by the FIFA requirements on human rights. This independent study, performed by Ergon Associates (the organisation approved by FIFA), accompanies our strategy and is submitted under separate cover. A summary of their findings, and how they map to our proposed human rights strategy, is found in the first part of Section V.

IV.

OUR UNITED HUMAN RIGHTS STRATEGY



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IV. Our United Human Rights Strategy

Our proposed human rights strategy maps to the following structure, corresponding to the FIFA bidding requirements:

- 1. Embed Commitment**
- 2. Take Action**
- 3. Monitoring**
- 4. Grievance Mechanism**
- 5. Response to Grievances Raised**

1. Embed Commitment

We propose that United 2026 embed respect for Internationally Recognized Human Rights and Labor Standards into operational policies and procedures and into the activities of business relationships through internal commitments, a commitment to engage with stakeholders in both the human rights community and locally affected communities, a commitment to participate in external dialogues and opportunities to raise the profile of human rights in sporting events, and through incorporating standards to protect human rights into our activities, contracts, and commitments.

A. Internal Commitments

The United Bid embeds its commitment to respect Internationally Recognized Human Rights in three important ways:

- Through its public commitment to prepare, stage, and host the competition in a manner that respects human rights in line with the UNGPs throughout the organization, from the board level through cities to local stakeholders (see Section 23.1 of the Bid Book for the United Human Rights Commitment).
- Through ensuring its public commitment is shared with contractors, suppliers and workers, as well as potentially affected groups of people, communities, fans, and consumers.
- Through the implementation of the United 2026 Human Rights Policy. This policy would be developed in partnership with FIFA, and would implement recommendations made in the Ruggie Report, specifically Section 2, “Embed Respect for Human Rights”.

B. Working With and Through Others

Working with stakeholders in the process of creating the human rights portion of this Bid powerfully demonstrated that through collaboration and shared ownership of the process and results, we can be successful and progressive change will endure. This strategy, therefore, incorporates the engagement of stakeholders at the community, national, and international levels to help design, implement, and build capacity to drive change throughout the entire lifecycle of the event.

We will work with FIFA and human rights stakeholders to establish a foundation of robust and integrated engagement going forward, specifically addressing:

- How we can proactively integrate stakeholder engagement into the governance, strategy and operational processes of United 2026, with clearly defined roles and responsibilities, including the design and establishment of relevant and appropriate grievance mechanisms, creation of policies and processes to address risks to potentially affected groups, training to build capacity to implement policies and processes – and assistance with monitoring of and adherence to human rights standards on an ongoing basis.
- How United 2026 can identify additional opportunities for human rights legacy through its engagement with municipalities, state, and federal governments.
- How to compel Candidate Host Cities to engage local stakeholders in forming their strategies to address the salient risk areas identified as part of this strategy as part of their candidature.

For a full report on our engagement with stakeholders (in line with AA1000 SE standard) in the course of preparing this proposed human rights strategy, please see [Annex 4](#).

C. External Commitments

In addition to making a public Human Rights Commitment, we propose to actively promote and participate in dialogues and forums on sport and human rights wherever possible. This will involve a range of national and international forums focused on sports and human rights issues, and the implementation of the UNGPs. This includes participation in the Center for Sport and Human Rights, the UN Forum on Business and Human Rights, national forums on business and human rights in the three hosting countries

and other events where the role of sport and human rights are examined. Within the sport of football, we will engage with the member associations of our three countries, to ensure that its bylaws, policies, operations and events are updated to ensure respect for human rights are embedded.

With FIFA, we will seek leadership in the sports and human rights movement, collaborating with major professional and amateur sports leagues in all three countries to share findings and exchange ideas regarding embedding and protecting human rights into their core championship events.

And finally, we will work in cooperation with other mega-sporting events, including the 2019 FIFA Women's World Cup France™, the Commonwealth Games Federation, Pan American Games, Tokyo 2020 Olympic and Paralympic Games, Paris 2024 Olympic and Paralympic Games, Los Angeles 2028 Olympic and Paralympic Games, and UEFA Euro 2020 and 2024 to collaborate and share information.

D. Commitment to relevant international human rights instruments / standards

International conventions and instruments create binding obligations for State actors only, but we propose commitment to their principles as applied through the UNGPs to private sector and non-state actors. For a list of international human rights instruments / standards to which we propose to commit as well as international standards for businesses/private entities, please see [Annex 2](#).

2. Take Action

Based on our assessment of risks corresponding to activities directly or indirectly associated with the 2026 FIFA World Cup™, and in consultation with over 60 human rights experts and stakeholders in our three countries and worldwide, the United Bid offers, in line with the UNGPs, detailed proposals to embed, identify, prevent, mitigate, and account for impacts on human rights.

The Action Plan for our Human Rights Strategy addresses each area of risk identified in our risk assessment as follows:

- A. Equality of Opportunity and Inclusivity**
- B. Freedom of Expression and Assembly**
- C. International Travel and Movement**
- D. Interference in Civil and Political Rights and Local Democracy**
- E. Labor**
- F. Supply Chain Labor**
- G. Land Use and Housing Rights**
- H. Privacy Rights of Players, Spectators and Consumers**
- I. Procurement**
- J. Safeguarding Children**
- K. Security and Law Enforcement**
- L. Human Trafficking**

For each of the risk areas above, we address the following areas:

- Our Goal
- Our Opportunity for Legacy
- Our Plan, outlining proposed actions to: (1) Embed, (2) Identify, prevent, and remedy, (3) Exercise Leverage, (4) Track, verify, and account for effectiveness of measures taken, and (5) Grievances

These proposals are found in Section V. Action Plan for Our Human Rights Strategy and is offered to FIFA as a proposed starting point from which to develop the detailed strategy, which will be fully integrated into the Sustainable Event Management (SEM) system by design.

3. Monitoring

In cooperation with partners and stakeholders, we will work with FIFA and the hosting entity to monitor progress of the implementation of the human rights strategy and human rights issues related directly or indirectly with preparing and hosting the Competition. Key components of the proposed process include an assessment scorecard whereby cities, partners, and stakeholders are encouraged to evaluate progress on their human rights performance, with indicators relating to a range of human rights issues, including those in the supply chain, and leveraging the best of best practice in private sector and multi-stakeholder collaborative monitoring from sport and beyond across the globe.

We believe that creating a competitive framework for improving human rights in a sports context is an innovative, relevant, and high-impact approach. For additional information on how we will monitor human rights impacts, please see Section V.

4. Grievance Mechanism

A range of grievance channels, as outlined in the areas of Section V related to grievances, responds to the diversity of the nature of potential complaints.

It is important to stress that the establishment of one single grievance channel would be counter-productive and likely ineffective, particularly given the geographic scope and scale of the 2026 FIFA World Cup™ in Canada, Mexico, and the United States.

Rather, the United Bid proposes to work with FIFA and stakeholders to establish multiple grievance routes which are:

- Relevant to the issue likely to be raised – i.e., supply chain labor grievances are very different from press complaints about restrictions on freedom of expression for journalists
- Time or place sensitive
- Aligned and compatible with relevant State-based judicial and non-judicial remedy mechanisms
- Rights compatible
- Designed in consultation with relevant stakeholders
- Subject to review and monitoring on an ongoing basis
- A source of continuous learning

In creating these mechanisms, we will also ensure that grievance routes are in line with the effectiveness criteria outlined in Principle 31 of the UNGPs, in that they be legitimate, accessible, predictable, equitable, and transparent. We will establish a centralized repository for information about all grievances related to the Competition and propose establishing a stakeholder oversight group to support the broad grievance approach of the hosting entity.

5. Response to Grievances Raised

In collaboration with public and private actors, including cities and other government representatives, we propose that United 2026 apply an effective response process to address grievances raised and identified to be valid, or linked to a specific instance of negative impact. And, to the extent possible, this process will ensure that such negative impacts are remedied. For instance, we propose to develop an integrated framework of grievance and remedy mechanisms to supplement and complement existing routes. For information on procedures for dealing with allegations of human rights abuse in each of our countries, please refer to Ergon Associates' Independent Study, Section 7.6.



ACTION PLAN FOR OUR HUMAN RIGHTS STRATEGY



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V. Action Plan for Our Human Rights Strategy

A key bid requirement is that the proposed human rights strategy is informed and complemented by an independent study of the national context in each of our countries. Table 1, below, summarizes the key findings of the independent risk assessment, and maps them to where they are addressed specifically in either Section 23 of the Bid Book, or within this section of our proposed human rights strategy.

Table 1: Map of Findings from the Independent Study to the United Human Rights Strategy

Key findings from independent report	Elements in United Human Rights Strategy & Action Plan addressing these issues
Discrimination	
<ul style="list-style-type: none"> ▪ Broad anti-discrimination protections in place in all three countries covering fans and spectators, players and officials, workers and local communities, mostly aligned with international standards. Some gaps however in relation to coverage of specific issues, such as sexual orientation and gender identity in some U.S. states. ▪ In practice, risk of discrimination in connection with the event varies across regions but risk is present to some degree in the three countries. ▪ Behavior and actions of international fans and spectators also gives rise to some risk. 	<p>Section IV: 1 – Embed Commitment 4 – Grievance Mechanism</p> <p>Section V: A – Equality of Opportunity & Inclusivity C – International Travel and Movement E – Labor F – Supply Chain Labor K – Security and Law Enforcement</p> <p>Other: United Commitment Statement (23.1)</p>

Key findings from independent report

Elements in United Human Rights Strategy & Action Plan addressing these issues

Freedom of expression and assembly

- Strong protections in the United States for freedom of expression and association as core constitutional rights. Aligned with international standards.
- Equally strong protections in Canada, but with some limitations on the degree of freedom of expression which may be characterized as hate speech.
- All three countries have strong laws protecting freedom of expression for journalists and broadcasters. There are challenges in some regions of Mexico as a result of reported violence and threats against journalists.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance mechanism

Section V:

- A – Equality of Opportunity & Inclusivity
- B – Freedom of Expression and Assembly

Other: United Commitment Statement (23.1)

Land use and housing rights

- Basic protections in place in all three countries but with some gaps.
- While no stadiums need to be built, there may be residual risk regarding construction of related infrastructures such as training sites and fan zones, as well as municipal upgrades not required of the event.
- Documented effects of large events on right to housing on vulnerable populations (including increased rent pressure and efforts to remove homeless population) are a source of concern in all three countries.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance Mechanism

Section V:

- A – Equality of Opportunity & Inclusivity
- D – Interference in Civil and Political Rights and Local Democracy
- G – Land Use and Housing Rights

Other: United Commitment Statement (23.1)

Key findings from independent report

Elements in United Human Rights Strategy & Action Plan addressing these issues

Labor and supply chain

- Varied picture across countries and jurisdictions but basic labor rights protections in all three countries. Main gaps relate to coverage of anti-discrimination protections (all three), alleged restrictions on trade union formation and collective bargaining (Mexico and the United States), enforcement of minimum wage legislation (Mexico and the United States) and lack of protections for volunteers, particularly on safety, including minors (all three).
- In all three countries, there are reports that minimum wage levels do not correspond to a 'living wage' for the typical family.
- Risks in practice relate to the effective application of labor laws to workers not directly employed by the Bid (i.e. employees of contractors and subcontractors), especially in a range of typically low-skilled and low-pay occupations.
- Some jurisdictions in the United States have reporting and/or due diligence requirements regarding labor and human rights in supply chains.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance Mechanism

Section V:

- A – Equality of Opportunity & Inclusivity
- E – Labor
- F – Supply Chain Labor
- I – Procurement
- J – Safeguarding Children

Other: United Commitment Statement (23.1)

International travel and movement

- Legislation on free movement in Canada and Mexico broadly aligned with international standards.
- In Mexico and Canada there have been relatively recent review and reform processes to immigration rules with the specific aim of alignment with international standards.
- In the United States, there are concerns at borders, particularly in relation to restrictions on some citizens from certain countries.
- In all three countries there may be concern about profiling at borders.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance Mechanism

Section V:

- A – Equality of Opportunity & Inclusivity
- C – International Travel and Movement

Other: United Commitment Statement (23.1)

Key findings from independent report

Elements in United Human Rights Strategy & Action Plan addressing these issues

Privacy Rights

- Personal data protection rules exist in relation to commercial purchases and other dealings with private businesses in all three countries.
- Governments in all 3 countries retain however substantial powers to use personal data for security and surveillance purposes and have been critiqued as breaching privacy laws.
- Evidence from previous large events suggest they are often accompanied by increased surveillance and invasion of privacy. This is a concern in all three countries.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance Mechanism

Section V:

- A – Equality of Opportunity & Inclusivity
- C – International Travel and Movement
- H – Privacy Rights
- K – Security and Law Enforcement

Other: United Commitment Statement (23.1)

Human Trafficking

- Limited credible evidence to suggest significant increase in the risk of sex trafficking around sporting events. However, this should still be considered a salient issue given the severity of the potential rights violations and the high degree of vulnerability of potential victims.
- Risk of labor trafficking present in some supply chains.
- Canada has legislation to criminalize traffickers and protective legislation to support victims of trafficking. It also has an Action Plan which focusses on protection, prevention, prosecution and partnership, in line with international standards. There are key provisions to protect victims.
- Mexico has laws making trafficking illegal, but is limited in efforts to provide protections to victims.
- The United States has sophisticated laws related to the criminalization of trafficking and there are various city and state level laws which address this issue, including awareness raising. There is also federal and state legislation aiming to prevent the importation of goods produced with forced labor.

