MEXICO CITY
Committed to Human Rights

FIFA 2026 World Cup™ Candidate Host City
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Human rights stakeholder engagement report

June 2022

Report
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As stated in the United Bid, our desire is to help shape the FIFA World Cup™ for the 21st century, by supporting FIFA and showcasing the power of football to meaningfully impact the world through a shared commitment to human rights and broader sustainability issues.

As a Candidate Host City, we are committed to the vision that establishes new standards for ethical conduct and embeds human rights and environmental sustainability into every aspect of the Competition. We see this as an opportunity to create a long-lasting legacy beyond 2026.

The Ergon papers have provided a starting point for us as a Candidate Host City to kickstart a meaningful conversation about human rights in our city, our role to advance them and an analysis of stakeholders to be engaged.

We have followed the methodology below to date:

- a team of human rights experts brought on board specifically for this exercise has reviewed the Ergon paper to validate its findings
- the experts have also looked ahead to identify other emerging human rights issues that we need to consider on the road to 2026
- together, we have classified the human rights issues identified to understand where we, as a group of committed private actors, have greater responsibility and influence
- recognizing the importance of this process, a process to define the human rights legacy in our city post-2026 has been developed
- together we have developed a detailed stakeholder map of those actors relevant to this process and have begun engaging them with the process

The COVID-19 pandemic has had a devastating impact around the world. Mexico has been particularly badly hit: in January 2021 the country’s coronavirus death tally was the third highest in the world. During the same period, our municipality, Coyoacan, became the focus of rising COVID-19 cases while the city went into the “red” in the epidemiological risk scale. Understandably, the entire country’s attention has been focused on the important task of saving lives and managing the fallout from the pandemic.
Given the necessary diversions of attention, the limitations on engagement, and mid-term elections that impacted on every state in the country on 6 June, together with our other Candidate Host Cities in Mexico, we will continue to work with the team of human rights experts up to December 2021 in the process to advance the Human Rights Plan of Action by December 2021. Between now and the end of the year, we will continue to deepen our engagement with key stakeholders to develop a comprehensive plan of action that will anchor our human rights legacy for the 2026 FIFA World Cup™. This will be enriched by an evaluation of lessons learned from mega-sporting events.

Football has the power to serve as a mechanism for positive change and Mexico City, as a Candidate Host City, is committed to doing its part to ensure a lasting legacy of the 2026 FIFA World Cup™.
I. Stakeholder engagement process to date

The individuals behind Mexico City’s candidature as a Host City are committed to ensuring a broad and meaningful stakeholder engagement to ensure that wide-ranging and diverse viewpoints inform our human rights vision and Action Plan going forward.

The perspectives of a wide range of stakeholders have informed the process of identifying, classifying, and prioritizing the human rights issues relevant to the 2026 FIFA World Cup™ in Mexico City. However, the mid-term elections of 6 June - where new members of Congress, Senate and the local authority were elected – and a crippling pandemic have limited our ability to undertake the wide stakeholder consultations we had originally envisioned.

The Vienna Declaration states that “while the significance of national and regional particularities and various historical, cultural and religious backgrounds must be borne in mind, it is the duty of States, regardless of their political, economic and cultural systems, to promote and protect all human rights and fundamental freedoms”. As such, our stakeholder engagement has started with a focus on duty-bearers. Yet we see engagement of rights-holders as critical to the relevance of our Action Plan and will prioritize this over the next phase of the process with more details being submitted in the September interim report and the final concluding report in December 2021.

In many instances, the engagement with some key stakeholders is not new since the facilities proposed for the 2026 FIFA World Cup™ in Mexico City are existing facilities that have ongoing and constant engagement with fans, clubs and authorities responsible for guaranteeing their safety, as well as with many of the stakeholders involved in the experience of the match, including informal sellers in the stadium vicinity. Furthermore, the Federación Mexicana de Fútbol Asociación, A. C. (Mexican Football Federation - FMF) has played a role in stewarding conversations by all Candidate Host Cities in Mexico with some key stakeholders.

The following stakeholder groups have been identified and are in the process of being engaged as part of the process to finalize our Human Rights Action Plan:

- Authorities at the Federal, city and local level, including neighboring alcaldías
- Tourism sector including hotel, restaurants and transportation (air and ground)
- Civil protection agencies
- Civil society organizations
- Football fans and local clubs
- Labor organizations
- Police forces
• Civil protection agencies, including those responsible for child protection and for ensuring disaster management (noting the particular geographies of the city)
• Civil society organizations, including human rights organizations, LGBTQI+ groups, representatives of the women’s movement, child rights organizations
• Fans and local clubs
• Labor organizations
• Police forces

We have taken note of the guidance provided around meaningful inclusion of children and will address this over the course of the second half of 2021.

