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Centre for Sport
& Human Rights



THE PROMISE OF A POSITIVE LEGACY

THE 2026 FIFA WORLD CUP HOST CITY
CANDIDATES' HUMAN RIGHTS PLANS

We are pleased to present this report as a resource for stakeholder engagement and discussion.

Twenty-two cities across North America are competing to serve as hosts for the 2026 World Cup. For the first time, FIFA is considering human rights plans as part of its host city selection criteria. Each city has published a plan that describes how it will drive a positive human rights legacy and mitigate any negative human rights impacts of hosting this major sporting event.

This report examines the human rights themes in FIFA's bid criteria, takes a closer look at each city's plan, and collects highlights from the plans for accessibility to stakeholders.

The report draws attention to the legacy opportunities that the cities envision pursuing as 2026 World Cup hosts. We also pose some important questions for host cities and broader stakeholders to consider. We hope the report presents opportunities for cities and stakeholders to share ideas and to work together to implement their proposals and advance human rights in their local context.

Putting human rights center stage will be seen as a game-changing development for the 2026 World Cup as the plans come to fruition. The bar is being set high for the sustainable future of mega-sporting events.

The Centre for Sport & Human Rights and Clifford Chance



CONTENTS

04

Foreword

06

Preface

07

Introduction

09

Methodology

11

Stakeholders
and context

14

Trends among
cities

22

Mapping the city
proposals

25

Heatmap of city
coverage

29

Recommendations for
collective action

32

City highlights

95

Our teams

Foreword

Mary Harvey,
Chief Executive,
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In 2017, I served as a member of the bid team that brought the 2026 FIFA Men's World Cup (**2026 World Cup**) to North America. This was the first time in its history that FIFA asked prospective hosts to respond to detailed human rights requirements. The 2026 World Cup presented a distinct opportunity to articulate the risks and impacts that hosting the 2026 FIFA World Cup could have in human terms, and to develop a shared vision in partnership with a diverse group of stakeholders.

Following the adoption of its **Human Rights Policy** in 2017, FIFA integrated human rights into the **bid process** for the 2026 World Cup. Criteria like this had never before been seen by a major sporting event bid committee.

The United Bid of Canada, Mexico, and the United States proposed more cities than will ultimately host, giving cities an opportunity to compete. The vision was to integrate human rights throughout the bid, and, in developing the '**United 2026 Proposal for a Human Rights Strategy**' in 2018, the goal was "to candidly and humbly look at ourselves and contemplate how activities related to staging and hosting the 2026 FIFA World Cup could both protect human rights and improve quality of life in each of our three countries." In a bid that proposed no new stadiums be built, the legacy would very much be in human terms.

The starting point was to engage meaningfully with human rights stakeholders, and with those affected or potentially affected in the three proposed host nations, on something that sport has not traditionally done effectively. This proved invaluable in helping identify risks to people and measures to prevent and mitigate harm, and to contextualize opportunities to realize human rights progress at the host city level operating in concert with other stakeholders. This process, and the energy and commitment that went into it, created an enormous opportunity for ongoing dialogue and fostering an environment for advancing human rights.

At the Centre for Sport and Human Rights, we believe any country or city should be eligible to host mega-sporting events (**MSEs**), provided they act responsibly in their development and delivery, and that the event leaves a positive human rights legacy in its wake. The foundation of acting responsibly, as taken from the UN Guiding Principles on Business and Human Rights (**UNGPs**), is to do no harm. This means respecting internationally recognized human rights and labor standards and adopting the framework of the UNGPs. In practice, it requires putting in place measures for conducting ongoing human rights due diligence, engaging stakeholders, and minimizing and mitigating risks where they arise. It is only when harms are avoided and human

rights standards are upheld that the tremendous potential benefits of sport can be fully realized.

A human rights legacy for an MSE such as the 2026 FIFA World Cup can take many forms, and some aspects can be realized even before the first match kicks off. The human rights requirements on cities and the competitive process alone can forge new, sustainable approaches to engaging on a range of critical issues. Preparation of human rights strategies encourages recognition of gaps in legislative protections, and can act as an incentive to pass new progressive laws, or to halt regressive ones. Above all, legacy can be found in relationships that persist, and a commitment to engaging with others.

The ongoing engagement process, throughout the time leading up to and including the event, can be a positive legacy in and of itself. If inclusive dialogue between local governments, event hosts, workers, civil society, and others impacted by the event takes place over the four years prior, focused on how people can be protected and their lives made better, imagine what is possible. The opportunity to redefine what responsible hosting and legacy means for an MSE is there to be seized by every prospective host city putting the well-being of people at the center of their plans.

My colleagues at the Centre for Sport and Human Rights have been pleased to team up with Clifford Chance in preparing this overview of how the

candidate cities have responded to this challenge. The goal of this project is to review the strategies and commitments of all host city candidates in a way that celebrates their efforts, and facilitates further engagement and opportunities for peer learning, while developing a view of where opportunities lie to make the 2026 World Cup a historic first in the emerging and fast-growing sport and human rights movement. We wish to thank the many stakeholders involved in the development of the original human rights strategy, who have also supported this process by contributing their time and expertise. There is much work to do together, and I hope this report helps draw attention to the scale of the opportunity before us.

Preface

Steve Nickelsburg,
Partner,
Clifford Chance



Clifford Chance has shared a close relationship with our colleagues at the Centre for Sport and Human Rights since the first **Sporting Chance Forum** in 2016, where the founders of the Centre articulated a pioneering vision of driving a positive human rights impact through sport. Now, through the concrete proposals of 22 host city candidates, we see in action the framework of stakeholder engagement, human rights risk assessments, mitigation, and legacy that were put forth in those groundbreaking conversations. It has been a privilege to collaborate with the Centre in preparing this report.

The sporting ecosystem brings together a wide range of actors. Governments, intergovernmental organizations, civil society groups, and businesses all are heavily involved in sport, presenting an opportunity for cross-sector initiatives that can influence wider practices. As lawyers, we advise global businesses and organizations working to align their practices with international human rights standards, and we support the responsible sport agenda as an example and a catalyst. We hope this report will highlight the host city candidates' ideas and approaches in a way that is useful and inspirational to all.

Many of the issues host city candidates have sought to address through their proposals mirror those that have risen to the top of board attention in the commercial world as a result of the accelerating global focus on corporate social responsibility and the Environmental, Social and Governance (ESG) agenda. Transparently grappling with these issues through a rigorous engagement process allows cities and a diverse array of stakeholders, including sporting associations, communities, and

sponsors, to address their common desire to host a 2026 World Cup that will have a positive human rights impact and provide a legacy of which all can be proud.

The Clifford Chance team appreciates the extensive work invested by all of the cities in preparing their human rights strategies. Working closely with the Centre and other stakeholders in preparing this report, we see many opportunities for continued engagement and peer learning leading up to 2026 and beyond. We look forward to the conversations that hosting the 2026 World Cup in North America will stimulate, and the opportunities for new ideas to be piloted and new partnerships forged.

We have learned a great deal from each of the cities and countries, and, in preparing this report based on their efforts, we believe we have developed a helpful tool for engagement. To that end, this report sets out a series of suggestions for follow-up actions based on our collective reflections from having closely examined each of the bids. We hope this collaborative work will provide a constructive contribution to an important agenda.

Introduction

Mega-sporting events (MSEs) have significant potential to advance human rights through measures including job creation, training, new social housing, urban regeneration, and new leisure facilities and public spaces. An event's legacy can include lasting positive impacts for the host city's community, stronger new standards, and foundations for long-standing relationships between stakeholders. Yet, with very few exceptions, these events have also been associated with violations of human rights.

Since the 2008 Summer Olympic and Paralympic Games in Beijing, human rights groups have increasingly focused on a range of concerning issues associated with MSEs. These include corruption, abuses of the rights of children, youth and at-risk adults, improper land acquisition and displacement, violations of the rights of construction workers, labor abuses in supply chains, problematic security and policing standards, forced labor and trafficking, and infringements on free speech and press freedom.

This focus on MSEs and human rights has coincided with a parallel developing agenda addressing the human rights responsibilities of non-state actors such as businesses, including the important framework of the UN Guiding Principles on Business and Human Rights (UNGPs). Since the London 2012 Summer Olympic and Paralympic Games, an increasing number of sport bodies and event organizers have issued statements and developed policies on human rights. FIFA has been at the forefront of this agenda, adopting a statutory commitment to respect human rights and a human rights policy in 2017, and subsequently incorporating

human rights into the bidding process for the 2026 FIFA Men's World Cup **(2026 World Cup)**.

The 2026 World Cup, awarded in 2018 to Canada, Mexico and the United States, represents a significant step forward in imagining and achieving a positive social legacy from MSEs. From 22 cities, 15 or 16 will be selected to host, likely including two in Canada and three in Mexico. In the United States, 17 cities are vying to be selected as host cities, and 10 or 11 will likely be chosen. In selecting host cities, FIFA will apply a range of criteria, including, for the first time, human rights.

As part of their candidacies, each of the cities published its own human rights strategy at the end of December 2021. These strategies reflect the momentous opportunity for the entire sport ecosystem to go beyond the baseline of doing no harm and realize its full potential as a force for good.

Based on a review of the human rights strategies submitted by each host city candidate, this independent report recognizes initiatives to advance human rights promotion and protection at a city-by-city level, highlighting commitments made in the respective candidate city bids. It also identifies opportunities for ongoing dialogue and peer learning within and

among the cities and stakeholders. The goal of this report is not to rank the cities' plans. Rather, we intend to provide an overview of the diverse range of issues covered across the cities.

By including human rights criteria as part of the city selection process, FIFA has created a mechanism for candidate cities to articulate plans that reflect and resonate with human rights risks and opportunities in each community. We recognize that not all participating cities will host this 2026 World Cup, and this report is being published before FIFA announces its selections to ensure that the initiatives of all cities that participated in the

bid process are recognized and can serve to promote the sharing of good practice. In this spirit, the report includes highlights from each city that offer opportunities for further progress towards aligning policies and practices with international human rights standards and establishing local, national and international good practice.

The host city candidates' individual processes of examining and articulating the human rights risks involved in hosting an MSE, and of considering measures to mitigate those risks and provide remedies to those affected, present an opportunity to better envisage what a positive

human rights legacy can be. We hope the information in this report will be a starting point for conversations that provide further insights for continued engagement to reduce risks and create positive outcomes for people in and around these events.

Methodology

This report draws attention to the human rights strategies developed by all 22 cities across the United Bid, recognizing the important work of a wide range of contributors and the key commitments and undertakings of the cities. The city submissions, which are publicly available, are voluminous, and this report aims to present the information in ways that will increase the accessibility of the material to a wide variety of stakeholders.

Mindful that proposals were submitted as part of an ongoing competition, no attempt is made to rank the cities or offer views on which might be the ‘most appropriate’ hosts from a human rights perspective. The FIFA bid evaluation process is separate, and FIFA will apply its own criteria.

Each city has its own risks and challenges, and each city has context-specific opportunities to develop good practices, launch initiatives, and achieve meaningful human rights impact. Taken as a whole, there is much to learn from across the cities.

The report focuses on themes articulated in the 2026 bidding nations’ 2018 **Proposal for a United Human Rights Strategy**, namely:

- Anti-discrimination & Inclusion;
- Freedom of Assembly, Expression & the Press;
- Housing, Property & Land Rights;
- Safety & Security;
- Workers’ Rights; and
- Complaints, Grievance Mechanisms & Remedy

Environmental considerations impacting on human rights are also included, based on the UN Human Rights Council’s recognition in 2021 of the right to a healthy environment as a human right, and because several of the cities included human rights-related environmental considerations in their submissions.

These themes are addressed alphabetically through the report, save for complaints, grievance mechanisms and remedies, which have applications across the themes.

The report is organized around three elements. First, we identify trends that emerge from our review across the city proposals. Then, we provide a table featuring all of the cities, which is an effort to create a visual depiction of the relative breadth of commitments and depth of treatment each proposal devotes to each of the themes above. We reviewed the city proposals against the backdrop of international human rights and labor standards, aware that applying international standards in city contexts is a new and challenging undertaking. To achieve a high-level overview of the themes and topics addressed by each city, we iteratively developed a framework from common approaches evident across the city proposals themselves.

Finally, we provide highlights of noteworthy elements from each city's proposal, which are intended to provide more detail and recognize select initiatives from each city. These highlights are not intended as comprehensive assessments. We urge all readers to refer to the published city proposals in full to consider in detail what each city has put forward.

The candidate city strategies were developed by respective Mayors' offices, by host city committees, and by designees. This report refers to the cities by name; however, specific responsibilities and accountabilities sit across many different city, state and private functions. Many of the

city commitments are framed as proposals, plans and intentions, and will require hard work, resourcefulness and funding to realize. We have not assessed how each city will ensure that the authority and resources are applied in order to follow through on its commitments.

In line with the Centre for Sport and Human Rights' **Sporting Chance Principles**, we believe that all cities should have the opportunity to serve as hosts, provided they commit to upholding human rights standards in the delivery of the events and contribute to a positive human rights legacy. The focus of this report is therefore on practical actions cities

can take, rather than on the broader political context in which a city finds itself. However, opportunities are identified where cities may be in a position to leverage the 2026 World Cup to advance human rights.

Stakeholders and context

MSEs are complex undertakings, delivered by and impacting upon a wide variety of stakeholders. In Convergence 2025, the Centre for Sport and Human Rights sets out an ecosystem model for the world of sport (overleaf), which highlights this diverse range of actors. This ecosystem applies to the delivery of MSEs, which are influenced by private, public, and third sector (not-for-profit) institutions at local, regional, national, and international levels.

While the cities themselves have had responsibility for drawing up their human rights strategies, it will take the collective efforts of the whole ecosystem – including businesses, sponsors, trade unions, civil society organizations, and academic institutions – to ensure a positive social legacy.

People are at the heart of this model – athletes first and foremost, along with other important stakeholder groups, including families and teams, coaches and administrators, fans and patrons, volunteers, officials, journalists and workers, communities, and the general public. People in these different roles and capacities may be impacted by each other in a variety of ways. The actions, behaviors and decisions of every individual and institution in the ecosystem are interdependent, and the failure by any actor to respect, protect or fulfill human rights can have a sometimes unforeseeable effect. These failures can detrimentally affect trust in sport as a force for good and undermine the intention for MSEs

to leave a positive social legacy. Dynamic, cooperative solutions will be needed to minimize and prevent harm, and the cities' human rights strategies provide a basis for those solutions.

The 2026 World Cup will take place at a continental level for the first time ever. While Canada, Mexico, and the United States offer widely diverse cities, cultures and communities, they have in common some key fundamentals. They each are constitutional democracies, are signatories to a range of international human rights instruments, and have vibrant civil societies and sophisticated mechanisms for protecting human rights.

Each also has common challenges, including emerging from the impacts of the COVID-19 pandemic, deepening inequality, and reckoning with persisting historical injustices. Additionally, the bid's **2018 Independent Report on Human Rights in Canada, Mexico, and the United States** noted gaps in the law and practice of each country in relation to international standards. In the context of this report, we have focused on opportunities in the cities' proposals to address the implementation of legal standards as well as contextual and local factors, rather than distinctions or gaps between national legal frameworks and international standards.

The extent to which people may be adversely impacted by sporting

events depends in part on a range of characteristics and vulnerabilities that may have specific protections in law. These include women, children, LGBTQI+ people, persons with disabilities, historically and/or structurally disadvantaged groups, migrants, refugees, Indigenous peoples, and human rights defenders. Specific efforts may be needed to protect those most at risk.




Child rights, including child safeguarding, are critical in the context of MSEs. Children are protected by the UN Convention on the Rights of the Child and two International Labour Organization (ILO) Conventions, which combat child labor. Cities were asked to include a child safeguarding proposal

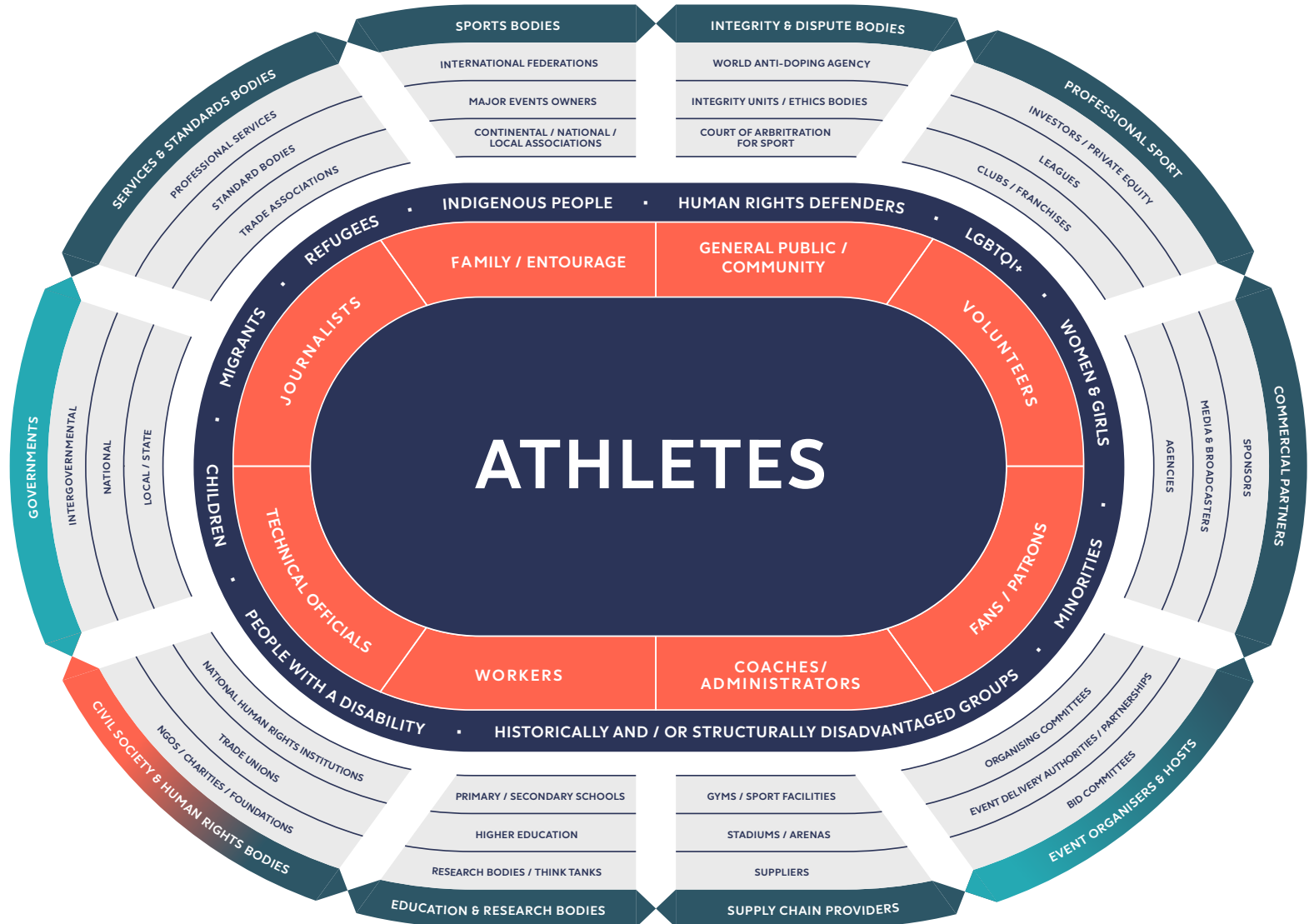
in their plans, and we have recognized the need to consider opportunities for a positive child safeguarding legacy in our assessment.

The 2026 World Cup offers a different risk profile than many MSEs, in part because no new stadiums will be built. While the candidate cities will not face all of the risks associated with large-scale construction, a particular focus for the 2026 World Cup continues to be the workers responsible for delivering the event, including through its value chains, as well as the communities that will host the competition in their cities and the influx of visitors from many nations, including players, fans and media representatives. The specific profile may be unique to each city, and, as such,

each city is best placed to map its own stakeholders, their relationships, and the potential for human rights risks to arise, as well as to establish priorities for mitigating these risks.

Sports Ecosystem

-  People and communities whose human rights must be protected and respected.
-  States and government bodies that have a duty to promote, protect, and fulfill human rights.
-  Institutions and business actors who have a responsibility to respect human rights.



Trends among cities

FIFA has asked prospective host cities to do something novel – to develop human rights strategies that reflect international human rights standards in a city context. To meet this challenge, the cities have built their proposals around the specific questions provided by FIFA, guidance from independent human rights consultants, and each city’s own assessment, with the input of stakeholders, of its salient or most pressing human rights issues. This process has resulted in highly individual submissions that have taken a range of approaches.

