



# 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 North Texas 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 remains after the final whistle blows.

This Human Rights Action Plan reflects the North Texas FWC Organizing Committee's (NTFWCOC) commitment to delivering a tournament that upholds human dignity and prioritizes safety. Grounded in the United Nations Guiding Principles on Business and Human Rights (UNGPs), the FIFA World Cup 26™ Human Rights Framework, and—most importantly—the lived experience and priorities of nearly 300 local stakeholders who helped shape it, this plan represents a collective vision for responsible hosting.

### Understanding Roles and Responsibilities: FIFA and NTFWCOC

#### FIFA's Role

FIFA is the international governing body of soccer and the organizer of the FIFA World Cup™ tournament. FIFA organizes the tournament in different host nations and cities within selected host nations following a competitive bid process held every four years. In 2026, FIFA will host the tournament across the United States, Canada, and Mexico in 16 host cities, with 104 matches scheduled over 39 days. This represents the largest FIFA World Cup™ in history, with 48 qualifying national teams—an increase from 32 teams in prior tournaments.

FIFA maintains exclusive operational control over stadiums (during their 60-day exclusive use period), base camps, the International Broadcast Center, and volunteer centers. FIFA deploys its own human rights and safeguarding programs across these jurisdictions and client groups, operating independently from local organizing committees.

### **NTFWCOC's Role**

NTFWCOC serves as the local organizing body responsible for a distinct and complementary set of functions. NTFWCOC's mandate is regional, encompassing the FIFA World Cup 26™ Dallas Fan Festival, regional transportation coordination, and safety and security logistics throughout North Texas. Within this sphere of control, NTFWCOC has embedded safeguarding, accessibility, and worker protections into every phase of planning and delivery.

This clear delineation of responsibilities ensures accountability and enables each organization to implement human rights protections within its respective operational areas.

### **Stakeholder Engagement and Plan Development**

This plan addresses risks and opportunities identified by regional stakeholders and details planned actions to mitigate those risks across the following priority areas in accordance with international human rights standards:

1. Safeguarding
2. Unsheltered Populations
3. Accessibility
4. Human Trafficking Prevention and Response & Gender-Based Violence
5. Safety and Security
6. Workers' Rights

### **Bid Phase Engagement (Pre-Host City Selection)**

During the bid process, the Dallas Sports Commission engaged 250 stakeholders across several human rights issues pre-identified by FIFA for exploration. The resulting Human Rights Plan was submitted during the bid process, along with other technical components, and has since been superseded by this post-host city designation plan.

### **Post-Host City Designation (July 2024-Present)**

In July 2024, FIFA released its [Human Rights Framework](#), which differed from the requirements established during the bid phase. FIFA instructed host committees to examine human rights considerations in three specific areas:

- **Safeguarding:** Non-discrimination and cultural awareness, accessibility, welfare and well-being of unsheltered populations, 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, forced labor and labor trafficking, adequate 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, transparent dealings, and access to remedy
- **Access to Remedy:** Ensuring anyone who may have experienced a human rights violation linked to hosting in North Texas has access to remedy, including workers.

Following the FIFA World Cup 26™ Human Rights Framework's release, NTFWCOC cross-referenced the bid plan submission from 2020 with the new requirements to align previous stakeholder input with FIFA's updated expectations. NTFWCOC then

designed and hosted an in-person Human Rights workshop on October 31, 2024, with 125 stakeholders to gather additional input and validate priorities.

This Action Plan reflects shared ownership of the human rights agenda in North Texas and supersedes the bid-phase plan. It represents a collective commitment to hosting the FIFA World Cup 26™ in a manner that the region can be proud of—one that is ambitious, grounded in community input, and focused on legacy.

## Host City Context and Plan Differentiation

NTFWCOC recognizes that this plan will differ from other FIFA World Cup 26™ host city human rights action plans. Each city operates within a distinct set of laws, regulations, programs, and initiatives. Issues of importance in each city, therefore, vary based on these different landscapes and how stakeholders in local settings prioritized them. This plan directly responds to how North Texas stakeholders prioritized issues, with actions designed to mitigate the specific concerns they raised in accordance with international standards.

### Plan Structure

The plan is organized around the salient human rights areas outlined in the FIFA World Cup 26™ Human Rights 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.

### Key Targeted Actions

This plan features multiple targeted actions to address identified risks. Key highlights include (please read the entirety of the plan for a complete list of measures):

Workers' Rights:

- Implemented and automated a Responsible Contracting Policy, establishing a \$15/hour wage floor and requiring vendor compliance with international labor standards.
- Will establish a Worker Support Hub at the FIFA World Cup 26™ Dallas Fan Festival for grievance redress, support services, worker interviews, and upskilling opportunities.

#### Human Trafficking Prevention and Response & Gender-Based Violence:

- Developed specialized training programs on human trafficking in partnership with international trafficking organization A21, made available for download from the NTFWCOC website for broad community use.
- Will launch a social media awareness campaign focused on sex trafficking, buyers, gender-based violence, safeguarding children online, street harassment, and catcalling. A toolkit with a campaign calendar and digital assets will be available on the NTFWCOC website beginning in spring 2026 for government officials and community groups to amplify these messages over a 12-week period from May through July 2026.

