

FIFA WORLD CUP 2026 HUMAN RIGHTS STRATEGY Q&A

City of Los Angeles

STAKEHOLDER ENGAGEMENT

1. Were any considerations made regarding how to make engagement accessible to different stakeholders? If so, what were these and how did this influence engagement? (e.g. holding virtual meetings)

The City of L.A., as lead author for this strategy, consulted with a variety of subject matter and policy experts inside city and regional government organizations, as well as with external stakeholders. Most of these engagements happened virtually, due to the ongoing COVID-19 pandemic. These virtual conversations happened over video calls, phone calls, and email, and were mostly bilateral, directly between the City's lead and the stakeholder. These partners were provided a draft copy of the strategy and asked to review and provide edits and comments. Their inputs were incorporated into the final version of the strategy.

2. A number of proposed stakeholders listed in the Ergon report were not engaged with by the city (e.g. trade unions, city procurement, housing charities, hospitality sector). If this was the case, could the city inform the reason?

At this stage of the strategy's development, the City sought to work directly with organizations that could inform a landscape view of risks, mitigation, and opportunities associated with human rights and this event. For example, we worked closely with the L.A. County Federation of Labor to understand the perspective of their affiliate organizations, and relied on the Federation to engage their local chapters, and provide the City with consolidated feedback. As the strategy develops in the years before the 2026 FIFA World Cup™, our intent will be to again work with partners who can bring their broad networks into deeper conversation around more detailed planning and engagement.

3. Does the city consider the tournament to impact additional rights holders, other than those identified in the Ergon report?

Three groups of rights holders - young people, seniors, and immigrant communities - are mentioned in this report, but additional, focused engagement could be done to better understand how they may be affected across risk areas. For example, some of the risks facing immigrant communities are mentioned in the discussion of workers' rights, public safety, and inclusion, but this is not exhaustive nor does it consider how certain risks may compound. As specific planning for the 2026 FIFA World Cup™ continues, more can be done to better understand the intersectional risk facing these and other potentially impacted communities in our region.

4. Could the city clarify whether stakeholders were given an opportunity to review and comment on the report prior to submission? Has the final report been shared with stakeholders?

All stakeholders engaged as part of the strategy development were provided an advance copy for comment and review, including our partners at the L.A. County Federation of Labor, and City

departments and policy teams on Housing and Homelessness, Public Safety, Workforce and Economic Development, Civil Rights, Disability, Neighborhood Empowerment and Public Engagement. The final report has been shared with all stakeholders involved in its development and will be made available to the public.

5. If possible, please provide information on any captured outcomes from stakeholder engagement in relation to the hosting of the tournament.

Most stakeholders provided comments, which were incorporated into the document. Some specific outcomes include the detailed events listed in Section 1, the detailed risks and remedies facing workers in Sections 2.2 and 4.2. In addition, new initiatives have emerged since the original strategy was submitted, which include pilots for alternative response in policing, including the City's new [CIRCLE program](#), which intersects with risks in both public safety and to unhoused residents. As these new solutions develop - all of which depend on a network of partners and providers and the active engagement of rights holders and stakeholders - they will become a part of how L.A. evolves its human rights strategy in the coming years.

6. Could the city provide any letters of support received from the private sector or organizations representing affected groups?

The Los Angeles host committee has support for the 2026 FIFA World Cup™ from stakeholders across private, public, and community-based organizations, including those represented in the strategy and in during the presentation with FIFA and Ergon on December 8, 2021. To date, we have not requested letters of support from these stakeholders, but they will continue to be engaged in the planning and delivery of this strategy and any events, should our region be selected as a host.

7. Please provide any feedback given by stakeholders on the quality of the stakeholder process, existing or planned measures to address risk, and the contents of the report, if applicable.

The Los Angeles host committee and the City have heard from stakeholders, particularly those with connectivity to other events or candidate host cities, that L.A.'s approach was more inclusive and detailed than others. There was universal support from these stakeholders to stay engaged in this strategy's next steps, and continue working with the host committee to further develop response and mitigation plans, as well as the legacy opportunities. For example, the Los Angeles County Federation of Labor, which represents the body of trade unions with workers that may be impacted should Los Angeles be selected to host, has agreed to convene regular meetings with their base of affiliates and our FIFA Host committee to enact the provisions to protect worker's rights as described in our strategy.