Section IV:

- 1 – Embed Commitment
- 4 – Grievance Mechanism

Section V:

- E – Labor
- F – Supply Chain Labor
- I – Procurement
- L – Human Trafficking

Other: United Commitment Statement (23.1)

Key findings from independent report

Elements in United Human Rights Strategy & Action Plan addressing these issues

Violence, security and law enforcement

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| <ul style="list-style-type: none"> ■ Protection of rights to life, liberty, safety and security of the person and due process firmly established in national laws. Gaps relate to enforcement and application in practice by law enforcement agencies on occasion. ■ In the United States, reports of law enforcement unfairly targeting minorities and migrants. Governments and cities have been criticised for heavy-handed responses to protests. ■ Canadian law enforcement agencies have also been criticised in recent years for some heavy-handed responses to protests. ■ In Mexico, reported violence is a concern and poses threats to the right to life, personal security and other human rights. | <p>Section IV:
1 – Embed Commitment
4 – Grievance Mechanism</p> <p>Section V:
A – Equality of Opportunity & Inclusivity
B – Freedom of Expression & Assembly
I – Procurement
K – Security and Law Enforcement</p> <p>Other: United Commitment Statement (23.1)</p> |
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Political participation and the rule of law

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| <ul style="list-style-type: none"> ■ All three countries have strong constitutional provisions related to the operation of government and its relationships with citizens. ■ There is a functioning and established democracy at all levels across all three countries. ■ There is a system of an independent judiciary in all three countries and provisions in law which protect human rights defenders. | <p>Section IV:
1 – Embed Commitment
4 – Grievance Mechanism</p> <p>Section V:
B – Freedom of Expression & Assembly
D – Interference in Civil and Political Rights and Local Democracy</p> |
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Children

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| <ul style="list-style-type: none"> ■ All three countries have laws prohibiting child labor and exploitation. ■ Some supply chains – both global and agricultural in the three countries – have a risk of child labor occurring. ■ There are important safeguard issues that could arise in relation to young players under legacy programmes and also child volunteers for match and other activities. | <p>Section IV:
1 – Embed Commitment
4 – Grievance Mechanism</p> <p>Section V:
E – Labor
F – Supply Chain Labor
I – Procurement
J – Safeguarding Children</p> <p>Other: United Commitment Statement (23.1)</p> |
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A. Equality of Opportunity and Inclusivity

Promoting equality of opportunity and inclusivity involves taking active steps to create an environment that celebrates diversity, while combatting discrimination in all its forms, including based on ethnicity, nationality, immigration status and religion, indigenous origin, LGBTQI+, disability, and gender. In the section below, we propose to build off FIFA's existing work, making concrete proposals developed in concert with stakeholders representing those at highest risk of being impacted in these areas.

(i) Ethnicity, Nationality, Immigration Status, and Religion

OUR GOAL is that all host stadiums, cities, and fan zones provide a fun, safe, inclusive, respectful and tolerant atmosphere for fans, spectators, players, officials, and broadcast viewers.

OUR OPPORTUNITY FOR LEGACY lies in creating a universal and sustainable understanding of how to develop and implement an inclusive match-day and Competition experience that celebrates a diversity of cultures and nationalities. Please refer to [Annex 5](#) for initiatives linked to inclusivity and integration of vulnerable populations in underserved areas of the United States.

OUR PROPOSAL to FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify, and account for effectiveness of measures and address grievances:

1. Embed

- Make public the United 2026 Human Rights Commitment, including a commitment to non-discrimination, inclusivity, and diversity.
- Connect the event theme of "Unity" to tolerance and inclusion in messaging.
- Prohibit discrimination in all its forms, including by addressing anti-discrimination measures in contracts and policies (see Section E. Labor and I. Procurement).
- Highlight existing anti-discrimination provisions in all FIFA agreements (Host City, Stadium, Training Site, Airport, and Hosting).

- Partner with civil rights stakeholders to (a) develop policies and processes for safe and inclusive behavior in stadiums and fan zones, including early warning of discriminatory fan behavior; (b) brief event-related personnel in the stadium, fan zone, city, and airports on policies and processes related to handling incidents related to discrimination, and (c) develop early warning systems to identify any pending federal, state/provincial, or city legislation which might have a discriminatory impact on the basis of race, ethnicity, nationality or religious affiliation.

2. Identify, prevent, and remedy

- In the period prior to Host City selection, pursuant to the FIFA Host City agreement requirements regarding stakeholder engagement, Candidate Host Cities are expected to work with local ethnic, national, and religious minority stakeholders to develop plans to embed respect and tolerance of race, ethnicity, nationality and religious affiliation into the hosting of the event.
- In addition, Candidate Host Cities are asked to work with relevant law enforcement agencies and local ethnic, national, and religious minority stakeholders to develop their plan to ensure respect for all in the deployment of the security and law enforcement apparatus around the event. After Host City selections have been made, Host Cities and stakeholders will assist with monitoring implementation of the human rights strategy.

3. Exercise Leverage

- Include criteria regarding inclusion of stakeholders representing local ethnic, national and religious minorities in evaluating candidate cities for selection as Host Cities, including whether or not these stakeholders were involved in developing plans.
- Where necessary, inform states or municipalities contemplating passage of state or municipal laws (for example, laws that have a discriminatory impact based on ethnicity, nationality, religion or immigration status) of human rights and anti-discrimination commitments.

4. Track, verify, and account for effectiveness of measures taken

- Include in the Human Rights scorecard Key Performance Indicators (KPIs) which track inclusion of ethnic, national and religious minorities. Such metrics will be developed in consultation with stakeholders representing these effected groups.

5. Grievances

- Work with Host Cities, justice systems, and local stakeholders to determine if existing grievance mechanisms adequately address discrimination risks and develop appropriate complaint and remedy processes as needed to address gaps.
- Integrate grievance mechanisms into the broader event human rights framework.

(ii) Indigenous Peoples

OUR GOAL is that the rights of indigenous peoples are respected in all activities related to the FIFA World Cup™, including at all Host Stadiums, Host City events and fan zones.

OUR OPPORTUNITY FOR LEGACY is that in achieving our goal, the 2026 FIFA World Cup™ leaves a blueprint for engaging effectively with indigenous communities around matters of particular relevance to them, and that the event serves as a model for future events. In addition, please see [Annex 5. Social Legacy](#) for information on social legacy programs providing opportunities for indigenous communities in Canada.

OUR PROPOSAL TO FIFA to embed, identify, prevent, and remedy, exercise leverage, track, verify, and account for effectiveness of measures and address grievances:

1. Embed

- Emphasize the United 2026 Human Rights Commitment, including commitments to respect the human rights of indigenous peoples.
- In collaboration with stakeholders representing indigenous peoples:
 - (a) ensure that customary and tribal land rights are respected in the Host Cities in each of the 3 countries and (b) develop guidelines on the use of indigenous symbols, names or other cultural representations in all activities related to the 2026 FIFA World Cup™. Employ the following recommended standard: IFC Performance Standard 7 on indigenous peoples.

2. Identify, prevent, and remedy

- In the period prior to Host City selection, per the FIFA Host City agreement requirements on stakeholder engagement, ask cities to work with indigenous stakeholders in or near their community regarding (a) the use and management of their ancestral lands and to minimize any expropriation related to the event (b) how to prevent any discriminatory behavior based on indigenous ethnicity.

3. Exercise Leverage

- Ask Candidate Host Cities to propose their plan to be inclusive, tolerant and respectful of indigenous people, their tribal customs and their lands against the backdrop of hosting and staging the event.
- Include criteria regarding respect for and inclusion of indigenous peoples in evaluating candidate cities and evaluate based on that criteria, including whether or not stakeholders representing these communities were involved in developing plans.

4. Track, verify, and account for effectiveness of measures taken

- Identify performance markers with regard to respect for indigenous peoples, such as whether or not indigenous interlocutors have been identified and consulted, and (where applicable) if specific agreements or memoranda of understanding were concluded. Whenever possible, these indicators will be developed in consultation with stakeholders representing indigenous peoples.

5. Grievances

- Work with Host Cities, justice systems and local stakeholders to examine if appropriate complaint and remediation mechanisms are already in place and address complaints for those who have been subject to discriminatory treatment on the basis of indigenous ethnicity.
- Address any gaps as needed based on stakeholder feedback and integrate these practices and mechanisms into the broader event human rights grievance framework.

(iii) LGBTQI+

OUR GOAL is to offer a safe and inclusive atmosphere at the event for LGBTQ+ fans, spectators, players, officials, media personnel, labor forces and broadcast viewers.

OUR OPPORTUNITY FOR LEGACY is in creating an inclusive and welcoming atmosphere in sporting venues across our three countries, and to creating a pathway for every city to offer comprehensive nondiscrimination legislation if not already in place.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Publicize our Human Rights Commitment, including a commitment to non-discrimination and diversity. Connect “Unity” theme to tolerance and inclusion in all messaging.
- Address anti-discrimination policies and laws in contracts and policies (see procurement).
- Highlight existing anti-discrimination provisions in all FIFA agreements (Host City, Stadium, Training Site, Airport, and Hosting).
- Partner with LGBTQI+ stakeholders to develop policies and a fan code of conduct for safe and inclusive stadiums and fan zones, including early warning of discriminatory behavior.
- Evaluate and consider introducing technology-based grievance mechanisms (e.g. smart phone based app) enabling reporting by fans of abusive chanting or other discriminatory behavior in stadiums or fan zones. Such a mechanism could be piloted and adopted within existing professional leagues as part of legacy for the event.

2. Identify, prevent and remedy (in partnership with Host Cities and LGBTQI+ stakeholders)

- In the period prior to Host City selection, Candidate Host Cities are asked to work with local LGBTQI+ stakeholders to propose their plan to embed LGBTQI+ inclusion into the hosting of the event. Consider incorporating a fan-facing campaign, such as MLS’ “Don’t Cross the Line” to promote awareness of and prevent discriminatory behavior based on sexual orientation or gender identity.

- Cities should ensure that the process of consulting with stakeholders is transparent, easily understood and accessible to the public. We recommend that United 2026 work with cities and stakeholders to ensure event personnel in stadiums, fan zones, security and airports and all event volunteers are familiar with policies and processes related to LGBTQI+ inclusion.
- Additionally, we propose that United 2026 partner with LGBTQI+ stakeholders having early warning systems in place to identify any “bad bills” coming out of federal, city or state/provincial governments which would have a discriminatory impact based on sexual orientation or gender identity, including, for example, bills which would restrict usage of bathrooms to biological sex at birth (aka “bathroom bills”), or religious exemption laws.

3. Exercise Leverage

- To create leverage, we recommend that United 2026 ask Candidate Host Cities to propose plans to create an LGBTQI+ inclusive event and to prevent discrimination and discriminatory behavior based on sexual orientation and gender identity, including how they will go about stakeholder engagement.
- For leverage to be effective, performance on LGBTQI+ inclusion criteria should be incorporated in evaluating Candidate Host Cities for selection as Host Cities, including whether or not LGBTQI+ stakeholders were involved in developing plans.
- Additionally, we recommend that United 2026 inform states or municipalities contemplating passage of state or municipal laws (for example, religious exemption laws, laws that may have a discriminatory impact based on sexual orientation or gender identity) of the human rights and anti-discrimination commitments associated with hosting and staging the event, and that passage of these laws puts associated event contracts and agreements at risk.

4. Track, verify and account for effectiveness of measures taken

- With key LGBTQI+ stakeholders, identify performance indicators with regard to LGBTQI+ inclusivity for those who would directly or indirectly impacted by the 2026 FIFA World Cup™. The Municipal Equality Index (MEI) from the Human Rights Campaign provides a solid basis from which to start.

5. Grievances

- We recommend United 2026 work with cities, justice systems, and local LGBTQI+ stakeholders to examine if existing complaint and remediation

mechanisms for those who have been subject to discriminatory treatment on the basis of sexual orientation and gender identity are adequate, and develop additional mechanisms to address any gaps, particularly if there are gaps in legal protections. These mechanisms should be integrated into the broader event human rights grievance framework.

(iv) People with Disabilities

OUR GOAL is to ensure all host stadiums, cities and fan zones provide an accessible, inclusive and welcoming experience for fans, spectators and officials with physical, mental, and sensory disabilities or with limited mobility.

OUR OPPORTUNITY FOR LEGACY lies in using the 2026 FIFA World Cup™ to improve the accessibility of cities, to set a new standard for Universal Design as applied to sporting events in all five environments (built, information, communication, policy and attitudinal), and to enable the proliferation of Universal Design to other sports infrastructure and sporting events.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

Highlight existing disabled and mobility access requirements in all FIFA agreements (Host City, Stadium, Training Site, Airport and Hosting), specifically:

- Stadium: provisions in each area of the stadium transport, media areas, minimum disabled seating capacity and related facilities.
- Cities: provide appropriate services to people with disabilities, people with limited mobility or other access challenges in a manner meeting all related legal requirements in relation to any functional areas relevant for the spectators, fans and officials, including transportation.
- Airports: provisions requiring that airports are accessible, including for wheelchair users, other disabled people and people with limited mobility in connection with all aspects of airport activities relating to the event.

2. Identify, prevent and remedy (in partnership with United 2026, cities, and disability stakeholders)

- In the period prior to Host City selection, work to develop accessibility plans incorporating principles of Universal Design and examine where Universal Design can be incorporated into the built environment, the information environment (e.g., signage), the communication environment

(e.g., smart phone based or closed-captioned communication), the policy environment, and the attitudinal environment (e.g., capacity building and training of volunteers and staff).

- Review and consider introducing other technology-based solutions (e.g., smart-phone based app or other) enabling reporting by fans with disabilities of any accessibility issues associated with the event (e.g., stadium, fan zones or transport systems).
- Adopt best practice from existing professional sports stadiums and arenas, such as sensory-friendly spaces, like in MLS' Red Bull arena for families impacted by autism.