#### Accessibility:

- Developed, delivered, and recorded training programs on accessibility etiquette for diverse sectors across the region, available for download through the NTFWCOC website.
- Will implement comprehensive accessibility features at the FIFA World Cup 26™ Dallas Fan Festival and throughout transportation services, including accommodations for mobility, visual impairment, hearing impairment, and service animals.

#### Freedom of Expression:

- Developed peaceful demonstration toolkits with educational content to promote understanding of free speech rights and lawful demonstration principles.

## Our Commitment

This Action Plan establishes binding commitments that the NTFWCOC will uphold and strengthen throughout the tournament. As planning advances and partnerships deepen, we will provide transparent progress updates. Our accountability to the community ensures that the FIFA World Cup 26™ leaves not only memories but measurable and lasting positive impacts in North Texas.

## A. Safeguarding

North Texas takes immense pride in its community, and the FIFA World Cup 26™ will be a local celebration of the global community. NTFWCOC stakeholders emphasized the importance of ensuring that local residents and global visitors feel safe and included when the tournament comes to North Texas. NTFWCOC has integrated safeguarding principles throughout its operations to create an environment where everyone can participate securely and feel welcomed.

### Non-Discrimination and Cultural Awareness

Across North Texas, government authorities and community initiatives work to protect residents and visitors from discrimination, violence, and other harms. NTFWCOC will leverage and build upon this existing infrastructure to ensure a safe and welcoming environment throughout the tournament.

### Existing Landscape

Across North Texas, government authorities and existing initiatives provide a solid foundation upon which NTFWCOC will build to ensure a safe and welcoming environment. These include, but are not limited to:

- **Drivers of Opportunity:** The City of Dallas Office of Housing and Community Empowerment is developing a Drivers of Opportunity Plan for City Council's consideration and approval. This 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.
- **Mayor's Anti-Hate Advisory Council:** Formed in 2021, the Advisory Council meets quarterly with members on matters regarding hate crimes and acts, providing 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.

These existing safeguarding mechanisms provide a robust infrastructure that NTFWCOC will leverage and complement through targeted actions specific to FIFA World Cup 26™ hosting responsibilities.

## Targeted Actions

NTFWCOC will implement culturally inclusive measures across multiple dimensions:

### At the FIFA World Cup 26™ Dallas Fan Festival

NTFWCOC will integrate culturally inclusive design throughout the event, including:

- **Diverse food options:** Ensuring vegan, vegetarian, kosher, and halal food options are available at the FIFA World Cup 26™ Dallas Fan Festival, with site maps indicating where these items can be found.
- **Interfaith accommodations:** Incorporating a designated interfaith chapel and prayer space into the FIFA World Cup 26™ Dallas Fan Festival design, with locations clearly marked on site maps.
- **Multilingual wayfinding:** Ensuring appropriate wayfinding signage at events and last-mile routes, utilizing both multilingual text and icon-based navigation systems.
- **Entry code of conduct:** Establishing an entry code of conduct that expressly prohibits all forms of discrimination and provides guidance on accessing emergency services.

NTFWCOC will establish checkpoints in consultation with the FIFA World Cup 26™ Dallas Fan Festival designers to monitor implementation progress and ensure these cultural accommodations are fully integrated before the event begins.

### **Community Engagement and Education**

To promote cultural awareness throughout the broader North Texas community, NTFWCOC will:

- 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.
- Post cultural awareness briefings on the NTFWCOC website for staff, volunteers, security personnel, and contractors, aimed at promoting humane and respectful interactions while emphasizing that visitors may be from countries with more conservative or progressive laws than those in the United States.

These combined measures create a foundation for cultural awareness that extends from event design through community engagement, ensuring that North Texas's diversity becomes a welcoming asset during the tournament.

## Human Trafficking Prevention and Response & Gender-Based Violence

Human trafficking—both labor and sexual exploitation—was identified by NTFWCOC stakeholders as a heightened risk and concern in the context of hosting and staging the FIFA World Cup 26™. Specific labor trafficking actions are detailed in the dedicated Workers' Rights section below. This section presents an overview of counter-trafficking efforts that NTFWCOC will leverage and mobilize, building upon North Texas's strong existing infrastructure.

### Existing Landscape

North Texas maintains a strong ecosystem of law enforcement units, survivor-centered nonprofits, and data-driven tools. Notable efforts currently in place include:

#### Government and Policy Initiatives

- **Office of the Governor's Child Sex Trafficking Division:** Established a continuum of care with multiple agencies.
- **State Statutes:** More than 50 anti-trafficking state statutes provide a legal framework for prevention, prosecution, and victim support.

#### Data and Coordination Systems

- **Human Trafficking Awareness Dashboard:** Dallas Police Department created a public [Human Trafficking Awareness Dashboard](#) that includes Dallas Police Department and nonprofit direct services data mapped via GIS across the City of Dallas 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 nonprofits, including New Friends, New Life.

### Law Enforcement Units

- **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 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.
- **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.

### City and Transportation Authority Initiatives

- **City of Dallas' Office of Housing and Community Empowerment:** Issued a Request for Proposal with the goal of administering grants for area nonprofits to build capacity and address system wide gaps in economic empowerment for survivors.
- **City of Dallas Love Field Airport:** Partners with local nonprofits 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 a nonprofit.