Several trends are apparent across the city proposals. First and foremost, reflecting FIFA’s guidance, all cities commit to engaging with stakeholders as a critical element of delivering a responsible tournament. Given the fundamental role of stakeholder engagement, this commitment is to be expected, and we welcome that the cities acknowledge its importance.

All candidate cities have initiated stakeholder engagement processes in preparing their bids, and, hopefully, will continue this practice as they deliver on their ideas, irrespective of whether they are selected. This includes the meaningful participation of all groups, including taking account of how to engage with groups with specific needs such as, for example, children and persons with disabilities.

As a corollary, the cities that appear to have comprehensively engaged with a wider range of stakeholders in their bid preparation processes have on average examined a broader range of issues, identified more 2026 World Cup-specific risks, proposed more comprehensive measures in mitigation, and suggested more legacy opportunities.

In preparing to host the 2026 World Cup, cities consider a variety of solutions to common concerns shared across different municipalities, creating potential to stimulate ongoing collaboration and peer learning among cities.

For the most part, cities address what is within their control. It is no surprise to observe a strong focus on typically municipal issues such as housing, policing and safety, as compared with issues such as the existence or absence of statewide labor protections, or the concerning trend in some states of legislation adversely targeting LGBTQI+ persons. Where negative external conditions exist beyond the control of individual cities, this report notes some instances of how the respective cities articulate their commitments to protect human rights and aim to mitigate their local effects

notwithstanding those conditions, both generally and in the specific context of the 2026 World Cup.

Finally, for human rights policies and processes to be effective, they must be accessible, inclusive and, most importantly, implementable and enforceable. Providing and effectively communicating the availability of grievance mechanisms and remedies for those adversely impacted is fundamental to upholding rights and addressing potential harms. Identifying, assessing and proposing effective human rights-related grievance mechanisms and

remedies is particularly challenging, and the various city initiatives to address this need are important commitments.

Highlights of each city proposal are offered later in the report. This next section looks at some of the key trends in approach and opportunities for further progress, organized by the categories set forth in the bids.



ANTI-DISCRIMINATION & INCLUSION

Many candidate cities recognize that acts of discrimination and hostility against at-risk groups and individuals pose a significant risk, and accept the need to take steps to ensure that the 2026 World Cup avoids exacerbating community tensions and fosters greater inclusion and diversity.

Cities rely on a variety of measures, generally referring to the range of anti-discrimination protections already in place under national, state and local law, while emphasizing areas where they may go beyond the baseline to increase protection for at-risk groups. Measures proposed include public information campaigns and

affirmative inclusion of underrepresented groups in event-related employment, skills development, and procurement processes.

All cities acknowledge the need for the event to be fully accessible to persons with disabilities. Several cities highlight existing or new proposals to make public transport and venues more accessible and to ensure that their hospitality sector is more welcoming and supportive of persons with disabilities.

Cities in all three host countries recognize LGBTQI+ persons as an at-risk group. Moreover, while some protections exist, all cities recognize the need to do more to keep this community safe, including from heightened risks of

harassment and hate crimes. Cities also identify women, children, migrant workers, foreign language speakers, and racial and ethnic historically marginalized persons as potentially at-risk groups that may need greater protection.

In the United States, in particular, cities in states that are promoting or enacting high-profile measures that negatively target the LGBTQI+ community emphasize their local efforts to provide a safe and anti-discriminatory environment notwithstanding the adverse broader context. As noted above, although a comprehensive assessment of such discriminatory measures is beyond

the scope of this report, we did take note of how cities accounted for and responded to these issues. Similarly, with respect to the potential for harassment and intimidation of immigrants and migrants, some cities identify temporary moratoriums or longer term commitments not to enforce federal immigration laws or to refrain from seeking out and reporting undocumented immigrants to enforcement authorities. Several cities also noted bans on document checks in job recruitment and law enforcement.



ENVIRONMENT

The host countries greatly differ in their approaches to environmental protection, and we recognize that environmental impact was not requested in the human rights portion of the bid and may be addressed in other components of the cities' bids. That said, environmental risks, including from pollution, waste management, and heightened water and energy consumption due to the arrival of temporary workers and fans all have human rights implications for vulnerable groups, including children and those on low incomes or facing energy poverty.

Where cities do mention sustainability and the environment in their human rights plans, it often is to focus on meeting and exceeding commitments made by their states or nations. Many cities reference specific committees that address environmental considerations and impact. While several cities consider

issues such as waste and recycling, and opportunities to mitigate emissions by introducing or expanding green modes of transportation, all cities can go further to extend their stakeholder engagement to more fully consider human rights-related environmental risks and related human costs in the context of hosting the 2026 World Cup, along with necessary mitigations.

The three city proposals from Mexico do stand out in recognizing the right to a healthy environment and in addressing environmental factors.

These city proposals commit to creating specific plans to mitigate risks to the environment, account for developments from the UN's recent summit on climate change, and adopt sustainability policies that will be applied across supply chains for the 2026 World Cup.



FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

Most cities anticipate that demonstrations and protests may occur during the 2026 World Cup and identify measures to maintain a safe environment for the community and fans while protecting the right to peacefully protest. Some cities focus on permitting requirements, others stress communication of guidelines to residents and visitors and recognition of the right to free expression, a few cities plan to set up designated free expression zones, while others identify specific policing protocols for protests. Cities also refer to the measures for law enforcement reform identified under "safety and security" below, including bias recognition, use of force, and crowd management.

Not all cities address the rights of journalists and the press; the handful that do discuss issues such as equal treatment, accreditation and safety. Most cities could go

further in providing guarantees that peaceful protest, expression and assembly protections will be applied and enforced equally and fairly for all residents, fans, and journalists.

A minority of cities address the right to engage with government in the specific context of hosting the 2026 World Cup, mentioning event-related measures such as the right of access to public records, participation in public meetings, participation on boards, and voting. Cities also considered language barriers and accessibility concerns for non-citizens, immigrants, and visitors.

Several cities raised the issue of digital access, stating that they are working to ensure that the technological infrastructure is in place for internet access for all segments of society.



HOUSING, PROPERTY & LAND RIGHTS

Nearly all cities recognize the housing, property and land risks associated with hosting the 2026 World Cup; however, the elements receiving emphasis vary substantially. As the cities intend to use existing stadiums and infrastructure, the large-scale impacts often associated with major new construction for MSEs generally are not identified as risks. Most proposals focus on housing and homelessness, discussing ongoing initiatives to address housing insecurity, provide social support services, and fulfill or expand supplies of affordable housing.

More than half of the cities recognize discrimination in housing as a challenge to address. Those that go further also consider the risks of temporary or permanent displacement of homeless individuals and the potential misuse of criminal enforcement against these individuals in connection with the event.

Over half of the cities discuss the potential impact on low-income tenants from a plausible increase in short-term rental demand associated with the anticipated influx of visitors and temporary workers. Proposed mitigation measures include permitting programs and partnering with private sector

providers to manage short-term rentals and prevent price gouging.

Across all cities, additional focus could assess and respond to the need to provide temporary housing for migrant workers, to enact eviction-prevention measures, and to propose mitigating measures for possible harms where new infrastructure, hotel and temporary venue development will occur. It will be especially important to consider any adverse impacts on families and children whose housing, schooling and medical care risk disruption.



SAFETY & SECURITY

All cities emphasize providing a safe and secure environment for the benefit and enjoyment of all participants. Cities across all host countries place a significant emphasis on law enforcement, including providing adequate protection while addressing the potential for police misconduct, which has received high-profile attention and has been the subject of substantial controversy across all the cities. Most cities, particularly in Canada and the United States, emphasize efforts to engage in self-examination and address these issues, including by recognizing and correcting implicit or unconscious biases, prohibiting the excessive use of force, banning choke holds and closing gaps in grievance mechanisms.

All cities note that training is underway, with some cities

undertaking substantial police department reform and restructuring. Example initiatives include community policing, the use of mental health approaches, and providing ongoing support for crime victims.

Most cities explicitly mention operational safety and security guidelines for hosting large-scale events, including the protection of fans and safe crowd control. Across all cities, further engagement with organized fan groups and a collaborative focus on the working conditions and training of security guards and stadium staff will support the operationalization of these policies.

More than half of the cities recognize specific risks to children from hosting the 2026 World Cup and have pledged to develop child safeguarding programs and measures to ensure a welcoming and inspiring environment

for children. The cities highlight event-specific measures, including child-safe venues, and a number of the cities are participating or applying to participate in UNICEF's Child Friendly City Initiative or are considering ways to leave a positive legacy for children, youth and young football players in their cities.

Less than half of the cities identify specific measures for the safety of women, in particular to combat the risk of sexual harassment and assault and heightened rates of domestic violence during sporting events. A number of cities identify the safety of migrants, potential for surges in hate crimes, and general protections of other at-risk groups such as the LGBTQI+ community.

Human trafficking is recognized as a specific concern, in particular in Mexico and the United States, based on

experience with major events and the vulnerability of women and children. While all cities go to some length to explain existing and planned efforts, the more comprehensive responses highlight measures to protect victims of human and labor trafficking and sexual exploitation of children, including by providing victim-protection services and protections and support to sex workers.

Although a number of cities plan to rely on technology and data gathering to assist in protection of rights, only a few cities mention corresponding consideration of the need to safeguard privacy rights and to protect personal data. Cities will have the opportunity to engage relevant stakeholders to strengthen their protections in this relatively new area.



WORKERS' RIGHTS

Workers' rights are a broad and significant area in the context of hosting an MSE, and the cities have considered numerous aspects.

The rights to decent work, adequate wages, regular working hours, and occupational safety and health; to join or form a trade union; to engage in collective bargaining and to strike; as well as rights to anti-discrimination, equality of treatment, and fair treatment of temporary or migrant workers all receive attention to varying degrees.

All cities emphasize existing measures such as legal protections, minimum labor standards, complaint mechanisms and training programs. Some cities commit to including contractual clauses with suppliers to ensure workers' rights (e.g., stipulating decent and safe working conditions and prohibiting child or forced labor),

while others see a broader opportunity to bolster protections for certain groups who are at greater risk, including migrants, women and the LGBTQI+ community. With respect to event-related procurement and workers in supply chains, many cities emphasize measures to promote access for minority-, veteran-, LGBTQI+- and women-owned businesses.

Cities broadly recognize that hosting an MSE presents a significant opportunity for achieving a positive legacy for workers. Of particular significance was the consistent emphasis on ensuring fair opportunity and providing accessible grievance procedures.

All of the plans address worker compensation. The approach varies by host country, due to differences in national law and the significance accorded to a minimum wage. Canada,

for example, commits to a living wage for all workers in the context of the 2026 World Cup. In the United States, cities tend to highlight existing protections for wages and commitments to go further, including minimum wage provisions, and some have called for a living wage for certain employees. While wage protections are a critical element of the right to decent work, we found it impossible to uniformly assess city treatment of specific wage levels due to the complexity of the issue and the availability of specific information. For this reason, we refer to the general concept of "fair pay" throughout this report.

With respect to specific proposals, many bids focus on protections for city employees. We anticipate, however, that the overwhelming majority of workers supporting the event will be third parties, contractors and volunteer staff covering a range of skills, including

hospitality, catering, logistics, ticketing and security. It will be imperative for cities to consider ways to ensure protections for those workers, including the special protections needed for young workers and volunteers, in particular in areas where the safety of women and youth is a concern. Available measures include exerting leverage in supply chains by urging compliance with labor standards, confronting risks of forced and child labor and human trafficking, and offering channels for complaints and dispute resolution. Trade unions also will expect ongoing engagement to collaboratively advance workers' rights, and we encourage ensuring that labor is included in ongoing stakeholder engagement.



COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

Many cities recognize the need for peer learning and information sharing in how to address grievance mechanisms and remedy, and several cities commit to provide remedy for abuses in the context of hosting the 2026 World Cup. This is a critical assurance.

Where human rights are harmed in the context of organizing and staging the 2026 World Cup, those affected will need access to mechanisms to correct the harm that occurs and hold accountable those that are responsible. For this purpose, effective grievance and remedy mechanisms need to be available, which can take various forms. For instance, complaint mechanisms at any of the city, state or federal level could help to address harms suffered by affected groups. Procedures within these mechanisms need to be accessible,

impartial, equitable, and able to provide effective remedy in a timely manner. Potential remedies range from apologies, restitution, rehabilitation, financial or non-financial compensation and punitive sanctions, to the prevention of harm through, for example, injunctions or guarantees of non-repetition.

All cities generally recognize the need for effective and accessible mechanisms to raise concerns, lodge complaints and provide remedies. Their approaches vary significantly. Many point to existing mechanisms addressing specific subject areas such as workplace grievances, housing discrimination and police misconduct; others highlight established grievance mechanisms such as human rights commissions with a mandate to address a range of human rights concerns.

Among the cities that pledge to establish a dedicated human rights grievance

or complaint mechanism for the 2026 World Cup, few provide detail how these will operate in practice, how they will be staffed and resourced, and how they will be effective. Important considerations include how each city will notify potential users about the existence of these mechanisms, the nature of the complaints that each mechanism will or will not handle, how they will investigate and deal with the complaints, and what will be done to ensure fair and timely remedy to victims irrespective of their background or economic status. It may be necessary to seek expert guidance on how to develop and staff complaint channels that meet the needs of particular groups, such as children or those with disabilities. Where gaps in existing mechanisms exist, cities should consider creating remedy and redress processes through robust stakeholder consultation in order to address specific issues concerning the 2026

World Cup, and should incorporate transparent reporting and oversight.

In considering accessibility to these mechanisms, some city proposals reference existing hotlines, including those addressing issues such as human trafficking, child safety or domestic abuse. It will be important to include appropriate mechanisms to ensure complaints raised through these hotlines result in an effective remedy.

Many proposals note plans to improve access to grievance mechanisms through technology, such as through web-based platforms and smart-device applications. A few cities have offered to use these technological solutions to increase accessibility, and to use data to create a lasting legacy through analysis of where responses to grievances were effective.

Mapping the city proposals

Taking a bird's-eye view of the various city proposals reveals the range of issues addressed and the different levels of emphasis each city placed on a variety of human rights issues, often for contextual reasons.

The **Heatmap** on page 17 is an effort to represent in visual format the range of human rights issues covered by the cities and the extent to which each city approached different topics within their proposals. The Heatmap provides an overview of all of the city proposals across the various human rights categories that emerged.

On page 18, we provide a **Framework** of issues addressed across the proposals, which we derived from considering all the cities' human rights proposal documentation. Organized around the seven themes identified in the methodology above, the Framework also identifies subcategories of human rights-related issues captured under each theme.

The Heatmap is not a ranking or appraisal of the strength of any particular city's human rights commitments. Each city approaches the issues in ways unique to its context – for example, by referencing strong existing human rights mechanisms rather than proposing new initiatives, or by focusing proposals on particular rights issues that resonate most with local communities. Many cities cover issues pertinent to them that are not salient for others. The Heatmap, therefore, presents an overview, identifying which areas received particular emphasis from the cities themselves. The purpose of the Heatmap is to

facilitate constructive discussion and learning across cities and among the stakeholder community.

The Heatmap is organized by city, with the columns corresponding to individual cities and the rows corresponding to the categories of human rights issues that emerged from the proposals. The color coding is based on a scale relating to the emphasis placed on each issue in each city proposal: comprehensive, detailed, moderate, partial, or limited. In assigning the colors in the Heatmap, we considered the range of issues described in the Framework that follows, taking note of reliance on both general

and existing mechanisms to address an issue and specific measures focused on risks or opportunities relating to hosting the 2026 World Cup.

This methodology is informed by and rooted in international human rights standards, an overwhelming majority of which are embedded in the national laws of the three host countries and individual municipalities, states and territories, and the Centre's experience in human rights impacts and opportunities linked to MSEs, as well as consultation with stakeholders. The result inevitably reflects some level of subjectivity, though we have endeavored to be objective, consistent and fair across all the cities.

Our analysis is limited to the information appearing in each city's proposal. Others may reach different conclusions based on their own views as to the relevance or salience of particular human rights issues, on their own analysis, on additional factors or information, or on future developments. We look forward to that conversation and welcome feedback as we consider ways to standardize this kind of analysis for future MSE candidate cities.

Following the Framework, we identify highlights for each host city candidate.

Legend

COMPREHENSIVE

“Comprehensive” is intended to convey that the city has focused both on general or existing risk-mitigating measures and additional measures specifically targeted to risks and opportunities related to the 2026 World Cup, or where a city has specifically identified its general or existing measures as addressing the tournament-specific risk, thus recognizing the issue as both a general and a tournament-specific risk.

DETAILED

“Detailed” denotes where a city either puts emphasis on either general or existing risk-mitigating measures that may address a risk, or has focused on measures specifically targeting the risk in the context of the 2026 World Cup, but not both. “Detailed” is intended to convey that a city placed emphasis on a particular risk, but a more comprehensive approach could be set out by harmonizing general and tournament-specific measures.

MODERATE

“Moderate” denotes emphasis on general or existing measures to address a risk for which tournament-specific attention may be necessary, or where a city assesses the issue as low-risk and thus does not identify any measures to address it. “Moderate” is intended to convey that a city has acknowledged an issue, but has not provided examples of tournament-specific attention.

PARTIAL

“Partial” denotes city proposals that acknowledge a risk without addressing mitigating measures, or by mentioning potential mitigating measures without providing details or a plan. “Partial” is intended to highlight areas where a city has the opportunity to engage stakeholders on an identified issue and develop new solutions for the tournament.

LIMITED

“Limited” attention denotes where a city does not address an issue or references it without acknowledging that it is a risk. “Limited” may indicate that a particular issue was assessed as not being a risk for that particular city. Alternatively, it may indicate that a city has not yet had an opportunity to assess the risk and determine whether or what measures would be appropriate, or that the issue is addressed elsewhere in the candidature documents.

The Framework

ANTI-DISCRIMINATION & INCLUSION

General Inclusion &

Diversity Measures

References and commitments related to protections for at-risk groups, and measures to implement and enforce such protections and to advance diversity and inclusion.

Accessibility Protections

Programs and plans to ensure the participation of and access for people with disabilities, including physical and digital accommodations, and measures and plans to ensure access for seniors.

LGBTQI+ Protections

Specific commitments and measures for inclusion and to welcome and protect people who identify as LGBTQI+ against harassment and discrimination in all areas of life, including housing, employment, safety and security and public accommodations, as well as through initiatives such as training.

Women & Girls' Protections

Specific commitments and measures for gender equality and inclusion and to protect against gender harassment and discrimination in all areas of life, including housing, employment, safety and security and public accommodations, as well as through initiatives such as training.

Protections for Historically Marginalized Communities

Specific commitments and measures for inclusion and to protect historically marginalized populations (including Black, Brown, Native, and Indigenous peoples) from harassment and discrimination in all areas of life, including housing, employment, safety and security and public accommodation, as well as through initiatives such as training.

ENVIRONMENT

Environmental Protections

Programs and plans related to water usage, recycling, waste management, pollution, and energy consumption that consider human rights risks and opportunities, with consideration given to opportunities for community participation.

Climate Change Resilience

Initiatives and commitments to promote climate resilience and mitigate the impacts of climate change on people.

Green Transportation

Programs or plans to develop or expand green transportation.

Sustainable Hosting

Environmental measures planned for the 2026 World Cup, with consideration given to opportunities for community participation.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

Free Expression & Peaceful Assembly

Maintaining a safe environment while protecting freedom of speech and assembly—including crowd control measures, permitting, and sharing information and guidelines with protesters—and specific protections for the press, such as the right to access information and report on events.

Language Access & Support

Programs and plans to support non-native speakers and those with limited native language proficiency.

HOUSING, PROPERTY & LAND RIGHTS

Affordable Housing

Measures addressing homeowners and renters, including proposals related to affordable housing, displacement, eviction, and gentrification.

Event-specific Housing & Short-Term Rentals

Consideration of existing short-term rental capacity and programs and plans to address event-related risks associated with short-term rentals, including plans to accommodate temporary workers.

Homelessness & Housing Insecurity

Protections and safeguards for people experiencing homelessness and housing insecurity, decriminalization of homelessness, and social safety programs, including job training and employment opportunities.

Anti-Discriminatory Housing

Protections against housing discrimination, including inclusiveness of policies.

Community Inclusion

Efforts to include and engage communities and stakeholders on land, property, and housing issues.

SAFETY & SECURITY

Police Reform

Programs and plans for police reform, with a focus on community policing and anti-bias initiatives, and specific efforts to restrict use of force, reduce arrests, and address racial profiling.