3. Exercise Leverage

- Ask Candidate Host Cities to propose a plan to create an inclusive and accessible hosting program for those with disabilities and limited mobility, incorporating principles of Universal Design wherever possible, and to prevent discrimination and discriminatory behavior based on physical disability.
- To ensure leverage is created, include performance on accessibility criteria in evaluating candidate cities for selection as Host Cities, including the involvement of stakeholders in developing accessibility plans.

4. Track, verify and account for effectiveness of measures taken

- With disability stakeholders, United 2026 can identify performance metrics with regard to accessibility. Such metrics should be developed in consultation with Disability Rights stakeholders.

5. Grievances

- Work with Host Cities, justice systems, and local stakeholders determine if existing complaint and remediation mechanisms are adequate for those who have been subject to discriminatory treatment on the basis of their disability, identify and address gaps as needed, integrating these mechanisms into the broader human rights grievance framework.

(v) Women and Girls

OUR GOAL is for all host stadiums, cities and fan zones provide a safe and inclusive atmosphere for all fans, workers, players and officials, irrespective of gender, to create additional economic opportunities for women-owned businesses (see procurement), and to contribute to the visibility and development of women's football in all three countries.

OUR OPPORTUNITY FOR LEGACY is enormous. We seek to provide an event and hosting entity that is the model for advancing gender equality and inclusion and for leveraging the event to advance and promote the development of and access to football for women and girls. And, our three hosting member associations will embed and implement policies and programs that result in setting a new standard for including girls and women in all aspects of football, including in governance and executive roles. Please see Section 23.4 of the Bid Book and [Annex 5](#) for legacy initiatives linked to the development of football for girls and women in Mexico.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Adopt human resource policies that set a new standard for promoting the inclusion of women, particularly in senior roles. For information, please refer to the “leadership and staffing” portion of section 21 of the Bid Book.
- Publicize the hosting entity’s Human Rights Commitment, including a commitment to non-discrimination and diversity and prohibition of sexual harassment.
- Link “Unity” and “Opportunity” themes to event-led initiatives by United 2026 and/or its member associations to promote gender inclusion and access to football by women and girls.
- Address anti-discrimination and prohibition of sexual harassment in contracts and policies (see procurement) and highlight existing anti-discrimination provisions in all FIFA agreements (Host City, Stadium, Training Site, Airport and Hosting).
- Develop policies and processes for safe and inclusive stadiums, fan zones and airports, including early warning of harassing fan behavior (e.g. verbal harassment or unwanted physical contact) and training all staff on response protocols.
- Review and consider introducing technology-based grievance mechanisms (e.g., smart-phone based app) enabling reporting by fans of discriminatory behavior or sexual harassment/assault in stadiums or fan zones. Such a mechanism could be piloted and adopted within existing professional leagues as part of legacy of the event.

2. Identify, prevent and remedy (in partnership with gender equality and inclusion stakeholders)

- Per FIFA Host City agreement requirements on stakeholder engagement, prospective Host Cities should engage with local women's advocacy groups and other stakeholders representing women and girls to propose their plan to embed inclusion and non-discrimination against women into the hosting of the event and to prevent discrimination based on gender. In doing so, cities shall ensure that the process of consulting with stakeholders is transparent and easily understood/accessible to the public.
- Strive to ensure all event personnel in stadiums, fan zones, security, police and airports are briefed on policies and processes related to gender discrimination and to prevent harassment and violence against women.
- Explore opportunities to develop partnerships with national or global agencies to advance gender equality, inclusion and safety of women. An example of this could be partnering with UN Women around their "Safe Cities and Safe Public Spaces" initiative.

3. Exercise Leverage

- Ask Candidate Host Cities to propose plans to create an inclusive event and to prevent discrimination and discriminatory behavior based on sex or gender, including enhancing stakeholder engagement.
- To create leverage, gender inclusion, safety and the presence of sexual harassment policies should be used in evaluating candidate cities for selection as Host Cities, including whether or not women and girls' advocates and representatives were involved in developing these proposals.

4. Track, verify, and account for effectiveness of measures taken

- Ensure the scorecard contains gender-inclusive metrics which track performance in relation to the various ways in which women can be impacted by the Competition, as fans and spectators, citizens, workers, business owners, officials and/or athletes.
- Use these metrics to assess performance and progress on an ongoing basis. Such metrics should be developed in consultation with stakeholders advocating for or representing women and girls and integrated into broader human rights and sustainability metrics.

5. Grievances

- Work with cities to determine if existing grievance mechanisms are sufficient to address complaints of gender-based discrimination or sexual harassment within the context of the event.

- Where gaps are identified, United 2026 intends to work with cities and stakeholders to provide mechanisms for grievance and remedy, and ensure such mechanisms are integrated into the broader event human rights grievance framework.

B. Freedom of Expression & Assembly

OUR GOAL is to ensure that free speech and assembly directly or indirectly related to preparing and hosting of the 2026 FIFA World Cup™ are guaranteed within the framework set by national and international law, that the rights of protestors and journalists are protected, that journalists can report freely without fear or restriction, and that there are zero harms to protestors or journalists related to the event.

OUR OPPORTUNITY FOR LEGACY lies in developing a model of policing protests that can be an example for other contexts and developing a best practice grievance mechanism for journalists, including the ability to get journalists out of danger and investigating sources of threats.

OUR PROPOSAL TO FIFA to embed, identify, prevent, and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Develop a clear plan for policing that allows for lawful protests and follows international best practices on preventing excessive use of force or over policing.
- In accordance with Government Guarantee #1, ensure entry of journalists to host countries is not denied based on critical speech. Provide for defined free speech zones.
- Define clear rules, which are clearly stated in entry conditions, on any types of statements, banners, images or other limitations of speech or expression.

2. Identify, prevent, and remedy

In partnership with Host Cities, their authorities at ports of entry, and local civil liberties/civil rights and journalist stakeholders (subject to relevant national laws for each nation):

- Develop a clear scope of policies for journalists to allow cross reporting of sport with politics and other issues.
- Ensure security plans address prevention of discriminatory arrests of protestors and journalists.

In partnership with international and domestic journalist stakeholders, United 2026 and local, state and federal law enforcement (subject to relevant national laws for each nation):

- Ensure that protocols are developed to allow for peaceful protest and expression by communities, fans and others around the Competition
- Establish protections for journalists related to the Competition
- Develop an early warning system if a journalist is at risk due to their reporting of the event, and put in place procedures to ensure their safety, leveraging existing mechanisms.
- Establish processes for the swift resolution of any denials of accreditation or access for journalists to protests or competition-related events.
- Establish training of all security providers regarding journalists' rights.

3. Exercise Leverage

- Ask Candidate Host Cities to work with local civil liberties and organizations working on behalf of and with journalists and promoting freedom of the press to propose their plan to create a clear plan for permitting protests and peacefully policing them. Best practice in this area would include a legal observer program, and track and disclose arrests and charges stemming from the event and any related protests.
- In addition, we propose that United 2026 work with journalist stakeholders to develop procedures to ensure protection of press freedoms to the maximum extent allowed by law, including development of any training or capacity building to address risks identified in this area.

4. Track, verify and account for effectiveness of measures taken

- Monitor cases that have gone into existing mechanisms for addressing grievances and/or crimes being investigated against protestors or journalists.
- Develop metrics to monitor the effectiveness of the strategy, including, for example, number of protestors or journalists arrested or detained, devices confiscated, journalists identified for secondary screening at borders, number of visas denied to journalists to cover the event, number of journalists denied access to other Competition-specific events denied, number of complaints received and addressed via any federal or other protection mechanism.

5. Grievances

- Work with journalists and freedom of expression stakeholders to review the effectiveness of any grievance mechanisms already in place to address freedom of expression and how it can be improved. Where gaps exist, work with stakeholders to develop mechanisms to fill these gaps and integrate them into the broader event framework. Promote awareness of established grievance mechanisms to enable their use.
- Work with existing mechanisms and specialized institutions at national and/or local level that receive grievances of journalists and human rights defenders and ensure their effectiveness.
- Ensure grievance mechanisms are available at stadiums to deal quickly and effectively with any alleged freedom of expression issues.
- Ensure that grievance procedures, both those that already exist and those proposed, are able to address freedom of press issues quickly, for example refused access to country, game or press conference building on best practice in this area from other mega-sporting events.

C. International Travel and Movement

Critical to the success of the 2026 FIFA World Cup™ is the ability of fans from all over the world to be able to travel to each of our host countries from abroad to enjoy the event. In line with the bidding requirements, the United Bid has secured guarantees from our three host governments to facilitate streamlined procedures of entry, without compromising national immigration and security standards.

OUR GOAL is that all that all Host City ports of entry, stadiums, cities, and fan zones provide a safe, welcoming and inclusive atmosphere that celebrates diversity and welcomes international fans, spectators, players, and officials, and that fundamental governmental protections of due process and equal protection apply to every person.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Reaffirm our Human Rights Commitment.
- Connect “Unity” theme to tolerance, inclusion, and celebration of the cultural diversity of all three countries.
- Prohibit discrimination in all contracts and policies (see procurement).

- Highlight existing anti-discrimination provisions in all FIFA agreements (Host City, Stadium, Airport).
- Partner with civil liberties and civil rights stakeholders to review policies and processes for all public access areas in Host Cities, to ensure the civil liberties of immigrants and other at-risk groups are protected.

2. Identify, prevent, and remedy

Working closely with federal governments, Host Cities and their authorities for ports of entry – and civil liberties/civil rights stakeholders

(subject to relevant national laws in each nation):

- Work with government agencies to ensure implementation of Government Guarantee #1 regarding visas, permits, immigration and check-in procedures at ports of entry and borders required by FIFA in the Hosting Agreement.
- In the period prior to Host City selection, per FIFA Host City agreement requirements on stakeholder engagement, prospective Host Cities are asked to work with local civil liberties stakeholders to propose their plan to create a safe, welcoming and inclusive atmosphere that celebrates diversity.
- Engage state/provincial and federal governments to review any laws that could potentially deny non-national fans, officials or players due process.
- Work with civil liberties stakeholders and national football federations and diplomatic representation of visiting fans as needed to:
 - Support those who can provide affirmative assistance through legal aid and deportation defense at ports of entry into Host Cities to ensure anyone detained has access to due process and their civil rights respected to the maximum extent allowed by law. Examples of this include access to a lawyer and an interpreter.
 - Assist local law enforcement with access to interpreters as needed.
- Develop early warning systems to identify:
 - Potential legislation coming out of federal, city or state/provincial governments which would allow more restrictive measures targeting immigrant populations or assisting in federal deportation activities.
 - Cities with repeated incidents of profiling by law enforcement. In the case of the latter, identify a remediation process involving local stakeholders.

3. Exercise Leverage

- In the period prior to Host City selection, ask Candidate Host Cities to propose a plan to create a welcoming and inclusive event for all visitors and immigrants in the community.

- Include performance on civil rights criteria – including rights of immigrants – in evaluating candidate cities for selection as Host Cities, including whether or not civil rights and civil liberties stakeholders were involved in developing plans.
- Where necessary, inform states or municipalities contemplating the passage of state or municipal laws that would allow discrimination based upon immigration status of the human rights commitments and anti-discrimination requirements embedded in the contracts and agreements associated with hosting and staging the event.

4. Track, verify, and account, for effectiveness of measures taken

- Monitor cases that have gone into existing mechanisms for addressing grievances or which track denial of access to Canada, Mexico or the United States.
- Develop metrics to monitor implementation of Government Guarantee #1.

5. Grievances

We would work carefully, and sensitively, to support appropriate public and other agencies to ensure that those denied entry or are the subject of immigration control before and during the Competition are both aware of and able to use appropriate forms of redress and grievance.

D. Interference in Civil and Political Rights and Local Democracy

OUR GOAL That all decisions related to the organization of the 2026 World Cup™ are transparent and respect established procedures within limits of local.

OUR PROPOSAL TO FIFA

- Engage cities, state/provincial and federal governments to promote transparency in decision-making related to the 2026 FIFA World Cup™.
- Engage with civil society organizations in monitoring local decision-making processes with respect to the event.
- Establish platforms for public outreach and dialogue, including meetings, liaisons with city councils, and a commitment to transparency in the passing of any event-related legislation or exemptions.

E. Labor

Direct / Contracted Labor

(Stadiums, Fan Zones, Host City events, etc.)

OUR GOAL is to ensure that the ILO Core Standards – freedom of association, non-discrimination, no forced labor and no child laborers are respected in relation to all those working on any activity related to the delivery of the Competition, and that cities, stadiums and other employers implement best practices on a range of other labor issues labor including paying a living wage. Workers of any status should be able to raise issues related to their employment.

OUR OPPORTUNITY FOR LEGACY is by going above and beyond basic labor requirements, setting a new standard for labor in the hosting of the 2026 FIFA World Cup TM and providing a blueprint for hosting entities of other mega-sporting events to build upon as well as for other areas within hosting municipalities.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Commitment to respecting internationally recognized labor rights for all direct and contract employees and a commitment to protect core ILO labor conventions for all workers involved in the event in agreements with Host Cities. Employ the following recommended standards: IFC PS2, ILO standards, relevant national and state/provincial or municipal legislations.
- Include labor conditions in all procurement agreements.
- Develop an implementation plan and involve critical stakeholders, particularly unions and other worker rights groups, in its design and implementation.
- Develop a supply chain sourcing code that is based on: ILO core labor standards (freedom of association and prohibitions on forced labor, child labor, and discrimination), international protocols to prevent human trafficking, ensure compliance with domestic law on wages and hours, compliance with domestic law on workplace health and building and fire safety, additional protection for women workers regarding maternity and harassment, and commitments and public benchmark comparisons to a living wage.

