



DAL26 Human Rights Action Plan

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Executive Summary

The FIFA World Cup 26™ will be the largest tournament in the event’s history, spanning three countries, 16 host cities, and 104 matches over 39 days. Dallas will host nine of those matches, placing the region at the center of a global moment watched by billions.

With that visibility comes responsibility. Hosting the FIFA World Cup 26™ is not only about competition and celebration—it is also about how people are treated, how communities are affected, and what legacy is left behind once the final whistle blows.

This Action Plan reflects the North Texas FWC Organizing Committee’s (DAL26) commitment to delivering a tournament that upholds human dignity and prioritizes safety. It is grounded in the UN Guiding Principles on Business and Human Rights, the FWC26 Human Rights Framework, and—most importantly—the lived experience and priorities of nearly 300 local stakeholders who helped shape it.

FIFA World Cup 26™

FIFA is the international governing body of soccer and the FIFA World Cup™ tournament organizer. FIFA organizes the tournament in different host nations and cities within selected host nations around the globe after a competitive bid process held every four years.

In the context of FIFA World Cup 26™, FIFA and DAL26 maintain distinct spheres of control. FIFA is also responsible for the stadium, during their 60-day exclusive use period, base camps, the International Broadcast Center, and volunteer centers. FIFA deploys their own human rights and safeguarding programs across their jurisdictions and client groups.

DAL26’s role is regional. The Host Committee is responsible for the FIFA Fan Festival, regional transportation coordination, and safety and security logistics throughout North Texas. Within this sphere of control, DAL26 is committed to embedding safeguarding, accessibility, and worker protections into every phase of planning and delivery.

This plan addresses the risks and opportunities identified by regional stakeholders and details planned actions to mitigate those risks across the following standards:

- 1. Safeguarding
- 2. Unsheltered Populations
- 3. Accessibility
- 4. Human Trafficking
- 5. Safety and Security
- 6. Workers’ Safeguards

Host City Comparison

DAL26 wants to proactively point out that this plan will differ from other host city action plans. It is important to note that each city has a different set of laws, regulations, programs, and initiatives. Issues of importance in each city, therefore, vary because of these different landscapes and are based on how stakeholders in *local settings* prioritized them. This plan is in direct response to how North Texas stakeholders prioritized issues. The actions detail ways to mitigate the specific issues they raised in accordance with international standards.

The plan has multiple targeted actions to address the risks identified. Key targeted actions featured in this plan include:

- Implementing a Responsible Contracting Policy and establishing a Worker Center at the FIFA Fan Festival for grievance redress and support, with prohibitions on child and other forms of forced labor and labor exploitation.
- Launching a social media awareness campaign focused on sex trafficking, buyers, gender-based violence, and related issues.
- Implementing training programs on Human Trafficking and Accessibility for diverse sectors.
- Ensuring accessibility at event venues and in transportation services, with specific features for mobility, visual impairment, and service animals.
- Developing educational content and a toolkit to promote understanding of free speech rights and lawful demonstration principles.

Methodology and Background Information

During the *bid process*, the Dallas Sports Commission engaged 250 stakeholders across several human rights issues pre-identified by FIFA for exploration. The resulting and *prior* Human Rights Plan was submitted during the bid process along with other technical aspects.

In July 2024, FIFA World Cup 26™ issued their long-awaited Human Rights Framework (Framework). This Framework differed from the request made during the bid process and asked Host Committees to examine human rights violations in three areas:

- **Safeguarding:** Non-discrimination/cultural awareness, accessibility, human trafficking, gender equity, gender-based violence, freedom of assembly, expression and press, and security and policing.
- **Workers' Rights:** Fair wages, child labor, non-discrimination, inclusive hiring protocols, grievances and access to remedy, forced labor and labor trafficking, poor working conditions, occupational, health and safety, freedom of association and collective bargaining, rest and reasonable limitation of working hours, preventing and addressing harassment and abuse at work, responsible contracting and transparent dealings.
- **Access to Remedy:** Ensuring anyone who may have experienced a human rights violation linked to hosting in North Texas has access to remedy.

With the release of the new Framework in July 2024, DAL26 designed and hosted an in-person Human Rights workshop on October 31, 2024, with 125 stakeholders. In preparation for the workshop, DAL26 crossed the bid plan submission from 2020 with the new Framework to align the input from the bid plan with the new expectations from FIFA World Cup 26™.

This Action Plan reflects that shared ownership. It is not static—it will continue to evolve as implementation progresses.

Structure of the Plan

The plan is organized around the salient human rights areas as laid out in the Framework. Each section describes why the issue matters in North Texas, provides context on the existing local landscape, summarizes stakeholder insights, and outlines targeted actions designed to mitigate risk and strengthen protections.

A Living Commitment

This Action Plan represents a collective commitment to hosting the FIFA World Cup 26™ in a way that North Texas can be proud of.

It is ambitious, grounded in community input, and focused on legacy. As implementation continues, DAL26 will provide updates, engage stakeholders, and adapt as needed. Progress will be tracked and transparently reported back to the DAL26 stakeholder group, ensuring that the FIFA World Cup 26™ leaves not only memories, but lasting positive impacts in North Texas.

A. Safeguarding

North Texas takes immense pride in its community, and FWC26 will be a local celebration of the global community. DAL26 stakeholders emphasized the importance of local and global communities feeling safe and included when FWC26 comes to North Texas. DAL26 aims to ensure this by enacting the measures and initiatives outlined below.