8. Can the city confirm whether any progress has been made in developing a plan to further engage / integrate external stakeholders in planning / delivery of the tournament? Have stakeholders been involved or could be involved in the development of that plan?

The stakeholders consulted for this strategy are a part of the broader Los Angeles host committee for the 2026 FIFA World Cup™. They will be a part of the tournament's planning and delivery. In an effort to uphold the values and commitments that were described in our strategy, the Host Committee will hold biannual meetings with stakeholders to track risks and solutions, flag any potential concerns, and troubleshoot any emerging or evolving challenges, as identified by the stakeholders.

RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES FOR A POSITIVE HUMAN RIGHTS LEGACY

9. Could the city explain what process was undertaken to review and evaluate identified risks? (e.g. how risks highlighted by Ergon were taken into consideration, how other risks were identified, what sources of information were consulted, how stakeholders helped inform the city).

The City considered the prospective areas of risk as suggested by Ergon, and undertook to consider those and others in the context of Los Angeles. Specifically, the City considered the thirty articles of the Universal Declaration of Human Rights, narrowing our consideration to those rights that could be impacted by a major, global event like the FIFA World Cup™. Those not explicitly discussed within L.A.'s strategy are either less of a risk, based on existing legal and regulatory structures within the United States, or are not explicitly within the authority of the City. This includes many rights tied back to an individual's right to due process, a presumption of innocence, and equal access to justice, all of which are enshrined in the Constitution of the United States and extensive legal precedent and practice. Instead, those that were discussed in L.A.'s strategy had at least two characteristics: they were within, or intersect with, the City's authorities, and may be impacted by a major event.

Several of these rights could be considered together, as we did with the rights to work, to rest, to social security, all in the risk category identifying various labor abuses and the mitigations proposed to protect workers' rights. Because of the strong legal foundation and partnerships already in place, the City was able to consider these risks in our current context in collaboration with stakeholders. For example, rather than more generally identifying workplace safety as a labor risk, we specified safety certifications that should be maintained and required by venues and their operators. These elements were added directly by stakeholders as part of our coordination of this strategy.

10. Has the city considered, for example through stakeholder engagement, the severity of these risks? (e.g. has the city considered the likelihood of the risks materializing, or the potential for impacting a certain group of rights holders or a wider population)

Each of the risk areas identified in the strategy has the potential to materialize during any major event; however, each of these risk areas has an existing framework of laws, resources, and experts who work to mitigate or eliminate these risks every day in the City of Los Angeles. L.A. has a robust system of national, state, and local policies and laws that minimize the likelihood of the risk areas. In addition, Los Angeles has the venues and infrastructure required to host already in place, and those venues and their operators have experience with other major events where risks are similar. This limits both the likelihood and the “severity” of the risk. For example, the workforce already in place at both prospective host venues are already protected by labor agreements, but the host committee can work with stakeholders to ensure additional, temporary staff are hired in a way that ensures their rights are similarly protected. Further, the City of Los Angeles’ Bureau of Contract Administration (BCA) and Los Angeles County’s Department of Consumer and Business Affairs (DCBA) track and uphold workplace compliance to ensure that workers are paid their proper wage, receive adequate benefits and sick time, and protected from retaliation. We will be working in partnership with these two entities as they ensure that all vendors, contractors and subcontractors are in compliance with local laws, including uphold the rights for workers to freely organize without fear of retaliation, and that when relevant, all workers are properly categorized as employees instead of independent contractors, among other workplace compliance issues.

In another example, all prospective host venues are already compliant with the Americans with Disabilities Act (ADA), ensuring they are accessible. The host committee will work with stakeholders to ensure that any temporary facilities are also compliant, including connectivity between transportation and the venues, promotional materials, and the program itself.

11. Has the city identified whether/which activities related to the tournament may lead to heightened risk? Would mitigation measures be key to preventing risk from materializing?

Specific to the categories of risk identified within this strategy, certain risks may be elevated based on world events, including natural disasters or economic shocks and stresses, and specific mitigation strategies can be identified based on that context.