2. Identify, respect, and remedy (in partnership with Host Cities and labor rights stakeholders)

- In the period prior to Host City selection, per FIFA Host City agreement requirements on stakeholder engagement, Candidate Host Cities should prepare a plan to ensure core labor rights are adequately protected for all workers associated with the event. Local unions, labor rights organizations and other advocates should be consulted during the development of the report.
- The plan must detail how the city intends to ensure that all workers associated directly or indirectly with FIFA World Cup™ activities can exercise their core labor rights. This would include detailing any protections that go beyond federal minimum standards, including:
 - The city's current policy on minimum wage, how that city's minimum wage compares to the area's cost of living, and the city's plan to address gaps.
 - Any current or proposed policies on the state or local level that might prevent or restrict workers from exercising their rights, including any right to work laws, policies that allow undocumented workers who report abuses to be targeted for removal by immigration authorities, and any policies that prevent returning citizens from accessing the labor market on an even playing field.
 - Any efforts to embed labor and other human rights into city procurement policies.
 - Current commitments to support freedom of association in city contracts.
 - Policies to assess an employer's record of labor rights violations in contracting.
 - Policies to address harassment at work.
 - Any policies that require that temporary workers and/or subcontracted workers enjoy the same wages and benefits as employees.
- Include labor groups in stakeholder engagement forums.

3. Exercise leverage

- Include performance on the labor rights criteria detailed above in evaluating candidate cities for selection as Host Cities, including whether or not labor stakeholders were involved in developing plans.
- Include other factors, such as whether the city is contemplating additional legislation or initiatives to improve labor practices (e.g. living wage regulations).

- Where necessary, inform states or municipalities contemplating passage of state or municipal laws (for example, laws that undermine union organizing or prevent cities from raising the minimum wage) of the human rights commitments embedded in contracts and agreements associated with hosting and staging the event.

4. Track, verify, and account for effectiveness of measures taken

- Create a stakeholder engagement advisory board including unions and other relevant stakeholders to provide on-going assessment of the implementation of plans.

5. Grievances

- With labor rights stakeholders, evaluate existing grievance mechanisms and identify any gaps or opportunities to strengthen existing structures.
- Ensure that workers affected are involved, to ensure that it is truly accessible and meets their needs.
- All workers would be provided with information on their rights at work and any grievance mechanism, which should ensure a swift and effective response.
- Work with cities, justice systems and local stakeholders to develop appropriate complaint and remediation mechanisms for those who have been subject to treatment in breach of the standards required by the Competition.
- Ensure that labor grievance mechanisms are integrated this into the broader event human rights grievance framework.

Volunteers

OUR GOAL In line with our overall Volunteer strategy, event volunteers are treated with respect and kept safe, including safeguarding of any children, and that the experience of being a volunteer for the 2026 FIFA World Cup™ is rewarding, educational, inclusive and welcoming.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Establish a clear pathway for volunteer engagement, ensure that non-discrimination policies, occupational safety and health (OSH) procedures and rules regarding working hours also apply to volunteers.
- Develop and implement child safeguarding policies and procedures for volunteers under the age of 18.

2. Identify, prevent and remedy (in partnership with Host Cities and labor rights stakeholders)

- Cities are asked to propose and implement their plan to address the above risks with respect to Volunteers.

3. Track, verify, and account for effectiveness of measures taken

- Develop performance indicators indicating the effectiveness of measures to protect volunteers in partnership with the hosting entity, cities and volunteers.

4. Grievances

- Develop a grievance mechanism that specifically addresses risks to volunteers, building on appropriate concepts from existing labor grievance mechanisms.

F. Supply Chain Labor

Through United 2026, FIFA will have significant control over the supply chain for the event. The recommendations in this section were developed with supply chain and human rights experts and are offered for FIFA's consideration and review. These recommendations, when finalized, will be incorporated into the final Sustainable Event Management (SEM) system, referenced in Section 22 of the Bid Book.

OUR GOAL That respect for human rights in supply chains associated with the 2026 FIFA World Cup™ is effectively embedded and achieved, including effective processes to minimize risks, and increase transparency, monitoring, and leverage. We will also support collaboration, innovation and transparency to better promote labor and human rights through the supply chain.

OUR OPPORTUNITY FOR LEGACY lies in creating a model that other sporting events can implement to ensure that labor rights are respected in their own supply chains and engage with international organizations and networks on human rights standards in procurement to advance the field and share lessons learned and best practices. Additional legacy elements are found in the supply chain section.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Commit to worker-driven social responsibility principles.
- Transparency: require contractor disclosure of all subcontractors and other entities in the supply chain as a condition of contracting.
- Accountability: employ a credible, independent monitoring group to conduct oversight and monitoring of all event-associated supply chains.
- Employ robust protections through the supply chain sourcing code discussed in the procurement section. This sourcing code should be based on ILO core labor standards, including: freedom of association and prohibitions on forced labor, child labor, and anti-discrimination, international protocols to prevent human trafficking, compliance with domestic law on wages and hours, compliance with domestic law on workplace health and building and fire safety, additional protection for women workers regarding maternity and harassment, commitments and public benchmark comparisons to a living wage.
- Empower workers to access grievance mechanisms and report issues.
- Employ the following recommended standards: IFC PS2, ILO standards, relevant national and state/provincial or municipal legislations.
- Consider implementing an internet-based platform to increase supply chain transparency and oversight, including on labor issues.

2. Identify, prevent, and remedy (in partnership with labor rights stakeholders and commercial partners)

- Transparency: Partner with consortia that have already developed Internet platforms for disclosing factory lists and reports.
- Monitoring: Partner with monitoring organizations that have established international networks and credibility for monitoring of supply chains.
- Training: Engage with commercial partners to introduce the sourcing code, implement the transparency platform, and improve supply chain management.
- Innovation: Collaborate with stakeholders on innovative approaches to risk assessment and remedy for complex issues.

3. Exercise Leverage

- Outline remediation process for those attempting to obfuscate, downplay or otherwise not respond to problems in their supply chain.
- Cooperative contracts: Partner with Host Cities, universities, or other institutional purchasers when seeking bids on contracts for licensed apparel or sports equipment, worker uniforms, electronics, food and

other goods. When other purchasers join the contract, it increases their purchasing power and the supplier's economies of scale.

- Collaboration at the factory level: Identify other buyers from a non-compliant factory – including brands, governments, universities, and institutional purchasers. Collaborate with them on a remedy plan, incentives and resources to achieve compliance, and transparency of conditions and remedies.

4. Track, verify, and account, for effectiveness of measures taken

Consider engagement with fully independent, credible organizations not under the financial control or otherwise influenced by brands or suppliers, to autonomously monitor labor rights throughout the entire supply chain, including conducting un-announced site visits and interviews with workers in locations and situations where they can speak freely.

If outcomes are not achieved or disclosed, then apply a series of escalation clauses in the procurement contract. These would require the contractor to explain the extent to which it has applied its own leverage to achieve compliance (evidence of due diligence). For example:

- Report on whether the contractor's own terms of trade (e.g., delivery deadlines, short duration of contract, pricing margin, etc.) adversely affect a supplier's compliance with the code.
- Provide evidence that the contractor requested compliance from its supplier.
- Provide evidence that the contractor notified its supplier of the sourcing code and the contractor's own policies to respect human rights.
- Provide evidence that the contractor applied leverage, e.g., incentives or resources in terms of financing, terms of trade, length of contract.
- Provide evidence that the contractor has or will resort to appropriate contract remedies with its supplier including liquidated damages, withholding payment, and termination as a last resort.

5. Grievances

- **Traditional communications** – The most common methods of receiving grievances from workers in a supply chain include talking to union community groups; phone calls to a hotline; and email or faxes to a monitoring or organization. The key to connecting is that workers must know whom to contact. Supplier contracts must include a performance obligation to notify workers and maintain contact information in multiple factory and online locations.

- **Smartphone apps** – Even in developing countries, many workers have access to a smartphone that can send text messages and access a web page. One promising option is to deploy a mobile-phone application developed by worker advocates or a monitoring firm.
- **Worker centered monitoring** – However grievances are received, they need to be interpreted in terms of their urgency, investigated based on rational priorities, and reported in a way that promotes both remedy and accountability. It entails direct engagement with suppliers and their factories, and with appropriate discretion, transparent reporting of grievances to the public in factory reports and follow-up remedy reports.
- **Other elements to incorporate:**
 - Ensure grievance processes are developed in line with the UNGPs and in consultation with the workers themselves to ensure they are truly accessible and provide an effective way to speak freely.
 - Train workers on their rights and how to use the grievance mechanism.
 - The process itself should have clear deadlines for responding to and verifying complaints and ensure rapid and effective action when workers identify abuses, including measurable outcomes and clear deadlines. Penalties should be imposed in cases where lead firms/suppliers fail to act.
 - Include in procurement contracts a commitment to ensuring access to systems of justice in both domestic courts and the home country of the lead firm (companies agree not to contest on jurisdictional grounds) in addition to employing the grievance mechanism.

G. Land Use and Housing Rights

OUR GOAL That the 2026 FIFA World Cup™ does not directly or indirectly contribute to an increase in homelessness in a Host City, or adversely impact the human rights of those who may be temporarily displaced due to the Competition. *Note: measures to protect use of ancestral lands of indigenous peoples is found in this Section V, item A(ii)*

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

Highlight the public United 2026 Human Rights Commitment and existing human rights requirements in the FIFA Host City agreement.

2. Identify, prevent, and remedy (in partnership with Candidate Host Cities and community stakeholders)

- Candidate Host Cities are asked to work with local housing rights groups to develop a plan that will identify and address 1) the risk of extreme upward pressures on the rental market, and the activities of online rental services and private landlords in this regard, and 2) whether expropriations or evictions will need to take place in connection to the event, and any local consultation and compensation processes that should be put in place as a result.
- With homeless rights groups and other community stakeholders, cities are asked to develop a plan for how the homeless population will be accommodated and their human rights respected during the activities leading up to and during the event, including how the practice of rough sleeping will be addressed. The plan should include any training or capacity building of city officials needed to implement the proposal and the development of alternative accommodation for those who are temporarily relocated in order to accommodate necessary event related facilities.

3. Exercise Leverage

- In the period prior to Host City selection, we will ask Candidate Host Cities to propose the above-mentioned plan and explain how this will be developed over the period running up to the 2026 FIFA World Cup™.
- In evaluating candidate cities for selection as Host Cities, one criteria will be whether or not cities have developed plans and whether or not community stakeholders were involved.

4. Track, verify, and account for effectiveness of measures taken

- Develop a series of indicators based on both action and outcome to identify and track the extent to which local at risk populations are: mapped, consulted and actions are taken to reduce their vulnerability to negative impacts or, where applicable, compensated.
- Engage with local housing rights associations and organizations fighting homelessness to ensure the indicators and their monitoring is informed by local context at city level.

H. Privacy Rights of Players, Spectators and Consumers

OUR GOAL is that players, coaches, referees and other officials can depend upon a professional atmosphere where their personal and financial information is safeguarded, including information on their accommodation, travel, medical records, doping tests, personal identification and financial information. We will ensure protection of personal and financial data including Internet and social media protection in public Wi-Fi networks (fan fests, in-stadium, hospitality, an press areas).

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Clear protocols for handling of medical and private information for players, referees and other event officials.
- Embed privacy measures into procurement (see Procurement section).
- Consider appointing a public ombudsman (Data Protection Officer) on privacy and security issues, so that every entity that processes fan data has a public point of contact, so people whose data is collected are able to ask questions and seek remedy.
- United 2026 appoints a member of senior management (e.g., Chief Information and Security or Chief Privacy Officer), whose mandate is to protect information related to the event and ensure privacy measures are followed.

2. Identify, prevent and remedy

In partnership with host governments in line with Government

Guarantee #1:

- Advocate that no social media information be collected for travel to any the Host Countries and that devices not be searched at borders or points of entry, and establish a privacy and civil liberties board to discuss security preparations for the event.

In partnership with Host Cities and privacy experts:

- Examine how key protections from the General Data Protection Regulation (GDPR) from the European Union can be incorporated into procurement and the collection of information from fans or the public from vendors and other service providers.

- Develop a clear privacy policy for the event regarding the commercial use of data that supports best practice of collection and privacy, including the ability for users to control what information they share.

In partnership with FIFA and privacy rights stakeholders:

- Engage with relevant public and private actors, as well as data protection specialists and consumer advocates to agree a protocol for the use of data collected in connection with the 2026 FIFA World Cup™.

3. Exercise Leverage

- Consider requiring asking commercial partners – particularly those dealing directly with fans, players and officials personal data, to sign up to a data protection code, taking into account best practice on data security and privacy
- Require providers of free Wi-Fi networks in Stadiums and other Competition-related zones to put in place best of class security and privacy protocols, including the provision of easily accessible and understandable information on terms and conditions of use.

4. Track, verify, and account for effectiveness of measures taken

- Require regular reporting on application of security and privacy protocols from partners. Work with data protection and digital rights organizations to monitor progress.

5. Grievances

- Work with commercial partners and providers, and expert and interested stakeholders, to include routes for grievances to be raised by individuals who feel their privacy has been compromised. Require commercial partners to include these issues in their grievance mechanisms.