Non-Discrimination

Cultural Awareness and Inclusion

To welcome groups from around the world, DAL26 aims to be intentional about respecting and celebrating distinct cultures. Dallas stakeholders emphasized the importance of raising awareness and implementing specific measures to facilitate cultural inclusion. In line with these sentiments, DAL26 will:

- Integrate culturally inclusive design into fan-facing events, including food options, interfaith accommodations, and multilingual wayfinding, including efforts to:
 - Ensure vegan, vegetarian, kosher, and halal food options are available at the FIFA Fan Festival.
 - Incorporate a designated interfaith chapel into the FIFA Fan Festival design.
 - Establish a checkpoint in consultation with the FIFA Fan Festival designers.
 - Ensure appropriate wayfinding signage at events and last mile.
 - Ensure that entry Code of Conduct expressly prohibits all forms of discrimination, including ethnic, cultural, and religious discrimination.

- Partner with consulates, faith organizations, and community leaders to disseminate culturally relevant information, including cultural sensitivity briefings for both constituents and the broader community, in coordination with the Consular Corps. These efforts began in 2024 and will continue through the tenure of the event.

Safeguarding Authorities

Across North Texas, government authorities and existing initiatives provide a strong foundation to build around as all parties work to ensure a safe and welcoming environment. These include, but are not limited to, the following:

- **Drivers of Opportunity Framework:** The City of Dallas Office of Housing and Community Empowerment is developing a Drivers of Opportunity Framework for City Council’s consideration and approval. This Framework takes a data-driven approach to identify and collaboratively implement proactive strategies that encourage economic self-sufficiency, increase residents’ potential for employment, and build household wealth for Dallas residents, particularly those with the greatest need. Through this work, the Community Empowerment Division will collaborate with partners across sectors to explore and implement solutions, positioning the City of Dallas as an active participant in advancing long-term prosperity for all residents.
- **Language Access:** The City of Dallas Office of 311 ensures city-wide access to language interpretation and translation, including ASL.
- **Title VI (Non-Discrimination):** The City of Dallas has an approved, updated Title VI Program Compliance Plan to address instances of discrimination in programs, services, and activities offered by the City of Dallas based on protected classes including race, color, national origin, sex, age, or disability.
- **Mayor’s Anti-Hate Advisory Council:** Formed in 2021, the Advisory Council meets quarterly with Members on any matters regarding hate crimes and acts and provides updates on other City of Dallas and State of Texas matters. Visit Dallas joins two others as chairs of the group.
- **Frisco Inclusion Committee:** A non-political, mayoral ad hoc committee that exists to provide creative ideas and feedback to proactively engage Frisco’s diverse population.

Human Trafficking Prevention and Response

Human trafficking—both labor and sexual exploitation—was identified by DAL26 stakeholders as a heightened risk and concern in the context of hosting and staging FWC26. Specific labor trafficking actions will be detailed in a dedicated section below. This section presents an overview of counter-trafficking efforts that DAL26 intends to leverage or mobilize.

North Texas has a strong ecosystem of law enforcement units, survivor-centered nonprofits, and data-driven tools such as the Dallas Police Department’s Human Trafficking Awareness Dashboard. This can be seen in a snapshot of notable efforts currently in place in North Texas:

- **Human Trafficking Awareness Dashboard:** Dallas Police Department has created a public [Human Trafficking Awareness Dashboard](#) that includes Dallas Police Department and NGO direct services data mapped via GIS across the City of Dallas to begin to establish a year-over-year baseline of victims identified by law enforcement and social services agencies. The Dashboard is an initiative of the [City of Dallas Domestic Violence and Human Trafficking Advisory Council](#), the Data and Business Intelligence Office, and NGOs including New Friends, New Life.
- **City of Dallas Police Department:** Includes both a Human Trafficking Unit to investigate traffickers and identify victims through operations, as well as an Internet Crimes Against Children Unit to address child sex trafficking and other high-risk victims.
- **City of Dallas' Office of Housing and Community Empowerment:** Issued an RFP with the goal of administering grants for area nonprofits to build capacity and address system-wide gaps in economic empowerment for survivors.
- **Dallas County Human Trafficking Unit:** Created in 2025 with funding through the Office of the Texas Governor, the Unit includes a prosecutor, investigator, and a victim advocate focused on bringing traffickers to justice and identifying victims and connecting them to restorative services.
- **City of Dallas Love Field Airport:** Partners with local NGOs for anti-trafficking training of employees, displays Blue Campaign awareness materials during Human Trafficking Awareness Month, and is exploring hosting an anti-trafficking educational exhibit in partnership with RedM.
- **DART:** Uses its signage assets—traditional, digital, and social media—and community outreach and public relations to cultivate awareness and concern for human trafficking.
- **DART Say Something App:** Users can report issues, including suspected human trafficking, directly to Dallas Area Rapid Transit (DART) Police.
- **Tarrant County Law Enforcement Task Force:** Coordinates law enforcement operations in North Texas with other local, state, and federal agencies with support from service providers.
- **North Texas Coalition Against Human Trafficking:** Exists to facilitate collaboration among anti-trafficking agencies, educate the community, and improve the lives of survivors.
- **Labor Trafficking Outreach Committee:** Unbound Now leads the Committee encompassing North Texas that engages government and NGO partners in efforts to increase the identification of labor trafficking victims.
- **Salvation Army of North Texas:** Has four shelters across the North Texas region offering emergency shelter and access to longer-term housing through three different housing continuums of care across the region, including anti-trafficking specific programs in Dallas and Fort Worth.