Event Safety

Measures and plans for event safety and venue security.

Anti-Trafficking

Programs and plans to combat human trafficking, including prevention and education measures, response systems, and victim support and resources.

Child Safety

Programs and plans to address risks to child welfare and safety, including related to lost children, child abuse and neglect, and child trafficking, and measures to be child-friendly.

Safeguarding Populations at Greater Risk

Harm-prevention initiatives and safety protections for historically marginalized communities or at-risk groups including women, migrants, and the LGBTQI+ community.

Protection of Sex Workers

Measures and plans to protect sex workers from harassment and abuse, including decriminalization.

Privacy & Personal Data

Programs and plans to protect privacy and personal data and mitigate against cyberbullying.

WORKERS' RIGHTS

Working Conditions

Legal protections requiring fair compensation and measures promoting decent work and fair pay, including relating to overtime, paid breaks and leave, safe working conditions, protections against workplace discrimination, commitments on family leave, and accommodations for breastfeeding parents.

Union Engagement

Consideration of union protections, reported relations with trade unions and engagement with unions in the stakeholder process.

Fair Procurement

Commitments to transparency in procurement processes and responsible bidding rules and protection of workers' rights for contractors and in supply chains, and inclusion of and support for diverse businesses including women-, veteran- and minority-owned businesses.

Employment Opportunities

Programs and plans to create or support employment or skills development opportunities, including those dedicated to at-risk groups.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

Existing Mechanisms

Existing channels for raising complaints and accessing remedies, including whistleblower protections and protections against retaliation.

World Cup Mechanisms

Plans for channels for raising complaints and accessing remedies in connection with the 2026 World Cup, including whistleblower protections and protections against retaliation.

Recommendations for collective action

The detailed process undertaken by the host city candidates to address the first-ever FIFA requirements regarding human rights is new, largely unfamiliar to those working in sport and sporting events, and comes without precedent.

With awareness of the need to protect human rights in and through sport at an all-time high, human rights requirements will be important to the future of MSEs, and the 2026 World Cup will set a precedent for prospective hosts in the future.

The host city candidates have made substantial efforts to address these requirements and are to be commended for their work. But achieving the vision and legacy promised in the 2026 World Cup bid will require the collective action of stakeholders within and across cities, states, provinces and governments those in the private sector and civil

society, and FIFA itself. Collective action is only made possible through consistent and enduring engagement, and, to that end, this process has only just begun.

Based on this report's review of the full suite of city proposals, we offer the following questions for stakeholders as part of ongoing efforts to make further progress in strengthening this initial work. Our hope is that these suggestions help identify opportunities for deepening dialogue and engaging in peer learning, which, if pursued over the course of the next four years, will be a remarkable legacy in and of itself.

1

In expanding on city-level human rights strategies, what new stakeholders need to be engaged? For those already consulted, how can engagement be broader, more consistent and more meaningful going forward?

2

Where risks have been identified, how will harms be assessed? Are existing due diligence processes in place, and, if not, who should be consulted in creating them? What dynamic processes should be in place to examine human rights risks related to the event on an ongoing basis?

3

How can operational and functional roles be defined early on to enable clarity to rights holders and all stakeholders as to which parties have responsibility and accountability for managing which potential risks?

4

How can best practice requirements for due diligence, transparency, responsible sourcing, and labor standards be integrated into partnerships and value chains associated with the 2026 World Cup?

5

Can measures or benchmarks specific to the 2026 World Cup be defined to track progress, capture outcomes and identify contributions to a human rights legacy?

6

How can the development of grievance mechanisms or complaints processes promote stakeholder engagement and ensure that measures put in place address 2026 World Cup-specific human rights risks and responses?

7

What opportunities are there to share knowledge and promote peer learning on human rights-related challenges or opportunities within and between cities, and among stakeholders?

8

How can other sporting events with human rights requirements offer opportunities for peer learning, including the 2022 FIFA Men's World Cup, the 2023 FIFA Women's World Cup, the Paris 2024 Olympic and Paralympic Games, and the 2028 Olympic and Paralympic Games?

9

How can human rights-related learning from the 2026 World Cup be transferred into event planning and delivery processes beyond sports events?

10

Can the experience of the host city bid process and implementation of human rights requirements contribute to local, national and global policy dialogue on advancing human rights at the city level?

11

Can the 2026 World Cup be used to promote sustainable legacies that will remain in place to protect children and at-risk groups and raise human rights standards?

12

Given the footprint of the 2026 World Cup, characterized by the absence of large-scale construction, how can the rights of employees in the hospitality, security and service sectors be advanced collaboratively?



QUESTIONS FOR COLLECTIVE ACTION

THE CITY PLANS



City highlights

This section provides brief highlights of each host city candidate's human rights proposal, self-published in December 2021 as a requirement of FIFA. The objective of these highlights is to provide a flavor of each city's approach and to make some noteworthy elements accessible to stakeholders.

Each city invested considerable time and attention in preparing these plans, and these highlights do not purport to address every aspect of each proposal. Indeed, noting the ongoing competitive process, these highlights have purposely sought to identify different strengths in each city rather than develop uniform metrics for comparison. Our goal is to provide a broad view of issues covered across North America and to identify opportunities for cities and stakeholders to learn from one another. Stakeholders interested in a deeper examination of the highlights should consider the city's original proposal.



35
Edmonton



36
Toronto



39
Guadalajara /
Mexico City /
Monterrey



44
Atlanta



47
Baltimore



50
Bay Area



53
Boston



56
Cincinnati



59
Dallas



62
Denver



65
Houston



68
Kansas City



71
Los Angeles



74
Miami



77
Nashville



80
New York /
New Jersey



83
Orlando



86
Philadelphia



89
Seattle



92
Washington, D.C.

Edmonton

Edmonton’s extensive stakeholder engagement process embraced diverse organizations based on their community reach, constituent representation, and “ability to contribute perspectives of those most affected by human rights issues” as a potential consequence of hosting the 2026 World Cup. Two independent public opinion surveys were conducted beginning in 2018 to assess public support for hosting the 2026 World Cup and the likelihood of public participation in the event. The stakeholder engagement process was led by consultants specializing in diversity, inclusion, equity, human rights, and social policy and focused on the benefits of hosting the event, the human rights issues to be addressed, the potential for legacy, and whether risks or relevant populations were being missed.

Edmonton has committed to pursuing an intersectional approach to human rights, focusing on the multiple experiences of individuals and communities. This includes a specific focus on Indigenous rights and protection of at-risk communities, how the 2026 World Cup can be used as a “springboard” for enhancing human rights, and a commitment to applying an “equity lens” to event planning and activities.

The city pledges to devote resources to supporting individuals from historically marginalized groups to enable them to participate in the economic and social benefits of hosting. Edmonton predicts that its 2026 World Cup proposal process can serve as an example for integrating a human rights perspective into future event planning.

ANTI-DISCRIMINATION & INCLUSION

- Edmonton’s bid identifies the risk of an increase in racially motivated incidents and discrimination associated with hosting the event. The city’s police department has a dedicated unit for the investigation and prosecution of hate crimes.
- Through an anti-racism advisory committee, Edmonton considers community perspectives on issues relating to racism and the lived experiences of communities of color. The committee engages with stakeholder groups, recommends anti-racism funding program allocations, and conducts research on community-based issues and concerns.
- Anti-discriminatory procurement practices are promoted through processes that are open, fair, and

- transparent. An existing policy seeks to enhance economic equity for groups that might otherwise be excluded from procurement opportunities.
- Stakeholders will be eager to participate in the development of a proposed framework that supports Indigenous-owned businesses’ participation in procurement opportunities. Going further, the city could provide assurances that the economic equity benefits of hosting the 2026 World Cup are shared by all communities in the city.
- Edmonton’s policy on accessibility for persons with disabilities aligns with the principles of the United Nations Convention on the Rights of Persons with Disabilities. The city pledges to eliminate barriers to participation in the 2026 World Cup, and highlights existing policies



At a glance

							Comprehensive	Detailed	Moderate	Partial	Limited
Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy	Comprehensive	Detailed	Moderate	Partial	Limited

and measures for the inclusion of persons with disabilities. A dedicated committee provides advice and recommendations about facilities and infrastructure, programs, services, activities, and policies.

- The city pledges to involve its Youth Council to ensure that youth perspectives are included in planning for the 2026 World Cup.

ENVIRONMENT

- There is an opportunity to detail plans to mitigate the potential environmental impacts of the 2026 World Cup on the city and its residents, efforts to promote greener transportation, renewable energy, and climate change adaptations, and measures to protect at-risk communities from pollution, energy and water scarcity.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Engagement with protest groups will take place in advance of the event

to allow for preplanned responses and communication with the public. The city will also provide guidelines for event management.

- The province of Alberta has a law subjecting peaceful protesters who block access to infrastructure to immediate arrest, but the city asserts that this law targets protests concerning critical infrastructure and is unlikely to be applied in connection with the 2026 World Cup.

HOUSING, PROPERTY & LAND RIGHTS

- Edmonton focuses on existing strategies and initiatives for affordable housing and homelessness to address the potential impact on housing resulting from the influx of workers and fans. The city works with community agencies to address both the immediate and ongoing needs of homeless persons.
- An Accessibility Advisory Committee provides advice and

recommendations about facilities and infrastructure, programs, services, activities, and policies.

- Edmonton pledges to develop sufficient and accessible emergency domestic violence shelters. Plans are also referenced to ensure continued access to safe spaces and essential services for the homeless community. Details of the plans, as well as similar protections for other marginalized communities, would be welcome.
- Edmonton points to an ongoing effort to safeguard Indigenous rights and will acknowledge and recognize Indigenous peoples' land title during all 2026 World Cup events.

SAFETY & SECURITY

- While addressing the need for an increased police presence during the event, Edmonton is conducting ongoing reform and modernization of its police department to address allegations of systemic racism and discrimination. Commitments include training on anti-racism and

Edmonton pledges to involve its Youth Council to ensure that youth perspectives are included in planning for the 2026 World Cup.

mitigating bias, the installation of in-car cameras, and assessing the use of algorithmic technologies in policing. Issues related to data security and artificial intelligence need to be further explored.

- Dedicated initiatives support migrants' safety as part of Alberta's Temporary Foreign Workers Advisory Office. Edmonton also has initiatives to address gender inequity broadly and gender-based violence in particular. These include the Women's Initiative, the Women's Advocacy Voice of Edmonton Committee, and the Gender-based Violence Initiative.
- The city created the Child Friendly Edmonton Initiative to create a more child friendly city and to foster the rights of young people. The Initiative is based on UNICEF's Child Friendly Cities Initiative.
- To address the risk of sexual harassment and sexual violence in public spaces, especially against

women, Edmonton will use a gender-based analysis in event planning to ensure intersectional gender impacts are identified and addressed. Safety strategies will also be implemented consistent with its membership of the United Nations Women Safe Cities and Public Safe Spaces program.

- Awareness campaigns are planned on sex trafficking, as well as training on identifying and responding to trafficking and sharing information. The city commits to partner with stakeholders on these initiatives. Alberta legislates at a provincial level on human trafficking, and Edmonton will work closely with provincial authorities to implement measures intended to empower and protect survivors of human trafficking.

WORKERS' RIGHTS

- The city pledges to create a dedicated office to manage and oversee most of the 2026 World

Cup-related employment. There is an opportunity to seek support and engagement from labor unions and other relevant stakeholders in the development of this office.

- Workers' rights for the city's direct employees are protected by union membership. Collective agreements are in place with six unions representing workers across city functions.
- Edmonton notes that it provides all city employees and contractors with a living wage. Employers in Edmonton are required to abide by Alberta's labor standards related to minimum wage, overtime, holidays, job-protected leave, vacations, earnings, youth workers, and termination.
- Through a dedicated office, Edmonton offers assistance to temporary migrant workers and international students with work authorization, works to ensure employers understand employees'

rights and helps employers find solutions to situations involving unfair, unsafe, or unhealthy working conditions.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Edmonton's existing grievance mechanisms encompass several entities dedicated to reporting and remediating human rights abuses including racially motivated incidents, discrimination in policing, violations of housing rights, drug supply and use, sexual harassment and violence, human trafficking, labor incidents, children's safety, access to transportation, and access to public facilities.
- Greater detail on ensuring accessible, fair, timely and transparent remedy processes and outcomes to address 2026 World Cup-related human rights incidents would be welcome.

Toronto

Toronto's bid is premised on using the hosting of the 2026 World Cup to promote equity as a policy imperative and to create a positive human rights legacy. The Economic Development and Culture Division led the consultation and engagement with internal and external stakeholders. The Division provides expertise on diversity, equity barriers, and human rights, and develops plans and strategies grounded in consultations with city residents.

Toronto's human rights strategy organizes its challenges into twelve main risk areas (tracking and expanding on those suggested in the bid process) and identifies existing tools to address them, opportunities to reduce systemic barriers and advance human rights and equity, and measures to mitigate risks.

Toronto's submission acknowledges that the land on which matches will take place is the traditional territory of many nations. The city therefore includes Indigenous affairs in its bid development process and highlights various existing initiatives that would address risks to Indigenous communities arising from hosting the 2026 World Cup. Plans are in place to connect the matches to Indigenous culture, language, and sport by acknowledging the land at the beginning of each day of the 2026 World Cup; providing Indigenous names for monuments, streets, and communities; and showcasing the individual stories of Indigenous athletes.

ANTI-DISCRIMINATION & INCLUSION

- Toronto commits to reconciling and fighting all forms of discrimination. In addition to robust anti-discrimination laws at the provincial and federal level, local policies address human rights, discrimination, and hate activity. The city's Human Rights Office enforces these policies and provides remedies for aggrieved residents.
- Toronto's People and Equity Division provides comprehensive equity and inclusion guidance to city departments and is actively implementing a five-year Equity Plan. Advisory committees are in place dedicated to engaging marginalized groups, including Indigenous, Black, LGBTQI+, two-spirit, and persons with disabilities.
- A tool has been developed to analyze the impact of city initiatives on Indigenous, Black, and historically marginalized communities seeking equitable outcomes. A "Data for Equity" policy leverages data in order to achieve equity goals.
- Toronto is exploring opportunities to achieve a positive legacy, including by adding gender equity in sport as a theme and developing a sports legacy fund for marginalized youth athletes.
- Toronto commits to leveraging existing initiatives to enhance the participation of undocumented residents in planning for the 2026 World Cup.



At a glance

							Comprehensive	Detailed	Moderate	Partial	Limited
Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy	Comprehensive	Detailed	Moderate	Partial	Limited

- The city identifies risks related to hate speech and hate activity, gender-based harassment and discrimination towards undocumented people and refugees. Further details on how these risks will be addressed would be welcome.

ENVIRONMENT

- Toronto identifies environmental racism as a potential risk of hosting the 2026 World Cup. The city’s bid acknowledges the potential for negative health impacts of harmful pollution related to the 2026 World Cup in areas with high concentration of Indigenous, Black and “racialized communities,” and identifies various plans to address this risk.
- An action plan is in place to address mitigating noise pollution from transportation related to hosting the 2026 World Cup. Assessments of the noise impacts surrounding the event and potential mitigations would be welcome.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- The bid does not address the protection of rights associated with assembly and protest. Toronto should consider outlining its protections regarding freedom of expression and peaceful assembly and freedom of the press. Such information should include police capabilities for safely managing protests and police training on the right to peaceful protest and freedom of expression.

HOUSING, PROPERTY & LAND RIGHTS

- An existing housing plan and poverty reduction strategy are referenced as part of plans to address homelessness, eviction prevention, affordable housing, housing stability, assistance for new homeowners, and senior housing options. These include repurposing office buildings to mitigate 2026 World Cup-related housing

shortages. Toronto’s housing plan includes increasing Indigenous-supportive housing prior to 2026.

SAFETY & SECURITY

- Toronto pledges to develop a “multi-tiered incident management plan” to safeguard children and participants, respond to incidents such as medical emergencies and bomb threats, and mitigate hostile vehicle activity.
- The police department commits to addressing racism against Black, First Nations, and other communities. The city has adopted police reform initiatives, including developing alternative modes of community safety involving non-police-led responses, and commits to extensive community consultation in developing and implementing these initiatives. It also pledges to partner with law enforcement agencies to provide training and advice on unconscious bias, anti-racism, and cultural sensitivity.

Toronto pledges to provide a positive experience for children at the 2026 World Cup by applying a Child Friendly Policy Assessment to identify the impact of policies and projects on children’s health and well-being.

- Toronto pledges to provide a positive experience for children at the 2026 World Cup by applying a Child Friendly Policy Assessment to identify the impact of policies and projects on children’s health and well-being.
- Existing programs and legislation aim to protect adults and children from human, sex, and labor trafficking, and a dedicated police team works to combat human trafficking. Ontario has invested significantly in its program to combat human trafficking across the province. Toronto has a 24-hour hotline, education campaigns, and dedicated attorneys to support victims.
- The bid states that risks from cyberbullying are recognized. It will be valuable to understand the city’s efforts related to data privacy and digital protection.

WORKERS’ RIGHTS

- Toronto has programs in place to support small and local businesses, including community consultations, in preparation for the 2026 World Cup. The city does not intend for any 2026 World Cup activity or infrastructure to be sited within at-risk business or residential areas.
- The city’s Employment Standards Act protects employment rights including minimum wage, work hour limits, employment termination, public holidays, leave, severance pay, and vacation. The city’s fair wage policy prohibits contracts with contractors and suppliers who discriminate against their workers and provides for the investigation of violations and subsequent enforcement actions.
- The city commits to promoting economic development, and existing policies support inclusive and

equitable economic opportunities, such as a social procurement program supporting suppliers that are at least 51% owned, managed, and controlled by historically marginalized communities.

- More information on trade union protections, membership, and bargaining agreements, including on engagement plans with unions in the context of the 2026 World Cup, would be helpful for stakeholders.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Toronto details multiple pathways for complainants to access remedy, with considerations including access, timely and effective response, and accountability and learning. The city provides access to free legal advice through a human rights legal support center.

- Complaints involving non-city employers or businesses can be filed with the Ontario Human Rights Tribunal, directly reported to elected officials or reported to accountability officers (such as the Toronto and Ontario Ombudsman) who investigate public complaints and systemic issues. Commitments from the city to ensuring that effective grievance mechanisms will be in place during the 2026 World Cup would be welcome.

Guadalajara, Mexico City & Monterrey

The three Mexico host cities – Guadalajara, Mexico City and Monterrey – followed a “single and coordinated” approach to their human rights proposals and submitted similar plans. All three cities see an opportunity to create a lasting human rights and environmental legacy from hosting the 2026 World Cup. Each city worked with a team of human rights experts and a range of stakeholders to identify, classify, and prioritize the rights to be considered and how best to allocate resources and implement their approaches. Reflecting their different contexts and

priorities, each city addresses the risks and opportunities in different orders of significance and with varying degrees of salience.

Each city has hosted a number of major events, with Mexico City having previously hosted both the Olympics and the FIFA World Cup. The cities highlight the systems and legal frameworks already in place to protect human rights, specifically focusing on gender equality and inclusion, security, freedom of expression, workers’ rights, safety measures for children and youth, and health and the environment. The cities

outline a five-step framework that would improve awareness of and access to remedies for aggrieved persons.

Stakeholders will anticipate the opportunity for future engagement on an individual city level, allowing consideration of the impact of hosting the 2026 World Cup on the full spectrum of rights that each city identifies in its proposal.

The three cities coordinated their proposals through the Ministry of Foreign Affairs and engaged a team of human rights experts to aid in assessing risk, opportunities, and legacy, while identifying certain priorities and considerations unique to each city, resulting in three proposals with much in common, yet each containing unique points.

The three cities state that this approach will aid in streamlining communication and implementation and leaves room for local authorities to accommodate anticipated changes arising from elections to be held before 2026. The cities also emphasize that they look to engage more deeply with rights-holders going forward.

These combined city highlights for Mexico reflect this coordinated approach.



ANTI-DISCRIMINATION & INCLUSION

- The cities acknowledge significant risks of discrimination toward women, senior citizens, Indigenous peoples and LGBTQI+ communities, noting in particular the risk of homophobic chants at sporting events. The cities recognize that hosting the 2026 World Cup has both the potential to trigger acts of discrimination and the opportunity to provide visibility to these issues. The cities emphasize measures to address these risks for the 2026 World Cup and its legacy.
- The cities describe plans to enable persons with disabilities to participate fully in the 2026 World

Cup and to benefit from updated public transport and other public amenities, which would provide a legacy of greater integration.