I. Procurement

Procurement in many areas outlined below will be the responsibility of FIFA and/or United 2026. In addition, Host Cities and commercial partners will procure significant goods and services related to the 2026 FIFA World Cup™. The following are suggested measures to incorporate to help embed human rights into procurement by FIFA, United 2026, Host Cities and other parties procuring the various products and services critical to the staging and hosting of the 2026 FIFA World Cup™. Given the nature of procurement, this section has a different format, and is broken down into two important types of procurement which will occur in staging and hosting the event: supplier tender and contracting, and procurement of private security providers. In the event

that other significant categories of procurement are identified during the implementation phase, additional procurement concepts will be developed based on the same core principles used below. The measures outlined below, once finalized with FIFA as its sourcing code, will be embedded throughout the event via the Sustainable Event Management (SEM) system.

Supplier Tender and Contracting

Development of Core Recommendations

Through the stakeholder engagement process, the United Bid consulted with several experts on sustainable procurement. These experts could form the basis, to be supplemented by additional stakeholders, for the United 2026 sustainable sourcing program, along with other experts on the subject of sustainable procurement. This group could be tasked with advising on the development of a sustainable sourcing code for the 2026 FIFA World Cup™ which would include labor human rights requirements, a risk assessment process, and monitoring and grievance mechanisms. As it is developed, the code would then be shared with a larger group of labor, human rights, business, and procurement stakeholders to develop and finalize into a procurement policy. This policy would be reviewed on an ongoing basis to ensure its ongoing effectiveness.

OUR GOALS AND OPPORTUNITIES FOR LEGACY IN PROCUREMENT:

We will strive to raise awareness and understanding of human rights safeguards in procurement and share lessons learned (good and bad) with others, including:

- **Transparency platforms:** As noted above, we will strengthen existing partnerships to expand transparency and reporting around human rights in supply chains.
- **Candidate Host Cities:** acknowledge cities that have or commit to adopt sourcing codes of conduct for their own routine procurement. Showcase human rights innovations in procurement of cities, states and national governments that achieve host status.
- **Football associations:** Convene the secretariats of our three hosting member associations and CONCACAF on the procurement process. Open a dialogue with other major football associations outside CONCACAF.
- **Sports industry:** Provide a forum to convene the sports industry around embedding human rights in the procurement process.

- **Policy developers:** Share experience and best practices with the International Learning Lab on Procurement and Human Rights, which in 2018 includes 16 participating governments and 50 academic and nonprofit organizations.
- **Human rights practitioners:** Collaborate with the Learning Lab to sponsor panels at the UN Forum on Business and Human Rights and other relevant events.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievance.

1. Embed

Based on consultations with stakeholders and experts in sustainable procurement and human rights and procurement, it is recommended that United 2026 establish a sustainable sourcing code that embeds human rights standards of performance for supply of goods, services and facilities. The code would be incorporated as a performance obligation of any supplier's contract, grant, or other form of agreement. This sourcing code should ensure, at a minimum:

- A commitment to respect internationally recognized human rights, including, the Universal Declaration of Human Rights, the 4 ILO Core Labor Standards and specific requirements related to human trafficking and modern slavery.
- Compliance with domestic laws regarding maximum hours of work and minimum wage levels, workplace health and fire and building safety.
- Additional rules that prohibit abusive treatment at work, protect women workers regarding maternity and harassment, and require formal contracts for employment and subcontracting.
- A defined inspection mechanism as well as possible remedies and penalties for non-compliance with the sourcing code.
- Identified evaluation factors and minimum standards for suppliers.
- Transparency obligations that apply in the selection process and as performance obligations of the signed contract.
- Capacity building and specific training for suppliers and service providers on embedding human rights into procurement.

2. Identify, prevent, mitigate, and account for

In relation to the identification of risk in supply chains by potential and current suppliers, the sourcing code should require:

- A risk assessment from all potential suppliers or service providers in the negotiation phase prior to contracting.
- Suppliers to have a human rights policy and due diligence procedures in place.
- Potential suppliers or service providers to disclose any past human rights violations and material issues, such as if they have been in court or sanctioned over health and safety breaches, or other labor or human rights abuses, including sexual harassment.
- Suppliers to disclose and make public lists of their suppliers and manufacturing locations.
- Suppliers to conduct due diligence and commit to ongoing due diligence to identify potential human rights impacts, take steps to prevent and mitigate those impacts, and describe how they will account for impacts and undertake responses to them.
- Suppliers to be subject to audit of their labor and human rights practices.

3. Capacity Building and Change Management

Capacity building and partnership is an essential part of the United Bid Human Rights Strategy. As such, we would commit to help educate suppliers on human rights to raise awareness and build capacity as needed to implement the safeguards required, including: helping them to work with their own supply chains (mapping their principal supply chains, publishing names/locations of all suppliers), partnering with human rights and supply chain specialists to support implementation of responsible sourcing standards and facilitate supply chain monitoring where needed. We would also encourage transparency and self-reporting on human rights issues.

4. Opportunities for Partnerships

- **Monitoring:** Partner with monitoring organizations that have established international networks and credibility for monitoring of supply chains.
- **Leverage:** Partner with Host Cities, universities, or other institutional purchasers when seeking bids on contracts for licensed apparel or sports equipment, worker uniforms, electronics, food and other goods.
- **Transparency:** Partner with consortia that have already developed Internet platforms for disclosing factory lists and reports.

5. Grievance and Remedy

- Require complaint and dispute resolution to be used/established, applying protocols established by United 2026.
- Require that grievance mechanisms apply to all suppliers and subcontractors and are responsive to investigating serious claims by the media and civil society of adverse human rights impacts.
- Require that suppliers make grievance and remedy results public.
- Require that suppliers are also subject to and engage with any overarching grievance mechanism established by FIFA.

Procurement Of Private Security Providers

Key elements to address in the procurement of security providers are:

1. Identify Risk

- Require a human rights risk assessment and disclosure of any past human rights violations, including sexual harassment.
- Require private security providers to be members of the International Code of Conduct for Private Security Providers, when possible.
- Require potential security providers to disclose material issues such as if they have been in court or sanctioned over health and safety breaches, data privacy breaches, unlawful use of surveillance information, or labor rights abuses, including sexual harassment.
- Analyze existing legal frameworks, outline accountability mechanisms and develop human rights related training protocols.
- Ensure that stakeholders are consulted throughout the process.
- Employ standards related to private security (see [Annex 2](#)) including training of all private security personnel on their implementation.

2. Require Due Diligence

- Require prospective security providers be subject to due diligence, including reviewing their history of conducting human rights due diligence of their own, exercising leverage and remediating grievances, prior to signing a contract.
- Require ongoing due diligence through ongoing monitoring and risk-based analysis focused on highest risk contractors and sub-contractors.
- Require security providers to disclose their sexual harassment policies including grievance and remedy mechanisms.
- Ask partners to outline steps they will take to ensure data privacy, and how any data captured will be used.

3. Grievance

- Require complaint and dispute resolution to be used and/or established by security providers.
- Require that grievance mechanisms apply to all suppliers and subcontractors and are responsive to investigating serious claims by the media and civil society of adverse human rights impacts.
- Require providers to report on any grievances to the hosting entity received and map out responses to such grievances.
- Ensure that any such complaints can also be brought to a wider event-wide grievance mechanism.

J. Safeguarding Children

OUR GOAL is to provide robust safeguarding programs covering scope of Competition where all children are involved, and to leverage the presence of the Competition to provide platform for learning and development opportunities for children.

OUR OPPORTUNITIES FOR LEGACY include establishing child safeguarding best practices for sporting events and make them available to all who wish to use them, and assisting grassroots youth football programs in all three member associations to adopt and implement child protection safeguards for youth participants if they don't exist currently.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Ensure that United 2026 abides by key international principles related to children's rights and protections and embeds them into direct activities, partnerships and relevant procurement activities.
- Apply the following standards: UNICEF Children's Rights and Business Principles, UNICEF Guidance on Meaningful Child Participation, ILO Conventions 138 and 182.

2. Identify, prevent, and remedy

In partnership with children's rights stakeholders:

- Develop and implement child safeguarding protocols into all event-related programs involving children.

- Identify and develop event-related programs (including legacy programs) in which educational and developmental opportunities for children exist.
- Convene a Child Safeguarding Symposium for grassroots youth football organizations in each of the three Member Associations to present best practice, and opportunities to embed additional measures (where needed) to ensure the safeguarding of youth players.

In partnership with Host Cities and children's rights stakeholders:

- Ensure that child safeguarding protocols are implemented at the city-level, including requisite capacity building and training of event staff and volunteers.
- Ensure that all programs related to the event involving children employ the UNICEF Guidance on Meaningful Child Participation.

3. Exercise Leverage

- In the period prior to Host City selection, ask Candidate Host Cities to propose their plan to ensure the safeguarding of children involved in their plans to stage and host the event.
- Include assessment of child safeguarding proposals in evaluation of Candidate Host Cities.

4. Track, verify, and account for effectiveness of measures taken

In collaboration with child rights and child safeguarding experts, develop processes for the monitoring of the implementation of safeguarding processes and also the identification and response to specific risks related to children and young people on an ongoing basis.

5. Grievances

Work with specialist children's agencies to identify how children, or their parents, guardians or advocates may raise grievances about their treatment or lack of safeguarding.

K. Security and Law Enforcement

OUR GOAL is to provide a safe and enjoyable 2026 FIFA World Cup™ while protecting basic privacy rights for all those attending the Competition or otherwise impacted, basic free-speech and assembly rights in relation to the event and no instances of excessive use of force.

OUR OPPORTUNITY FOR LEGACY: Provide a successful benchmark for organizing a safe and secure mega-sporting event coordinated across multiple countries which incorporates respect for human rights.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Make public the hosting entity's Human Rights Commitment, including a commitment to non-discrimination and diversity.
- Connect "Unity" theme to tolerance and inclusion in all messaging.
- Prohibit discrimination in all its forms in all contracts and policies (see procurement).
- Liaise with law enforcement, private security, civil rights and other stakeholders to discuss training related to racial, ethnic and religious tolerance and inclusion.
- Engage with relevant public and private security actors to ensure that surveillance protocols and the use of surveillance data collected for the 2026 FIFA World Cup™ (events, and related protests) are done in a manner that respects the privacy and human rights of attendees and protestors.
- Procurement related to security services should follow the process set out in the Procurement section related to Private Security Firms, including the standards set out in [Annex 2](#).
- Employ the relevant security and law enforcement standards, set out in [Annex 2](#).

2. Identify, prevent, and remedy (in partnership with Host Cities, including local law enforcement and civil rights stakeholders)

- Develop basic protocols and, where possible, agreed responses by local police forces in relation to policing of the FIFA World Cup™ and associated activities, including protests and rights of access by journalists.

3. Exercise Leverage

- In the period prior to Host City selection, ask Candidate Host Cities to propose their plan for providing a safe and secure atmosphere which addresses the human rights risks identified, and incorporate their proposal into Host City evaluations.

4. Track, verify, and account for effectiveness of measures taken

- Include performance on human rights in security and safety criteria in evaluating Candidate Host Cities for selection as Host Cities, including whether or not appropriate stakeholders were involved in developing plans. Monitor performance against these criteria on an ongoing basis after Host City selections have been made.

5. Grievances

- Work with Host Cities, judicial or non-judicial mechanisms and local stakeholders to develop appropriate complaint and remediation mechanisms for those who have been subject to inappropriate and unfair treatment in regard to security activities related to the Competition, including discriminatory treatment.
- Integrate these grievance mechanisms into the broader event human rights grievance framework.

L. Human Trafficking

OUR GOAL is no trafficking in connection with the event and to raise awareness of trafficking prevention initiatives in Host Cities.

OUR OPPORTUNITY FOR LEGACY is to raise awareness and prevent human trafficking risk as it relates to labor and sexual exploitation from occurring in connection with the event, and create a model for inclusive engagement, collaboration and dialogue on this issue which can be replicated by other events.

OUR PROPOSAL TO FIFA to embed, identify, prevent and remedy, exercise leverage, track, verify and account for effectiveness of measures and address grievances:

1. Embed

- Emphasize our Human Rights Commitment, including a commitment to condemn and prevent human trafficking.
- Partner with local anti-trafficking organizations and organizations representing or advocating on behalf of those at risk, building capacity by educating and training regarding trafficking.
- Engage with relevant government entities, law enforcement agencies and local organizations representing or advocating on behalf of those at risk to ensure that there is increased vigilance regarding human trafficking around the Competition.

2. Identify, prevent, and remedy (in partnership with Host Cities, local law enforcement and anti-trafficking NGOs)

- Engage and collaborate with anti-trafficking organizations to identify prevention measures and create appropriate alert and response protocols.
- Engage with public bodies, law enforcement, civil society and commercial partners (incl. airlines and hotels) to provide for reporting channels and grievance mechanisms related to trafficking.

3. Exercise Leverage

Include clauses related to zero tolerance of trafficking in the supply chains of all commercial contracts entered into by United 2026.

4. Track, verify and account for effectiveness of measures taken

Work closely with local law enforcement and anti-trafficking organizations to assess the degree to which measures are effective.

5. Grievances

- Work with Host Cities, judicial and non-judicial mechanisms and local stakeholders to develop appropriate complaint and remediation mechanism for those who have been subject to discriminatory treatment.
- Integrate these grievance mechanisms into the broader event human rights grievance framework.