- **Parkland Health:** Houses the [Victim Intervention Program \(VIP\) and Rape Crisis Center](#) and offers counseling, advocacy, and education as well as outreach for victims of gender-based violence, including human trafficking and domestic violence.

To bolster and complement these initiatives, DAL26, in collaboration with stakeholders, will undertake targeted actions. The following targeted actions will account for a potential increase in recovery of victims of trafficking and address core shelter and housing needs, especially as area non-profits plan to increase their outreach efforts.

- Coordinate with the City of Dallas to secure a grant for reserving shelter beds linking trafficking victims to long-term housing options to address identified housing gaps across the region.
- Organize tours for organizations including local law enforcement interested in connecting their trafficking clients to longer-term housing options.
- Engage stakeholders across three Human Trafficking coalitions in the region and establish a process to place their trafficking clients.
- Develop protocols and procedures for placement and data collection with participating agencies.

To raise awareness across the region, DAL26 will carry out human trafficking training sessions for volunteers and key sectors. This training will be developed in partnership with A21 and:

- Will be recorded by an in-kind production company.
- Rolled out in formats that area agencies can embed in their Learning Management Systems.
- Will be available for community needs on the DAL26 website for broader use.

In an effort to raise awareness and broaden the reach of efforts, DAL26 intends to launch a counter-trafficking campaign through social media ads to increase online safety across multiple safeguarding areas and to educate parents and guardians across the region on how to keep children safe online and in public, to raise buyer-awareness, address gender-based violence, and promote proactive bystander responses, all of which are essential in the fight to prevent human trafficking.

Law enforcement often coordinates operations around mega sporting events. DAL26 commits to coordinating with law enforcement when needed. To ensure that DAL26's counter-human trafficking efforts are compliant with state regulations, DAL26 will write and submit a MERP Human Trafficking Plan to the state in 2026.

Public Safety

DAL26 stakeholders highlighted unique public safety challenges associated with mega-events and advocated for coordinated efforts with relevant authorities and affected communities. North Texas has a robust public safety framework, and DAL26 has identified a range of public safety agencies, measures, and initiatives to leverage and build around. These include, but are not limited to:

- **Emergency Operations Center (EOC):** The Office of Emergency Management and Crisis Response operates the EOC to manage large events.
- **Public Safety Office:** Administers federal and state funding to promote strategies that improve public safety, support victims of crime, prevent terrorism, and prepare communities for the threats and hazards that pose the greatest threats.
- **FC Dallas and MLS Code of Conduct:** MLS, its clubs, and venues are committed to creating a safe, comfortable, and enjoyable soccer experience for all guests in and around stadiums and facilities.
- **HB 2366:** Raises penalties for interfering with or harming law enforcement.
- **Human Rights Initiative of North Texas and Catholic Charities, and Mosaic:** Provide services to individuals and families in crisis and can serve as a resource during the tournament.

To respond to the specific public safety concerns that came into focus during stakeholder consultation sessions, DAL26 commits to enacting the following targeted actions. To address safeguarding concerns exacerbated by large crowds and excessive heat, DAL26 commits to:

- Equip private security hired for the FIFA Fan Festival with awareness and protocols to reduce panic and implement appropriate crowd management measures to enhance overall readiness for scenarios like lost children, vulnerable adults, and family separation.
- Enact proper safety measures to prevent heat exhaustion, dehydration, injuries, and fatalities among crowds and spectators.
- Ensure medical checks for crowds and spectators during events are built into the fire and rescue plan.
- Distribute information about reunification.

DAL26 will also post information on its website about laws in the North Texas region to minimize preventable incidents of criminalization related to the Framework and as it intersects with the Draw.

Freedom of Assembly, Opinion, Expression, and the Press

As consultations with DAL26 reiterated, the human right to peaceful assembly and free expression is both essential and complex in the context of a globally visible mega-event. Governmental and non-governmental stakeholders highlighted the importance of informing potential demonstrators of the processes in place to minimize arrests as they exercise these rights and to increase coordination between demonstrators and officials. Accordingly, DAL26 commits to take the following actions:

- Develop content and design a constitutionally protected free speech toolkit to limit arrests and ensure protestors understand time, place, and manner restrictions.
- Circulate and direct stakeholders to the permit application process for more information.
- Coordinate with the safety and security team on designated free speech areas for the FIFA Fan Festival, even though the space for demonstrations will be outside of DAL26's contracted area.
- Coordinate with the safety and security team on training private security on free speech protection and managing demonstration zones if needed.
- Coordinate with the safety and security team based on the Draw and match outcomes if there are teams playing among intense geopolitical issues and a need for scenario planning or risk elevation status.

Accessibility for Persons with Disabilities and/or Limited Mobility

DAL26 stakeholders asserted that accessibility is not an add-on—it is a design principle. North Texas features robust accessibility efforts, which DAL26 aims to leverage and complement. These include, but are not limited to:

- **City of Dallas ADA Transition Plan:** The City of Dallas has adopted and is implementing its Americans with Disabilities Act Transition Plan to advance equal access for people with disabilities. The Plan includes efforts to review and remediate infrastructure barriers, conduct policy reviews of City departments to enhance accessibility, offer specialized and general training for City of Dallas team members, adopt a grievance mechanism through 311, strategically advise City departments on reasonable accommodations, and support city-wide language access efforts for ASL.
- **Commission on Disabilities:** The City of Dallas has created the Commission on Disabilities with appointed members to advise the Mayor, City Council, and City departments on recommendations pertaining to the full spectrum of needs, rights, and privileges of people with disabilities.
- **Senior Services and Age-Friendly Efforts:** Within the City of Dallas Office of Housing and Community Empowerment, the Senior Services Division, including its Age-Friendly

Officer, enhances quality of life for seniors by offering information and referrals, conducting educational programming, as well as promoting financial and social well-being.

