



March 29, 2018

To the Human Rights Stakeholder Community,

Thank you for participating in the workshops on embedding human rights into the 2026 FIFA World Cup™. We are proud to have involved more than 40 local and international organizations, through three workshops and other consultations, across Canada, Mexico and the United States. Your involvement fundamentally enabled us to respond to these historic requirements from FIFA in a manner that we hope is authentic and squarely addresses the human rights risks identified.

This email is to provide you an update of our Bid process. On March 16th, we officially submitted the United Bid Book and all other required documentation to FIFA, including our proposal for a comprehensive United Human Rights Strategy. This strategy could not have been accomplished without your time and expertise, and we hope our proposal does justice to and honors your contributions. Our Bid submission also includes an independent study by Ergon Associates, which assesses the national context of laws and practices in our 3 countries.

On Monday, FIFA made the Bid Book public by publishing it on their website. Information on both Bids is found [here](#). Our summary proposition for a human rights strategy is found in Section 23, (attached) and further elaborated in an Annex, which contains our full proposal for a human rights strategy (some 90 pages). While the annex has not yet been published, we wanted to provide information on how your input has been applied in Section 23 of the Bid Book, and more broadly in the proposed Human Rights Strategy.

Section 23 of the United Bid Book contains our response to FIFA's [requirements](#) on human rights and labor standards. The following provides an outline of Section 23, and how input from human rights stakeholders was applied.

23.1 Our United Commitment. This contains our public commitment to support human rights in line with the UNGPs. In it, we call out specific risks identified through engagement with all of you.

23.2 Our Human Rights Strategy. Our proposed strategy addresses potential human rights risks due to activities and business relationships occurring through the planning and staging of the 2026 FIFA World Cup™. We anticipate that by addressing these risks there will be significant legacies for human rights in connection to sporting events and in contexts not directly associated with the Competition.

We then outline core principles of our proposed strategy, which are as follows:

- **We will build on existing protections.** In our workshops and interactions with our human rights stakeholders, you provided many examples of existing mechanisms in place to protect human rights and handle grievances. Our proposal is to incorporate and reinforce these existing mechanisms wherever possible.
- **We will create competition through competition and performance.** In our interactions with all of you, the question of ability to implement and enforce protections came up frequently. While we are limited to

what we are able to control, and what decisions we can unilaterally make, the United Bid does offer more Candidate Host Cities than required. If awarded the hosting honors, we propose to work with FIFA and our human rights stakeholders to develop a first of its kind human rights “scorecard” to help assess Candidate Host City performance on human rights and measure progress throughout the lifecycle of the event.

- **We will work together.** Working with human rights stakeholders to develop our proposed human rights strategy has been tremendously rewarding and energizing. It is clear for us that for our human rights strategy to be effective and have the impact intended, stakeholders must be integrated in all aspects – from day one. Thus, our human rights strategy embeds the involvement of human rights stakeholders into all elements our proposed strategy.
- **We will measure impact and continue to improve.** During our work with all of you, you helped us identify both metrics and standards to employ in the Due Diligence process. Going forward, if we are awarded the opportunity to host, we will continue this work with you to ensure we are tracking the right metrics, including on the new proposed scorecard.

The section then describes how risks to human rights were identified and assessed. The risks identified came directly from our interactions with all of you, and generally fall into the following main groups:

- Discrimination, including based on gender, ethnicity, nationality, disability, religion, sexual orientation and gender identity
- Rights of Indigenous Peoples
- Labor, including wage levels, freedom of association, health and safety and volunteers
- Supply Chain Labor, including child labor, forced labor and trafficking, freedom of association, wage levels, health and safety and migrant labor
- Freedom of expression and assembly
- Human Trafficking and safeguarding of children
- Violence, including hooliganism and gender-based violence
- Freedom of movement and travel
- Land use and housing rights
- Privacy rights of players, spectators and consumers, including protection of personal and financial data, as well as internet and social media privacy
- Security and law enforcement

Action Plan for Our Human Rights Strategy

For each of the above areas, we applied your input in detail to develop an approach for each area of our human rights strategy which outlines the following:

1. **Our Goal** – for the areas of risk identified, we define what success looks like
2. **Our Opportunity for Legacy** – in achieving our goal, we also contemplate what opportunities there are (or could be) to expand the impact of our activities beyond the scope of the tournament. Examples of this could be expansion of practices to other areas of municipal activities (e.g., sourcing code) to adoption of fan code of conduct by other sports and in cities outside Host Cities, to creating forums to discuss key learnings with others.
3. **Our Plan** – for each of the areas identified and to achieve the goal and legacy described, we lay out proposed actions to: (1) Embed commitment, (2) Identify issues, prevent them from occurring, and remedy if/when they occur, (3) create and exercise Leverage, (4) Track, verify, and account for effectiveness of measures taken, and finally, (5) Have an approach to effectively address grievances. The proposed measures within “Our Plan” also provide guidance to Candidate Host Cities on what they need to do to address risks identified, and to engage local human rights stakeholders in the process of doing so.

23.3 Stakeholder Engagement For our Human Rights Strategy. Per the Bidding Requirements, we outline our activities with stakeholders in the course of producing the Bid and the proposed human rights strategy. We cannot thank you enough for your energy and commitment to this process, particularly on such short notice.

23.4 Human Rights and Social Legacy-Youth and Social Development. This section outlines how we intend to use the event to make significant social impact in each of our three countries. This section is not intended to capture all of the human-rights-specific legacies possible in our strategy, as those are covered in detail in the Annex containing our Proposal for a Human Rights Strategy.

What comes next

We will keep in touch with you as the evaluation phase of the Bid now commences. We look forward to sharing the details of our proposed strategy, as soon as it becomes available, and learning your feedback. As you will soon see, the proposed strategy contemplates integrating stakeholder involvement from the outset, from ideation, to strategy creation, to refinement, to implementation. As such, we look forward to working with you to ensure it has the best opportunity for success.

How you can help

The Bid is a competitive process, and we will be assessed by not only FIFA, but once the information is made public, by the human rights community itself. Our objective has been to design a human rights strategy that not only fulfils the bid requirements and honors your commitment, but aspires to raise the profile of human rights in each country, lift up those who are most vulnerable to being adversely impacted, improve the lives of all who are touched by the event and the sport, and share what we've learned with the rest of the world.

We will soon be active on social media (@United2026) to create awareness of what we've done to develop the proposed human rights strategy and draw attention to the existence of these critically important (and new) requirements. It is not for us to evaluate or comment on the quality of what we've produced, but rather the human rights community itself, who do this important work every day. Therefore, [please follow @United2026 on twitter to receive our updates.](#)

We invite you to send comments and suggestions to me (rita.ricobelli@unitedbid2026.com) and/or Mary Harvey, United Bid Committee Special Advisor on Sustainability (mary.harvey@unitedbid2026.com).

On behalf of our entire team, thank you again for your time and expertise. We are fundamentally a stronger Bid because of it, and we look forward to continuing to work with you in the weeks, months, and hopefully years, ahead.

Best regards,

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