ANNEX 1 Salient Human Rights Risks

In line with the concepts set out in the UNGPs and the FIFA requirements on human rights, a core part of developing this strategy involved identifying risks of negative impacts on human rights in the three countries which could potentially arise from organizing and hosting the Competition. To ensure the assessment of risks to human rights associated with the Competition is comprehensive, we examined risk from the following four perspectives:

- **Activities and Locations:** We began by mapping activities associated with preparing and hosting the event and the different locations in which these activities take place, including: stadiums, cities and airports – and beyond (including borders, factories in the supply chain, social media and other online spaces). We placed particular emphasis on areas which have been of concern regarding human rights in previous editions of the FIFA World Cup™ and deserving of particular scrutiny irrespective of Host country.
- **Geographic Context:** The risk assessment covers 3 federal governments, over 20 state/provincial governments and over 20 municipalities. To assess the human rights risks posed by preparing and hosting the event, we mapped risk through the context of federal, state, and municipal laws and practice, focusing on those locations where the key activities identified above will have most impact. If awarded the event, this geographic focus will become sharper as we work with FIFA to assess and recommend cities to host.
- **Risks to People:** In relation to those identified activities in defined locations in each of our countries' states, provinces, and municipalities, we focused on how those activities posed potential human rights risks to the rights holders themselves, as opposed to the Bid or the Competition.
- **National Context:** The independent study assesses the legal practice and national legislation in our three countries and how they would impede or enable the ability to host the 2026 FIFA World Cup™ such that Internationally Recognized Human Rights are respected.

What follows, is an assessment of the most salient human rights risks, as identified through the above four perspectives. This risk assessment is informed and complemented by the independent study provided by Ergon Associates, which provides a more in-depth analysis of these same areas

of risk, covering the following: (1) summary of the various risk areas, including how different rights holders could be impacted by the activities of the 2026 FIFA World Cup™; (2) key issues for FIFA and United 2026 to consider; (3) international standards and gap analysis; (4) and key findings per country.

Many of the risks identified in relation to the Competition would apply in most countries throughout the world, to a lesser or greater degree than the three countries of the United Bid. We have called out the specific issues that may exaggerate the risk where appropriate, but the Independent Study also sets out the legal framework which may protect against such risks giving rise to negative impacts.

1. Discrimination

Discrimination may take many forms. During international events of the scope and scale of the 2026 FIFA World Cup™, there is a risk that discriminatory incidents and practices – whether against players and officials, fans and spectators, or local communities – may occur. In what follows, we identify some of the salient risks by potentially affected groups.

Ethnicity, Nationality and Religion

All three countries have strong anti-discrimination legislation protecting against discrimination on the basis of race, nationality, and religion. Nevertheless, discrimination persists in practice. In some regions this could be fueled by the persistence of historical and societal discrimination and prejudices against certain minorities. **Please see Section V, item A (i) for our strategy to address these risks.**

Indigenous Populations

Indigenous populations have been traditionally neglected as a group being at risk of human rights violations associated with sports mega-events. A common misnomer is that indigenous populations are primarily rural and are therefore unaffected by the impacts of a major sporting event. However, around 60% of Canada's indigenous population lives in urban areas, and a similar percentage holds for Mexico. In both countries, special attention should be paid to issues related to the use of indigenous lands and issues related to cultural appropriation.

Indigenous populations are particularly vulnerable to human rights impacts in general because they tend to be less wealthy, less connected to institutional frameworks that would provide protection and justice mechanisms. Canada's

Indigenous women and girls face racial and economic discrimination, and higher rates of gender-based violence. The situation for indigenous populations in Mexico is also of concern. **For our strategy on how to address risks to indigenous peoples, please see Section V, item A (ii).**

LGBTQI+ Community

In stadiums, the “puto” chant is a public form of discrimination and is prevalent in Mexico and in certain parts of the United States (as in other countries). This chant, along with ethnic, racial, gender, and sexually orientated slurs, can create a hostile and discriminatory environment for spectators, players and officials in the stadium. Eradicating discriminatory fan behavior is a focus of both Major League Soccer and the Mexican Football Federation in their “Don’t Cross the Line” and “Abrazados por el Fútbol” campaigns, respectively.

With respect to Candidate Host Cities, there are some public examples where the refusal of service provision to members of the LGBTQI+ community has been defended on religious and moral grounds. While these cases are still progressing through the courts, with attendant uncertainty as to the legality of such actions, there may be a risk of discrimination and harassment based on sexual orientation and/or gender identity in the United States and Mexico. Some U.S. States have so called “religious exemption” laws that make it lawful to discriminate based on sexual orientation. A number of U.S. States have also introduced so-called “bathroom bills”, requiring that people use bathrooms according to their biological sex at birth, which could potentially be in effect by 2026. **For our strategy to address risks to the LGBTQI+ community, please see Section V, item A (iii).**

People with Disabilities

While all three countries provide for legal protections for disabled persons, public transportation mechanisms providing disabled access need to be improved. Across the Cities, an estimated 10% to 20% of people have some type of physical, mental, or intellectual disability or sensory impairments. It may also be the case that the 2026 FIFA World Cup™ causes interruptions to service provision for people with disabilities.

Individuals with disabilities not related to mobility constitute a group of people whose rights to utilize public space and liberty of movement may be impinged upon through the hosting of the FIFA World Cup™. The ability of individuals with learning, perception or other similar impairments to enjoy the Competition

should be carefully considered. While the country offers strong protections for people with disabilities, the three Candidate Host Cities in Mexico could provide more accessible public transportation systems for people with disabilities, adequate sidewalks, and alternative signage. Host Cities in Canada and the United States must meet strong disability rights laws and guidelines in infrastructure provision in public places, but some do not have public transportation systems that sufficiently provide persons with disabilities ease of accessibility to 2026 FIFA World Cup™ events. **For our plan to address risks to people with disabilities, please see Section V, item A (iv).**

Women and Girls

Gender-based discrimination and sexual harassment can be a concern at major events. The presence of sometimes aggressive groups of men can deter women's participation in public events and create intimidating conditions on public transportation, thereby exposing women to heightened risks. Unwanted touching in large crowds, unwanted sexual comments and the prevalence of sexualized female images in sponsor advertising are also potential risks. Consequently, United 2026 should adopt a gender-sensitive approach throughout its activities to minimize the risk of additional adverse impacts on women and girls.

Additional future risks might include a lack of access to legacy programs as these may concentrate disproportionately to the support of men's professional football in the three countries. To address this risk, Mexico has highlighted improving gender equality in football as the focus of social legacy initiatives linked to the 2026 FIFA World Cup™. Despite the undeniable progress that has been made with respect to women's rights and equal opportunities, several obstacles to full equality remain, including in relation with work, health, education, politics and the persistence of various forms of gender-based violence. **For our strategy to protect women and girls, please see Section V, item A (v). For information on the United 2026 Social Legacy in Mexico, please see [Annex 5](#). For the United 2026 approach to embed gender equity and inclusion into its leadership, please see Section 21 of the Bid Book.**

2. Children

Wherever the Competition takes place in the world, children are particularly vulnerable to abuses related to mega-sporting events, including human trafficking, labor violations, and homelessness. Children, both accompanied and unaccompanied by their parents or guardians or not, are at greater risk

for acts of intimidation, violence, and sexual harassment. Children experience disproportionately negative impacts from labor violations in the supply chain, rent pressures (which can result in homelessness), and temporary cancellation of school and closure of public facilities. Child labor in Mexico and in the United States agricultural and manufacturing sectors is a concern and should be addressed in the plan to address supply chain labor.

There are also significant positive impacts for children in their participation in sport on life development that can arise from a major football tournament. **For information on steps we will take to safeguard children, please see Section V, item J and [Annex 5](#).**

3. Land Use and Housing Rights

Availability of Affordable Housing

Wherever in the world, every city that hosts a major event sees increased pressure on the housing market as fixed office and online temporary rental services take housing stock off the market for up to several months at a time. While this can improve economic opportunities for some residents, the most negative impacts are felt by lower-income renters, and the homeless. The evidence suggests that processes of gentrification, eviction, and extreme rent pressures are exacerbated with the hosting of large events.

Community Displacement

Mega-sporting events have long been used by urban governments as a mechanism to stimulate large-scale urban development projects or to use the occasion of the event to “clean” highly visible urban spaces. This can have very positive urban development consequences. However, there remains a risk that some homeless or transient populations could be displaced from tourist or center city areas in the weeks and months leading up to major events.

Rough Sleeping

Rough sleeping is a practice of sleeping outdoors that exposes individuals to a number of difficult social and environmental conditions. Sleeping in transportation hubs and public buildings are common practices that could make individuals targets for city cleansing projects. The increase in rent pressures in Host Cities and the presence of temporary workers may increase the prevalence of rough sleeping.

General Concerns

While there will not be any land required for stadium building projects, the appropriation of public space and land for FIFA Fan Zones could raise issues regarding civil rights, and customary usages. Typically, traditional users of public space may be inconvenienced or temporarily displaced by Fan Fests, road closures, security operations, and other exogenous demands on public spaces. This can negatively affect livelihoods, cultural traditions, or the right to freely move through and access urban, public space. **For proposed steps to address risks stemming from land use and impact on housing rights, please see Section V, item G.**

4. Labor and Supply Chain

Direct/Contracted labor (stadiums, fan zones, auxiliary services, etc.)

Major sporting events such as the FIFA World Cup™ typically create a large number of temporary and relatively low skilled jobs in the host countries. The fact that no stadium construction is expected to take place in the context of the 2026 FIFA World Cup™ proposed by the United Bid decreases the level of labor risk typically associated with construction projects. However, a number of salient labor risks should be monitored in relation to other jobs and work that will be performed around the event. These will range from employment directly related to the core activities of the Competition itself, such as security, cleaning of stadiums, fit out and other work on venues and stadiums, to work in food outlets, and a range of auxiliary and related activities such as work in hotels, transportation and other services.

Wage levels. Given the low-skilled temporary nature of many jobs related to the Competition, it is likely that many workers hired for the Competition will receive wages at or near the minimum wage in force in each host country, state/province or city. All three host countries have some minimum wage requirements in force, either at federal or state/provincial and, in some cases, city level. In practice, however, there are concerns that these minimum wage levels are not always effectively enforced. Non-payment of overtime and varieties of wage theft are also reportedly present.

In all three countries, there are reports that minimum wage levels do not allow for a 'living wage', particularly in large cities. There is therefore an opportunity for the United Bid to seek to improve wage levels for the jobs that will be created in connection with the Competition, including by engaging with

cities on what would constitute a living wage and encouraging the adoption of living wage policies and regulations.

Freedom of association and collective bargaining. The right to freedom of association is partially guaranteed by the legal framework of all three host countries, albeit with some gaps in legislation and practice. A number of the proposed Host Cities in the United States are situated in so-called “right-to-work” states, which have been criticized for allowing non-union members to avoid paying union or agency fees which allegedly undermines unions financially. Freedom of association is also a risk in Mexico; lack of transparency and availability of mechanisms for grievance and accountability is also a reported risk.

In all three countries, there is some level of concern that restrictions on freedom of association or hostility towards trade unions are typically exacerbated in the context of subcontracting and the use of short-term contracts. In the case of the 2026 FIFA World Cup™, short-term provision of services and multiple levels of procurement and subcontracting may affect some workers’ ability to unionize and bargain.

Discrimination. All three countries have basic anti-discrimination provisions in their respective labor legislations. Discrimination in employment is a salient risk issue for an event such as the FIFA World Cup™, especially since many of the low-skilled, temporary jobs it is expected to create are often occupied by workers who may already be at risk of discrimination such as women, ethnic minorities and/or migrants. These workers may face an increased risk of discrimination in relation to recruitment, wages, promotion, harassment (including sexual harassment), and other terms and conditions of employment.

Working hours. Long working hours, including forced or compulsory overtime and insufficient rest periods, are a risk issue in relation to the organization of large sporting events such as the FIFA World Cup™, which have to be prepared and staged within fixed time periods. Long hours are also reported an issue in sectors such as security, hospitality and restaurants. Despite the existence of legal limitations on weekly working hours in all three countries, legal exceptions with respect to United States and some Canadian provinces do not expressly state overtime limits, or whether overtime should be voluntary. In Mexico, there are reports that employers across sectors use an “hours bank” approach (i.e. requiring long hours when the workload is heavy and cutting hours when it is light).

Health and safety. Workers performing jobs related to the hosting of the 2026 FIFA World Cup™ could be exposed to occupational health and safety risks, ranging from exposure to outside elements and high temperatures (especially for staff working in stadiums and fan sites in Mexico and the southern United States), to a risk of injuries due to falls, accidents, lack of adequate protective equipment or repetitive physical work. Workers in specific industries may also be exposed to a higher level of risk, such as those employed in the security (e.g. security guards, crowd control) industry.

These factors combined with the potential severity of the impacts explain why this should be considered a salient risk issue, irrespective of the existence of occupational health and safety protections in the three host countries and the practical implementation in the relevant sectors and industries. **For information on the strategy to address the labor risks outlined above, please see Section V, item E.**

Volunteers

Volunteers feature prominently in mega-sporting events and are often very visible and accessible to spectators. Volunteering often provides a very positive and inclusive experience for both volunteers and fans. While volunteers are not typically covered by national or state/provincial labor legislation, they often perform duties directly related to the organization and staging of the event. These may include the operation of welcome desks and information kiosks and stewarding inside stadiums. Volunteers face the same level of risk as those identified for workers in relation to discrimination, health and safety and long working hours.

Child safeguarding. The volunteer contingent for the event could include children and adolescents, which creates opportunities for human rights and safety risks. In accordance with international standards, children should not perform duties that are hazardous or may hinder their development, which includes long working hours, heavy lifting or work in unsafe environments. The likely presence of children as volunteers also raises the issue of child safeguarding in relation to how they will be supervised, and who they come in contact with while performing their duties. The images of children should also not be captured and disseminated without the express consent of guardians. **For proposals to safeguard children, please see Section V, item J. For proposals to address risks to volunteers, please refer to Section V, item E.**

Supply Chain Labor

United 2026 will be significantly connected to global supply chains due to the number and variety of goods, products and foods that it will need to procure (either directly or through its suppliers and subcontractors) in order to organize and successfully stage the event. Examples of goods and products typically needed for mega-sporting events include: promotional items and merchandise (e.g. garments and outerwear, football balls, toys and other souvenirs); uniforms for staff and volunteers; agricultural products and/or food and drinks for restaurants, catering and other food-related services connected to the event; materials for works related to the upgrade or layover of stadiums and fan sites; fuel and energy for transport, lighting, indoor climate, as well as many others.