- **Senior Affairs Commission (SAC):** Supported by the Senior Services Division, the SAC advises City leaders and City Council on providing needed services to the elderly, as well as making budgetary recommendations for City Council’s consideration during the biennial budget process.
- **Metrocare:** Dallas County’s largest provider of mental health services, developmental disability, and permanent supported housing services, including services for intellectual or developmental disabilities (IDD). In September 2025, Metrocare opened the Mental Health and Disability Innovation Center to increase its service capacity.
- **Governor’s Committee on People with Disabilities:** Makes recommendations to the Governor and Legislature on disability issues; promotes compliance with disability-related laws; promotes a network of local committees doing similar work; recognizes employers for hiring and retaining employees with disabilities; and recognizes media professionals and students for positively depicting Texans with disabilities.
- **Texas Workforce Solutions-Vocational Rehabilitation Services (TWS-VRS) division:** Provides job support services to individuals with disabilities.
- **Paratransit & Accessibility Advisory Group (PAAG):** Its primary responsibility is to assist DART in the provision of its transit services to ensure that services are accessible to and usable by all persons with disabilities.
- **Via Rideshare:** An equitable solution, providing fair and equal access to residents throughout the city, including elderly, disabled, and disadvantaged populations.
- **Via Public Transit Service:** Offers solutions for those with mobility challenges through wheelchair accessible vehicles, specially trained drivers, and door-to door service.

DAL26, in consultation with accessibility stakeholders in North Texas, commits to reinforce and complement the efforts above by:

- Embedding accessibility measures in the FIFA Fan Festival and ensuring that people with disabilities are aware of accessibility offerings and services. This will be accomplished by:
 - Compiling a comprehensive list of event-specific accessibility needs in collaboration with stakeholders.
 - Meeting with the FIFA Fan Festival design team to integrate accessibility elements into event planning.
 - Establishing designated parking, entrances, and drop-off zones.

- Ensuring availability of gap transportation, such as golf carts or wheelchair-accessible vehicles.
- Reserving areas with accommodations for those with limited mobility, vision, or hearing.
- Providing accommodations for low-vision guests, including headsets for audio commentary.
- Offering sign language interpretation and multilingual closed captioning.
- Offering sensory kit rentals for guests with sensory needs.
- Ensuring lower counters at concessions and tables with no chairs for easy wheelchair access.
- Ensuring sufficient accessible restrooms.
- Implementing multilingual signage, wayfinding, icons, communication boards, in conjunction with DAL26 Marketing and Public Relations leads.
- Ensuring dedicated service animal relief areas.
- Meeting with the FIFA Fan Festival designers before final plans are rendered and approved to ensure accessibility items are embedded and establishing a checkpoint.
- Developing emergency planning and communication strategies, including a publicized reasonable accommodation process.

DAL26 stakeholders emphasized the importance of customer service for people with disabilities. Accordingly, DAL26 commits to:

- Providing accessibility etiquette training and capacity building amid the region’s workforce and volunteers for appropriate interactions.
- More specifically, DAL26 will research and develop a disability etiquette training program for the regional hospitality and transportation industries and train all DAL26 volunteers in its independent volunteer program. These trainings will be recorded and distributed for area agency Learning Management Systems. They will also be available on the DAL26 website for broad community use.

Recognizing the importance of accessibility across the North Texas transport and transport-for-hire ecosystem, and appreciating the opportunity to make legacy improvements where and when possible, in coordination with government entities, DAL26 aims to:

- Ensure accessible ride options across public transit and paratransit.
- Address gaps in transportation access by providing accessible shuttles and evaluating existing transit options.

- Assess accessibility across regional transportation partners or coordinate with responsible parties to ensure compliance.
- Conduct a ride-along to evaluate platform gap fillers, intercoms for clear communications, flashing signage quality, and visual displays for stop announcements.
- Inventory locations where proper accessibility measures are already in place.
- Develop emergency planning and communication strategies.

DAL26 stakeholder consultations highlighted the importance of economic and cultural inclusion of people with disabilities. In response, DAL26 intends to:

- Highlight businesses owned by people with disabilities on the DAL26 website.
- Include businesses owned by people with disabilities in procurement opportunities if they are eligible and have registered in the North Texas Business Connect Program.
- Highlight accessible attractions on the DAL26 website for constituents and visitors.

DAL26's consultations reiterated the importance of communication, particularly in the realm of accessibility. To ensure that visitors and the public are aware that accessibility integrations are embedded across DAL26's operations, DAL26 aims to:

- Coordinate with press announcements or releases and include messaging for people with disabilities to ensure they know the FIFA Fan Festival is an accessible event.
- Provide ASL interpretation at every press conference.
- Offer low vision gray scale documents and social media posts, accessible PDFs, alt-text for images, and screen reader-compatible materials to support accessibility.
- Conduct a compliance check on DAL26's digital platforms.