- **Dallas Area Rapid Transit (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 DART Police.

### Community Organizations and Coalitions

- **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 nonprofits partners in efforts to increase the identification of labor trafficking victims.
- **Salvation Army of North Texas:** Operates 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.

### Targeted Actions

In collaboration with key counter-trafficking stakeholders, NTFWCOC will undertake targeted actions that strengthen coordination, enhance capacity across the ecosystem, and raise awareness to ensure readiness across the event environment.

### Housing and Shelter Capacity

The following actions will account for a potential increase in recovery of victims of trafficking and address core shelter and housing needs, especially as area nonprofits plan to increase their outreach efforts:

- **Secure dedicated shelter capacity:** Coordinate with the City of Dallas to negotiate a shelter bed agreement for reserving shelter beds, linking trafficking victims to long-term housing options to address identified housing gaps across the region.
- **Facilitate housing connections:** Organized tours for organizations, including local law enforcement, interested in connecting their trafficking clients to longer-term housing options.
- **Establish regional coordination:** Engage stakeholders across three human trafficking coalitions in the region and establish a process to place their trafficked clients.
- **Develop placement protocols:** Develop protocols and procedures for placement and data collection with participating agencies.

### Training and Capacity Building

To raise awareness across the region, NTFWCOC will develop human trafficking training created in partnership with international trafficking organization A21 for key sectors. This training was:

- **Professionally produced:** Recorded by a production company, Inspire, to ensure high-quality, accessible content
- **Made available in multiple formats:** The training is available in MP4 and SCORM files; the SCORM files will enable area agencies to embed the training in their Learning Management Systems used to deliver annual training, allowing hundreds of front-line workers to access the training efficiently.

- **Accessible for community use:** The training is available for download on the NTFWCOC website for broad community use after completing a brief registration form.

### Public Awareness Campaign

To raise awareness and broaden the reach of counter-trafficking efforts, NTFWCOC will launch a comprehensive campaign in partnership with the international child sex trafficking organization Love 146. Through social media advertisements and its digital platforms, NTFWCOC will:

- Increase online safety awareness across multiple safeguarding areas.
- Educate parents and guardians across the region on how to keep children safe online.
- Raise buyer awareness about the consequences of commercial sexual exploitation.
- Address gender-based violence, like street harassment and catcalling.

The campaign toolkit with a calendar and digital assets will be available on the NTFWCOC website in April or May 2026, with a planned run time of 12 weeks during May, June, and July 2026. Interested government officials and community groups can amplify these messages through their own channels.

### Maintaining Essential Services

To ensure community members know that essential services such as shelters and crisis hotlines remain accessible during the FIFA World Cup 26™ and to expand temporary support and continued access to police and social services, NTFWCOC will:

- **Communicate service availability:** Develop and implement a public awareness campaign or messaging before the event to inform the

community that social services, shelters, and crisis hotlines remain available during the tournament.

- **Maintain specialized units:** Coordinate with the Safety and Security Lead to ensure that specialized units such as the Dallas Police Department's Family Violence Unit remain operational and are not reassigned to FIFA World Cup 26™-related security tasks, preventing gaps in response to domestic violence and sexual assault cases while FIFA World Cup 26™-related security demands are underway.

### Law Enforcement Coordination

Law enforcement agencies often coordinate operations around mega sporting events. NTFWCOC commits to coordinating with law enforcement when needed to support victim identification and service connections.

### State Compliance

To ensure that NTFWCOC's counter-human trafficking efforts comply with state regulations, NTFWCOC will submit a Mega Event Reimbursement Program Human Trafficking Plan to the state in 2026, meeting the state's requirement for submitting a trafficking mitigation plan for major events.

These coordinated efforts across law enforcement, service providers, community organizations, and government agencies create a comprehensive counter-trafficking response that protects vulnerable populations while maintaining essential services for the North Texas community.

## Public Safety

NTFWCOC stakeholders highlighted unique public safety challenges associated with mega sporting events and advocated for coordinating efforts with relevant authorities and affected communities. North Texas maintains a robust public safety system that NTFWCOC will leverage and build upon.

## Existing Landscape

North Texas features a range of public safety agencies, measures, and initiatives, including but not limited to:

### Emergency Management and Operations

- **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 risks.

### Legal

- **HB 2366:** Raises penalties for interfering with or harming law enforcement.

### Social Services

- **Human Rights Initiative of North Texas, Catholic Charities, and Mosaic:** Provide services to individuals and families in crisis, and can serve as resources during the tournament.

## Targeted Actions

Building on these existing systems, NTFWCOC will implement the following public safety measures specifically designed to address FIFA World Cup 26™-related challenges:

### Crowd Management and Safety

To address safeguarding concerns exacerbated by large crowds, the need for family reunification, and environmental factors, NTFWCOC will:

- **Enhance security preparedness:** Equip private security working with law enforcement hired for the FIFA World Cup 26™ Dallas Fan Festival with awareness and protocols to reduce panic and implement appropriate crowd management measures, enhancing overall readiness for scenarios such as lost children, vulnerable adults, and family separation.
- **Implement reunification protocols:** Distribute information about reunification procedures through public safety communications channels.