On the basis of the prioritization of those risks with higher probability, the following engagements with human rights stakeholders have taken place to identify and address of the risks and opportunities arising from hosting the 2026 FIFA World Cup™:

1. **Secretaría de Relaciones Exteriores** (Federal Ministry of Foreign Affairs)

Ongoing engagement with the **Secretaría de Relaciones Exteriores** (federal Ministry of Foreign Affairs) has involved high-ranking officials from the Directorate General of Human Rights and Democracy, the Council for Sports Diplomacy and Cooperation, the Directorate General for Liaison with Civil Society Organizations and the Directorate General of Political Coordination. In addition to bilateral meetings, two virtual meetings have been held.

During this Administration, the Ministry of Foreign Affairs has been mandated by the national government to play a central coordinating role for political, diplomatic and legal purposes on human rights issues, particularly when there is an international dimension. At the federal level, they will assist in the coordination of all parties and stakeholders to ensure amplify existing initiatives and ensure support where needed.

There are many risks to human rights that are common to all of the Candidate Host Cities in Mexico and having a single and coordinated approach will increase efficiency. This will streamline the definition of guidelines, as well as their communication and implementation by the local authorities of the Candidate Host Cities involved. Local elections will take place in Mexico before 2026, bringing change to local administrations that are currently in office will be significantly different at the time of the event. The Ministry of Foreign Affairs will provide continuity and stability to the process. Last, the Ministry of Foreign Affairs has the authority, resources and outreach at the national and international level that are needed to ensure the success of an event of this nature, particularly due to the tri-national nature of the 2026 FIFA World Cup™.

The salient issues discussed with this stakeholder are, among others:

a. Their willingness to accompany and assist the Candidate Host Cities in all acts related to the protection of human rights before, during and after the 2026 FIFA World Cup™, particularly those that fall to government as duty-bearers and relate to priority issues such as police and public safety forces, city procurement, child welfare and protection agencies and labor rights.

b. A coordination mechanism is being formalized to provide a liaison between the federal government and the local authorities of the Candidate Host Cities, as well as with the national organizers.
c. They agreed to provide support with the identification and engagement of the relevant human rights stakeholders.

d. They offered to discuss the agreements that have been made by Mexico in the global arena regarding the human rights issues that may be impacted by hosting the FIFA World Cup™.

e. The Ministry of Foreign Affairs volunteered to establish contact with diplomatic authorities from other nations, such as Qatar, to obtain feedback about their experiences hosting the FIFA World Cup™, that will be constructive and useful for the Mexican experience.

f. The Ministry of Foreign Affairs also volunteered to establish contact with Host Cities in the United States and Canada, once they are selected, in order to improve coordination and exchange useful experiences and information.

2. **Consejo Nacional para Prevenir la Discriminación** (National Council to Prevent Discrimination, CONAPRED)

CONAPRED is an independent government body responsible for promoting and eliminating discrimination nation-wide. It is tasked with developing and implementing policies and measures to guaranteeing inclusion and the right to equality.

The FMF has an existing agreement with CONAPRED outlining mutual collaboration to identify, promote and establish projects and actions that will lead to the promotion, protection and fulfillment of the right to equality and non-discrimination of FMF’s workers, including all individuals who render any type of service within its premises.

A virtual meeting was held in mid-June with the leadership of CONAPRED to strengthen and broaden the existing relationship to support the efforts of the Candidate Host Cities to address key areas of risk to human rights in relation to the event. It has been particularly useful because CONAPRED has the resources and experience that are necessary to mitigate said risks. Also, because of its federal nature, all the Host Cities in Mexico can benefit from this collaboration.

Overall, CONAPRED has expressed its support to contribute towards the achievement of human rights goals regarding the 2026 FIFA World Cup™, particularly for purposes of bringing a human and approachable quality to football in line with the vision presented in the United Bid.

3. **Visit Mexico**

Visit Mexico is a private body responsible for driving tourism promotion for Mexico. One of its core strengths is driving travel industry partners and certification, as well as destination promotion and marketing. It has a strong presence and influence with the tourism sector working in close partnership with the Federal Ministry of Tourism. Because of its network and access, Visit Mexico is able to contribute significantly towards the prevention and address of some of the areas of risk to human rights of highest priority in the country.