The Welfare and Well-Being of Unsheltered Populations

DAL26 stakeholders emphasized the need to ensure that hosting the World Cup does not result in displacement or harm to unsheltered residents. In consultation with these stakeholders, DAL26 began a series of efforts to address the potential adverse impacts that hosting and staging FWC26 may have on unsheltered populations.

These efforts started with a mapping of key programs and efforts that promote the welfare and well-being of unsheltered populations in North Texas, including:

- **Housing Forward:** Seeks to end homelessness in Dallas and Collin Counties in collaboration with over 140 members of the All Neighbors Coalition by implementing a systemic, data-driven homeless response and continuum of care system.

- **City of Dallas Office of Housing and Community Empowerment:** This Office, which includes the Housing and Homelessness Division, addresses homelessness through a four-track approach, including increasing shelter capacity, opening inclement weather shelters, enhancing subsidized supportive housing, and making investments in facilities combating homelessness—all with the aim of housing as the end goal. The Division is currently finalizing the Housing Pathways Framework for City Council’s guidance to advance the City’s homelessness strategy going forward. The Framework’s coordinated, people-centered approach interconnects five strategies anchored in a focus on accessible and affordable housing. Through this approach, local funding is woven together with multiple public and private sources, creating a larger impact across a comprehensive series of programs.
- **City of Dallas Office of Emergency Management and Crisis Response (EMCR):** Includes the Dallas Street Response team, which leads compliance and monitoring operations, including proactive encampment cleanup, closure maintenance, and integrated behavioral health support. EMCR’s team prioritizes connecting individuals to care, housing, and recovery resources in collaboration with NGO partners at the first touchpoint.
- **City of Dallas Eviction Assistance Initiative:** The Human Rights Division established an eviction assistance initiative in collaboration with Legal Aid of Northwest Texas and another subcontractor, consisting of education, training, legal counsel, and legal representation to Dallas residential rental tenants who are unable to pay rent to remain in their homes.
- **City of Dallas Fair Housing Division:** Part of the Office of Housing and Community Empowerment, the Fair Housing Division supports city leadership and staff through education and training in the identification and elimination of systemic barriers to fair and just distribution of resources, access to services, opportunity, and proper investigation of housing discrimination complaints.
- **Dallas Eviction Center:** Helps residents facing evictions and provides referrals as needed to people who live outside of the City of Dallas.
- **Metro Dallas Homeless Alliance:** This is a coordinating council of nonprofit, government, and private business leaders working together to address homelessness.
- **North Central Texas Council of Governments Housing Division:** Provides strategies for the region’s cities to support affordable housing.
- **Dallas Comprehensive Housing Policy:** Creates and maintains available and affordable housing throughout Dallas, promotes greater fair housing choices, and overcomes concentrations of poverty through incentives and requirements.
- **Housing Policy Taskforce:** Solicits input from the general public and industry experts on the city’s housing priorities and goals.

To leverage and complement this network of service and support, DAL26 will undertake a range of targeted actions. Many of these actions will focus on mobilizing humane responses, where the unsheltered population is offered services and moves straight to rapid rehousing, ensuring a humane solution to street homelessness if there is an intersection with the DAL26 footprint. To this end, DAL26 commits to coordinate with the Street to Home Program across the DAL26 footprint by:

- Collaborating with Housing Forward and the multi-city group to align Street to Home efforts within and around the footprint.
- Conducting ride-alongs to evaluate encampments and decommissioning efforts in relation to footprint maps. This is to confirm humane responses.
- Presenting to and coordinating through a multi-city working group across the North Texas region.
- Coordinating DAL26 footprint information so that nonprofits can prioritize outreach and humane solutions in cases where there is an overlap in footprint, routes, and homelessness.
- Coordinating information on existing encampments and developing a plan with transportation and safety and security teams to manage routes and ensure proper service call connections.
- Developing static maps every three months for Housing Forward outreach around known and reported homelessness and hotspots if and as it intersects with the DAL26 footprint.

DAL26 will also engage government entities to encourage greater outreach and help mitigate evictions that violate the Fair Housing Act or local ordinances. Targeted actions to this end are as follows:

- Making housing rights training available on the DAL26 website.
- Coordinating across the region on increased outreach.
- Coordinating with cities' fair housing departments across the region.

Preventing and Mitigating Adverse Environmental Impacts

DAL26 stakeholders recognize that environmental protections are human rights protections, and DAL26 is committed to mitigating adverse environmental impacts. As North Texas prepares to welcome the world, DAL26 is focused on the interconnection between environmental impacts and human rights, particularly around the right to clean air, safe water, a stable climate, and access to nature. North Texas features key efforts in these areas, including:

- **Comprehensive Environmental and Climate Action Plan:** The City of Dallas Office of Environmental Quality and Sustainability (OEQS) developed and is implementing the City Council-approved Comprehensive Environmental and Climate Action Plan (CECAP) with a

focus on reducing emissions, improving resiliency, and enhancing environmental quality, especially for communities that are the most impacted based on socioeconomic status.

- **Urban Heat Island Study:** OEQS has conducted an Urban Heat Island Study leveraging volunteers to identify hotspots across the city and provide policymakers with the information needed to mitigate the health impacts of extreme heat.
- **Air Quality Monitoring:** OEQS and partners have strategically stationed nine air monitors across the city to ensure compliance with environmental laws and safeguard the health and safety of residents and visitors.
- **City of Dallas Environmental Commission:** An appointed body of community advocates who not only advise City Council on implementation of the CECAP but who also address emergent environmental matters as they occur.