### Heat-Related Safety

Given the North Texas summer climate, NTFWCOC will:

- **Implement heat mitigation measures:** Enact proper safety measures to prevent heat exhaustion, dehydration, injuries, and fatalities among crowds and spectators.
- **Include medical monitoring:** Ensure medical checks for crowds and spectators during events are built into the fire and rescue plan.

### Legal Education and Awareness

To minimize preventable incidents of criminalization, NTFWCOC will post information on its website about laws in the North Texas region, taking into consideration the FIFA World Cup 26™ Human Rights Framework requirements and how they intersect with the tournament draw. This educational approach ensures that spectators understand that what is permissible in their home countries may be illegal in Texas. For example, while purchasing and selling commercial sex may be legal in some countries, it is a first-time felony in Texas.

These public safety measures create multiple layers of protection for crowds, addressing both environmental challenges unique to North Texas and the complexities of managing large international gatherings.

## Freedom of Assembly, Opinion, Expression, and the Press

The human right to peaceful assembly and free expression is both essential and complex in the context of a globally visible mega-event. NTFWCOC consultations reiterated this importance, with governmental and non-governmental stakeholders highlighting the need to inform potential demonstrators of processes in place to minimize arrests as they exercise these rights and to increase coordination between demonstrators and officials.

## Existing Landscape

North Texas operates within a robust legal framework protecting free speech and assembly rights, with established processes for lawful demonstration. These include, but are not limited to:

- **U.S. Constitution:** First Amendment protections under the U.S. Constitution guarantee freedom of speech, press, and peaceful assembly.
- **Texas Constitution:** Article I, Section 8 protects freedom of speech and the press.
- **Texas Penal Code:** Provisions distinguish between lawful assembly and criminal conduct, such as obstruction or riot.

## Targeted Actions

NTFWCOC commits to implementing the following actions to protect constitutional rights while maintaining public safety:

### Peaceful Demonstration Education and Support

- **Developed peaceful demonstration toolkits:** Created content and designed peaceful demonstration toolkits to reduce arrests and ensure protestors understand time, place, and manner restrictions in Dallas, Fort Worth, Arlington, and Frisco.

- **Circulate permit information:** Distribute materials and direct stakeholders to the permit application process for more information on lawful demonstration procedures through the NTFWCOC website.

### Coordination and Designated Areas

- **Designate peaceful demonstration areas:** Coordinate with the NTFWCOC safety and security team on designated peaceful demonstration areas for the FIFA World Cup 26™ Dallas Fan Festival, even though the space for demonstrations will be outside of NTFWCOC's contracted area.
- **Train security personnel:** Coordinate with the safety and security team on training private security on free speech protection and managing demonstration zones if needed.

### Proactive Risk Assessment

- **Examine geopolitical contexts:** Coordinate with the safety and security team based on the draw and match outcomes if teams are playing amid intense geopolitical issues requiring scenario planning or risk elevation.

These measures balance the constitutional right to free expression with public safety needs, ensuring that demonstrations can occur peacefully while maintaining security for all participants and spectators.

## Accessibility for Persons with Disabilities and/or Limited Mobility

NTFWCOC stakeholders asserted that accessibility is not an add-on—it is a design principle that must be embedded from the outset. North Texas features robust accessibility efforts that NTFWCOC will leverage and complement.

### Existing Landscape

North Texas maintains dedicated accessibility resources and programs, including but not limited to:

### State Resources

- **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.

### City Programs and Bodies

- **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 team members, adopt a grievance mechanism through 311, strategically advise City departments on reasonable accommodations, and support citywide language access efforts for ASL.
- **Commission on Disabilities:** The City of Dallas 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

- **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, and 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.

### Service Providers

- **Metrocare:** Dallas County's largest provider of mental health services 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.

### Transportation

- **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.

### Targeted Actions

In consultation with accessibility stakeholders in North Texas, NTFWCOC will reinforce and complement existing efforts through comprehensive accessibility measures across multiple dimensions:

## **FIFA World Cup 26™ Dallas Fan Festival Accessibility**

NTFWCOC will embed accessibility measures at the FIFA World Cup 26™ Dallas Fan Festival and ensure that people with disabilities are aware of accessibility offerings and services. This will be accomplished by:

### Infrastructure and Navigation:

- Compiling a comprehensive list of event-specific accessibility needs in collaboration with stakeholders
- Meeting with the FIFA World Cup 26™ Dallas Fan Festival design team to integrate accessibility elements into event planning
- Establishing designated parking, entrances, and drop-off zones in coordination with transportation partners
- Ensuring availability of gap transportation, such as golf carts or wheelchair-accessible vehicles
- Implementing multilingual signage, wayfinding, icons, and communication boards in conjunction with NTFWCOC Marketing and Public Relations leads
- Ensuring dedicated service animal relief areas with clear signage

### Physical Accommodations:

- Reserving areas with accommodations for those with limited mobility, vision, or hearing
- Ensuring lower counters at concessions and tables without chairs for easy wheelchair access
- Ensuring sufficient accessible restrooms throughout the FIFA World Cup 26™ Dallas Fan Festival

### Sensory and Communication Accommodations:

- Providing accommodations for low-vision guests, including headsets for audio commentary
- Offering sensory kit rentals for guests with sensory needs