ENVIRONMENT

- The cities specifically recognize the human rights impacts of environmental harms, and commit to mitigating those impacts in connection with hosting. It will be helpful to see what measures are envisaged to protect fans and players from the identified high temperatures, air quality problems, and other environmental factors.
- The cities will create a specific plan to mitigate risks to the environment, taking account of developments

from the UN's 2021 climate summit (COP26). The cities commit to adopting a sustainability policy that will be applied across supply chains for the 2026 World Cup. Stakeholders will welcome details on how resources will be allocated to address this effort and how the Escazú Agreement-based principles of community participation are incorporated into sustainability activities and legacy initiatives for the 2026 World Cup.

- Mexico City notes that the areas around Aztec Stadium are heavily impacted by water shortages, and will provide bottled water. Because this solution risks generating significant waste, the cities should

The cities specifically recognize the human rights impacts of environmental harms, and commit to mitigating those impacts in connection with hosting the 2026 World Cup.

Guadalajara At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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consider testing and implementing programs such as providing bottle-filling points or promoting recycling and waste management.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- The cities call attention to existing laws and institutions targeting excessive use of force by the police. Guadalajara, for example, acknowledges past cases of violence and repression against demonstrators and journalists, including at sporting events. The cities should ensure that laws are enforced and monitored, specifically with respect to protecting freedom of assembly and press freedoms.

- The cities will continue to implement policies concerning accreditation for journalists covering the event and will work with the United Nations and Inter-American Commission on Human Rights to identify best practices for supporting journalists' rights. It is important to better understand how such examples will be implemented by local organizers.

HOUSING, PROPERTY & LAND RIGHTS

- The cities note that because they will use and remodel existing infrastructure, risk to land and property rights associated with new construction is limited. It will be important to consider the human

rights impacts of any new transport, hotel, and temporary-venue developments that may be needed to support the 2026 World Cup.

- The cities have an opportunity to assess the impact of hosting on the housing, property, and land rights of their respective residents, including the risks to tenants related to short-term rentals. Proposals could be strengthened further by including gender- and child-rights perspectives when considering such impacts.

SAFETY & SECURITY

- Each city frequently hosts large events and coordinates stadium security with police and private staff. Each commits to conducting human

The cities will introduce enhanced protocols to combat discrimination and crimes against women and LGBTQI+ people at stadiums, including a zero-tolerance approach to homophobic chants.

Mexico City At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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rights training, including engaging in dialogue with law enforcement on protocols for security and crowd control. Stakeholders will welcome specific attention to limits on the use of force in the context of the 2026 World Cup.

- The cities will introduce enhanced protocols to combat discrimination and crimes against women and LGBTQI+ persons at stadiums, including a zero-tolerance approach to homophobic chants.
- The **“FIFA Guardians”** safeguard certification, which promotes the safe enjoyment of football, particularly for children, will be publicized.

- The cities identify the risk of sex trafficking to women and children and propose a multi-stakeholder approach to protecting them, including through training and awareness efforts.
- Monterrey acknowledges the historical and ongoing risk of forced disappearances along the Monterrey-to-Nuevo Laredo highway. Stakeholders will welcome specific measures to ensure safety and security for residents, visitors, and journalists while addressing the risk of militarization and excessive use of force in policing.
- The cities commit to including data protection and data privacy rights assessments and improvements in the context of the 2026 World Cup.

WORKERS’ RIGHTS

- The cities commit to protecting workers by following labor regulations and best practices for contract workers involved in the preparation and execution of the 2026 World Cup. They acknowledge that there has been a history of disregard of laws protecting workers’ rights. It will be important to work collaboratively with key stakeholders, including labor and worker representatives, to ensure “decent work” and “fair pay” for the 2026 World Cup.
- Mexico City and Monterrey identify collective labor agreements that follow the labor laws of Mexico and align with national and

Mexico City and Monterrey identify collective labor agreements that follow the labor laws of Mexico and align with national and international standards. Each city’s hosting stadium engages with relevant labor organizations and will specify plans that may impact those working inside the stadium and the broader supply chain.

Monterrey At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers’ Rights	Complaints, Grievance Mechanisms & Remedy
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international standards. Each city's hosting stadium engages with relevant labor organizations and will specify plans that may impact those working inside the stadium and the broader supply chain. The cities will involve trade unions in consultations and will work to incorporate their recommendations in connection with hosting the 2026 World Cup.

- Risks to temporary and informal workers in service industries and supply chains are recognized and commitments to enforce existing protections are noted. The cities have an opportunity to consider, implement, and advance good

practice in sustainable procurement as developed and followed by recent MSE hosts.

- Stakeholders will welcome assurances as to how the cities will further engage on issues of child and forced labor and protections for migrant workers, women, and LGBTQI+ persons.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- The cities acknowledge the UNGPs and invoke the importance of remedy in their human rights approaches.
- A number of existing procedures at the federal, state, and private

level are available as grievance mechanisms for violations of labor rights, LGBTQI+ rights, women's rights, safety and security, freedom of assembly, environmental rights, and more. The cities commit to communicating these in connection with the 2026 World Cup.

- A five-step framework is proposed for remedies, including classifying certain remedies for specific issues, creating a collection of "remedy providers," developing a means to process these claims, analyzing which mechanisms work best to provide remedies, and providing training on how to use this framework.

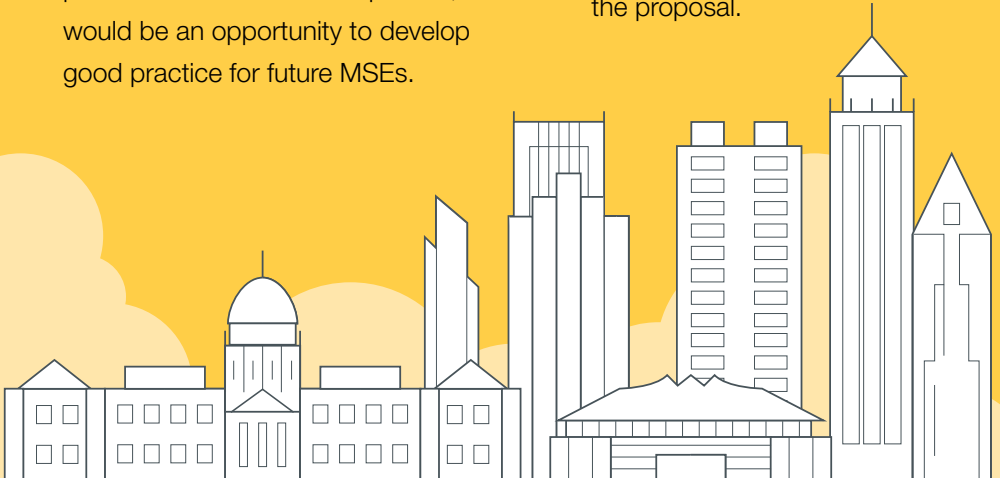
- Creating further mechanisms through which complaints can be submitted, in particular for women should be considered. The cities may also consider partnerships, such as with the National Human Rights Commission, to ensure accessible, timely, and fair remedies.

Atlanta

Atlanta's engagement efforts include dialogue with a wide range of stakeholders through meetings led by the Mayor's Office, including with representatives of potentially affected groups. Atlanta focuses on safety and security and commits to promoting stronger and more effective policing in a cooperative and informed manner that protects the rights of at-risk groups. As an example, plans are in place to focus on human trafficking while striving to remove criminal penalties for its victims.

Atlanta proposes to create a 2026 World Cup-specific remedy and grievance mechanism through community-informed processes. If implemented in a manner that engages the people such processes are intended to protect, this would be an opportunity to develop good practice for future MSEs.

To respond to the need for ongoing consultations around risks specific to MSEs, Atlanta has committed to creating advisory bodies composed of community leaders and subject matter experts to assess and strengthen mitigation measures related to hosting the 2026 World Cup. Stakeholders will welcome the establishment of these community advisory bodies and would be interested in seeing that they are operational before the event, to ensure their positive impacts are maximized. A valuable addition would be to ensure that the advisory bodies have capacity to engage directly with affected communities and to ensure the participation of those at greater risk, to address issues not yet identified within the proposal.



ANTI-DISCRIMINATION & INCLUSION

- Atlanta plans to address any 2026 World Cup-related discrimination in public accommodation and housing and to investigate and hear discrimination-related complaints through its Human Relations Commission.
- Atlanta has an existing Human Relations Commission to address discrimination in private employment and to investigate discrimination-related complaints.
- Stakeholders will welcome Atlanta's anti-discrimination commitments specific to LGBTQI+ persons, and will look for ongoing engagement, particularly

in light of state-level legislative proposals potentially harmful to the LGBTQI+ community.

ENVIRONMENT

- Atlanta commits to advising local businesses and hotels on making "green" upgrades and will consider offering incentives to these businesses to decrease their energy usage by 20% by 2026.
- The city plans low-income- and equity-focused sustainability initiatives to improve energy efficiency and to leverage waste management and international standards for sustainable events in connection with 2026 World Cup-related activities.

At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Atlanta pledges to develop community advisory boards as accountability and participation mechanisms, guided by its existing LGBTQI+ Board, which has a proven record of enhancing community leadership and participation.
- Details on opportunities for citizens to engage with government, including access to public meetings and records relevant to planning and development for the event, would be welcome.

HOUSING, PROPERTY & LAND RIGHTS

- Atlanta notes its existing efforts to address housing issues through initiatives such as an anti-displacement tax fund, a housing affordability tracker, an economic mobility strategy, and

funding committed to affordable housing and emergency housing assistance.

- The city is seeking to increase opportunities for low-income residents and to provide new income-raising opportunities and strengthened protections for historically marginalized populations and others at high risk of displacement.
- Attention to housing initiatives for migrants would be useful, as would consideration of specific adverse impacts of the 2026 World Cup on homeless populations, including whether there is a need for specific protections and other social support services.

SAFETY & SECURITY

- Atlanta pledges to undertake significant initiatives to improve policing capabilities and to combat the risk of systemic racism within

law enforcement, including developing strategies and tactics to integrate equity and inclusion in policing practices. The city also plans to create a public reporting and complaint system.

- Plans are in place to convert some detention centers into facilities to assist individuals facing mental health issues, substance abuse, and extreme poverty, as an alternative to detention.
- Atlanta is implementing a comprehensive approach to address labor and sex trafficking and to support survivors, and is pursuing the decriminalization of sex work to reduce the potential for threats and exploitation.
- The city commits to hosting community meetings and town halls leading up to the 2026 World Cup, to allow diverse communities to engage with and provide input to the entities responsible for managing

Atlanta pledges to develop community advisory boards as accountability and participation mechanisms, guided by its existing LGBTQI+ Board, which has a proven record of enhancing community leadership and participation.

security. Stakeholders from a broad spectrum of affected communities and their advocates will welcome the chance to participate in the design and implementation of proposed security, policing, and anti-trafficking initiatives.

- Atlanta plans a large-scale public safety education campaign ahead of the 2026 World Cup. The Mayor's Office of Immigrant Affairs will seek to identify victims of crime, taking account of cultural needs including language support.
- The city acknowledges recent increased rates of violence against transgender residents and threats to undocumented migrants. A positive further step would be to provide specific protections for transgender residents, in particular from potential hate crimes, and to develop plans to mitigate the risks to undocumented migrants.

WORKERS' RIGHTS

- The city plans to require 2026 World Cup organizers to employ local workers, pay living wages, and commit to supplier diversity. Stakeholders will welcome further initiatives explicitly to support businesses owned by women, communities of color and LGBTQI+, Black, and Indigenous persons.
- A victim services program exists to provide advocacy for immigrant victims of labor violations. The program works closely with the police department to ensure that victims who are foreign-born or have limited English proficiency are equitably served.
- The city will encourage training of employers on immigration and employment rights and the creation and support of a network of employment discrimination lawyers to help in the event of conflict.

- Greater engagement with labor unions in consultations regarding worker protections would be welcome.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Atlanta plans to develop committees consisting of various community representatives as an alternative to formal reporting channels for human rights-related grievances, and to create a framework for remedies in partnership with the community.
- By incorporating stakeholder input into the design of complaint and remedy systems, Atlanta has an opportunity to develop a framework that could effectively support future sporting, cultural and other events.

Baltimore

Baltimore is unique in passing a resolution promising a safe and welcoming environment for all in connection with the 2026 World Cup, with the support of a parallel resolution at the state level. The city’s “2026 FIFA World Cup – Protection of Human Rights” resolution sets the tone for its approach to its bid. This includes focusing on and improving issues related to labor, supply chains, and procurement, and ensuring respect for and preservation of human rights for at-risk populations such as women and the LGBTQI+ community.

Baltimore identifies numerous existing measures such as anti-discrimination legislation and union labor protections in support of its commitment to human rights. It also proposes new measures such as prohibiting evictions for short-

term rentals and creating a right to counsel for eviction proceedings. The city commits to improving its policing methods to combat racism and discrimination.

Baltimore engaged unions and labor organizations in consultations to inform its submission, and intends to place a labor union representative on the city’s Host Committee. The city intends to establish a task force dedicated to creating a grievance mechanism for non-unionized workers.

Baltimore has an opportunity to expand its focus to include environmental human rights risks so that it can benchmark and articulate a pathway to an environmentally and socially sustainable 2026 World Cup.

ANTI-DISCRIMINATION & INCLUSION

- Baltimore acknowledges that discrimination against women and communities of color could increase during the hosting of the 2026 World Cup, and plans to implement new policing methods to prevent it. These include a “community-oriented” approach with “appropriate de-escalation techniques” for conflict resolution.

ENVIRONMENT

- Baltimore identifies public transportation as an area of opportunity for positive environmental impact. The 2026 World Cup is an opportunity to shape a more

environmentally sustainable city through such improvements to infrastructure. The city should detail how its sustainability plan and public transportation aspirations will be realized, including through support to low-income or historically marginalized communities.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Baltimore has pledged to protect protesters’ rights, including freedom of speech, freedom of assembly, and freedom of association, in connection with the 2026 World Cup. Stakeholders will expect further details on how these plans will be implemented.



At a glance



- The city plans to develop signage and materials that will be accessible to non-English-speaking visitors and to offer translation support to address language barriers, including providing communications and reporting resources in multiple languages.

HOUSING, PROPERTY & LAND RIGHTS

- Baltimore identifies rent increases as a major risk linked to the 2026 World Cup and proposes a range of measures to mitigate this risk and prevent displacements. These include commitments to protect residents located within a two-kilometer radius from the stadium. Steps to prohibit evictions motivated by short-term rentals at the time

of the 2026 World Cup will include a claimant system for renters who believe an eviction is tied to the event, and ensuring the right to counsel in eviction proceedings.

- Baltimore's proposal refers to plans for a rental property tracking system, community land trusts, and support for organizations focused on homelessness prevention, as well as resources to assist people experiencing housing instability and homelessness.
- More information on the city's plans for affordable housing and for addressing the needs of people experiencing homelessness would be welcome. Assessments of additional housing pressures arising from temporary or migrant workers also would be welcome.

- There is an opportunity to make housing mitigations, such as the claimant systems for unfair evictions and the right to counsel, a lasting and positive legacy of the 2026 World Cup. Baltimore may also consider expanding the scope of its risk assessment and extending its initiatives beyond the two-kilometer stadium radius to include all areas in the greater Baltimore region.

SAFETY & SECURITY

- Baltimore points to ongoing reforms within its police department to combat discriminatory practices and excessive use of force, in order to build community trust, ensure public and police-officer safety, and enhance accountability. The city highlights the manner in which its police department recently has

Baltimore has pledged to protect protesters' rights, including their freedom of speech, freedom of assembly, and freedom of association, in connection with the 2026 World Cup.

responded to public protests as being indicative of the success of these reforms.

- To address human trafficking, the city will rely on Maryland's existing framework for combating human trafficking and protecting victims. Law enforcement officials receive training on identifying and responding to human trafficking situations, and there are initiatives focused on enhancing community awareness and providing support for survivors.
- Community members and tourists can file complaints against law enforcement officers, and the police department must provide services to all individuals regardless of their immigration status.

WORKERS' RIGHTS

- Baltimore points to a number of existing provisions at the federal and state levels that protect workers' rights. To supplement these, the city plans to establish a task force to develop specific steps to mitigate risks to workers in connection with the 2026 World Cup, and to include a labor union representative on the Host Committee. The city engaged unions and labor organizations in preparing its proposal, and it identifies specific opportunities from hosting the 2026 World Cup that will benefit workers.
- The city plans to include protective clauses for workers' rights in contracts and will provide training to employers about state and

local labor laws. To go further, Baltimore may consider extending these protections to all categories of workers, (e.g. employees, trainees, and volunteers) and to encourage their adoption at sub-contractual levels.

- Further details of how labor-related risk assessments will be conducted would be welcome, in particular with regard to whether these will gauge potential impacts on specific communities such as migrant and young workers, women, and LGBTQI+ people.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Baltimore points to a number of city, state, and third-party grievance

mechanisms for protecting civil and human rights, including hotlines for aggrieved persons. It will be important to better understand the follow-up procedures for hotline reports, in particular to what extent the hotlines refer cases to effective remedy mechanisms.

- The city may consider identifying grievance mechanisms tailored to the specific human rights risks associated with hosting the 2026 World Cup.
- Baltimore plans to expand access to certain labor-related grievance mechanisms to non-unionized workers.

Bay Area

The San Francisco Bay Area bid focuses on the multicultural character of the region as a driver to protect and promote human rights and to create a positive human rights legacy for large, international sporting events.

The Bay Area engaged with key stakeholders in developing its proposal, leading to a strategy that identifies solutions to mitigate risks to human rights in connection with hosting the 2026 World Cup. The regional proposal focuses on diversity and inclusion, ameliorating homelessness, supporting youth sports programming by increasing access to transportation and facilities, and engaging and evaluating technology to curtail potential discrimination and

violations of privacy. While the Bay Area notes that stakeholders have not fully reviewed or approved the proposals, it commits to continuing to engage stakeholders in its processes and notes that some proposals will likely change in the future as a result.

The Bay Area plan includes several specific proposals, including focusing on neglected areas of youth equity and digital rights, and addressing risks in the supply chain through proposed procurement contract clauses. The Bay Area has the potential to create innovative mitigation measures as it continues to develop and finalize plans in collaboration with stakeholders.

ANTI-DISCRIMINATION & INCLUSION

- The Bay Area seeks to increase opportunities to women- and minority-owned businesses through a supplier diversity program. It also seeks to create and communicate anti-discrimination policies for vendors, and to enforce them through the incorporation of related clauses in contracts pertaining to the 2026 World Cup.
- The Bay Area identifies hiring women and communities of color into key visible roles as an important objective for the 2026 World Cup. The region could also consider opportunities and relevant risk mitigations across other communities at risk, including LGBTQI+ and Indigenous communities.

- The Bay Area references plans to partner with stadiums to develop and implement improvements for mobility and accessibility for persons with disabilities.

ENVIRONMENT

- While the Bay Area has engaged with organizations with respect to the environment, its proposal does not specifically address environment-related human rights risks. Local communities would value knowing what specific measures will be taken to mitigate risks to the environment and related adverse impacts on people as a result of the 2026 World Cup.



At a glance

		Comprehensive	Detailed	Moderate	Partial	Limited
Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- The Bay Area will consider ways to ensure broad engagement with the local community through technological communication tools, including for the safe and appropriate use of social networking sites.
- The proposal refers to plans to provide interpreter support for future stakeholder engagement, and notes that event safety plans may involve training and language resources for interacting with visitors.
- Further information on the protection of rights associated with assembly, expression, and protest as well as media and press freedoms, including guidance specifically relating to the 2026 World Cup, would be welcome.

HOUSING, PROPERTY & LAND RIGHTS

- The Bay Area recognizes affordable housing and homelessness as significant issues and includes proposals to convene an affordable housing and homelessness task force and to expand stadium food recovery programs. The proposal includes an idea under consideration to repurpose office buildings as housing in order to relieve any housing shortages relating to the 2026 World Cup.
- The proposal recognizes concerns relating to encampments situated near 2026 World Cup sites, and homeless community members' potentially limited access to critical information, resources, and remedy to ensure their health, safety, and welfare. Proposals could be strengthened with detail on how these risks will be alleviated.
- The Bay Area notes that non-profit organizations play a significant role in supporting the provision of critical public services but are under-resourced. Through engagement and partnership, further consideration could be given to ensuring funding or resources for these organizations to support stakeholders leading up to, during, and as a legacy of the 2026 World Cup.
- Additional details addressing the risk of evictions, anti-discrimination efforts in connection with housing, housing rights for migrant workers, and mitigation strategies for addressing risks to children and families facing possible displacement, would be helpful.