To complement these efforts, the DAL26 environmental and human rights teams will collaborate on a range of targeted actions that exist as part of a larger FWC26 Sustainability Plan. To promote air quality, DAL26 will:

- Explore opportunities to track air quality around certain activations using the City of Dallas' air quality monitoring system, which has 24 sensors located throughout the city.
- Incorporate, where possible, the City of Dallas' heat island study results that were released in Q1 2025; and coordinate with appropriate city departments on policy recommendations to address extreme heat in the city.
- Clean Air Action Day: Launch a public awareness campaign hosted by the City of Dallas to educate the community about air quality across North Texas.

To advance water conservation in connection with the hosting and staging of FWC26, DAL26 will:

- Share the Tarrant Regional Water District's "Water is Awesome" campaign across multiple media with the City of Dallas, the City of Arlington, and the North Texas Municipal Water District.
- Collaborate with the Trinity River Authority to coordinate community cleanups in partnership with UT Arlington and the City of Arlington to protect waterways from litter.

And to promote access to nature, DAL26 intends to:

- Coordinate with the City of Dallas on their planned April 2026 Climate Change Symposium.
- Signpost The Nature Centre at Fort Worth as a place for recreational opportunities, encouraging visitors to engage with local nature.

B. Workers' Rights

DAL26 affirms that respect for worker rights is foundational to its efforts to responsibly host and stage FWC26. Every person who contributes to DAL26's events—from hospitality to security, cleaning, and food services—deserves safe working conditions, fair compensation, and on-the-job dignity.

Responsible Contracting and Transparent Dealings

The **DAL26 Responsible Contracting Policy (RCP)**, co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code, reflects responsible practices in labor standards and ethical procurement. This policy is a cornerstone of DAL26's workers' rights efforts. It promotes worker rights protections not only in DAL26's immediate operations, but also across its vendor and supplier networks. By embedding worker protections into every contract and procurement decision, it reinforces the host committee's recognition that the workers who will help DAL26 deliver this event are top of mind.

The RCP was automated and *mandates* certain pre-qualification standards, including signing a Code of Conduct that prohibits labor exploitation and trafficking and allows for collective bargaining and non-interference. Pre-qualification further requires a Supplier Agreement committing to these requirements, a Supplier Self-Assessment that helps DAL26 assess contracting risks, especially in high-risk² industries, and a Workers' Safeguards Addendum – all via a user-friendly interface. The Workers' Safeguards Addendum breaks out the same list provided by local labor stakeholders in the policy and requires an acknowledging signature from vendors. These documents, which are collected before vendor selections are made, are required of all bidders responding to a Request for Proposal prior to their evaluation.

The front end of this automated bid management system will be DAL26's supplier strategy program, the North Texas Business Connect, so that businesses can register and have access to opportunities as they become available.

The standards and processes outlined in the RCP respond to specific challenges and opportunities raised by local labor stakeholders. DAL26 incorporated the local labor stakeholders' list of basic requirements for vendors based on tender amounts into the implementation of its procurement process, and consultations about the implementation of these efforts will continue throughout the event.

The following targeted actions have been or will be enacted to ensure the effective implementation of the RCP:

- Pre-qualify bidders and require acknowledgment of the Code of Conduct, Supplier Agreement, Workers' Safeguards Addendum, and Supplier Assessment Questionnaire.
- Create a Supplier Assessment Questionnaire risk rating tool to assign risk levels to classify bidders.

- Socialize the procurement process with DAL26 teammates.
- Issue vendor guidance on the integration of all responsible contracting documents to increase vendor knowledge for supply chain implementation.
- Develop and design a vendor training presentation.
- Establish a non-discrimination policy, minimum wage or prevailing wage floor, safe and healthy workplaces, rest and reasonable limitation of working hours, and require evidence of workers' compensation, general insurance, OSHA training and violations, heat mitigation plans, hiring from certain census tracts and other vulnerable populations, freedom of association and collective bargaining allowances, methods for prohibiting and addressing harassment at work, prevention of forced labor and labor trafficking, child labor, inclusive hiring protocols, establishment of responsible contracting and transparent dealings, labor harmony and non-interference commitments, and worker safety plans for Host City Contracts and sub-tiers to those contracts.
- Include prohibitions on the misclassification of 1099 workers, in DAL26 contracts and sub-tiers to those contracts.
- Develop all internal documents required to support the contracting process and socialize them with stakeholders, and to track deviations.
- Hire a third-party firm to conduct spot checks, worker interviews, and site assessments on high-risk vendors.
- Reference and require compliance with relevant FIFA policies and annexes.

Fan Fest Worker Center

To ensure that DAL26's responsible procurement efforts translate to real-world benefits for workers, and to ensure that local labor stakeholders have agency in the process, DAL26 intends to establish a Worker Center at the FIFA Fan Festival. This Center will offer a designated space for workers to access worker interviewers, upskilling opportunities, cooling stations, snacks, beverages, avenues to safeguarding assistance, and grievance redress and support.

As the sections below show, the RCP addresses the salient workers' rights areas outlined in the Framework.

Non-Discrimination

The DAL26 Responsible Contracting Policy prohibits discrimination and requires avenues for effective remediation of discriminatory incidents.