These examples alone bring a wide range of global supply chains into the scope of this assessment, including but not limited to: light and heavy manufacturing, agriculture (smallholder as well as large-scale), agribusiness, fisheries, electronics, mining and the extractive industries. There is a potential range of different labor rights issues that may arise. This important point to note for this risk assessment is that there is significant and wide-ranging risks, which will require a detailed supply chain risk assessment and adequate strategic response. We will work with FIFA to accomplish this as we work through the detailed strategy process. **For proposals to address risks identified with respect to supply chain labor, please see Section V, item F.**

5. Violence, Security and Law Enforcement

Violence (incl. risks to right to life, safety and security of the person)

Hooliganism, while not a systematic problem in North America, has been associated with the sport as organized groups, sometimes from countries with defined footballing or political rivalries or antagonisms, find themselves in open public spaces.

Violence or intimidation against players, officials and delegations.

Teams travel in highly visible buses, creating the possibility of harassment of national teams and delegations. Additionally, national passions can spill over into confrontations between mutually antagonistic fan groups, who may target specific groups for intimidation or abuse. This is a global issue that has been documented throughout sporting events across the world.

Terrorism. Canada, Mexico and the United States are relatively free from international terrorism, having experienced few incidents. However, as with any other major international event of this scale and size (whether related to sports, politics or other), international and domestic terrorism will be a risk issue due to the high profile of the event, the number of people that will attend the games and the possible presence of political figures. States typically increase terror threat levels around such events.

Gender-based violence & harassment. Women can be particularly vulnerable to verbal and physical harassment in public spaces (such as stadiums, fan zones and public transportation), especially at night, as is the case wherever the Competition takes place. **For information on proposed steps to address risks to women, please see Section V, item A (v).**

Firearms. Access to, and laws which allow the open and concealed carry of, firearms are also practice in many states in the United States. It is normal practice at mega-sporting events that these items are prohibited in secured areas, including fan fests and stadiums, by non-security personnel.

Other security-related concerns. While not directly attributable or linked to the organization of the FIFA World Cup™, broader safety or security concerns in some regions may pose additional risks to the organization and hosting of a large event. Cartel and drug-related violence in the United States and Mexico could pose additional risks to the personal security of fans and delegations, although the majority of cartel and gang related violence that has been reported largely occurs between the gangs themselves or between gangs and the police. **For more information on Security and Safety, please see Section V, item K, and Section 14 of the Bid Book.**

Security and Law Enforcement

Canada, Mexico, and the United States, on their own and together, have long histories of staging safe, peaceful celebrations of international sport, including successful FIFA World Cups™, FIFA Women's World Cups™, Gold Cups and the Copa Centenario Competition across the host countries. Within the context of recent world events, the sports and entertainment industries in North America have redoubled efforts with security and safety leaders, and will insure that the best, modern practices will be applied for a safe and secure environment.

However, the following represents possible risks based on available evidence today, which the human rights strategy will seek to prevent or mitigate.

Global reach of security. Following the September 11, 2001 terrorist attacks on the United States, security at airports around the globe as the borders of the United States have been fortified. The FIFA World Cup™ will likely have a Level One security priority in the United States, a condition which allows for extraordinary measures to be taken at a range of places across the globe.

Surveillance. The increased security measures associated with the hosting of major events such as the FIFA World Cup™ will likely include increased surveillance measures, which raises the risk of breaches of the rights to privacy of fans, spectators and local communities. Governments of all three countries have recently come under scrutiny for their use of reportedly broad surveillance laws which grant them significant powers to collect and use personal data. **Proposals to address privacy rights, developed in consultation with privacy rights stakeholders, are found in Section V, item H.**

Excessive use of force by private or public security (and carrying of firearms by private security). Cases of excessive use of force by city police officers have been reported in all three countries. The contracting of armed private security to protect delegations and officials in and around FIFA venues, could increase risk of excessive use of force and other potential human rights issues. **For proposals to address risks associated with private or public security, please see Section V, item K.**

Profiling. Police profiling of individuals is reportedly a common practice in Canada and the United States, as well as in parts of Mexico.

Protest. Every major event in the world brings an opportunity for protesters to bring their message to a global audience, and the 2026 FIFA World Cup™ will likely be no different. The ways in which the police typically handle these protests vary greatly between the host countries and cities, although in each of them there are occasional reports of excessive force being deployed to quell protests associated with large-scale events. Police tactics leading to indiscriminate arrests and arrests of journalists embedded in crowds have also been reported. **For proposals to protect freedom of expression and assembly, including protecting journalists, please see Section V, item B.**

Post-event usage of surveillance and technology. The use of sophisticated surveillance technology by private security firms, corporations, stadium operators, and other agencies may create additional risks to the right to privacy

of one's personal data (i.e. the storage and posterior usage of personal data gathered during the FIFA World Cup™). **For proposals to protect the right to privacy, developed in consultation with privacy rights stakeholders, please see Section V, item H.**

6. Risks Arising from International Travel and Movement

Government Guarantee #1 in the hosting requirements for the 2026 FIFA World Cup™ requires that host governments agree to enabling ease of entry of fans, delegations, officials and visitors into Canada, Mexico and the United States. Our three governments are committed to collaborating to ensure that every law-abiding person is welcome to enjoy the 2026 FIFA World Cup™. The below sections contemplate existing risks today arising from international travel and movement, which mainly relate to the application of the three countries' laws on the subject in accordance with international human rights standards on non-discrimination, privacy and due process.

In addition, the United Bid will engage with transportation and mobility experts across North America to explore opportunities to develop 2026 FIFA World Cup™ and/or mega-sporting event specific transportation innovations – including the creation of a specialized passport for Competition participants, specialized security protocols for events staged across multiple connected countries, and similar. These ideas are still in the concept phase and will be reviewed with FIFA before further efforts are pursued, but the United Bid benefits from having significant expertise available in our Candidate Host Cities, and Leaders Council Members, around these and other transportation and major event innovations. The United Bid has set aside resources as part of its budget to explore these concepts further.

Entry into North America

Movement into Mexico from the South. Fans from Central America may wish to travel to Canada, Mexico, and the United States via the southern border, crossing into Mexico from Guatemala and Belize. Recent increases in migration from Central America have resulted in trans-national agreements (Southern Border Program) wherein the United States has worked with Mexico to fortify and control its southern border with Guatemala.

Visa Requirements. Currently, travel between the three proposed host countries requires three different visas for many foreign nationals. For most

nationalities, a transit visa is required to enter Canada on the way to the United States, causing delays with immigration services at borders of entry.

Travel Between the Three Host Countries

Movement between the United States and Mexico. The movement of people between Mexico and the United States could be a point of focus in advance of and during the FIFA World Cup™, particularly in the context of current tensions between the two countries regarding the border.

Movement between Canada and the United States. U.S. Border Patrol and Immigration agents have discretion to make on-the-spot judgment calls without court or appeal process. There is an increased risk of travel delays because of increased border checks or refused entry due to discrimination on the basis of a projected characteristic.

Movement between Mexico and Canada. While Canada and Mexico do not share a land border, there has been a recent increase of migration to Canada (legal and illegal). The bi-lateral agreements between the two countries have facilitated movement, but increased traffic could put pressures on both immigration systems and lead to additional delays.

Secondary borders. The United States has established secondary border checkpoints along highways leading from the Mexico border and the U.S. Border Patrol has increased its surveillance capacity in recent years.

The strategy to address the above risks related to travel, developed with civil rights stakeholders, is found in Section V, item C.

Surveillance and Privacy

The gathering of travelers' data into government databases, or for use in advertising, or other commercial purposes poses a salient risk to the right to privacy. **For proposals to protect the right to privacy, please see Section V, item H.**

7. Freedom of Expression & Assembly

Restrictions on Free Speech / Protections of Free Speech

The right to free and peaceful assembly, both inside and outside stadiums, FIFA Fan Fests™, and other spaces associated with the 2026 FIFA World Cup™ are guaranteed by the legal frameworks of all three countries. These guarantees are significant from an international perspective. Nevertheless, increased security measures and policing in and around the event may lead to

the risk that freedom of assembly may be unnecessarily restricted, through the actions of private as well as public security forces. In addition, there may be specific rules that apply in private spaces such as stadiums, Fan Zones, and other non-public spaces associated with the event, which raises issues around the type of speech and other forms of expressions which can be used in these spaces, and whether or not there can be limits on them. **For proposals to protect free expression an assembly, please see Section V, item B.**

Intimidation and violence against journalists. An additional risk relates to the existing levels of violence and harassment against journalists which have been reported in some of the host countries, particularly in some parts of Mexico. Given the large numbers of national and international journalists that can be expected to attend the event, and the broad array of issues (whether political, societal, environmental or other) some of them may want to cover beyond sports, this should be an area of priority for United 2026. **For proposals to ensure the protection of journalists and the right to freedom of expression, please see Section V, item B.**

8. Privacy Rights – Players, Spectators, Consumers

Protection of Personal and Financial Data

Tickets to the 2026 FIFA World Cup™ must be purchased with a credit card and there is a risk of data breaches in ticketing and ticketing resale. Many fans will use their credit cards at vendors in privately operated stadiums or will purchase FIFA World Cup™-related goods and services over the internet. As with any online purchases, this type of transaction creates numerous opportunities for data leakage and hacking. Risk of cloning of credit cards at ATMs is reportedly higher in Mexico than it is in Canada and the United States; nevertheless, significant data breaches such as the hacking of Equifax data in the United States show that the risk is global.

Player Privacy

Players, officials and delegations run a heightened risk of privacy rights violations as they are exposed to extensive media coverage, medical exams (including medical and doping tests), and increased scrutiny in their daily activities. While most players will be used to such scrutiny, and FIFA protocols on this matter are of the highest standards, a certain level of risk remains in relation to the protection of individuals' right to privacy during the Competition.

Internet and Social Media Privacy (Fans, Players, Officials, etc.)

Connectivity at and during major international events is an increasingly topical issue. While it is difficult to predict exactly what social media and internet usage will look like in 2026, it is safe to assume that players and officials, fans and spectators as well as local communities will be using personal devices to connect to the internet and post on social media, for example, which raises questions regarding the right to privacy in the digital sphere and beyond.

At borders: Requests to access electronic devices at immigration checkpoints as a condition for entry is a salient risk. Additionally, the information collected on individuals who are in stadiums or fan fests, and the capture and distribution of images from social media accounts for commercial use could also be a risk.

In public Wi-Fi networks: The information collected on individuals and the capture and distribution of images from social media accounts for commercial use who are in stadiums, FIFA Fan Fests™, hospitality areas, press areas, and other associated 2026 FIFA World Cup™ venues could represent a risk to the right to privacy.

The proposed strategy to address these risks and protect the right to privacy for players, spectators and consumers is found in Section V, item H.

9. Other Salient Human Rights Risks

Human Trafficking

High-profile sporting competitions present trafficking risk, particularly as it relates to labor and sexual exploitation. There is limited credible information to suggest that sex workers are trafficked in significant numbers to hosts of mega-sporting events. However, our strategy is mindful of the risk that there may be an increase in trafficked sex workers in line with the increase of immigration flows which may lessen detection mechanisms for trafficked persons. **For proposals to address risks related to human trafficking, please see Section V, item L.**

Interference in Civil and Political Rights / Local Democracy

The hosting of the FIFA World Cup™ will not pass through referenda processes in host countries and cities, creating possibilities for a “democratic deficit” to occur. The large public outlays, conscription of public spaces, and interference in the daily routines of cities for the duration of the FIFA World Cup™ require significant governmental interventions. These interventions and

outlays run the risk of bypassing normal democratic processes through fast-tracked contracting, the easing of environmental regulations and restrictions, and heightened policing. Extraordinary governmental measures required to govern the event in the local context, and the creation of independent non-governmental autarchies with extraordinary powers over urban planning and management run the risk of undermining democratic norms and the rule of law.

For proposals to address the risks outlined above, please see Section V, item D.