The Bay Area plans to conduct a human rights impact assessment on new technologies deployed during the 2026 World Cup.

SAFETY & SECURITY

- Organizers propose partnering with FIFA to develop safety and security guidelines for the 2026 World Cup that address potential discriminatory incidents and unconscious bias. Measures to address risks relating to institutional racism and police misconduct would be welcome.
- The Bay Area highlights existing measures to address human trafficking, including anti-trafficking laws and targeted training for key stakeholders and frontline workers in “hotspot” locations. Proposals include using contract clauses that require vendors to mitigate human trafficking risks, as well as potentially using “technology-based prevention tools that enable fans and event goers to be educated about human trafficking” and providing emergency and transitional housing to trafficking victims.

- To mitigate risks associated with privacy and personal data (including of children), various jurisdictions in the Bay Area have banned the use of facial recognition technologies. The proposal refers to plans to conduct a human rights impact assessment on new technologies deployed during the 2026 World Cup, and potentially require informed consent whenever personal data is being collected. This would break new ground on ethical privacy and personal data practices and presents an opportunity for developing good practices for future MSEs.

WORKERS' RIGHTS

- The Bay Area proposes working with diverse suppliers and vendors and integrating human rights clauses into vendor agreements. It does not specifically address measures to protect migrant workers.

- A vendor code of conduct is proposed that would include expectations relating to hours and working conditions and provisions for access to remedy. Specifics on protections for overtime pay, rest, and vacation would be welcome.
- The proposal refers to plans for convening an economic opportunity task force to support tournament-related training and employment opportunities, including for youth and at-risk communities.
- The Bay Area raises the potential objective to encourage FIFA and visitors to work with businesses that “have maintained a strong track record of respecting labor and human rights” and sets out plans for further stakeholder engagement. Further efforts would be welcome in articulating opportunities to advance labor rights in connection with the 2026 World Cup.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- The Bay Area bid identifies existing grievance mechanisms and remedies, including hotlines for workers’ protections, reliance upon local law enforcement, and non-profit organizations dedicated to providing legal aid.
- Consideration will be given to creating a dedicated grievance mechanism for complaints before and during the 2026 World Cup. The region should provide details of the proposed grievance and remedy channels, including the issues to be covered, how they will be implemented, and how they will be communicated and accessible to users.

Boston

Boston centers its proposal on the themes of transparency and communication, with its vision for legacy focused on the growth of football, particularly in underserved communities. The Mayor's Office has led the development of Boston's proposal, with stakeholder engagement primarily involving government agencies and law enforcement in the city and the region, including the town of Foxborough where the stadium is located. Boston intends to rely principally on existing programs and institutions to promote its human rights goals and to engage more stakeholders as the process develops.

Boston's proposal highlights the city's diversity and articulates plans to expand

access to football by building and enhancing fields and play areas and strengthening accessible programs for at-risk youth. The city asserts its commitment to promoting social justice and combating systemic racism by supporting efforts to achieve racial, gender, and socioeconomic equality and equal access to healthcare.

Boston plans to offer sponsorship packages to attract funding for its legacy efforts and acknowledges its responsibility as a host city to address issues such as access to housing and employment for the homeless population, as well as to meet environmental challenges.

ANTI-DISCRIMINATION & INCLUSION

- Boston relies on its Human Rights Commission in protecting the fair and equal treatment of residents and addressing discrimination.
- To achieve accessibility and promote equity, 2026 World Cup venues and transportation will be accessible to communities with disabilities, including through the use of live captioning and sign language. An accessibility expert will help to assess and plan improvements.
- Boston has an opportunity to go further by providing detail on the scope of measures to protect historically at-risk groups (including historically marginalized populations, communities of color,

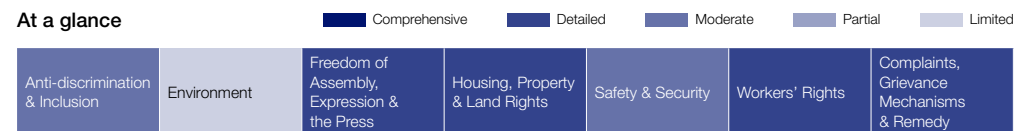
women, LGBTQI+, and Indigenous peoples) from discrimination, and steps for promoting inclusion. A comprehensive stakeholder engagement plan will be important for ensuring effective identification and implementation of anti-discrimination mitigations in the context of the 2026 World Cup.

ENVIRONMENT

- Boston includes the Department of Environmental Protection as a stakeholder to be consulted in future plans, and could go further in conducting assessments into the environmental impacts of the 2026 World Cup on human rights and identifying environmental programs that could be harnessed or strengthened as a legacy.



At a glance



FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Boston points to its Human Rights Commission's general guarantee of fair treatment to all persons as protection for free speech, peaceful demonstrations and gatherings, as well as for journalists and human rights defenders.
- To secure public participation in decision-making, residents can raise concerns at government meetings, which are open to the public, and through community meetings hosted by neighborhood liaisons.
- Specific information on action plans and guidance to protect freedom of expression, the right to peaceful protest, freedom of movement and press freedom in the context of the 2026 World Cup will be welcome.

HOUSING, PROPERTY & LAND RIGHTS

- Boston does not expect to need additional short-term rental capacity for the 2026 World Cup and will promote use of hotel rooms to mitigate housing risks to residents. In developing these plans, Boston has an opportunity to assess the possible risks of adverse rental sector impacts, price gouging, and displacement arising from an influx of temporary workers and visitors linked to the event, and to include gender and child rights considerations and perspectives in its risk assessments.
- Boston highlights existing programs to support the homeless community and combat homelessness, develop affordable housing, help residents find and retain affordable housing, and to promote housing equity and address housing discrimination complaints.

SAFETY & SECURITY

- Boston notes the risk of separation of children from their parents and caregivers during the event, and emphasizes its "Lost Child" initiative, which encompasses reunification procedures as well as training for reporting of child abuse, domestic violence, and sexual violence.
- Boston will make use of its human services agency to support children and families, and notes that Massachusetts requires municipal police to be trained on risks of domestic and sexual violence, and that the police have the duty to report child abuse. Boston notes its plans to build safe-play spaces and to enhance football-related programming for at-risk youth.
- Boston can provide detail on specific security arrangements for the stadium and surrounding areas, and how existing and planned police

Boston commits to leading on workers' rights before, during, and after the tournament, and the submission highlights that Oxfam ranks Massachusetts among the top five U.S. states on workers' rights and labor policy.

reform efforts could be harnessed, for example, to counteract risks such as unconscious bias among law enforcement officers or provide for a legacy of improved interactions with historically marginalized populations.

- Collaborative efforts involving the police and other organizations will address commercial sexual exploitation and trafficking, and the police plan to provide the hospitality industry with training on these issues. In preparing to host, consideration should be given to fully assessing and mitigating risks of increased human trafficking during the 2026 World Cup.
- Massachusetts has privacy laws protecting citizens and visitors, which Boston will note in its “2026 World Cup welcome campaign.” It will be important to provide details of plans to address risks relating to privacy and their non-discriminatory application.

WORKERS’ RIGHTS

- Boston commits to leading on workers’ rights before, during, and after the tournament, and its submission highlights that Oxfam ranks Massachusetts among the top five U.S. states on workers’ rights and labor policy. There is an opportunity to engage further with labor unions on the protection of the rights of union workers in connection with 2026 World Cup planning.
- Boston monitors contract compliance and will engage the hospitality and tourism industries on workers’ rights. Further detail will be expected on what measures will be put in place to promote transparency; fair, open and accessible bidding; and protection of workers’ rights in 2026 World Cup procurement contracts.
- Existing programs guide efforts relating to contracting opportunities for minority-, women-, and

veteran-owned businesses, while an executive order creates race- and gender-conscious procurement goals to address inequities. There is an opportunity to ensure that diverse and representative groups are consulted and that approaches to labor issues are contextualized, including with respect to 2026 World Cup-specific procurement.

- In going further, Boston can explore policies and programs to enhance the protection of workers from various risks posed in the context of the 2026 World Cup and assess and mitigate specific risks to temporary or migrant workers.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Boston highlights several avenues for reporting and remedying harms, including with the police, the Human Rights Commission, and the Attorney General. While cautioning that “it is not possible to

bind Boston Soccer 2026 to commit to remedying all adverse impacts associated with the 2026 FIFA World Cup,” Boston nonetheless commits to working with stakeholders to understand adverse impacts and identifying potential solutions to remedy specific harms.

- An existing grievance mechanism is in place for stadium events, which will be publicized online and in event guides. Boston will also establish a 2026 World Cup customer service grievance mechanism to receive comments and complaints to be addressed by staff or directed to the proper authorities.
- Stakeholders will be interested in the details of the proposed event-specific grievance mechanisms and procedures, including the types of harms the mechanisms will address and what steps will be in place to ensure that remedies are fair, timely, and equitable.

Cincinnati

Guided by community and private sector leaders and subject matter experts, Cincinnati’s proposal is anchored in a human rights framework, including a timeline of specific actions and deliverables. The city engaged with a variety of stakeholders in planning, drafting, and reviewing its human rights proposals, and will seek to coordinate implementation of its human rights commitments with the neighboring “strategic Midwest markets” of Cleveland, Columbus, Detroit, Indianapolis, Lexington, and Louisville to extend the reach of the 2026 World Cup legacy.

Cincinnati’s plans emphasize legacy projects, and the city gives detailed consideration to the interests of children, including recognizing the need

for community and police efforts to introduce safeguards to prevent harms. The city specifically identifies support to transgender children and families, and could provide details on other at-risk populations.

Cincinnati will create a new Human Rights Initiatives Collaborative led by the United Way to identify and mitigate human rights risks, with priorities including creating affordable housing through public-private partnerships and developing transitional housing, infrastructure improvements, and investments in youth football through new facilities especially in underserved communities. Cincinnati states an ambition to be the first “Zero-Waste / Zero-Hunger” 2026 World Cup host.

ANTI-DISCRIMINATION & INCLUSION

- Cincinnati points to its high score on the Human Rights Campaign’s Municipal Equality Index on LGBTQI+ issues, and commits to providing support to transgender children and families. Specifically, through the Transgender Health Clinic, the city “supports youth and their families by providing education, resources, advocacy, and support while fostering confidence and acceptance through change.”
- The city points to efforts to address historical impacts of racial discrimination through the work of the Human Rights Initiatives Collaborative led by the United Way.

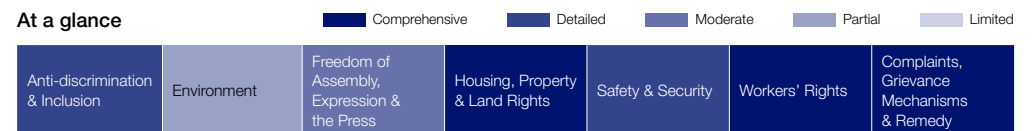
- The city aims to strengthen its program to welcome immigrants by increasing training and improving incident response, and seeks to become a safer and more accessible and inclusive destination for both the LGBTQI+ community and communities with disabilities.

ENVIRONMENT

- Cincinnati focuses on waste reduction with the intention of hosting the first “Zero-Waste / Zero-Hunger” 2026 World Cup, specifically citing corporate efforts to reduce hunger and waste.
- Attention to broader human rights-related environmental impacts arising from the 2026 World Cup will be welcome.



At a glance



FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Cincinnati does not address the right to peaceful protest and to demonstrate in connection with the 2026 World Cup, and diverse stakeholders will welcome attention on this aspect of hosting.
- The city states its commitment to eliminating impediments to voting, with guidance from the Cincinnati AFL-CIO Labor Council. It will also be important to consider the rights of journalistic access and a free press in the context of the 2026 World Cup.

HOUSING, PROPERTY & LAND RIGHTS

- An existing strategic plan promotes equitable and affordable housing and limited displacement. Noting the plan, Cincinnati articulates a goal of

hosting the 2026 World Cup with “low to no” displacement and increased affordable housing.

- To mitigate the risks of displacement and rent increases associated with the 2026 World Cup, the city will enforce and strengthen its short-term rental ordinance, create a “landlord pledge,” and work with community organizations to identify and address key housing needs.
- Cincinnati aims to increase affordable housing through public-private partnerships, including developing conversion housing for the 2026 World Cup that will remain available as a legacy of the event.

SAFETY & SECURITY

- Cincinnati is instituting police reforms, moving from an arrest-driven approach to focusing on community

engagement, accountability, and use-of-force reduction, with reference to anti-bias law enforcement rules and crowd control.

- Cincinnati will address risks to children by making child support workers available in places of risk, as well as promoting specific children’s activities and reviewing strategies to ensure that child-friendly mitigation measures are in place.
- Cincinnati will coordinate among federal, state, and city task forces to intercept potential instances of sex and labor trafficking, including with respect to children. The city is collaborating with partners in Kentucky and Ohio to train workers and the community on how to recognize and report instances of trafficking.

Cincinnati focuses on waste reduction with the intention of hosting the first “Zero-Waste / Zero-Hunger” 2026 World Cup, specifically citing corporate efforts to reduce hunger and waste.

- Stakeholders will welcome details on measures to ensure data protection and privacy rights, in particular relating to proposed surveillance security measures and a proposed database of at-risk children.

WORKERS' RIGHTS

- The city has engaged unions around issues related to worker classification, wage theft, workers' documentation and compensation, and other workers' rights issues. The city has an opportunity to further align workplace provisions linked to the 2026 World Cup with national best practices on "decent work," to create opportunities for economic advancement among

workers from historically marginalized communities, and to protect at-risk workers.

- Cincinnati commits to sourcing from responsible contractors for upgrades to 2026 World Cup-related facilities. The city states that it will seek to limit use of temporary workers while committing to offering support for migrant workers, including by protecting workers' rights to change jobs and prohibiting deductions for employer-provided food or housing. The city will promote alternative job opportunities for youth seeking employment and prohibit contractors and vendors from using child labor.

- The city prioritizes improving workplace diversity and inclusion and will lend support to migrant-owned businesses. Steps to increase opportunities for marginalized workers include vetting contractors and employers, connecting migrants to jobs and educational opportunities, and providing multilingual training to help identify, minimize, and report workplace risks.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- The city's Fair Housing agency has powers to investigate housing law violations, and a housing court will be created so that renters can access remedy for housing-related complaints.

- Workers can bring complaints to community organizations and alternative dispute resolution programs, and labor peace agreements are available to address workplace complaints.
- An existing human trafficking hotline will increase staffing for the 2026 World Cup and is considering ways to raise its public profile. It will be important that hotline procedures include clear and transparent follow-up steps to ensure that effective remedies are provided on a fair and equitable basis.
- The city is considering an incident response mechanism and support systems in collaboration with community organizations to address reports of violence against migrants.

Dallas

Dallas undertook extensive consultation with more than 100 stakeholders, including a wide variety of government, non-profit, and private entities and groups. Plans focus both on responsibilities linked to hosting the tournament and on its legacy, with a goal of using the 2026 World Cup to advance future policies and practices and community building through sport.

Dallas identifies several salient human rights issues for its region,

emphasizes migrants' rights and LGBTQI+ rights, and dedicates a full section of its strategy to human trafficking mitigations based on the identification of this issue as a top priority by stakeholders.

Dallas articulates an overall goal of leveraging the 2026 World Cup to strengthen local efforts and policies across a range of human rights protections, as well as to influence the global approach to future events as a legacy of the 2026 World Cup.

ANTI-DISCRIMINATION & INCLUSION

- The city highlights its inclusive anti-discrimination ordinances, which have protections for sexual orientation and gender identity and expression, as well as its efforts dedicated to immigrant inclusion.
- The city's plan includes a commitment to expanding public transportation for communities with disabilities. The city also plans to continue its ongoing efforts to improve sidewalk accessibility by fixing curb ramps and non-ADA-compliant sidewalks.
- Dallas's anti-discrimination commitments specific to LGBTQI+ persons will be particularly important in light of state-level legislative proposals harmful to the LGBTQI+ community, including targeting trans youth and families. Dallas has the

opportunity to promote LGBTQI+ rights locally and more broadly in connection with, and as a legacy of, hosting the 2026 World Cup.

ENVIRONMENT

- Dallas has an existing environmental and climate action plan that it will promote leading up to the 2026 World Cup, and the city will continue its partnership with a telecommunications company-led initiative to explore ways to mitigate environmental impacts and increase natural resource efficiency.
- Dallas has an opportunity to further consider ways to assess human rights-related environmental risks specific to hosting the 2026 World Cup, including risks that could negatively impact local at-risk groups, and potential mitigations.



At a glance

Comprehensive Detailed Moderate Partial Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- The city plans to raise awareness among journalists of the human rights risks and opportunities linked to the 2026 World Cup by hosting training and events showcasing the city's efforts on issues such as human trafficking prevention and accessibility.
- The city notes neighboring Frisco police's measures to respect the rights of protesters, and in going further can establish broader plans to protect the freedom of expression of spectators, participants, and protesters during the 2026 World Cup.

HOUSING, PROPERTY & LAND RIGHTS

- The city plans to create new affordable housing and preserve existing units through incentive programs that reward developers for building affordable housing, and will use loan assistance programs to promote home-ownership inclusion.
- Dallas plans to track month-to-month renters, produce heatmaps of at-risk groups, and partner with short-term rental booking companies to limit displacement, price gouging, and other unfair practices before, during, and after the 2026 World Cup. Proposals could be further strengthened by including specific consideration

of immigrants and migrants and applying gender and child rights lenses as the city develops and implements these innovations.

- Efforts to tackle housing challenges could be enhanced by considering the establishment of workforce training programs relating to the 2026 World Cup for the benefit of those facing housing insecurity.

SAFETY & SECURITY

- Dallas refers to existing programs to train police officers to work with at-risk populations, particularly with those experiencing homelessness and mental health issues, and has dedicated units to address issues relating to domestic violence and at-risk children.

Dallas actively involves minority- and women-owned businesses in the award of city contracts. The city will establish supplier diversity fairs prioritizing marginalized businesses and expand its existing supplier diversity program to include LGBTQI+, veteran-, and disability-owned businesses.

- Dallas plans to implement a public awareness campaign on human trafficking in the lead-up to the 2026 World Cup, with commitments to law enforcement funding, training, and tool development dedicated to combating human trafficking before and during the tournament.
- The proposal identifies an elevated risk to migrants of experiencing police brutality, unfair arrests, and deportation in connection with the 2026 World Cup. Additional emphasis on how such risks could be mitigated will be welcome.

WORKERS' RIGHTS

- Dallas proposes a Workers' Bill of Rights along with commitments to create new clauses for labor

protection in city contracts, to strengthen relations with labor organizations, and to help non-unionized workers who lack collective bargaining rights and grievance mechanisms to address abuses. This builds on living wage guarantees for city and county employees, contractors and subcontractors, and mandated rest breaks for construction workers.

- Dallas actively involves minority- and women-owned businesses in the award of city contracts. The city will establish supplier diversity fairs prioritizing marginalized businesses and expand its existing supplier diversity program to include LGBTQI+, veteran-, and disability-owned businesses.

- The city recognizes labor abuse of undocumented individuals as a salient risk, and it will be important to detail how undocumented individuals can seek remedies for such abuses without fear of recrimination or harm.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Dallas plans to introduce an online platform for reporting human rights concerns focused on event safety, and has an opportunity to address how broader human rights concerns could be channeled through this or other mechanisms.
- Dallas plans to establish a 24-hour hotline for human trafficking concerns to complement an existing hotline for reporting labor infractions.

- Additional consideration could be given to avenues for anonymous reporting of concerns, as well as the potential for partnerships with civil society organizations, pro-bono legal teams and other public / private bodies to bolster access to remedy in connection with the 2026 World Cup.

Denver

Denver's "100-Point Human Rights Strategy" is the result of a 10 month collaborative stakeholder engagement process led by the city's Human Rights Subcommittee, including public agencies, community leaders, labor leaders, and other interested groups. Denver's proposal prioritizes women's rights, LGBTQI+ rights, and measures to address hate crimes and human trafficking, and supports low-income community participation and access.

Denver commits to using the human rights framework developed through this process to promote a safe and inclusive 2026 World Cup and to develop community-led events in the

future. Denver's proposal includes a trackable Human Rights Strategic Plan with specific tasks and responsible parties identified. The city specifically acknowledges multiple avenues to bring the private and public sector together to positively impact housing shortages and serve the homeless in connection with hosting the 2026 World Cup.

Building on these proposals, stakeholders will anticipate further engagement as the city develops implementation plans for the initiatives proposed before, during, and after the 2026 World Cup.