### Implementation Oversight:

- Meeting with the FIFA World Cup 26™ Dallas Fan Festival designers before final plans are rendered and approved to ensure accessibility items are embedded
- Establishing checkpoints to monitor implementation progress throughout the design and construction process

### Emergency Planning:

- Developing emergency planning and communication strategies, including a publicized reasonable accommodation process

### Training and Customer Service:

Recognizing the importance of customer service for people with disabilities,

NTFWCOC:

- **Developed accessibility etiquette training:** Provided capacity-building training for the region's workforce and volunteers to ensure appropriate interactions.
- **Created training for multiple sectors:** Developed, designed, and recorded a disability etiquette training program for the regional hospitality and transportation industries.
- **Made training widely accessible:** Recorded these trainings in partnership with Inspire and produced them as MP4 and SCORM files. The SCORM files will enable area agencies to embed the training in their Learning Management Systems used to deliver annual training, allowing hundreds of front-line workers to access the training efficiently. The training will also be posted on the NTFWCOC website for broad community use.

## **Transportation Accessibility**

Recognizing the importance of accessibility across the North Texas transport and appreciating the opportunity to make legacy improvements where and when possible, NTFWCOC will, in coordination with government entities:

Transit System Assessment and Planning:

- Ensure accessible ride options across public transit and paratransit systems.
- 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.
- Conducted 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 for transportation disruptions.

**Economic Inclusion**

NTFWCOC stakeholder consultations highlighted the importance of economic inclusion of people with disabilities. In response, NTFWCOC will:

- Highlight businesses owned by people with disabilities on the NTFWCOC website if there is a sufficient number.
- Include businesses owned by people with disabilities in procurement opportunities if they are eligible and have registered in the North Texas Business Connect Program (no preference given, ensuring equal access to bidding processes).

- Highlight accessible attractions on the NTFWCOC website for constituents and visitors.

### **Communications and Public Awareness**

To ensure that visitors and the public are aware that accessibility integrations are embedded across NTFWCOC's operations, NTFWCOC will:

#### Public Communications:

- Coordinate press announcements or releases and include messaging for people with disabilities to ensure they know the FIFA World Cup 26™ Dallas Fan Festival is an accessible event.
- Provide ASL interpretation at every press conference.

#### Accessible Materials:

- Offer low-vision grayscale documents, accessible PDFs, alt-text for images, and screen reader-compatible materials to support accessibility.
- Conduct a compliance check on NTFWCOC's digital platforms to ensure all web content meets accessibility standards.

### **Infrastructure Improvement Coordination**

Stakeholders highlighted possible improvements to accessibility in the region's infrastructure and transportation options, including rideshare options. In response, NTFWCOC will:

- Coordinate with DART for improvements based on stakeholder feedback.

These comprehensive accessibility measures ensure that people with disabilities can fully participate in FIFA World Cup 26™ events and activities, while creating lasting improvements that benefit the North Texas community beyond the tournament.

## The Welfare and Well-Being of Unsheltered Populations

NTFWCOC stakeholders emphasized the need to ensure that hosting the FIFA World Cup 26™ does not result in displacement or harm to unsheltered residents. In consultation with stakeholders, NTFWCOC began a series of efforts to address the potential adverse impacts that hosting and staging the tournament may have on unsheltered populations.

### Existing Landscape

North Texas maintains comprehensive programs and services that promote the welfare and well-being of unsheltered populations, including:

#### Coordinated Response Systems

- **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 Programs and Services

- **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: increasing shelter capacity, opening inclement weather shelters, enhancing subsidized supportive housing, and making investments in facilities combating homelessness—all with housing as the end goal. The Division is currently finalizing the Housing Pathways for City Council's guidance to advance the City's homelessness strategy going forward. The Housing Pathways 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 nonprofit partners at the first touchpoint.

### Housing Stability Programs

- **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 Dallas residents facing evictions and provides referrals, as needed, to people who live outside of the City of Dallas.

### Regional Coordination

- **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.

## Policy

- **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.

## Targeted Actions

To leverage and complement this network of services and support, NTFWCOC will undertake targeted actions that focus on mobilizing humane responses where the unsheltered population is offered services and upon consent moves directly to rapid re-housing, ensuring humane solutions to street homelessness if there is an intersection with the NTFWCOC footprint.

### Coordination with Street to Home Program

NTFWCOC commits to coordinating with the Street to Home Program across the NTFWCOC footprint by:

- **Collaborating with regional stakeholders:** Working with Housing Forward and the multi-city group to align Street to Home efforts within and around the footprint if there is an overlap
- **Conducted on-site assessments:** Evaluated encampments in relation to footprint maps and outreach efforts.
- **Participated in regional coordination:** Presented to and will coordinate information through a multi-city working group across the North Texas region.

- **Coordinate outreach priorities:** Share NTFWCOC footprint information so that nonprofits can prioritize outreach and humane solutions in cases where there is an overlap between footprint, routes, and homelessness.
- **Develop route management plans:** Coordinate information on existing encampments and develop a plan with transportation and safety and security teams to manage routes and ensure proper service call connections to avoid displacement.
- **Created mapping updates:** Developed and will develop static maps every three months with information from Housing Forward of known and reported homelessness and hotspots, and the City of Dallas service calls to see if they intersect with the NTFWCOC footprint.