Fair Wages

The current minimum wage, as per state and federal law, is \$7.25 an hour in North Texas. DAL26 has set a floor wage of \$15 an hour, and this commitment is reflected in the RCP. This is required of all Tier 1 vendors and may be negotiated for all sub-tiers. Further, local labor stakeholders emphasized nonpayment for bad actors, and the importance of contracting language to enforce these standards. Accordingly, DAL26 commits to establishing explicit contract language codifying relevant international standards, requiring documentation to exhibit compliance, and conducting site checks to address risks of this nature. These fair wage measures aim to supplement the following wage-related efforts in North Texas.

- **Dallas City Council Resolution 15-2141:** Requires suppliers awarded general service contracts valued at greater than \$50,000 to pay their employees rendering services on the contract not less than the wage floor based on the “living wage” rate for an individual, adjusted annually and derived from the MIT Living Wage Calculator. As of FY25, ending September 30, 2025, the rate is [\\$22.05 per hour](#).
- **Wage and Hour Division:** Ensures H-2B workers are employed in compliance with H-2B labor certification requirements.

Safe and Healthy Workplaces

The RCP contains specific standards on safe and healthy workplaces that were co-created with local labor stakeholders and aligned with FIFA’s Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26’s awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center.

Rest and Reasonable Limitation of Working Hours

The RCP contains provisions on rest and reasonable working hours that were co-created with local labor stakeholders and aligned with FIFA’s Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26’s awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center.

Freedom of Association and Collective Bargaining

The RCP contains provisions on freedom of association and collective bargaining that were co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26's awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center.

Prohibiting and Addressing Harassment and Abuse at Work

The RCP contains specific standards on preventing and addressing harassment and abuse at work that were co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26's awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center.

Hiring Protocols

The RCP contains specific standards on hiring protocols that were co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26's awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center.

Child Labor

The RCP prohibits child labor. These standards were co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26's awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center. Further, DAL26 has identified key actors and programs to leverage in efforts to prevent and respond to potential child labor in connection with the hosting and staging of FWC26, which include, but are not limited to, the following:

- **TWC's Child Labor Investigations Unit:** Performs field investigations of businesses throughout Texas.
- **Child Labor Law Program:** Ensures that minors are not employed in an occupation or manner that is detrimental to a child's safety, health, or well-being by conducting inspections of businesses for legal compliance.

Forced Labor and Labor Trafficking

The RCP contains specific standards to prohibit forced labor and labor trafficking. These standards were co-created with local labor stakeholders and aligned with FIFA's Sustainable Sourcing Code. These standards will be monitored throughout the DAL26 supply chain due diligence efforts and amplified through DAL26's awareness-raising efforts and at the DAL26 FIFA Fan Fest Worker Center. Additionally, it is worth recalling relevant counter-trafficking efforts in North Texas that can be mobilized in the region's efforts to prevent and respond to potential forced labor, labor, (and sex trafficking) in connection with the hosting and staging of FWC26, which include, but are not limited to, the following:

- **Human Trafficking Awareness Dashboard:** The Dallas Police Department has created a public [Human Trafficking Awareness Dashboard](#) that includes Dallas Police Department and NGO direct services data mapped via GIS across the City of Dallas to begin to establish a year-over-year baseline of victims identified by law enforcement and social services agencies. The Dashboard is an initiative of the [City of Dallas Domestic Violence and Human Trafficking Advisory Council](#), the Data and Business Intelligence Office, and NGOs, including New Friends, New Life.
- **City of Dallas Police Department:** Includes both a Human Trafficking Unit to investigate traffickers and identify victims through operations, as well as an Internet Crimes Against Children Unit to address child sex trafficking and other high-risk victims.
- **Dallas County Human Trafficking Unit:** Created in 2025 with funding through the Office of the Texas Governor, the Unit includes a prosecutor, investigator, and a victim advocate focused on bringing traffickers to justice and identifying victims and connecting them to restorative services.
- **DART:** Uses its signage assets; traditional, digital, and social media; community outreach; and public relations to cultivate awareness and concern for human trafficking
- **DART Say Something App:** Users can report issues, including suspected human trafficking, directly to Dallas Area Rapid Transit (DART) Police.
- **Tarrant County Law Enforcement Task Force:** Coordinates law enforcement operations in North Texas with other local, state, and federal agencies with support from service providers.
- **North Texas Coalition Against Human Trafficking:** Exists to facilitate collaboration among anti-trafficking agencies, educate the community, and improve the lives of survivors.
- **Labor Trafficking Outreach Committee:** Unbound Now leads the Committee encompassing North Texas that engages government and NGO partners in efforts to increase the identification of labor trafficking victims.

C. Access to Remedy

DAL26 is committed to upholding its human rights commitments by actively providing clearly communicated ways to access remedies should adverse human rights impacts occur despite its best efforts to prevent them. DAL26's access to remedy efforts are aimed at ensuring timely and effective remedies, should harm occur.