In addition, the 2026 FIFA World Cup™ events will bring visitors from around the world to Los Angeles. While the L.A. region is home to people from all around the world, visitors will be greeted by our L.A. for All campaign and an emphasis on our culture - one where everyone belongs. This means it is incumbent on all parties to stress that discrimination, racism, sexism, and other derogatory speech or behavior will not be tolerated. Additionally, these visitors should be made aware of persons who would seek to exploit their lack of familiarity with the City. Mitigations specific to risks associated with an increase in international visitors can be shaped in the lead up to the event, and will build off our experience hosting the other major events slated for the L.A. region over the next decade.

12. Has the city considered whether risk and mitigation measures may change in the time leading up to the tournament? Has the city considered how the aftermath of the pandemic or other contextual issues will affect the hosting of the tournament or the risks identified in relation to it?

Risk and mitigation measures will absolutely evolve in the time leading up to the tournament. As we continue to ready the region for the other major events that Los Angeles will host in the coming years, our host committee will have a chance to better institutionalize collaboration and response across sectors and among stakeholders. New strategies for community safety, alternative policing response, housing outreach, workers' rights, accessibility provisions across new media, digital privacy, personal mobility, and public transit are some of the areas where the City anticipates a need to consistent and sustained engagement with stakeholders and subject matter experts to inform the Los Angeles host committee and 2026 FIFA World Cup™.

The COVID-19 pandemic has altered expectations for in-person events, including sports. It has also accelerated certain trends, including contactless payment, ticketing, and services. This raises the prospect that a robust and unified digital strategy will be important for the United host committee to consider, as well as the related privacy considerations and digital rights.

13. Has the city made any progress regarding identification or implementation of planned measures (regulation, mechanisms, programs) to address identified risks and to implement opportunities for a positive human rights legacy?

Los Angeles will host a series of major, global events and competitions over the next decade. This trajectory provides an opportunity to further solidify our collaboration across sectors and jurisdictions throughout the region to protect human rights and promote a legacy rooted in these events. Public safety agencies have experience with a unified command model around major events; this provides an opportunity for other regional agencies to learn from one another - including from L.A.'s pilot efforts in alternative response. The risk areas already have existing mitigation strategies in place as outlined in the strategy document. Major events also offer an opportunity for a lasting and inclusive legacy in our communities. Our local, small businesses are integral to our community and play a key role in our plans for upcoming major events. Super Bowl LVI's Business Connect program identifies and uplifts small and minority-owned businesses in the Los Angeles area so they can reap the long-term benefits from high-profile events. We plan to continue to operate this program throughout the decade, in partnership with the other events slated for Los Angeles. In another example, in partnership with LA28, the private non-profit organizing committee for the 2028 Olympic and Paralympic Games in Los Angeles, the City of L.A. launched PlayLA in November 2021. This program will expand programming for sports leagues and fitness classes through the City's Department of Recreation and Parks to all youth in the city for low or no cost. We are also confident that a strong Human Rights strategy will lead to a long-lasting, positive economic legacy for local Angelenos. Utilizing local hiring practices, apprenticeship and pre-apprenticeship programs, and adhering to existing labor agreements will allow local Angelenos to gain skills while earning a good wage. These are transformative opportunities that can help elevate working conditions in otherwise traditionally low-wage industries, and create pathways out of poverty.

14. Could the city provide any details on progress made in determining how stakeholders will be engaged in delivering these measures?

Our local stakeholders are a key component of our "super host committee" model. We plan to partner with subject matter experts and those already working on these important initiatives to utilize the spotlight the 2026 FIFA World Cup™ will bring to our region to continue to make a difference and an impact throughout our community. Further, we plan to hold biannual meetings with our key stakeholders, should L.A. be selected to host.

15. Could the city describe the process through which it will decide on concrete milestones for the upcoming years?

Should Los Angeles be selected to host events as part of the 2026 FIFA World Cup™, the host committee will work with the City and County of Los Angeles and the stakeholders identified in this report to set out a calendar for engagement and planning over the four years leading up to the event. The host committee anticipates completing an annual update to its strategy, wherein a summary of stakeholder engagement activities, any changes to the risks, mitigation strategies, and legacy opportunities, and new solutions or pilot efforts taking shape across the region will be addressed.