ANNEX 2 Standards

1. Relevant International Human Rights Instruments / Standards

Human Rights:

- United Nations Guiding Principles on Business and Human Rights
- The International Bill of Human Rights, consisting of: the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights
- The International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR)
- UN Protocol to Prevent Trafficking in Persons

Child Safety:

- UNICEF Children's Rights and Business Principles
- UNICEF Guidance on Meaningful Child Participation
- ILO Conventions 138 and 182

Labor:

- The ILO's 4 core labor standards as defined in the relevant Conventions.
- ILO Declaration on Fundamental Principles and Rights at Work (consisting of the eight ILO Fundamental Conventions)
- IFC Performance Standard 2
- International Convention on the Protection of the rights of all migrant workers and members of their families
- Health and Safety: laws and regulations of the Host Country that apply to workplace health and fire and building safety

Equality of Opportunity and Inclusivity

- Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)
- Convention on the Elimination of all Forms of Racial Discrimination
- Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
- Americans with Disabilities Act (United States)
- The Employment Equity Act (Canada)
- Law on the Inclusion of People with Disabilities (Mexico)
- The Convention on the Rights of Persons with Disabilities

- UNICEF Children's Rights and Business Principles
- UNICEF Guidance on Meaningful Child Participation
- Convention on the Rights of the Child
- UN Declaration on the Rights of Indigenous Peoples
- IFC Performance Standard 7 on indigenous peoples
- ILO Convention 169 on Indigenous and Tribal Peoples

Security and Law Enforcement:

- UN Code of Conduct for Law Enforcement Officials
- UN Basic Principles on the Use of Force and Firearms
by Law Enforcement Officials
- International Code of Conduct for Private Security Service Providers,
- IFC Performance Standard 4
- The Voluntary Principles on Security and Human Rights

2. International Standards for Businesses

- UN Guiding Principles on Business and Human Rights
- UN Global Compact Women's Empowerment Principles
- UN Free and Equal Global Business Standards (LGBTQI+ rights)
- The Children's Rights and Business Principles
- The Voluntary Principles on Security and Human Rights

ANNEX 3 List of Stakeholders Engaged

Government Agencies

- U.S. Department of State Bureau of Democracy, Human rights and Labor
- Embassy of Canada
- U.S. General Service Administration (procurement)
- Embassy of Mexico

NGOs

- Open Society Foundation
- Danish Institute for Human Rights
- Access Now
- PEN
- American Civil Liberties Union
- Canadian Centre for Ethics in Sport
- UNI Global Union
- Building and Woodworkers' International
- International Human Rights in Business
- Disability in Sport Initiative
- Human Rights Campaign (HRC)
- Athlete Ally
- Human Rights First
- Business & Human Rights Resource Center
- Human Rights Watch
- Accountability Counsel
- International Corporate Accountability Roundtable (ICAR)
- Committee to Protect Journalists
- Fair Labor Association
- Washington Office on Latin America
- AFL-CIO
- International Association of Machinists & Aerospace Workers
- US International Council on Disabilities
- UNICEF
- UN Women
- ILO

Educational Institutions

- New York University Stern Business School
- University of Toronto
- University of Toronto, Privatererra
- Georgetown University School of Law
- Columbia University, School of International and Public Affairs

Other

- Local NGOs in Canada, Mexico and the United States

ANNEX 4 Stakeholder Engagement

The United Bid employed a robust stakeholder engagement process in line with the AA1000 Stakeholder Engagement Standard in the course of developing our proposed human rights strategy.

Purpose

Our purpose for engaging with human rights stakeholders was to help develop key aspects of the United Bid's proposed human rights strategy as prescribed in the Bidding Requirements. This included assisting with our assessment of risks, identifying standards, best practices and processes to address them, refinement of ongoing processes to identify, prevent, mitigate and account for adverse human rights impacts, discussion on effective grievance mechanisms, and opportunities for human rights legacy.

Scope

Our scope of stakeholder engagement focused on potential risks to human rights associated with the staging and hosting of the Competition in the 24 Candidate Host Cities over 3 countries. This included risks associated with security, land rights and usage, labor rights, including human trafficking, the rights of children, protections against discrimination in all its forms, and ensuring freedom of expression and peaceful assembly and right to privacy. Actions to protect human rights will cover all aspects of the operations related to the Competition. The time-frame of issues undertaken by stakeholders included current concerns as well as ones over the lifecycle of the Competition.

Mapping and Identifying Stakeholders

The inclusive process of mapping and identifying stakeholders included the following steps:

- Engaging with individuals, groups and organizations active in human rights globally and in particular the international Mega Sporting Events (MSE) Platform for Human Rights
- Engaging with human rights experts, groups and organizations at the national level for Canada, Mexico and the USA referred to by those active in the MSE Platform
- Engaging with leadership in each of the Candidate Host Cities
- Identifying any gaps in representation in the 3 countries and seeking referrals

Stakeholder Engagement Activities

Stakeholder engagement for the Bidding process incorporated three main engagement methods:

- **One-on-one consultations** with individuals either active in the MSE platform or active in civil rights at the national and international level. This provided several positive outcomes, including identification of risks specific to the national context of Canada, Mexico and the United States, recommended standards and best practice to use, and referrals to correct persons at domestic affiliates (e.g., ILO referral to contact at the AFL-CIO).
- **Consultations with leadership from all Candidate Host Cities** to inform them of human rights requirements, answer questions or concerns they have, and to solicit specific information from them with respect to current human rights risks, due diligence processes as well as grievance and remedy mechanisms already in place at the city-level.
- **Involvement and collaboration via multi-stakeholder workshops.** Two facilitated multi-stakeholder forums were held in January, 2018, one in Washington, DC and one in New York City. Stakeholders representing over 30 organizations (domestic and global) and human rights functions in all 3 governments participated. In the invitation to participate, stakeholders were provided context for the convening and a proposed agenda, indicating their feedback and proposals would be sought on the following: (1) Evaluation of human rights risk assessment (2) Discussion on standards and best practice to address gaps or risks (3) Ongoing due diligence processes (4) Procurement policy (5) Effective grievance mechanisms and best practice (6) Opportunities for human rights legacy and (7) Next steps and roadmap ahead.

Engagement, Outputs and Action Plans

The following provides a summary of the process resulting from the stakeholder engagement activities taken during the preparation of the Bid, in accordance with AA1000 Standards.

Engagement	Outputs	Action Plans
One-On-One Consultations ILO, BWI, HRW, Athlete Ally, HRC, ACLU, AFL-CIO, IHRB, UNI, University of Toronto, Georgetown University, Columbia University	<ul style="list-style-type: none"> Refined list of risk areas for the national context Referrals and introductions to additional stakeholders, both global and in Canada, Mexico, and the USA. 	<ul style="list-style-type: none"> Incorporated new risk areas into risk assessment methodology and scope Followed up on introductions and held on-on-one consultations with them
One-On-One Consultations with leadership from Candidate Host Cities 24 Candidate Host Cities	<ul style="list-style-type: none"> Shared understanding of human rights requirements, scope and expectations Answered questions or concerns regarding requirements, scope or process Solicited specific information with respect to current human rights risks, due diligence processes and grievance and remedy mechanisms already in place at the city-level 	<ul style="list-style-type: none"> Shared understanding of human rights expectations, both from bidding requirements and from stakeholders input Offered availability to further discuss these issues during the process lifecycle Sent detailed request for information regarding current human rights risks (cities, stadium, airports), current plans to address them, and any due grievance or remedy processes in place

Engagement	Outputs	Action Plans
Involvement and collaboration via multi-stakeholder workshops.	<ul style="list-style-type: none"> ■ Evaluation and addition to Human Rights risk assessment ■ Discussion on standards and best practices to address gaps and risks ■ Ongoing Due Diligence processes ■ Procurement policy ■ Effective grievance mechanisms and best practices ■ Opportunities for human rights legacy 	<ul style="list-style-type: none"> ■ Incorporation of information and recommendations into Bid risk assessment and Human Rights Strategy ■ Identification of best practices
Workshop 1: Washington, DC 14 NGOs, 3 governments		
Workshop 2: New York City 14 NGOs, 2 UN Agencies, 2 universities		

ANNEX 5 Social Legacy: Minutes from Football

The United Bid will use the once-in-a-generation opportunity to host the 2026 FIFA World Cup™ to introduce and strengthen the football culture and its positive impact in North America. We will promote passion for the sport through both traditional and unstructured play, linked to programming designed for greater impact in building knowledge, well-being and respect. We will enable all children/youth across Canada, Mexico and the United States to play football, regardless of their social and economic situation, as part of an overall strategy supported at the national and local level by government, non-profits as well as other organizations and stakeholders.

This is where our commitment to human rights and the development of the sport of football merge, contributing to FIFA's vision and Football for Hope priorities. We will leverage football programs to address critical social challenges in each of the three Host Countries, while applying science-based approaches to maximize impact.

The United Bid has identified physical and mental health, gender equality, education (including the development of curricula integrating football and school disciplines), inclusion and healthier lifestyles in general as the most critical issues we will address with our youth and social legacy, prioritizing underserved communities.

- **Physical and mental health** through football programs supported by a research and data collection framework. All new 'health & football' data will be made available to global research experts on the topic, with the goal of establishing a baseline set of metrics and best practices that together with FIFA, can be used to combat inactivity and promote healthier lifestyles globally.
- **Gender equality** and inclusion, ensuring all children have full access to the sport of football and available resources for their personal and community development. We will build in measures that directly enable participation by girls.
- **Education (formal/informal) and healthier lifestyles** through football, including the development of curricula, focusing on the integration of football and the study of Science, Technology, Engineering and Math (STEM). In doing so, we hope to utilize the sport of football as a "common language" for education.

Past efforts to implement football and development programs around the world face a variety of both local and structural challenges. The United Bid will prioritize underserved communities and utilize proven initiatives to foster play and development. We will focus on elevating these existing initiatives by linking them to advanced programming, best practices and innovative tools to ensure greatest opportunity for impact, scale and replication in the CONCACAF region and globally.

Our initiative includes:

- Utilizing **multidisciplinary science-based approaches and applied research** to explore how football programming can further support the three key social issues described (health, gender equality and education) as well as other sustainable development goals. We will foster collaboration among public, private, non-profit and academic institutions in order to maximize the impact of the field of sports for development, starting with the world's game.
- Improving impact of the programs through **urban design-based strategies to expand and manage football pitches and safe places to play, while encouraging sustainable urbanism**. In consultation with the Urban Design Lab at Columbia University, the United Bid identified new concepts for the design and integration of mini-pitches, and safe spaces to play into communities. We propose to apply this approach in the development of these mini-pitches and play spaces, and work on the development of new football prototypes, such as modular units that allow for multiple uses and maximum community benefit. We envision a play space where football is integrated alongside existing playgrounds and other open spaces, and all forms of movement and fitness are encouraged. Further, we look to develop a “do it yourself-manual,” that is a prototype on how communities can develop a simple “mini-pitch,” or alternative playing space, a blueprint to effectively establish and sustain this model. This will allow communities of all sizes to create football-oriented play spaces with limited resources, providing them with a sense of ownership and accomplishment.
- Working with partners to apply secure, scalable **technology to enable effective management and evaluation** in delivering social programs, linking various disciplines and sectors, including public policy, while ensuring the security and privacy of all data and participants.

Priority Issues in Each Country

The United Bid will prioritize specific target issues and underserved populations in each of our three host nations. They include:

- **Canada:** Social inclusion and life-long health, focusing on indigenous groups and other minorities
- **Mexico:** Advancing gender equality and promoting youth wellbeing
- **United States:** Supporting underserved communities, focusing on education and healthier lifestyles

Regional Scope and Expansion

The United Bid’s proposal is to ensure the “Minutes from Football” initiative reaches each of the ten provinces and three territories in Canada, all 31 states in Mexico, and all 50 states in the United States, as a start. Hoping to be replicated in other CONCACAF countries and around the world. The United Bid will utilize data developed for this initiative that identifies likely participation and potential fandom to help prioritize micro-communities where these endeavors are most likely to thrive.

Introducing football-centric constructs to encourage unstructured play. In partnership with our Candidate Host cities and other communities, the United Bid will expand access to the sport by transforming under-utilized spaces – street corners, playground structures, into tools for encouraging football skills development. For example, painting goals and targets on building walls will encourage individual practice by individuals while promoting the game. As the world knows, football can be played anywhere – and we intend to make that possible, particularly in Canada and the United States following Mexico’s lead.

Commitment and Funding Model

The United Bid will collaborate with FIFA in securing the necessary funding for this program, promoting public-private partnerships in every participating community. We have allocated \$20 million in our budget for this initiative. We believe the total required funding can be offset and enhanced through various public/private finance concepts, which we would confirm with FIFA, as we collaborate in the most effective blueprint model to maximize impact. Moreover, we have discussed this initiative with our Candidate Host Cities, who are motivated by its prospect for community development and integration. In many cases, this program will complement existing city initiatives.

We expect the program will directly impact at least one million boys and girls in each of our three nations before 2026, anticipating a successful collaboration among partners from the government, sport, non-profit, academic and business sectors.

Impact Valuation

While the FIFA World Cup™ and football at large are powerful catalysts for social progress, until now the full extent of their impact has not been captured.

The United Bid proposes to team with FIFA on a transformative approach to identify, measure and communicate the social and environmental positive impact of the competition and the game more broadly. This will include socially good activation overlays, cause marketing campaigns, community investments, sports partnerships with underserved communities and public/private initiatives that are undertaken by 2026 partners and sponsors, broadcasters, Candidate Host Cities, the United Bid and FIFA.

Applying the power of big data and insights, each unit of social impact created by these programs will be valued using a single currency. Measuring and communicating these impacts with the same rigor, transparency and clarity used to measure financial outcomes, shifts the focus from the cost of staging a mega-sporting event to the value of investing in it.

Findings will be reported and the story of the United Bid and FIFA's social impacts will be documented in an easy to understand, customizable report that concurrently addresses the marketing, human resources, and philanthropic needs at companies. Initial results will be timed for release by the last day of the event.

This will be an important legacy that benefits the entire football ecosystem:

- Official Host Cities, which have long relied on economic impact to justify spending to taxpayers and governments, can now communicate the human, social and environmental returns on their football investments.
- Fans who value social responsibility and view simply badging a sports event as superficial and inadequate, get a new perspective through the sustainability impact facilitated by the tournament.
- Players wanting to contribute to development programs through their sport, can see the direct link between cause and effect.

- Communities benefited by football development programs can better assess impact and make the business case to receive additional support, post-FIFA World Cup™.
- FIFA is seen as a thought-leading provider of solutions for some of the planet's most challenging issues. Recognized not just for the good it does but for all the good it catalyzes; a valuable new narrative for galvanizing fans, partners, bid cities and the broader football community.