Effective and Coordinated Grievance Mechanisms and Remediation Processes

DAL26 stakeholders highlighted the importance of rights-holder-friendly grievance mechanisms and remediation processes. Accordingly, DAL26 commits to taking methodical actions aimed at ensuring that access to remedy mechanisms are in place to address issues related to non-discrimination, safeguarding, public safety, freedom of assembly, opinion, expression, and the press, accessibility for persons with disabilities and/or limited mobility, by including ways to file a complaint at the local and national levels in DAL26 trainings, the welfare and well-being of unsheltered populations, environmental impacts, and all workers' rights protections. These actions include, but are not limited to, the following:

- A comprehensive mapping of local, state, and national hotlines across salient issues. In DAL26, coordination with the following mechanisms will be essential:
 - **911 emergency and 311 non-emergency services:** With multilingual functionality online or by phone.
 - **Speak Up Line:** To report fraud, waste, and/or abuse concerns involving City employees, departments, or contractors doing business with the City of Dallas.
 - **Hotline:** For reports of possible violations of City Code, City Personnel Rules, Code of Ethics, Administrative Directives, or other policies or standards by City employees, departments of the City, or vendors doing business with the City.
 - **Dallas Consular and World Affairs Council of Dallas:** These offices have volunteered to coordinate communications with the country they represent to proactively educate and inform visitors of the process for reporting suspected violations of human rights.
 - **City of Dallas Office of Community Police Oversight:** Addresses concerns when a person's breach of human rights is not a result of a criminal matter.
 - **Safe Place:** Helps with those under the age of 18 who need immediate help and safety.
 - **Minor Victims of Human Trafficking:** The Dallas Children's Advocacy Center (DCAC) is the lead agency in Dallas as part of Texas's child sex trafficking continuum of

care. [Reports of child abuse](#) can be made to the Texas Department of Family and Protective Services.

- **Accessibility Issues:** Individuals in the City of Dallas can call 311 to report an [ADA accessibility complaint](#), including potential infrastructure barriers and equal access issues in any of the City's programs, services, and activities.
 - **Law Enforcement Issues:** If individuals in the City of Dallas wish to [report allegations of misconduct against the Dallas Police Department](#), reports can be made online, in-person, by email, or by post with the Office of Community Police Oversight.
 - **Public Corruption and Ethics Issues:** To report allegations of fraud, waste, abuse, public corruption, and official misconduct by members of the City of Dallas (including officials, employees, and those doing business with the City), individuals can file an [ethics report](#) with the City of Dallas Office of Inspector General. Individuals do not have to work with the City of Dallas to file a report, but reports must be specific to the City of Dallas.
 - **Hate Crimes:** [Reports of hate crimes](#), where violent crime, including assault, murder, arson, vandalism, or threats to commit such crimes, is committed on the basis of the victim's perceived or actual race, color, religion, national origin, gender, or disability, can be filed with the FBI.
 - **Fair Housing Issues:** Individuals in the City of Dallas can call 311 [to report potential instances of housing discrimination](#) based on race, color, religion, sex, national origin, handicap (disability), or familial status.
 - **Environmental Complaints:** [The Texas Commission on Environmental Quality receives complaints](#) and, based on its area of purview, conducts investigations to enforce compliance with Texas' environmental laws. For issues specific to the City of Dallas, individuals can also submit a [311 service request](#).
 - **Employment Discrimination:** [Reports of employment discrimination](#) based on race, color, religion, sex, age (over 40), national origin, or disability can be filed with the Texas Workforce Commission Civil Rights Division. Reports can include instances of potential discrimination in work-related situations, including hiring, firing, promotions, harassment, training, wages, and benefits. Reports can also be filed with the [Equal Employment Opportunity Commission](#).
- Creating a referral network of legal aid and support networks.
 - Integrating the Consular Corps into access to remedy protocols.
 - Coordinating with the relevant authorities and community partners to ensure readiness for a surge of potential grievances connected to the hosting and staging of FWC26.

- Ensuring that testing and drop-in shelters for homeless youth are part of the access to remedy.
- Promoting the FIFA Complaint Portal/QR Code as the primary mechanism for receiving grievances through online and physical advertisements, making it clear that FIFA's Reporting Portal is not a rapid-response mechanism.
- Raising awareness across DAL26 staff and suppliers about the FIFA Reporting Portal, the Worker Center at the FIFA Fan Festival, and general incident reporting expectations.
- Establishing grievance protocols for the Worker Center at the FIFA Fan Festival.
- Developing back-of-house processes and clear protocols for DAL26 to triage, refer, and remedy issues in coordination with on-the-ground human rights incidents teams.
- Staffing a human rights incident lead who will be responsible for implementing and managing response efforts during the event.
- Creating close communication lines with the FIFA incident response team, worker interviewers, and other relevant actors and an agreeing upon triage and routing processes.

In conclusion, the DAL26 Human Rights Action Plan represents a collective commitment to hosting the FIFA World Cup 26™ in a manner that honors both the magnitude of the event and the dignity of every person it touches. Grounded in the UN Guiding Principles on Business and Human Rights and shaped by the voices of numerous local stakeholders, this plan is both a roadmap and a promise—one that prioritizes safeguarding, workers' rights, and access to remedy across all aspects of tournament delivery.

This is not merely a compliance document. It is an active framework designed to evolve as circumstances demand, ensuring that protections for vulnerable populations, accessibility for persons with disabilities, fair treatment of workers, and accountability mechanisms remain at the forefront of DAL26's efforts. Through targeted actions—from the establishment of a Worker Center and Responsible Contracting Policy to accessibility integrations and coordinated support for unsheltered populations—DAL26 is embedding human rights into the DNA of this global event.

As North Texas prepares to welcome the world, DAL26 recognizes that its success will not be measured solely in matches played or spectators hosted, but in how people are treated, how communities are uplifted, and what enduring positive change is left behind. This Action Plan is a living commitment to ensuring that when the final whistle blows, the legacy of FIFA World Cup 26™ in North Texas will be one of dignity and lasting impact.