ANTI-DISCRIMINATION & INCLUSION

- Denver points to existing federal, state, and local legal protections against discrimination on the basis of race, gender, and LGBTQI+ status.
- Denver's proposal highlights accessibility for persons with disabilities and seniors, and identifies specific plans to make translation services available at key venues to non-English speakers.
- The city will provide or facilitate sign language interpreters and closed captioning for all 2026 World Cup programming, and will advocate for live interpreters for 2026 World Cup broadcasts.

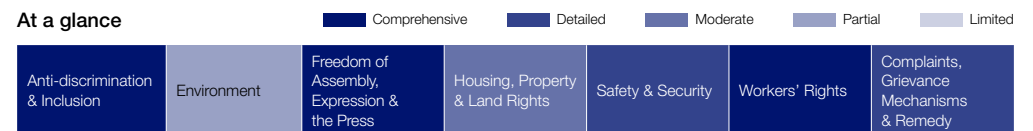
- Opening ceremonies will recognize Indigenous peoples and the native lands surrounding the venues. Indigenous communities will be included in Denver's branding campaign, and there are plans to engage with and provide opportunities to Indigenous women.

ENVIRONMENT

- Denver plans a 2026 Sustainable Sub-Committee dedicated to sustainability and environmental impacts, which will assess the 2026 World Cup's environmental impacts on low-income communities.



At a glance



FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Denver addresses the right to protest and demonstrate peacefully, and plans a law enforcement agency review of freedom of expression and assembly protocols for the 2026 World Cup.
- Denver plans to ensure a safe and accessible environment for journalists through a proposed media advisory service and a commitment to follow best practice for law enforcement engagement with journalists. Denver also proposes an anti-discrimination policy for media accreditation.

HOUSING, PROPERTY & LAND RIGHTS

- Denver makes 2026 World Cup-specific commitments to providing homeless persons with access to support services and mobile

hygiene stations; job training; employment programs in hospitality; construction, and park and recreational space management; as well as volunteer opportunities and access to match tickets.

- To solicit feedback and mitigate risks, Denver plans to conduct town hall meetings with neighborhood groups, open to all stakeholders, in districts near proposed event venues prior to hosting events or embarking on new construction related to the 2026 World Cup.
- Stakeholders would welcome further consideration of access to affordable housing, community displacement and short-term rental demand, including consideration of gender and child rights perspectives and the housing needs of the historically marginalized, migrant workers and immigrants.

SAFETY & SECURITY

- Denver pledges to provide a positive child and family experience at the 2026 World Cup, with audits of all facilities on risks and opportunities for children, including child safety booths.
- Denver specifically calls out the risk of gender-based violence, and pledges to have systems in place to prevent and protect against sexual harassment and assault linked to the 2026 World Cup, with a focus on the safety of women.
- The police force will receive training on unconscious bias, cross-cultural competence, de-escalation techniques, and mental health awareness, with mental health practitioners lending support in certain policing situations. Details of mitigation strategies to address the risks of police misconduct in relation

Denver specifically calls out the risk of gender-based violence, and pledges to have systems in place to prevent and protect against sexual harassment and assault linked to the 2026 World Cup, with a focus on the safety of women.

to protests and crowd management would be welcomed.

- Collaborative networks are in place to address human trafficking, and Denver states its commitment to provide law enforcement agencies, hospitality providers and businesses with human trafficking awareness training and insight into the availability of public service programs. Public service announcements will be disseminated to warn of false work recruitment narratives.

WORKERS' RIGHTS

- Denver points to existing wage protections which include paying twice the federal minimum wage, guaranteeing pay equity and transparency, paying overtime, providing paid leave, respecting

meal and rest breaks, making reasonable accommodation for breastfeeding, abiding by youth employment law requirements, and protecting whistleblowers.

- Denver will include anti-discrimination language in all contracts, and a labor-management council will monitor working conditions and compliance.
- Denver proposes to advance economic equity through a supplier diversity program, and all 2026 World Cup venues must comply with standards for contracting with minority- and women-owned businesses. Guidelines will also be made available to private venues and service providers for contracting with minority- and women-owned businesses.

- Denver will build work opportunities for marginalized communities into proposals. One proposed project will offer youth coach development including training, certification, advancement, and placement, as well as free referee training and advancement and employment opportunities with local leagues, before, during and after the 2026 World Cup, with staffing plans targeting communities with disabilities.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Denver plans to establish a Human Rights Command Center to report and streamline communication with social services, comprising a 24/7 hotline to report human rights grievances and connect with appropriate parties for investigation and mitigation.

- Plans for a 24/7 grievance hotline for 2026 World Cup service employees are part of the bid. Denver proposes regular monitoring for wage theft and the misclassification of workers, including a mechanism for restitution.

Houston

Houston has made stakeholder participation a cornerstone of its bid. The city solicited participation from a wide variety of groups in preparing its proposal, giving interested stakeholders an opportunity to view the contents and provide comments. Houston acknowledged this input and addressed certain gaps that had been raised in its final submission. Houston pledges to keep stakeholder engagement a continual process by ensuring that input is considered before, during, and immediately after the 2026 World Cup.

The city launched a Soccer Innovation Institute to drive human-rights related measures, ensure that the commitments in the bid are executed, focus on youth, and work on legacy. Houston remains in the planning phase for many of its commitments, including with respect to anti-discrimination and protection of racial minorities, migrants, Indigenous peoples and LGBTQI+ communities. Houston is also in the process of enacting anti-discrimination protections for the LGBTQI+ community, and the city is proposing anti-hate crime ordinances.



ANTI-DISCRIMINATION & INCLUSION

- Houston points to existing federal, state, and local legislation that protects against discrimination on the basis of race, gender, and other characteristics. The city's Office of Business Opportunity enforces a number of these measures.
- An advisory board acts as a liaison between the Hispanic community and the Mayor's office, and will aid in educating this community and disseminating information regarding their rights in the context of the 2026 World Cup.
- Houston plans to prioritize the needs of communities with disabilities, with commitments to enhancing the experience for visitors with disabilities through non-segregated accessible stadium seating and various support

measures for those with hearing impairments. Disability access audit teams will provide accountability for such improvements.

- Houston identifies discrimination against LGBTQI+ persons as a significant risk, and provides a number of measures for addressing this issue, including committing to use influence with the hospitality industry to adopt an anti-discrimination pledge and working to enact a local human rights ordinance. Further commitments will be important in light of state-level legislative proposals harmful to the LGBTQI+ community, including targeting trans youth and families. Houston has the opportunity to promote LGBTQI+ rights locally and more broadly in connection with, and as a legacy of hosting the 2026 World Cup.

At a glance

Comprehensive
 Detailed
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Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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ENVIRONMENT

- Houston’s proposal does not address environmental-related human rights impacts, and has an opportunity to assess the environmental impact of the 2026 World Cup, develop plans to mitigate adverse impacts on residents, and explore opportunities to leave a positive legacy.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Houston ranks the risk to the freedom of expression and the press relating to the 2026 World Cup as low. Houston nonetheless should consider opportunities to ensure that protections are in place to safeguard the rights of protesters and human rights defenders that may arise.
- Existing community participation policies are referenced in Houston’s strategy and may be important to residents in relation to the

2026 World Cup. To encourage government engagement opportunities, all city sessions are open to the public, televised, and recorded, and citizens are able to participate in more than a hundred existing boards and commissions to play a part in decision making.

HOUSING, PROPERTY & LAND RIGHTS

- Impacts on the homeless population are identified as a key risk area. The city offers support services such as placement, rehabilitation, job training, and domestic violence support, and commits not to displace homeless communities. The city will provide training for the homeless population, including in the hospitality industry, to promote work opportunities related to the 2026 World Cup.
- Houston identifies gentrification, including to areas surrounding 2026 World Cup sites, as a risk.

In mitigation, the court system has established a pilot program to facilitate agreements to prevent permanent evictions, in particular for low-income residents.

SAFETY & SECURITY

- Houston refers to its “strong regulatory framework” for ensuring appropriate law enforcement conduct in providing safety and security, and pledges to train law enforcement to de-escalate high-risk situations. The city pledges funding to create a Minority and Police Taskforce, with the purpose of providing training regarding unconscious bias and culturally responsive policing and to reduce racial profiling. The city intends to build capacity in its crisis intervention team through the inclusion of mental health responders.

Houston proposes labor-specific measures for the 2026 World Cup with input from labor organizations. Houston plans to set up a Human Rights Tribunal, expand existing prevailing wage regulations, and facilitate independent third-party monitoring of wages.

- Houston identifies violence between fans as a risk, and plans mitigation through educational campaigns and activities embracing diversity.
- Houston participates in UNICEF's Child Friendly Cities Initiative and commits to implementing endorsed programs to provide a safe and healthy atmosphere for children.
- The city highlights its comprehensive approach to raising awareness of human trafficking within specific industries. Houston involves businesses in mitigating risks in their supply chains, includes measures such as anti-trafficking clauses in contracts, increases law enforcement in vulnerable areas, and has a hotline to report trafficking and provide victim referrals for health services.
- To mitigate systemic risks to migrants, Houston pledges to use

citations instead of arrests for minor crimes, to establish helplines, and to seek moratoriums on immigration-related arrests during the 2026 World Cup. Efforts to assist migrants with border issues are also part of commitments made.

- In going further, it will be important for Houston to address mechanisms to protect communities vulnerable to hate crimes, including the LGBTQI+ community.

WORKERS' RIGHTS

- Houston proposes labor-specific measures for the 2026 World Cup with input from labor organizations. Houston plans to set up a Human Rights Tribunal, expand existing prevailing wage regulations, facilitate independent third-party monitoring of wages, use labor peace agreements to ensure that workers can raise grievances,

engage counsel to address workers' rights issues, implement responsible tendering processes, track bid awards, and ensure that small businesses are not restricted from competing in bid processes.

- Houston acknowledges the risk that migrants will be vulnerable to trafficking and exploitation. Houston has an office to inform migrants of their rights, an immigrant rights hotline and videos in several languages that are available to educate and connect people to services.
- Stakeholders will welcome additional details on how the city aims to implement preventative and protective measures against both sexual abuse and harassment, in particular targeted at women and LGBTQI+ communities in the workplace.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Houston identifies a number of existing reporting hotlines for reporting issues relating to human trafficking, migrants' rights, fair housing, and police misconduct.
- The city plans to leverage its non-emergency helpline to receive human rights reports and grievances, which will be triaged by partner agencies. Houston is encouraged to advertise the helpline to migrant workers and make the smartphone application accessible in order to provide additional outreach to those in need of assistance.
- To ensure non-unionized workers are able to raise grievances, the city plans to establish a workers' rights legal clinic for issues related to 2026 World Cup events.

Kansas City

Kansas City emphasizes its potential to foster a broad regional impact based on its location in the geographic heart of the United States and connections to, and support for, youth football organizations from eight neighboring states.

The city's bid committee consulted with a range of stakeholder groups on the human rights challenges and opportunities associated with being a 2026 World Cup host city. Key constituents included regional government representatives, professional and local sporting organizations, businesses, non-profits, and labor unions.

Kansas City recognizes the potential for ensuring a positive human rights legacy from the 2026 World Cup. The city will create a human rights task force to work with the host committee to ensure that human rights risks are assessed throughout the planning process and to develop a comprehensive mitigation plan leading up to the tournament. The task force will serve as an advisory committee to support legacy initiatives following the event.



ANTI-DISCRIMINATION & INCLUSION

- Kansas City plans to conduct diversity, equity, inclusion and accessibility training for city and county employees, private businesses, and other organizations.
- The city has approved a resolution supporting laws against gender discrimination and is making efforts to address gender pay inequity in city departments.
- Kansas City has committed to ensuring that the 2026 World Cup will be accessible for all and has begun discussions with stakeholders on the means to achieve this. Looking ahead, it will be important for Kansas City to detail its plans, encourage stakeholder input, and to mitigate risks to communities with disabilities in connection with the 2026 World Cup.

ENVIRONMENT

- Kansas City points to plans to develop a new light rail transit line for underserved and low-income communities, which has the potential to better connect these residents to jobs and services and provide a “green” legacy.
- The city should consider conducting a risk assessment of environmental-related human rights risks arising from the 2026 World Cup, and consider appropriate mitigations and additional legacy opportunities.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- To facilitate access to public decision making, Kansas City has plans to ensure diverse language access across government agencies and to expand these efforts to include emergency services and response plans.

At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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- The city's proposal does not specifically address measures for protecting demonstrators, journalists and human rights defenders. Stakeholders will expect consideration of these issues and mechanisms for addressing related risks.

HOUSING, PROPERTY & LAND RIGHTS

- Kansas City commits to establishing 10,000 new affordable housing units by 2027 and identifies hosting the 2026 World Cup as an opportunity to work with stakeholders to expand its affordable housing initiatives.
- The city acknowledges the risk that short-term rental increases may adversely impact low-income tenants. The city plans to employ a multi-step permitting process for short-term rental hosts, tenant rights legislation, and a system to track illegal short-term rentals to address this risk, and the city will communicate these measures in the lead-up to the 2026 World Cup.

- The city points to efforts to improve policies that may have criminalized behaviors associated with homelessness including by dedicating funds to expand services for homeless individuals and those at-risk, and to use a task force to assist homeless individuals with securing suitable living arrangements.

SAFETY & SECURITY

- Business and civic leadership organizations have established a committee tasked with reviewing the police department's governance, policies, and procedures to build community trust while advancing safety, equity, and justice. It will be important to understand details of how these efforts will address risks of racism and police misconduct, as well as related training for law enforcement officials in the context of the 2026 World Cup.

- The city has adopted a resolution endorsing modern policing principles for crime prevention and cooperation with, and service to, the public. Further information concerning specific safety and security plans for the 2026 World Cup in and around the stadium and other facilities will be welcomed.
- The city has reallocated part of its police budget to community engagement, health and other public services. A dedicated civilian oversight office handles complaints related to police misconduct and abuse.
- The city's tourism board has partnered with a leading anti-trafficking organization that plans to provide anti-human trafficking training for hospitality industry workers. Such initiatives could usefully be expanded beyond the hospitality sector.

Kansas City points to plans to develop a new light rail transit line for underserved and low-income communities, which has the potential to better connect these residents to jobs and services and provide a “green” legacy.

WORKERS' RIGHTS

- Kansas City notes that multiple entities associated with the proposed 2026 World Cup venue employ workers subject to collective bargaining agreements, which provide wage and other labor protections. The city commits to completing construction work associated with the event venue using a unionized workforce, and has an opportunity to commit to worker protections beyond the venue itself.
- The city plans to promote diversity in the workplace through a city diversity recruitment drive and support local businesses in strengthening their own diversity efforts. City entities and contractors have anti-discrimination protections

in place, including protection for LGBTQI+ state employees and contractors. The city plans to recognize minority and veteran-owned businesses, businesses owned by LGBTQI+ individuals and women-owned businesses in contracting.

- The city plans tailored education programs for immigrants and refugees on workers' rights and workplace safety. The local Chamber of Commerce has made recommendations to support and sustain career pathways for racially and ethnically diverse residents, including plans to support immigrant-, refugee-, and minority-owned businesses for new business growth.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Kansas City highlights existing channels to handle grievances, including a Civilian Oversight Board for the police department and each neighboring state's respective human rights investigative and enforcement bodies. The Human Rights Commission and Civil Rights Division of the Kansas City Human Relations Department have powers to hear and investigate complaints, including regarding discriminatory practices.
- Kansas City proposes enhancing its current website to include a mechanism to receive complaints through an integrated portal. The city's 2026 World Cup

Human Rights Task Force will be responsible for evaluating concerns and identifying constituent groups to engage to help address and remedy issues raised. The city could consider extending its consultations with potentially affected groups with a view to giving them a role in the design and roll-out of the complaints handling strategy.

Los Angeles

Los Angeles is in contention or has already been selected to host a number of MSEs this decade, including the 2028 Summer Olympic and Paralympic Games, which presents an opportunity to achieve a significant social legacy that carries over from one event to the next.

The city's human rights strategy for the 2026 World Cup is based on engagement with stakeholders from across a variety of organizations, including government, sport, and civil society. Los Angeles emphasizes the role of its Civil, Human Rights, and Equity Department and Commission on Civil Rights, recently constituted to further advance the diversity, equity, and accountability agenda.

Los Angeles focuses on specific opportunities for the 2026 World Cup to build a positive sporting, economic, and cultural legacy for youth sport, workforce and small business, sustainable infrastructure, and civic art. With respect to youth sport in particular, public bodies have committed to ensure that all youth have access for the next decade to free or low-cost sports leagues, fitness classes, and programs specifically designed for communities with disabilities, thereby providing a legacy of health, well-being and sport participation beyond the hosting of the 2026 World Cup.

ANTI-DISCRIMINATION & INCLUSION

- Los Angeles highlights existing regulations protecting against discrimination in line with international human rights standards such as the Convention on Elimination of All Forms of Discrimination Against Women.
- Los Angeles frames its anti-discrimination efforts with reference to historical context, and the city's Civil Rights Department's mission is promising to rectify historic patterns of discrimination affecting underserved communities in the employment, education, housing, and commerce. The city has enacted an ordinance establishing its duty to safeguard residents against discrimination, retaliation, and threats based on their actual or perceived status as well as reiterating the city's commitment to protecting public welfare in general.
- The city notes that its Department for Disability administers several programs and maintains a guide on accessible event planning, which will help ensure a more accessible 2026 World Cup for communities with disabilities.
- Having rooted anti-discrimination efforts in the city's historical context, Los Angeles has an opportunity to go further in its plans, for example by applying racial and social equity lenses to all aspects of 2026 World Cup preparations including in procurement.

At a glance

							Comprehensive	Detailed	Moderate	Partial	Limited
Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy	Comprehensive	Detailed	Moderate	Partial	Limited

ENVIRONMENT

- Los Angeles has committed to sustainable infrastructure development efforts, including a “Green New Deal” focused on a zero-carbon grid, zero-carbon transportation, zero-carbon buildings, zero-waste, and zero-wasted water by 2050.
- The city has enacted a city-wide sales tax to fund investment in local infrastructure, and sustainable modes of transit will be highlighted as part of the 2026 World Cup. The city has an opportunity to focus on 2026 World Cup-specific measures to address specific impacts of hosting the event on environment-related human rights.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Based on experience with major events, the city’s police are trained in management of large crowds and protests. Public guides are available to inform communities on their rights to demonstrate and protest, and

further details on how policies and specific measures to protect these freedoms are to be implemented will be welcomed, including assurances on non-discrimination. Additional insight would be valuable with respect to plans relating to protections of freedom of the press.

- The city provides public access to meetings for commissions, boards, and the City Council, ensuring that the public may attend such events or view them online and giving greater transparency to public processes.

HOUSING, PROPERTY & LAND RIGHTS

- Los Angeles identifies homelessness as a “moral and humanitarian crisis of our time” to be addressed with significant investment in providing shelter, housing and support to unhoused residents.
- Proposals include plans to build permanent and temporary accommodation and to use vacant buildings to serve affected people,

including to meet the heightened demand that may arise as a result of an influx of temporary or migrant workers and visitors for the 2026 World Cup. The city plans to require developers to set aside affordable units or contribute to affordable housing funds. As a legacy, the city has an opportunity to explore the potential for any temporary accommodation for the 2026 World Cup to be redeployed in providing affordable/low-income housing.

SAFETY & SECURITY

- Los Angeles’s ongoing reforms to policing practices in favor of a community policing model are focused on partnering with Black, Hispanic and other at-risk communities. With respect to policing the 2026 World Cup, there is an opportunity to pursue initiatives to mitigate the risk of racial, gender, and anti-LGBTQI+ bias in policing and to specify protections for women and the LGBTQI+ community, particularly those from communities of color.

Los Angeles frames its anti-discrimination efforts with reference to historical context, with the city’s Civil Rights Department’s mission promising to rectify historic patterns of discrimination affecting underserved communities.

- The city's police are experienced in planning, coordinating, and delivering security for major events, including sporting events. For the 2026 World Cup, Los Angeles will introduce a unified incident command system supported by federal law enforcement to work with venue security, while recognizing the need for consultation with community organizations and the public.
- The city identifies the risk of human trafficking relating to the event, and points to mitigations including supply chain monitoring, public awareness campaigns, dedicated staff training, and data capture and monitoring. A four-year review is underway to combat the trafficking of children and educate the community on measures to address this risk.