In a meeting between the President and Director General of Visit Mexico with the Host Candidate City team, there was agreement around the shared agenda of tackling some of the major human rights issues, such as human trafficking and exploitation. Visit Mexico clearly expressed its interest and commitment to the promotion of awareness about the importance of protecting human rights, as well as supporting a positive legacy from the FIFA World Cup™ in Mexico. Visit Mexico has agreed to use its network and serve as a liaison between the Host Cities, the national organizing entity and the various chambers of the
hospitality industry (hotels, restaurants, transportation) to develop awareness raising and prevention campaigns at critical touch points to counter trafficking and sexual exploitation.

Among other initiatives, Visit Mexico has offered to adapt and promote its Inclusive Tourism Certification Program to align with the areas of risk to human rights violations related to the 2026 FIFA World Cup™ including human trafficking and sexual exploitation; gender-based violence; inclusion and non-discrimination, with a particular focus on the LGBTQI+ community, and other issues that may emerge between now and 2026 where the tourism sector can play a key role. Visit Mexico will tap into its positive experience of certifying tourism-related businesses, including SMEs, on health and safety certification and training and certification on inclusion and non-discrimination. This work is fully aligned with the 2030 Agenda and the UN Sustainable Development Goals.

4. Center for Sports and Human Rights and UNICEF

The Center for Sports and Human Rights led a workshop on “United 2026 and Children Digital Consultation” to members of the Mexico City Candidate Host City team. The UNICEF country team in Mexico organized a second meeting in January 2021 to provide guidance on how to engage with human rights stakeholders. During this meeting, all of the parties agreed that it would be best if there was a joint approach by the three Mexican Candidate Host Cities to international organizations such as UNICEF and UN Women. The cities have agreed to follow up these engagements working jointly through the Ministry of Foreign Affairs, particularly to ensure alignment and buy-in for effective and inclusive measures and programs to address risks impacting the welfare of children, women and other vulnerable communities.

5. Local Authorities

The Estadio Azteca (Aztec Stadium) continually engages with local authorities in matters of public safety, traffic control, licenses and permits, and other operative matters that are inherent to the sporting events that are held on a regular basis.

As mentioned earlier, Mexico City has been one of the hardest hit cities by the health crisis of the COVID-19 pandemic, which has limited engagement. Now that the midterm elections are over, further meetings will be held later in Q4 of 2021 once the newly elected officials are in place to ensure continuity. However, it is important to note that due to the electoral cycle, none of the elected officials will be in place by 2026 making it even more important to ensure a robust process that includes the federal, subnational and local level as outlined earlier through a nation-wide strategy that addresses local city issues.

6. Local Soccer Teams and Fans

A video call was held in June with the representatives of Club America, one of the two local teams based at the Estadio Azteca, to better understand their experience, policies and programs on human rights matters. During the meeting, they expressed a profound interest in collaborating with the Candidate Host City team and others involved to make the 2026 FIFA World Cup™ a success and ultimately, deliver an impactful human rights legacy for Mexico and the world.

Club America currently has several programs that address issues of equality, violence (domestic and general) and inclusion such as: Jugamos por la Igualdad (We Play for Equality), Violencia Cero (Zero Violence) and Pride (campaign with Nike, one of the team’s sponsors). Furthermore, they emphasized that their approach to promoting and respecting human rights is not only directed at the general public and
other external actors, but stems from their interest in addressing this inside their own organization. As such, they undertake regular training sessions for their staff and team members at all levels.

When it comes to groups of fans, they shared that they have several strategies to promote their respect of human rights and goodwill behavior during matches. Specifically, implementing a detailed identification process of the members of each of the four official groups of fans by issuing an official identification, has proved to be very successful. They report to have a positive history of behavior from the groups of fans during matches of the MX League.

Finally, they team works closely with Grupo Televisa’s corporate social responsibility programs, which involve working with children’s hospitals and orphanages to promote the health and welfare of children.

7. Labor

The Estadio Azteca (Aztec Stadium) continually engages with relevant labor organizations related to the functioning of sporting events held on its grounds. Further outreach is planned for the second half of 2021 to discuss more specific plans that may impact the broader supply chain and those working inside the stadiums and their immediacies, particularly in the informal sector.

8. Civil society organizations

Bilateral meetings and informal outreach have taken place with key civil society organizations and other leading human rights figures to inform them and seek their views of the longer-term process for 2021 to develop our Human Rights Action Plan. Continued engagement is planned for the rest of the year.