16. Could the city confirm whether stakeholders would be involved in the delivery of planned measures for addressing risk and capitalizing on opportunities in relation to the tournament? How would that engagement take place? How often?

The host committee and City confirm that stakeholders will be involved in the delivery of planned measures to address risk and realize opportunities. This engagement is likely to be led by a subcommittee of the host committee, and would collaborate with other major event planning underway in the region - including the development of a Human Rights Strategy for the 2028 Olympic and Paralympic Games in Los Angeles. Initially, this structure will meet at least biannually, with the expectation that planning will increase in tempo in the 18 months prior to the event, and will necessitate matrixed coordination between functional area planning (e.g., public safety and security) and the host committee's human rights stakeholders.

COMPLAINTS AND REMEDY

1. How will stakeholders be engaged to help resolve issues and provide remedy?

This is dependent on the specific issue, but in general, stakeholder engagement is essential because they are trusted partners and experts, they maintain a network and can introduce the lived experience and perspective of their clients and affiliates, they have proven means of engagement and communication, and they can relay and help to resolve issues as they arise.

2. Does the city plan on creating any specialized complaint mechanisms for issues arising directly as a result of tournament hosting? If yes, does the city believe this mechanism may help support vulnerable groups in raising concerns and receiving remedy? In what way?

Mechanisms to report human and civil rights violations or complaints already exist, specialized based on the responsible authority. For example, options exist to report labor violations through online portals, phone hotlines, and walk-in testimonials at the municipal, county, and state level, as well as with labor advocacy organizations.

The host committee, working with the City and other stakeholders, can provide a consolidated means of accessing these reporting portals and other complaint mechanisms to ensure access to all who may be impacted, including those most vulnerable. Such material, when combined with outreach to visitors and residents around expectations and anticipated impacts related to the event, can help alert vulnerable groups to reporting structures and remedies in place.

3. Would the city be prepared to consider a commitment to providing remedy for all adverse impacts caused by or contributed to by the organizing and delivery of the tournament?

Collectively, the City and County of Los Angeles, the State of California, and the U.S. Government have reporting structures in place for any human rights-related claims or complaints, and legal remedies exist to address these violations.

DECEMBER 8, 2021 - MEETING ATTENDEES

Name	Title	Organization
Kathryn Schloessman	President & CEO	Los Angeles Sports & Entertainment Commission
Allison Citelli	Vice President, Events & Business Development	Los Angeles Sports & Entertainment Commission
Clara Murphy	Senior Manager, Marketing & Business Development	Los Angeles Sports & Entertainment Commission
Erin Bromaghim	Director of Olympic and Paralympic Development Mayor's Office of International Affairs	City of Los Angeles
Joumana Silya-Silba	Director of Policy and Discrimination Enforcement	City of Los Angeles
Doane Liu	Executive Director, Dept of Convention & Tourism	City of Los Angeles
Capri Maddox	Executive Director of the Los Angeles Civil + Human Rights and Equity Department (LA Civil Rights)	City of Los Angeles
Maria Camacho	Director of Government Affairs	LA Rams
Patti MacJennett	Chief External Affairs Officer	Los Angeles Tourism
Larry Freedman	Co-President and Chief Business Officer	LAFC
Benny Tran	EVP, Corporate Strategy and Operations	LAFC
Chris Klein	President	LA Galaxy
Thomas Braun	Vice President, Business Operations	LA Galaxy
Efrain Escobedo	Vice President Public Policy and Civic Engagement	CA Community Fund
Sandra Martinez	Vice President/Chief of Staff	LA84 Foundation
Doug Arnot	Chairman & Managing Director	Broadstone Group
Lt Shannon White		LAPD
Cmdr Billy Brockway		LAPD
Brian Buchner	City Homelessness Coordinator	Office of the City Administrative Officer
Rob Nothoff	Policy Director	LA Federation of Labor
Kevin Malone	CEO / President of the Board	USIAHT
Marina Escobedo	Deputy, LA County Board of Supervisors	Los Angeles County
Kelvin Driscoll	Senior Deputy, Human Services & Child Welfare	Los Angeles County
Sonia Lopez	Director of Community Engagement	Los Angeles County
Kwame Simmons	District Director	Los Angeles County