WORKERS' RIGHTS

- References to strong partnerships are at the foundation of the city's approach to ensuring worker protections, including with government, labor unions, community-based organizations, and educational institutions.
- The city pledges to provide living wage protection, with overtime pay and rest periods for workers. State law provides means for all workers, including migrants, to make claims for labor abuses.
- The city points to Project Labor Agreements to be established for transportation infrastructure projects in advance of the 2028 Olympics and Paralympics, which will encourage contracting with disadvantaged minority groups, minority-owned businesses, and

women, creating “new points of entry for women and gender diverse individuals into what has historically been a male-dominated industry.”

- The city notes various opportunities for local businesses, and hopes to involve local artists and vendors in creating and designing events surrounding the 2026 World Cup.
- Stakeholders will welcome details of efforts to achieve pay equity, as well as more information with respect to gender-related workplace protections, including for women and members of the LGBTQI+ community.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- The city cites a number of existing mechanisms for lodging complaints – for example, workers

are encouraged to report abuses through hotlines, web portals and information posted on work sites. It will be important for adequate follow-up procedures to ensure that effective remedy is provided on a fair and equitable basis.

- The city points to plans to consolidate systems so that users are more easily able to access reporting portals and complaint mechanisms. The city has an opportunity to consider a tournament-specific approach to receiving complaints in the 2026 World Cup context, thereby leaving a legacy for future sport events in the city.

Miami

Miami emphasizes its large and diverse population and position as a “gateway to the world” in highlighting its commitment to inclusion and pledging to ensure that the benefits of hosting the 2026 World Cup are shared throughout the community. A Human Rights Working Group, led by representatives from Miami-Dade County government and bid committee officials, comprises human rights and fair employment specialists and a variety of stakeholders, and has conducted an extensive engagement process. The city’s human rights strategy is focused on equity and inclusion, community advocacy,

small business development, and fair employment practices.

Miami’s proposals recognize the importance of leaving a lasting legacy for the community, with plans to use the 2026 World Cup to continue to raise awareness of ongoing human rights challenges and support for those affected. Miami stresses its anti-discrimination commitment, and has an opportunity to bolster reporting and remedy mechanisms by putting in place processes to support handling of human rights-related concerns in the context of the 2026 World Cup.

ANTI-DISCRIMINATION & INCLUSION

- The city emphasizes its historically successful community engagement, in particular with the LGBTQI+ community. Constituent group advisory boards represent LGBTQI+ communities, Asian Americans, and Americans of Hispanic descent, among others. Additional details on plans to mitigate risks and ensure accessibility to communities with disabilities during the 2026 World Cup will be welcome.
- Miami’s Human Rights Ordinance prohibits discrimination in housing and public accommodations based on gender identity and expression, and religious affiliation.
- The city points to migrant protections, in particular relating to labor. Plans could be further strengthened by considering discrimination protections outside of the workplace and assessing risks specifically arising from the 2026 World Cup.
- Miami’s anti-discrimination commitments specific to LGBTQI+ persons will be particularly important in light of state-level legislative proposals harmful to the LGBTQI+ community, including targeting trans youth and their families. Miami has the opportunity to promote LGBTQI+ rights in connection with and as a legacy of hosting the 2026 World Cup.



At a glance

	Comprehensive	Detailed	Moderate	Partial	Limited
Anti-discrimination & Inclusion	Comprehensive	Partial	Partial	Partial	Partial
Environment	Partial	Partial	Partial	Partial	Partial
Freedom of Assembly, Expression & the Press	Partial	Partial	Partial	Partial	Partial
Housing, Property & Land Rights	Comprehensive	Partial	Partial	Partial	Partial
Safety & Security	Partial	Partial	Partial	Partial	Partial
Workers' Rights	Partial	Partial	Partial	Partial	Partial
Complaints, Grievance Mechanisms & Remedy	Partial	Partial	Partial	Partial	Partial

ENVIRONMENT

- Miami references a hotline for environmental-related complaints and has an opportunity to address the human rights-related environmental impact of hosting the 2026 World Cup, including plans for climate change adaptation and mitigation measures.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Miami-Dade County has a Citizens' Bill of Rights and hosts human rights workshops to promote political and civic participation for residents, which may have added value in the lead up to, and duration of, the 2026 World Cup.

- The police department employs a community policing model for large gatherings and focuses on security and the personal freedoms and rights of patrons. Further details on protections for freedom of assembly, expression, and movement, including for demonstrations and protests as well as journalists' rights, linked to the 2026 World Cup will be welcomed.

HOUSING, PROPERTY & LAND RIGHTS

- Miami cites various existing regulations, systems, bodies, and partnerships to address risks pertaining to homelessness, including a food and beverage tax dedicated to funding homelessness prevention and mitigation measures.

- The city identifies a regional lodging inventory as a buffer against event-related impacts on transient housing, and plans are in place to raise awareness of transient housing rules to ensure that residents are not negatively impacted.
- The city intends to address racial disparities in housing by conducting assessments designed to ensure that communities of color have access to permanent housing. The city further proposes programs to increase access to affordable housing, which community groups have highlighted as an area of concern.

Miami emphasizes its historically successful community engagement, in particular with the LGBTQI+ community. Constituent group advisory boards for the city represent LGBTQI+ communities, Asian Americans, and Americans of Hispanic descent, among others.

SAFETY & SECURITY

- Miami's police department works closely with communities during high-impact periods and will partner with the Women's Fund, which is cited as having experience in safety, security, and human trafficking, including for workers. The police also have plans to specifically focus on child protection.
- The city employs strategic prevention, intervention, and re-entry approaches with neighborhoods most affected by crime and violence, focusing on social and economic disparities as root causes of crime.

The city points to a dedicated program focused on reducing gun violence in affected communities.

- Hotlines are in place for reporting human trafficking and hate crimes. The city will reintroduce a dedicated human trafficking squad, which it deployed for the 2020 Super Bowl.

WORKERS' RIGHTS

- The city plans continuing engagement with local labor unions and community stakeholders to promote fair employment, diversity and inclusion for employees associated with the 2026 World Cup. An ongoing campaign aims

to make marginalized communities aware of their rights and available support services. Further assurances on workplace rights protections would be welcomed.

- A competitive procurement process awards contracts to private businesses that aim to create permanent, full-time jobs with a living wage. The city includes plans for minority-owned and small businesses to be provided with opportunities to compete for 2026 World Cup-related contracts.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- A website and hotline will be in place to receive human rights complaints and to gather and track related data. It will be important to implement adequate follow-up procedures that ensure effective, timely, fair, and equitable remedy.

Nashville

Nashville emphasizes that it views the 2026 World Cup as a legacy event that could bring “long-lasting, systemic, positive changes for the city.” Nashville organizes its bid around four pillars: the Environment, Human and Social Responsibility, Youth and Education, and Sport, Exercise and Health. To implement its proposals, the city has established a human rights task force for the 2026 World Cup and a series of committees addressing issues such as affordable housing and migrant rights.

To deliver its plans, Nashville proposes to commit significant resources, including focused training for the police and public bodies. Hosting the 2026 World Cup also presents a significant opportunity to develop and implement a strong grievance and remedy mechanism. Achieving the proposed commitments will demonstrate how cities can use MSEs to elevate their human rights infrastructure, and could serve as a model for future hosts.

ANTI-DISCRIMINATION & INCLUSION

- Nashville acknowledges shortcomings on accessibility across its facilities, public transport, and throughout the hospitality sector, and states that the city is committed to protecting the rights of communities with disabilities.
- Tennessee’s disability coalition is improving accessibility in a number of areas, with training on sensitivity to disability issues to be provided to workers at 2026 World Cup events and across support industries, such as hotels.
- Tennessee does not currently have state-wide LGBTQI+ legal protections. Nashville points to

local efforts on LGBTQI+ inclusion, including identifying the community as a recognized category in the city’s procurement processes and creating liaison positions for the police and fire services. While Tennessee has passed legislation targeting transgender persons, Nashville states that its District Attorney has publicly represented that he will not enforce it.

- For the bid process, Nashville created a subcommittee within its human rights task force to take account of migrant / immigrant rights. The city no longer carries out raids to enforce federal immigration laws but acknowledges that “fundamental issues remain” with respect to migrant rights.



At a glance

Comprehensive
 Detailed
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 Partial
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Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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ENVIRONMENT

- Nashville plans to establish six committees on environmental issues with the vision to monitor and mitigate effects on the environment. These committees have an opportunity to detail measures to assess and mitigate specific human rights-related environmental impacts relating to the 2026 World Cup, and the potential for leaving a positive legacy and to champion good sustainability practices in the city and state.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Nashville states that its police department has the capacity to defuse and de-escalate dangerous situations arising from large crowds, including during protests.

- The publication of guidance for residents and visitors on how their freedoms of speech and peaceful assembly will be protected would be welcomed, as will measures safeguarding freedom of the press.

HOUSING, PROPERTY & LAND RIGHTS

- For the bid process, Nashville created bodies focused on housing rights, affordable housing and related issues, including an affordable housing task force.
- Nashville identifies the short-term rental market as a key objective for protecting housing rights during the event and has developed a strategy to mitigate risks linked to the arrival of visitors, temporary workers and others in the context of the 2026 World Cup. This includes

the creation of a hotline for reporting illegal short-term rental properties and increased oversight of these properties to ensure fair pricing.

- The city notes its progress in the area of homelessness, and proposals highlight existing institutions including its social services department for mitigating risks to those experiencing homelessness.

SAFETY & SECURITY

- Nashville's Office of Family Safety, Human Relations Commission, and Mayor's Office intend to spearhead a safety campaign in the lead-up to the 2026 World Cup focused on the safety of women and girls, and communicating zero-tolerance for violence, sexual assault, domestic violence, child abuse, human

Nashville intends to spearhead a safety campaign in the lead-up to the 2026 World Cup focused on the safety of women and girls, and communicating zero-tolerance for violence, sexual assault, domestic violence, child abuse, human trafficking, and elder abuse.

trafficking, and elder abuse. Plans are in place to launch an intervention response unit to ensure that emergency services are available to victims of these types of violence.

- It will be important to have specifics on how Nashville is planning to address safety and security of other at-risk groups, including the LGBTQI+ community.
- Nashville is establishing reforms to combat the risk of racism in its police department, and has committed to establishing a 24-hour complaint hotline to report police misconduct. Additional detail on these reforms, including plans, for example, to amend use-of-force guidelines and train law enforcement officers in the lead-up to the 2026 World Cup would be welcomed.
- The city and state have made significant investments to combat

human trafficking, including through partnerships with local non-profit organizations. It will be important to publish specifics on these plans, to report on progress and to better understand whether the city will provide legal and other support to victims of trafficking ahead of and during the 2026 World Cup.

WORKERS' RIGHTS

- The city has experience with hosting major events and using them to prioritize economic opportunities for women-, LGBTQI+-, and minority-owned businesses. Nashville anticipates that the 2026 World Cup will provide similar opportunities.
- Nashville notes that the market for wages is increasing, and has an opportunity to leverage the event to promote a living wage for those employed directly by the city,

including for temporary or migrant workers employed on 2026 World Cup preparations and delivery, and to require commitments to include living wage and other worker protection clauses in supplier contracts.

- Nashville identifies several community organizations for cooperation to improve conditions for workers, including by implementing practical policies over the next five years. The Central Labor Council and Nashville Building Trades are developing related policies.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- A number of existing mechanisms provide affected persons with avenues to lodge complaints. Aggrieved parties can report

human rights abuses through a non-emergency hotline. Other complaint mechanisms apply to police accountability, violations of illegal short-term rentals, and worker safety complaints.

- Nashville acknowledges that it will need a specific grievance procedure for 2026 World Cup players and teams, fans, workers, volunteers, local communities, journalists and human rights advocates. The city has an opportunity to engage with stakeholders in designing a comprehensive grievance mechanism and remedy plan to address the diverse range of human rights-related issues that may arise in connection with the 2026 World Cup.

New York / New Jersey

As the nation's most diverse and densely populated region, New York City (**NYC**) and New Jersey recognize their responsibility to set a standard in promoting a positive human rights legacy through hosting the 2026 World Cup, and identify the event as an opportunity to enhance and amplify their existing human rights efforts.

NYC and New Jersey's bid reflects attention to making progress on affordable long- and short-term housing in the region, ensuring fair treatment and inclusion of vulnerable groups, and

providing grievance mechanisms for victims of discriminatory behavior and other civil rights violations.

The bid committee conducted a stakeholder engagement process, consulting more than 55 government agencies and non-governmental organizations over the course of more than 160 meetings. If chosen as a host, NYC and New Jersey intend to create a dedicated organization to plan and deliver the 2026 World Cup, which will include continued engagement with stakeholders.



ANTI-DISCRIMINATION & INCLUSION

- NYC and New Jersey have robust anti-discrimination laws at the state and city levels that exceed federal standards. NYC's Commission on Human Rights and the New Jersey Division on Civil Rights enforce these provisions.
- NYC has facilities and frameworks in place to address issues relating to access for communities with disabilities through its visitors' bureau and Mayor's Office for People with Disabilities, with technological solutions to address particular needs.
- Translation services and multilingual access tools are in place for many of the venues and transport services that will be used for the event.

For communities and visitors who do not speak English, New Jersey plans to advertise human rights protections in multiple languages, and the New York Port Authority plans to update its website with translations.

ENVIRONMENT

- NYC has acknowledged the right to a healthy environment, and the 2026 World Cup offers a chance to demonstrate how this right can be advanced in practice, including by conducting risk assessments into the potential environmental impacts of hosting the 2026 World Cup on players, local residents and fans, developing mitigation measures and pursuing opportunities to leave a positive legacy on the environment.

At a glance

Comprehensive Detailed Moderate Partial Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- NYC / New Jersey's proposal recognizes freedom of expression and the right to peaceful protest, as well as media access and press freedom. Law enforcement agencies across the jurisdictions have existing systems for de-escalation and crowd control for MSEs that are specifically designed to handle protests, which are updated on a rolling basis with feedback from community staff present at protests.

HOUSING, PROPERTY & LAND RIGHTS

- The NYC / New Jersey proposal addresses current and potential land, property, and housing rights issues, and acknowledges serious challenges around affordable housing and homelessness.

- New Jersey has a consolidated plan for housing programs to address current issues, including the shortage of affordable housing. Government departments will coordinate to develop and implement housing programs in anticipation of the 2026 World Cup and for the long term.
- NYC is exploring opportunities across each of its five boroughs to expand availability of low-cost accommodation in the short and long term, and pledges to further address homelessness by opening new shelters and expanding existing ones, both on temporary and permanent bases.

SAFETY & SECURITY

- Both NYC's and New Jersey's police forces have programs aimed at combatting institutional racism and

ensuring appropriate use of force, including a task force to research, recommend, and implement programs to address inequality and required cultural diversity training.

- Law enforcement agencies are experienced at handling major events. NYC and New Jersey commit to extensive pre-operational planning to ensure that they have identified and mitigated any vulnerabilities, including with respect to terrorism.
- Several law enforcement tools are available to safeguard visitors and residents during major events, and existing protocols will be tailored to the unique needs of the 2026 World Cup. An incident response plan will include specific resources and assignments needed to ensure the safety and security of those attending, playing, or working at the event and surrounding communities.

NYC and New Jersey commit to providing a remedy for adverse human rights impacts caused by or contributed to by the delivery of the 2026 World Cup.

- Both NYC and New Jersey have dedicated agencies to protect children and women, including a child protection agency available 24 hours a day to address any children's safety issues, and a women's division connecting victims of domestic violence and sexual violence with support services. Additional details are encouraged on plans to safeguard children and at-risk adults in the context of hosting an MSE, and how prevention, mitigation and response plans will serve the needs of young fans and players.
- The proposal notes that efforts to address human trafficking will include a public service campaign available in 10 languages. New Jersey has existing trafficking prevention programming specifically aimed at protecting children and will continue to provide training on this issue to youth and adults,

also with training for members of the hospitality industry ahead of the 2026 World Cup. Stakeholders will want to know what measures are in place to protect and support victims.

WORKERS' RIGHTS

- NYC and New Jersey have strong existing partnerships with the region's unions, which assisted in preparing the bid submission and are committed partners in facilitating the 2026 World Cup.
- The proposal acknowledges risks workers may face, including increased workloads, and commits to ensuring that workers enjoy decent and safe working conditions. New Jersey's wage and working hour enforcers commit to ensuring that vendors, suppliers, and contractors connected to the event meet high standards for pay, benefits, safety, and health.

- Fair procurement processes and rules are in place. New Jersey's public contractors' registration requirement will help ensure that only reputable contractors and employers are used on construction works linked to the 2026 World Cup.
- Public / private partnerships will help ensure that individuals from marginalized communities are hired for the 2026 World Cup and existing programs ensure that minority-, women- and veteran-owned businesses are eligible to bid on projects.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- NYC and New Jersey commit to providing a remedy for adverse human rights impacts caused by or contributed to by the delivery of the 2026 World Cup.

- Various city and state agencies and hotlines are in place that offer avenues for individuals to lodge complaints and seek redress in a number of distinct areas. Many of these are readily available to existing residents, and it will be important to consider measures for visitors to enjoy the same level of support. It will also be important to identify available avenues for reporting and resolving grievances linked to specific areas such as housing, policing and security.
- The NYC Commission on Human Rights is independent of judicial processes and may impose civil penalties, compensatory damages, or requirements to undergo restorative justice on abuses such as violations of anti-discrimination laws.

Orlando

As a global tourism center, Orlando emphasizes the existing systems and practices it has in place for managing a large, international visitor population, with new commitments focused on continuing engagement with stakeholders, communication, and training in specific anticipation of the 2026 World Cup. Orlando emphasizes its large and diverse population and its public recognition for immigrant integration and municipal equality.

Orlando has created a working group on human rights, with subcommittees for several categories of distinct rights including child rights, housing

rights, human trafficking, LGBTQI+ rights, migrants' rights, safety and security, and workers' rights. The city also draws attention to city-level LGBTQI+ protections and to its appointment of an Equity Official with a mandate to pursue racial equity in all city government activity. The city emphasizes its participation in state-level legislative advocacy on human rights issues including housing rights, human trafficking, and LGBTQI+ rights. Orlando has an opportunity in connection with the 2026 World Cup to act as a positive force for human rights in the state and demonstrate the legacy potential of MSEs.

ANTI-DISCRIMINATION & INCLUSION

- Orlando notes its general anti-discrimination protections and focuses specifically on LGBTQI+ rights, highlighting its eight-year track record of receiving the highest score on the Human Rights Campaign's Municipal Equality Index, which assesses equality and inclusivity of LGBTQI+ people. The city will train 2026 World Cup workers to prevent LGBTQI+ discrimination, increase universal restrooms at venues, and have a task force on decriminalizing sex work and supporting transgender people in reporting crimes, with a particular focus on Black transgender women.
- Given the city's focus on LGBTQI+ rights, Orlando has an opportunity to set a benchmark for city-wide

policies to protect LGBTQI+ residents and visitors, and work with stakeholders to protect and promote LGBTQI+ rights within the context of hosting the 2026 World Cup. Further commitments will be particularly important in light of state-level legislative proposals harmful to the LGBTQI+ community including targeting trans youth and families.

- The Orlando bid committee includes a subcommittee on migrants' rights. There are programs for non-English speaking community members with links to community services, access to English language classes, and a relationship-building Spanish language program with police and community members. A multilingual awareness campaign around immigration rights will be launched for the 2026 World Cup and an



At a glance

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Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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immigrant affairs task force will be established, as well as training for event staff, volunteers and vendors on migrant rights.

ENVIRONMENT

- Orlando proposes to include environmental principles in supply chain policies as part of a commitment to responsible contracting for the 2026 World Cup, providing an opportunity to address environmental-related human rights risks. Further assessments of environmental risks that may affect residents and visitors in the context of the 2026 World Cup, potential mitigating measures and legacy initiatives will be welcomed.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Orlando's plan does not specifically address the rights associated with freedom of assembly and protest. Stakeholders will expect plans regarding the protection of freedom

of expression, the right to peaceful protest, and access for journalists.

HOUSING, PROPERTY & LAND RIGHTS

- Orlando has more than 200,000 hotel rooms and rentals that will be available for visitors, and commits that this inventory will ensure that persons experiencing homelessness and others will not be displaced due to the 2026 World Cup.
- The city enforces laws prohibiting housing discrimination, including based on sexual orientation and gender identity. The city will co-develop training programs with local experts on critical issues surrounding housing rights, with 2026 World Cup staff and others empowered to report violations.
- Orlando identifies the 2026 World Cup as "a catalyst to secure additional housing and supportive services for low-income and homeless residents," and officials have pledged to advocate for

legislation to protect affordable housing in the lead-up to the event.

- Commitments could be strengthened by specifically considering additional housing supply pressures and needs that may arise as result of the arrival of temporary workers during preparations and delivery activities related to the 2026 World Cup.