9. Other stakeholders

As outlined above, we see the process to develop our Human Rights Action Plan as an opportunity to create meaningful engagement with new and existing stakeholders. We remain excited and committed to build a long-lasting human right legacy in Mexico City and beyond.
II. Identified risks and opportunities

RISKS

In line with FIFA’s human rights policy, our assessment of human rights-related risks was anchored in the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights) and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. Our approach was to take a fully inclusive approach to those rights enshrined in the International Covenant on Economic, Social and Cultural Rights. We were also guided by the work of the UN Special Procedures in the work they do to advance human rights issues requiring attention.

In identifying and discussing potential human rights-related risk areas we sought to look ahead to other human rights issues that may present risk in the future. As such, the issues identified go beyond those listed in the Ergon paper.

More importantly, we took an all-of-game approach throughout the Competition lifecycle looking at how people within our organization, throughout all our activities, and the activities of our business partners and suppliers will experience human rights.

Below we outline the potential human rights-related risk areas related to 2026 FIFA World Cup™ and what regulatory framework, systems and programs exist in Mexico City.

Safety and security, freedom of assembly

As a major urban center, Mexico City faces challenges that have to do with the safety and security of its residents and visitors on a regular basis. Hosting an event of the popularity and dimensions of the FIFA World Cup™ will trigger an increase in said risks derived from the activities involved in and around the competition, particularly the influx of visitors, groups of fans, involvement of local communities (including informal workers) and the festive nature of the event. Mexico City, as a Candidate Host City, is fully committed to addressing and mitigating the risks involved to ensure the human rights’ protection of everyone involved.

As mentioned in the Ergon paper, public safety is one of the most relevant risks to human rights in Mexico City. This issue has manifested itself in many areas. First, are the risks that may impact the safety of women and girls that include an elevated number of missing person cases, femicides and violence/abuse, both verbal and physical, in public spaces.

Second, is the excessive use of police force that has occurred within a wide range of settings, particularly concerning public protests and arrests. Also, it has jeopardized the safety of journalists covering these events. One of the most emblematic cases was the use of police force in response to demonstrations by feminist supporters who were protesting against gender violence.

These issues represent a risk that may impact the safety of spectators and fans who attend the matches in person or participate in related activities and events, as well as that of the players/officials and local citizens and communities. Also, it may affect the safety of journalists who are covering the event. It must be clarified that even though these risks are likely to increase during a massive sporting event such as the
FIFA World Cup, they exist regardless of this, which is why there is a robust set of measures that is already in place to prevent and mitigate them. These measures can be built upon and redirected for purposes of addressing the impact of the event on these risks.

Existing regulations, systems and programs are outlined below:

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<thead>
<tr>
<th>Safety and security, freedom of assembly</th>
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<tbody>
<tr>
<td><strong>National level</strong></td>
</tr>
<tr>
<td><strong>Legal Framework</strong></td>
</tr>
<tr>
<td>• Código Penal Federal (Federal Criminal Code)</td>
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<tr>
<td>• Ley General de Responsabilidades Administrativas (General Law of Administrative Responsibilities)</td>
</tr>
<tr>
<td><strong>Institutional Framework</strong></td>
</tr>
<tr>
<td>• Secretaría de Seguridad y Protección Ciudadana (Ministry of Public Safety and Citizen Protection)</td>
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<tr>
<td>• Comisión Nacional de Búsqueda de Personas (National Commission for the Search of People)</td>
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<tr>
<td>• Emergencias 911 (911 Emergencies telephone number)</td>
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<tr>
<td>• Programa de Atención a Víctimas del Delito (Program for the Attention of Victims of Crime – National Human Rights Commission)</td>
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<tr>
<td>• Programa contra la Trata de Personas (Program Against Human Trafficking - National Human Rights Commission)</td>
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</tbody>
</table>

| **Legal Framework** |
| • Ley de Víctimas para la Ciudad de México (Mexico City Victims Law) |
| • Ley de Atención y Apoyo a Víctimas Directas e Indirectas del Delito de Secuestro en la Ciudad de México (Mexico City Law for the Assistance and Support of Direct and Indirect Victims of Kidnapping) |
| • Ley del Sistema de Seguridad Ciudadana de la Ciudad de México (Mexico City Law for the Citizen Safety System) |
| • Ley de Búsqueda de Personas de la Ciudad de México (Mexico City Law for the Search of People) |
| • Ley que regula el Uso de la Fuerza de los Cuerpos de Seguridad Pública del Distrito Federal (Law to regulate the use of force by the Federal District’s public safety force) |
| • Ley para Prevenir la Violencia en los Espectáculos Deportivos en el Distrito Federal (Law for the Prevention of Violence in Sporting Events in the Federal District) |
| • Ley para la Celebración de Espectáculos públicos en la Ciudad de México (Law for the Celebration of Public Events in Mexico City) |
| • Ley de Establecimientos Mercantiles de la Ciudad de México (Mexico City Law for Business Establishments) |
| • Ley de Movilidad de la Ciudad de México (Mexico City Mobility Law) |