### Fair Housing Protection

NTFWCOC will also engage government entities to encourage greater outreach and help mitigate evictions that violate the Fair Housing Act or local ordinances.

Targeted actions include:

- Coordinating across the region on increased outreach efforts
- Coordinating with cities' fair housing departments across the region to ensure consistent application of housing protections

These measures ensure that North Texas's approach to the FIFA World Cup 26™ protects the dignity and rights of unsheltered populations, prioritizing service connections and housing opportunities over displacement or criminalization.

### Preventing and Mitigating Adverse Environmental Impacts

*(This is an excerpt from a larger sustainability plan.)*

NTFWCOC stakeholders recognize that environmental protections are human rights protections. As North Texas prepares to welcome the world, NTFWCOC focuses 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.

## Existing Landscape

North Texas features key efforts in environmental protection, including:

### City Programs and Planning

- **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 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.

### Monitoring Systems

- **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.

### Advisory Body

- **City of Dallas Environmental Commission:** An appointed body of community advocates who not only advise City Council on implementation of the CECAP but also address emergent environmental matters as they occur.

## Targeted Actions

To complement these efforts, the NTFWCOC Chief Sustainability Officer will collaborate on a range of targeted actions that exist as part of a larger FIFA World Cup 26™ Sustainability Plan. Some aspects of the plan are:

### **Air Quality Protection**

To promote air quality awareness and protection, NTFWCOC will:

- **Monitor air quality:** Explore opportunities to track air quality around certain activations using the City of Dallas's air quality monitoring system, which has 24 sensors located throughout the city.
- **Integrate heat mitigation research:** Incorporate, where possible, the City of Dallas's 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.
- **Launch public education campaign:** Support a Clean Air Action Day hosted by the City of Dallas to educate the community about air quality across North Texas.

### **Water Conservation**

To advance water conservation in connection with hosting and staging the FIFA World Cup 26™, NTFWCOC will:

- **Promote a water conservation campaign:** Share the Tarrant Regional Water District's "Water is Awesome" campaign across multiple media platforms with the City of Dallas, the City of Arlington, and the North Texas Municipal Water District.
- **Support waterway protection:** 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.

### **Access to Nature**

To promote access to nature and environmental education, NTFWCOC will:

- **Support climate education:** Coordinate with the City of Dallas on their planned April 2026 Climate Change Symposium.
- **Highlight nature resources:** Signpost The Nature Centre at Fort Worth as a destination for recreational opportunities, encouraging visitors to engage with local nature.

These environmentally conscious efforts address stakeholder concerns about how the event will impact the environment, creating a more sustainable approach to hosting major sporting events in North Texas's climate while protecting public health.

## B. Workers' Rights

NTFWCOC affirms that promoting workers' rights is foundational to responsibly hosting and staging the FIFA World Cup 26™. Every person who contributes to NTFWCOC's events—from cleaning to food service personnel—deserves safe working conditions, fair compensation, and on-the-job dignity.

### Existing Landscape

NTFWCOC has identified key actors and programs to leverage efforts to prevent and respond to fair wage violations and potential child labor in connection with hosting and staging the FIFA World Cup 26™, including:

- **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](#).

- **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 detrimental to a child's safety, health, or well-being by inspecting businesses for legal compliance.

## Targeted Actions

### Responsible Contracting Policy Overview

NTFWCOC developed a comprehensive Responsible Contracting Policy (RCP) in conjunction with local labor stakeholders that addresses all salient Workers' Rights areas outlined in the FIFA World Cup 26™ Human Rights Framework. The RCP aligns with FIFA's Sustainable Sourcing Code and reflects best practices in labor standards and ethical procurement.

The RCP promotes worker protections in NTFWCOC's immediate operations and across vendor, supplier, and subcontractor networks. By embedding worker protections into every contract and procurement decision—including Request for Proposal development—the policy reinforces NTFWCOC's recognition that workers who help deliver this event are a top priority.

#### Implementation Approach:

The RCP has been automated through an online Bid Management System (BMS).

The system requires all vendors to complete the following before being considered for selection:

- **Code of Conduct attestation:** Prohibits labor exploitation and trafficking, reinforces the wage floor, collective bargaining, and non-interference.
- **Supplier Agreement:** Commits vendors to RCP requirements.

- **Supplier Self-Assessment:** Helps NTFWCOC assess contracting risks, especially in high-risk industries.
- **Workers' Rights Addendum<sup>1</sup>:** Details specific workers' rights requirements based on local labor stakeholder input and requires an acknowledging signature from vendors.

These documents, collectively referred to as human rights documents, must be completed before vendor selections are made and are required of all bidders responding to a Request for Proposal before their evaluation.

The front end of this automated BMS integrates with NTFWCOC's supplier strategy program, the North Texas Business Connect (which has incorporated the human rights documents), ensuring that businesses can register and have access to opportunities as they become available.

#### Workers' Rights Areas Addressed:

The RCP requires vendors to provide evidence of policies and practices addressing each of the following areas. Their submissions are scored by the NTFWCOC human rights team during the proposal evaluation process, with ongoing compliance monitoring conducted through supply chain due diligence efforts at the Worker Support Hub. The following areas from the FIFA World Cup 26™ Human Rights Framework are addressed in this RCP.