SAFETY & SECURITY

- Orlando highlights its ongoing police reform processes. A citizen oversight committee has been established to increase transparency and to advise on use-of-force policies, and the police department commits to ban certain uses of force, including chokeholds and strangleholds. Orlando plans a community policing strategy and has a chance to incorporate resident voices in its implementation.
- An existing regional task force addresses human trafficking.

Orlando will train 2026 World Cup workers to prevent LGBTQI+ discrimination, increase universal restrooms at venues, and have a task force on decriminalizing sex work.

Anti-trafficking efforts are coordinated through government, police, and community organization programs, including a victim assistance program that seeks to provide victim-centered and trauma-informed support and public education.

- Existing human trafficking hotlines serve children and adults. For the 2026 World Cup, Orlando will institute training and awareness campaigns along with a business rewards program to encourage reporting, online safety messaging for children, and efforts to strengthen relationships with communities impacted by trafficking.
- There is a dedicated police response team for sex crimes and gender-based violence, with the LGBTQI+ community and Black transgender women identified by the city as particularly vulnerable.

A police program designates “Safe Places” for the LGBTQI+ community to receive help in cases of threats or violence.

- The city identifies risks of attacks targeting Asian Americans and Asian visitors. It plans to have a human rights awareness campaign for the 2026 World Cup communicating its code of conduct for how all residents and visitors should be treated, and it will collaborate with Asian American and Pacific Islander community leaders on educational messaging for fans.

WORKERS’ RIGHTS

- Orlando will educate contractors on labor law requirements and best practices for a responsible supply chain, and will monitor for compliance. The city will establish specific goals for inclusion of minority- and women-owned businesses and hiring for the 2026 World Cup.

- Orlando will notify workers of their rights and of available avenues for redress. The city has a regional workers’ rights hotline with direct connection to the relevant federal agencies, and a Civil Rights Review Board advocates for equal rights and equal opportunities in employment.
- The city points to existing programs connecting residents with job opportunities and vocational training, and plans to expand youth employment and entrepreneurship programs in preparing for the 2026 World Cup.
- Orlando has an opportunity to consider ways to advance decent work practices in the city, including with protections for temporary workforce and volunteers employed on the delivery and hosting of the 2026 World Cup, and to further engage with workers’ rights

advocates and labor unions with respect to mitigating workers’ rights risks.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Orlando plans to address 2026 World Cup grievances via a county-wide World Cup human rights code of conduct and technology for fans to lodge complaints.
- Orlando can help to ensure public awareness and ready access to existing or planned complaints mechanisms by advertising them, engaging stakeholders in their design, and exploring partnerships with pro-bono legal teams for ways to overcome cost and other barriers to access.

Philadelphia

Philadelphia structures its proposal around a “social impact agenda” to holistically assess human rights issues connected with hosting the 2026 World Cup. Broadly, the agenda comprises economic inclusion, justice, and equity. The city’s approach includes creating a council of social impact advisors and involving a diversity of voices, perspectives and experiences.

Philadelphia commits to economic inclusion as an “umbrella” for its agenda, focusing on measures such as investing in minority-owned

businesses and enhancing supplier diversity. The city focuses on environmental justice initiatives to address the disproportionate impact of development on at-risk communities. Philadelphia emphasizes digital inclusion and commits to developing a more inclusive approach to technology and innovation. Informed by engagement and dialogue, these initiatives create an opportunity for the 2026 World Cup to accelerate efforts to improve conditions for at-risk populations.



ANTI-DISCRIMINATION & INCLUSION

- An existing anti-discrimination ordinance prohibits discrimination in employment, housing, and public accommodations. Gender identity and sexual orientation are included as protected characteristics.
- Existing initiatives provide for the enforcement of anti-discrimination laws, educating the public, investigating complaints, and preventing discrimination against people with criminal records. Ongoing efforts address inclusion through dedicated offices for immigrants, women, and individuals facing eviction, with language support.
- A number of women’s protection policies and programs are in place, including those promoting diversity, equity, and inclusion, and working against discrimination, disproportionate risk of eviction, human trafficking, sexual violence, and exploitation.
- The city has pledged to invest significantly in developing accessibility and enhancing disability awareness. Stakeholders will welcome further detail on measures to ensure that communities with disabilities are able to fully participate in the 2026 World Cup by accessing transport, accommodation and affiliated infrastructure and events such as fan zones.

At a glance

Comprehensive
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Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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ENVIRONMENT

- Philadelphia has launched several initiatives for sustainability, climate resilience and protection of environmental rights, noting that environmental justice is a priority because of the disproportionate impact of pollution and air quality on Black and Brown communities.
- The city acknowledges that poor neighborhoods lack access to green spaces, and has plans to promote “equitable greening” including through plans to develop football fields in public parks. These efforts may provide an example of achievable legacy opportunities related to the 2026 World Cup.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- In addressing the rights and protection of demonstrators, Philadelphia notes that the use of crowd-control measures

such as tear gas, rubber bullets and pepper spray against demonstrators is prohibited.

- The city could go further by specifying protections for the rights of journalists and human rights defenders, and how its management of public safety will promote the freedom of assembly and expression during the 2026 World Cup.

HOUSING, PROPERTY & LAND RIGHTS

- Existing programs and initiatives are in place to address affordable housing, homelessness, housing discrimination, and evictions. The city acknowledges that the poorest residents spend most of their income on housing and pledges to develop more high-quality, affordable housing, including by repurposing vacant homes in community land trusts to be controlled by

communities. Proposals could be strengthened by including gender and child rights perspectives when considering such impacts.

- Philadelphia projects no significant impact on housing from the 2026 World Cup including with respect to at-risk groups, given existing capacity to accommodate the influx of workers and fans within current hotel and rental property inventories.
- An opportunity exists to specifically consider and address the housing needs of temporary or migrant workers in connection with 2026 World Cup projects.

SAFETY & SECURITY

- Philadelphia cites its successful delivery of numerous large-scale events in the past, with existing operational frameworks and protocols addressing potential and actual adverse security issues.

Philadelphia has launched several initiatives for sustainability, climate resilience and protection of environmental rights, noting that environmental justice is a priority because of the disproportionate impact of pollution and air quality on Black and Brown communities.

- The city has taken major steps to engage stakeholders on questions of police brutality. Actions include banning specific controversial uses of force, creating a police oversight commission, conducting implicit bias training for law enforcement officers, and implementing mental health-related operational reforms. For the 2026 World Cup, the city pledges to continue to improve policing capabilities and combat racial disparities in law enforcement.
- The city references comprehensive legislation that includes legal measures to prevent trafficking of women and children and programs to provide support to survivors. Philadelphia also cites concerted efforts to develop a

comprehensive response to address violence against women and sexual harassment.

- A variety of programs and services for the protection of children and children’s rights are highlighted, including a dedicated office that provides safety, permanency, and well-being for children and youth at risk of abuse, neglect, and trafficking.

WORKERS’ RIGHTS

- Philadelphia notes the city’s strong relationship with organized labor. Plans are being developed to establish a Project Labor Agreement with unions for the 2026 World Cup, which would guarantee a living wage and safe working conditions,

as well as processes for expedited dispute resolution.

- The city’s human rights plan includes a strong focus on the inclusion of minority- and veteran-owned businesses, as well as those owned by LGBTQI+ individuals and women in the planning and hosting the 2026 World Cup.
- The city has prioritized reviewing its budget and investment in historically disadvantaged communities, and supporting small businesses. The private sector has also committed to supporting the recovery of small businesses, especially Black- and Brown-owned businesses, in connection with the city’s bid.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Philadelphia identifies a variety of existing grievance mechanisms, including for labor disputes, discrimination in the areas of employment, education, and housing, hate crimes, child welfare, LGBTQI+ discriminatory complaints, and other mechanisms for at-risk populations, and plans to create a grievance procedure for union workers through its Project Labor Agreement.
- Additional detail on how to access remedies through existing structures will be expected, and plans for stakeholder consultation will be welcomed in developing dispute channels specific to 2026 World Cup-related grievances.

Seattle

Seattle acknowledges that hosting the 2026 World Cup brings the potential for attracting significant economic, civic and cultural value to the region, and recognizes the importance of preventing, mitigating, and ensuring remedies for harm to residents and visitors associated with the event.

Seattle's stakeholder engagement process has included formal and informal consultations with a wide variety of government entities and civil society organizations, with further plans to continually engage with stakeholders in the lead-up to the tournament. A human rights working group will be responsible for implementing the city's

human rights plan and ensure that affected communities are consulted throughout the process. Seattle intends to conduct trials of its strategies through sporting events leading up to the 2026 World Cup.

Seattle identifies the 2026 World Cup as providing opportunities to address systemic challenges in the host community, such as housing insecurity and racial disparities in policing, and to advance legacy in these areas. Seattle commits to an open, transparent, and accountable process, and to setting a benchmark for the promotion and protection of human rights through sport.



ANTI-DISCRIMINATION & INCLUSION

- Seattle is dedicated to providing a 2026 World Cup that is equitable, inclusive, and anti-racist. Through cooperation with community partners, a zero-tolerance policy on racism and discrimination at tournament events will be developed, and all 2026 World Cup staff will receive cultural competency training. Black, Indigenous, and other communities of color and other underrepresented individuals, will be ensured access to economic opportunities relating to hosting the 2026 World Cup and to tickets and events.
- Anti-discrimination laws exceeding federal protections are in place as well as mechanisms to enforce these laws, including the Office for Civil Rights, which investigates complaints and monitors compliance, and the Human Rights Commission, which hears discrimination appeals.

- Seattle commits to implementing accessibility measures at the 2026 World Cup and related events, including providing accessible transportation for fans with disabilities and ensuring that phone-based applications are accessible to communities with disabilities.

ENVIRONMENT

- Seattle included stakeholders with environmental expertise in its consultations, and will include “environmentally sustainable solutions” in contracts. In strengthening proposals, additional information could be provided on opportunities to pilot or implement plans derived from stakeholder consultations.
- More details would be welcome on how the city will conduct an environmental risk assessment to understand the human rights-related

At a glance

Comprehensive Detailed Moderate Partial Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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environmental impacts of hosting the 2026 World Cup, including suggestions for mitigating these impacts.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- Seattle plans to ensure that applications for public permits to assemble and demonstrate during the 2026 World Cup are granted in a transparent and equitable manner.
- Further detail regarding protection of rights of speech, assembly and the press will be important.

HOUSING, PROPERTY & LAND RIGHTS

- Seattle will expand its existing affordable housing initiatives, which include a mandatory program requiring developers to set aside affordable housing units or contribute to an affordable housing fund.
- Demand for short-term rentals may create risks for low-income residents, and local regulations

require short-term rental hosts to pay special taxes. Seattle acknowledges it will need to continue coordinating with the private sector on these issues leading up to the tournament.

- The proposal highlights several existing policies and programs to address the ongoing homelessness crisis, including sanctioning encampments and dedicating funding for investments in historically marginalized populations disproportionately affected by the crisis. Seattle commits to working with a coalition of community partners to prepare and implement specific plans to mitigate adverse impacts to homeless populations including those who may face displacement during the 2026 World Cup. The city will pilot specific initiatives regarding shelters, medical care, and policing.
- The city is considering how displacement could impact its population's access to services, transportation, and jobs. It will conduct a workforce assessment to

gauge how the workforce population will evolve by 2026 to ensure that an adequate housing plan is in place.

- Seattle recognizes that the 2026 World Cup provides an opportunity to acknowledge the native lands on which the tournament will be held, and Indigenous peoples will be involved in the planning of these efforts.

SAFETY & SECURITY

- Seattle commits to working with neighborhoods and organizations representing Black, Indigenous, and communities of color “to develop public safety processes that are rights-respecting and which offer alternatives to policing as the sole solution to public safety.” Building from this platform, further information would be valuable regarding ongoing or planned safety efforts to protect migrants and other groups at greater risk, including women and LGBTQI+ people, and of specific protections from gender-based violence.

Seattle recognizes that the 2026 World Cup provides an opportunity to acknowledge the native lands on which the tournament will be held, and Indigenous peoples will be involved in the planning of these efforts.

- Comprehensive reform plans aim to address issues of racism and excessive use of force in policing, and a research center dedicated to advancing equity in policing will gather and analyze data to improve policies. Seattle recognizes the recent rise in hate crimes and plans to implement a software application to help the police identify elements of bias in crime reports to expedite response times to such incidents.
- To address in-venue safety, including among 2026 World Cup fans, plans are being developed to train venue security on de-escalation and deploy community liaison staff and ambassadors at 2026 World Cup events. It will be important to provide detailed information on security protocols for venues that protect fans, athletes, and workers at the stadium and in nearby communities.

- Existing programs and legislation aim to protect adults and children from human trafficking, including by criminalizing human trafficking, sex trafficking, and forced labor, creating a “safe harbor” which prohibits anyone under 18 from being charged with prostitution, and providing services to sexually exploited youth survivors.
- The city commits to convening a human trafficking task force that will build on existing measures by devising prevention protocols, including training for service providers and law enforcement, support services for victims, and public awareness campaigns.

WORKERS’ RIGHTS

- Seattle has one of the highest union densities in the country, with one in five workers enjoying union benefits. Nearly all workers in Washington State earn paid sick leave, and Seattle provides rest and meal break rights to domestic workers.

- Stakeholders identified concerns for at-risk workers, including gig economy and migrant workers. Seattle has laws to protect the rights of gig economy workers in food delivery, requires sexual harassment and assault prevention training for isolated workers, and prohibits employers from asking about criminal history during hiring.
- Seattle will develop responsible contractor standards and a supplier code of conduct for the 2026 World Cup with workers’ rights provisions, including prohibitions on child and forced labor.
- The proposal commits to procurement that will be fair, competitive, fairly priced, and environmentally sustainable, and will promote best labor practices, and prioritize minority- and women-owned businesses when applicable. Seattle pledges to increase participation for minority- and women-owned businesses.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Seattle commits to developing an operational-level grievance mechanism for human rights violations that arise relating to the tournament and working with existing agencies to expand on current processes for handling grievances. Seattle plans to implement a referral process, such as a helpline, to better inform people of their options for seeking redress and commits to having a prototype of the grievance mechanism ready to share with stakeholders by the end of 2023.
- Seattle will make concerted outreach efforts to introduce any new grievance mechanism to the public and will ensure that any related information campaigns account for language barriers, citizenship status, digital divide, and other possible barriers.

Washington, D.C.

Washington, D.C., as the United States capital, has substantial experience in managing large events. The city's bid recognizes the opportunity to host the 2026 World Cup in parallel with celebrating the 250th anniversary of US independence.

The Office of the Mayor leads Washington's Human Rights strategy, and the city's proposal assigns human rights-related responsibilities among various city government agencies. Washington developed its strategy in consultation with 15 different stakeholder groups. Regional involvement will be needed going forward to take account

of the likely impacts of the event and need for risk mitigation measures at the location of the host stadium outside of the District of Columbia.

Given its prominence as the capital of a host country, Washington, D.C. pledges to play a key role in setting the tone for the broader human rights legacy of the 2026 World Cup. Opportunities include leveraging 2026 World Cup-related income to invest in housing, bridge equality gaps, foster regional cooperation, and further develop comprehensive and effective grievance mechanisms for the tournament.

ANTI-DISCRIMINATION & INCLUSION

- The D.C. Human Rights Act aligns with international standards, prohibiting discrimination on 21 bases, including race, religion, sexual orientation, gender identity, and disability. The bid references that the Act is one of the most comprehensive in the United States.
- Washington has strong disability access, ensuring that public transit and 80% of hotels are accessible to persons using wheelchairs and other mobility assistance. The city plans to continue to engage stakeholders in the lead-up to the event in ensuring that the 2026 World Cup is accessible.

- Washington proposes to support at-risk communities. Information regarding efforts with respect to specific communities such as the LGBTQI+ community would be welcomed by stakeholders, as actions for impact in this area are not presently reflected in the bid.

ENVIRONMENT

- Washington points to a long record of hosting environmentally responsible events and notes that the city is prepared for the increased waste and potential pollution of waterways that would accompany the 2026 World Cup.



At a glance

Comprehensive
 Detailed
 Moderate
 Partial
 Limited

Anti-discrimination & Inclusion	Environment	Freedom of Assembly, Expression & the Press	Housing, Property & Land Rights	Safety & Security	Workers' Rights	Complaints, Grievance Mechanisms & Remedy
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- The existing Sustainable D.C. 2.0 policy sets “specific goals and actions related to water quality, waste diversion, resident health, and equity, including a specific goal to achieve zero waste citywide by 2032.” It will be important to understand how these would include consideration of the impact of the 2026 World Cup.
- Washington draws attention to its 90+ miles of bike lanes to reduce passenger vehicles in the city. Washington has an opportunity to demonstrate the potential impact of green transportation initiatives generally and with specific connection to the 2026 World Cup.

FREEDOM OF ASSEMBLY, EXPRESSION & THE PRESS

- As a center for demonstrations, the city routinely manages large gatherings and events, and has strong experience in ensuring free expression.

- Washington acknowledges ongoing public scrutiny of crowd and demonstration control, and tailoring its experience to the 2026 World Cup may require specific measures for the protection of free assembly and expression in the context of the tournament.

HOUSING, PROPERTY & LAND RIGHTS

- Washington is committed to making homelessness “rare, brief and non-recurring,” and has reduced homelessness in recent years. The city asserts that hosting the 2026 World Cup is a potential source of financing that will allow it to continue large-scale investments in affordable housing and homeless support services, especially by bringing new job opportunities to residents. This commitment could be strengthened with additional measures to protect the homeless population from displacement.

- Further detail will be welcomed on assessment and mitigation plans to address the risk of rental market pressure displacing existing tenants, and information on what policies will be in place to provide rental assistance and control over rent hikes.

SAFETY & SECURITY

- The city acknowledges racial disparities in the impacts of policing and has trained its police force to minimize racial bias. The city notes that the Metropolitan Police Department statistically is one of the least likely to use deadly force in the country.
- Washington has police officers specialized in crimes against children. It also is a Sanctuary City, meaning the city does not share information with federal immigration enforcement authorities.

Washington asserts that hosting the 2026 World Cup is a potential source of financing that will allow it to continue large-scale investments in affordable housing and homeless support services, especially by bringing new job opportunities to residents.

- The city acknowledges a high incidence of human trafficking cases, and outlines intensified policies and training to combat trafficking.
- Details of plans to ensure privacy rights and data protection in connection with proposed digital surveillance would be an important further step to take.

WORKERS' RIGHTS

- Washington notes its strong interagency collaborations and partnerships with trade unions and community advocacy groups. As plans develop for the 2026 World Cup, the city has an opportunity to engage with stakeholders and their priorities for specific plans.
- The city highlights existing workforce development programs

that provide employment and training to youth who are facing barriers to employment, including homelessness.

- Plans have been made to provide training to workers on their rights and information on how to access support for violations, including via grievance mechanisms.
- Washington has an opportunity to leverage the potential of the 2026 World Cup to have a positive impact through procurement activities, by providing specific opportunities to LGBTQI+, Black, Native American, Latino, and women-owned businesses.
- Washington should detail how workplace protections including wages, working conditions, and protection from harassment at the venue will be ensured.

COMPLAINTS, GRIEVANCE MECHANISMS & REMEDY

- Washington commits to having a 2026 World Cup-specific grievance mechanism administered by a FIFA 2026 Working Group, which would supplement existing mechanisms. The city should make stakeholders aware that specific grievance mechanisms may not be exhaustive, signpost different mechanisms, and ensure broad access through measures including provision in multiple languages.
- The Mayor's Office is committed to working with various community groups to provide "Know Your Rights" training for underserved groups, such as temporary and migrant workers, so that they can effectively use the available grievance mechanisms.
- Washington is reconfiguring and simplifying the Office of Human Rights referral, intake, investigation, and resolution systems to expedite complaints and offer prompt confirmation on whether complaints meet the scope and threshold for resolution. By the end of 2023, it proposes to have a streamlined "quick response" protocol, which will be tested during the 2025 Presidential Inauguration.

Our teams

This project is a joint undertaking by the Centre for Sport and Human Rights and Clifford Chance.

The Centre's team is led by **William Rook**, managed by subject matter experts **Lucy Amis** and **Thays Prado**, and supported by **Scott Jerbi**, **Alison Biscoe**, **Daniela Heerd** and **David Grevemberg**.

The Clifford Chance team consists (see right) of colleagues from the firm's Washington D.C., New York and London offices, led by **Steve Nickelsburg** and **David Alfrey**, who are members of the firm's Global ESG Board.

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