### Non-Discrimination

Vendors must provide information on non-discrimination in the workplace as part of their proposals. Evidence of anti-discrimination policies impacts vendor scoring during proposal evaluation.

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<sup>1</sup> The Bid Management System refers to the "Workers' Rights Addendum" as the "Workers' Safeguards Addendum." These are the same document.

### Fair Wages

The current minimum wage under state and federal law is \$7.25 per hour in North Texas. NTFWCOC has established a wage floor of \$15 per hour, and this commitment is reflected in the RCP. This wage floor is required by all Tier 1 vendors and will be negotiated for all sub-tiers. Local labor stakeholders emphasized the importance of addressing non-payment by bad actors and establishing contracting language to enforce these standards. Accordingly, NTFWCOC established explicit contract language codifying relevant international standards, requiring documentation to exhibit compliance and to address risks of this nature.

### Safe and Healthy Workplaces

The RCP contains specific standards on safe and healthy workplaces. Vendors must demonstrate comprehensive workplace safety and health policies; evidence of such programs impacts vendor scoring during proposal evaluation.

### Rest and Reasonable Limitation of Working Hours

The RCP contains provisions on rest periods and reasonable working hours. Vendors must demonstrate policies protecting workers from excessive hours, and evidence of such policies impacts vendor scoring during proposal evaluation.

### Freedom of Association and Collective Bargaining

The RCP contains provisions on freedom of association and collective bargaining. Vendors must commit to protecting these rights and demonstrate non-interference with workers' organizing efforts.

### Prohibiting and Addressing Harassment and Abuse at Work

The RCP contains specific standards on preventing and addressing harassment and abuse at work. Vendors must demonstrate comprehensive anti-harassment

programs, and evidence of such programs impacts vendor scoring during proposal evaluation.

### Hiring Protocols

The RCP contains specific standards on hiring protocols, including provisions for local hiring. Vendors must demonstrate inclusive hiring practices, and evidence of such practices impacts vendor scoring during proposal evaluation.

### Child Labor

The RCP explicitly prohibits child labor in NTFWCOC contracts and sub-tiers to those contracts. The Code of Conduct specifically includes these prohibitions, and compliance is monitored through the Worker Support Hub.

### Forced Labor and Labor Trafficking

The RCP contains specific standards to prohibit forced labor and labor trafficking in NTFWCOC contracts and sub-tiers to those contracts. The Code of Conduct specifically prohibits misclassification of 1099 workers and all forms of forced labor and labor trafficking. Compliance is monitored through the Worker Support Hub and additional efforts.

It is worth noting that North Texas's robust counter-trafficking efforts, detailed in the Safeguarding section (pages 11-16), can be mobilized to prevent and respond to potential forced labor and labor trafficking in connection with hosting and staging the FIFA World Cup 26™.

#### RCP Implementation Actions Completed and Planned:

The standards and processes outlined in the RCP respond to specific challenges and opportunities raised by local labor stakeholders. NTFWCOC incorporated the local labor stakeholders' list of basic requirements for vendors based on tender amounts into the implementation of its procurement process.

NTFWCOC has enacted or will enact the following actions to ensure effective implementation of the RCP:

Completed Actions:

- Automated the pre-qualification process through an online Bid Management System requiring attestation of the Code of Conduct and Workers' Rights Addendum, and completion of Supplier Agreement and Supplier Self-Assessment.
- Developed all internal documents required to support the contracting process and socialized them with teammates.
- Created a Supplier Assessment Questionnaire risk rating tool to assign risk levels and classify bidders according to their likelihood of workers' rights violations.
- Developed, designed, and delivered vendor training presentations to educate contractors on RCP requirements.
- Issued vendor guidance on the integration of all responsible contracting documents to increase vendor knowledge for supply chain implementation.

Ongoing and Planned Actions:

- Pre-qualify bidders and require acknowledgment of the Code of Conduct, Supplier Agreement, Workers' Rights Addendum, and Supplier Assessment Questionnaire.
- Hire a third-party firm to conduct spot checks, worker interviews, and site checks for high-risk vendors.
- Operationalize the Worker Support Hub to provide ongoing monitoring and support.

The RCP operationalizes stakeholder feedback and addresses Workers' Rights areas outlined in the FIFA World Cup 26™ Human Rights Framework, ensuring that labor protections are embedded throughout NTFWCOC's supply chain.

## FIFA World Cup 26™ Dallas Fan Festival Worker Support Hub

To ensure that NTFWCOC's responsible procurement efforts translate to real-world benefits for workers, and to ensure that local labor stakeholders have agency in the process, NTFWCOC will establish a Worker Support Hub at the FIFA World Cup 26™ Dallas Fan Festival.

### Worker Support Hub Services:

This Hub will offer a designated space for workers to access:

- **Stakeholder access:** Access to local labor stakeholders and their training materials
- **Worker interviewers:** On-site worker interviews to assess conditions and compliance
- **Upskilling opportunities:** Training and development resources to enhance workers' skills
- **Wellness resources:** Information about cooling stations, snacks, and beverages to support worker health and comfort
- **Safeguarding assistance:** Avenues to safeguarding support and referrals to appropriate services
- **Grievance redress and support:** A confidential mechanism for workers to report concerns and seek remedies

The Worker Support Hub represents a tangible commitment to worker welfare, providing a physical space where workers can access support, raise concerns, and benefit from resources designed to protect their rights and enhance their experience contributing to the FIFA World Cup 26™.

These comprehensive measures demonstrate that the RCP addresses the salient Workers' Rights areas outlined in the FIFA World Cup 26™ Human Rights Framework,

embedding protections throughout the supply chain and providing accessible support mechanisms for workers.

## C. Access to Remedy

NTFWCOC is committed to upholding its human rights commitments by actively providing clearly communicated pathways to access remedies should adverse human rights impacts occur despite best efforts to prevent them. NTFWCOC's access to remedy efforts aim to ensure timely and effective remedies should harm occur.

### Effective and Coordinated Grievance Mechanisms and Remediation Processes

NTFWCOC stakeholders highlighted the importance of grievance mechanisms and remediation processes. Accordingly, NTFWCOC commits to taking methodical actions aimed at ensuring that access to remedy mechanisms are in place to address issues related to:

- Workers' Rights
- Safeguarding
- Human Trafficking Prevention and Response & Gender-Based Violence
- Public Safety
- Freedom of Assembly, Opinion, Expression, and the Press
- Accessibility for Persons with Disabilities and/or Limited Mobility
- The Welfare and Well-being of Unsheltered Populations
- Other issues across the FIFA World Cup 26™ Human Rights Framework

### Existing Landscape

#### Emergency and Non-Emergency Services

- **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
- **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, or vendors doing business with the City

### Consular Support

- **Dallas Consular and World Affairs Council of Dallas:** Coordinate with these offices to communicate with the countries they represent to proactively educate and inform visitors of the process for reporting suspected violations of human rights.

### Specialized Reporting Mechanisms

- **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 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.

### Issue-Specific Mechanisms

#### 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 to 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's 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](#).

## Targeted Actions

NTFWCOC will implement the following comprehensive access to remedy measures:

### Primary Grievance Mechanisms

- **Promote FIFA Complaint Portal:** Advertise the FIFA Complaint Portal/QR Code as the primary mechanism for receiving grievances through online and physical advertisements at the FIFA World Cup 26™ Dallas Fan Festival, making it clear that FIFA's Reporting Portal is not a rapid-response mechanism but a formal channel for documenting concerns.
- **Worker Support Hub protocols:** Establish grievance protocols for the Worker Support Hub at the FIFA World Cup 26™ Dallas Fan Festival to provide an alternative, worker-focused channel for employment-related concerns.

### Grievance Infrastructure Development

- **Conduct comprehensive mapping:** Map local, state, and national hotlines across all salient issue areas to create a comprehensive referral network.
- **Create referral network:** Establish a referral network of legal aid organizations and support networks to ensure complainants can access appropriate services.
- **Secure legal support:** Obtain pro bono legal counsel to triage complaints, provide legal analysis, and identify the best path to issue resolution.

- **Integrate consular support:** Integrate the Consular Corps into access to remedy protocols to support international visitors who may experience human rights violations.
- **Ensure surge readiness:** Coordinate with relevant authorities and community partners to ensure readiness for a surge of potential grievances connected to hosting and staging the FIFA World Cup 26™.

### Awareness and Training

- **Raise internal awareness:** Increase awareness across NTFWCOC staff and suppliers about the FIFA Reporting Portal, the Worker Support Hub at the FIFA World Cup 26™ Dallas Fan Festival, and general incident reporting expectations.
- **Included information in trainings:** Included information on how to file complaints at the local and national levels in NTFWCOC trainings.

### Operational Protocols

- **Develop back-of-house processes:** Create clear protocols for NTFWCOC to triage, refer, and remedy issues in coordination with on-the-ground human rights incident teams.
- **Staff incident response:** Designate a human rights incident lead who will be responsible for implementing and managing response efforts during the event.
- **Establish communication lines:** Create close communication channels with the FIFA World Cup 26™ incident response team, worker interviewers, and other relevant actors, and agree upon triage and routing processes.

These coordinated access to remedy measures ensure that people who experiences a human rights violation linked to hosting the FIFA World Cup 26™ in North Texas has clear pathways to report concerns, receive support, and access appropriate remedies.

## Conclusion

The NTFWCOC 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 UNGPs and shaped by the voices of nearly 300 local stakeholders, this plan is both a roadmap and a promise—one that prioritizes safeguarding, promotes worker protections, and ensures access to remedy across all aspects of tournament delivery.

This plan is 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 NTFWCOC's efforts. Through targeted actions—from the establishment of a Worker Support Hub and RCP to accessibility integrations and coordinated support for unsheltered populations—NTFWCOC is embedding human rights into the DNA of this global event.

As North Texas prepares to welcome the world, NTFWCOC recognizes that 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 commitment to ensuring that when the final whistle blows, the legacy of the FIFA World Cup 26™ in North Texas will be one of dignity, fairness, and lasting impact.

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*For questions about this plan or to provide feedback, please contact the NTFWCOC's Chief Human Rights Officer, Minal Davis, [minal@dallasfwc26.com](mailto:minal@dallasfwc26.com). For media inquiries, contact [media@dallasfwc26.com](mailto:media@dallasfwc26.com).*