| **Institutional Framework** |
| • Secretaría de Seguridad Ciudadana (Ministry of Citizen Safety) |
| • Fiscalía General de Justicia de la Ciudad de México (Mexico City’s General Attorney) |
| • Programa Viaja Segura en el Transporte Público de la CDMX (Travel Safely Program for Female Users of Public Transportation in Mexico City) |
| • Camina libre, camina segura (Walk Free, walk safe -women) |
| • LOCATEL |
| • Red Conéctate por tu Seguridad (Connect for your Safety Network) |
| • Línea Nacional contra la Trata de Personas (National Hotline against Human Trafficking) |
| • Acuerdo para la implementación de medidas conjuntas entre la Liga MX y la CDMX para la seguridad (Agreement for the implementation of Joint Safety Measures between Liga MX and Mexico City) |
Women and girls

As mentioned above, the risks inherent to an urban setting of Mexico City’s dimensions particularly affect its most vulnerable members and minorities. As identified in the Ergon paper, there is an elevated level of violence against girls and women in Mexico at the national level. According to UN Women and the Government of Mexico, Addressing violence against women and femicides remains a high priority. Sexual violence in public spaces is a common occurrence in the form of harassment in the streets, public transportation, workplace, among other settings. Furthermore, in Mexico City economic, political, social and cultural inequality between men and women persists.

Large sporting events have been linked to a spike in violence against women, in particular domestic violence. Since this risk will likely be increased by the events and circumstances related to the FIFA World Cup™, safeguarding the rights of the girls and women who participate in or are affected by the event, in any capacity, is a priority.

Existing regulations, systems and programs are outlined below:

### Women’s rights

<table>
<thead>
<tr>
<th>Legal Framework</th>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ley General de Acceso de las Mujeres a una Vida Libre de Violencia (General Law for Women’s Access to a Free of Violence Life)</td>
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<tr>
<td>Ley General para la Igualdad entre Mujeres y Hombres (General Law for Equality between Women and Men)</td>
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<tr>
<td>Ley de los Derechos de las Niñas, Niños y Adolescentes de la Ciudad de México (Mexico City Law for the Rights of Girls, Boys and Teenagers)</td>
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<tr>
<td>Ley General para Prevenir, Sancionar y Erradicar los Delitos en Materia de Trata de Personas y para la Protección y Asistencia a las Víctimas de estos Delitos (General Law for the Prevention, Punishment and Elimination of Human</td>
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</table>

### Legal Framework

- Ley de Igualdad Sustantiva entre Mujeres y Hombres en el Distrito Federal (Federal District’s Law for Substantive Equality between Women and Men)
- Ley para la Protección, Atención y Asistencia a las Víctimas de los Delitos en Materia de Trata de Personas del Distrito Federal (Federal District’s Law for the Protection and Assistance of Victims of Human Trafficking Crimes)
- Ley de Sociedad de Convivencia para la Ciudad de México (Mexico City’s Legal Coexisting Society Law)

### Institutional Framework

- #JugamosPorLaIgualdad (WeplayForEquality -Club America)
- #CeroViolencia (CeroViolence)
- Iniciativa Spotlight – Sistema Naciones Unidas y OSC (Spotlight Initiative – United Nations’ System and OSC)
- Red Nacional de Refugios (National Shelter Network)
- CDHCM Amiga (CDHCM Friend -women)
Despite the fact that there have been multiple institutional and regulatory advances towards the protection of LGBTQI+ rights in Mexico City, gender and sexual orientation-based discrimination and violence continue to exist in the form of mockery, rejection, disqualification, physical aggression and crimes against members of the LGBTQI+ community.

As mentioned in the Ergon paper, one of the most visible cases in this regard is the homophobic chant known as “El Grito” that has been traditionally directed by crowds in football matches against the opposing team as a means of mockery and distraction. This practice has led to various sanctions by FIFA against the Mexican Football Federation and is a source of concern for the 2026 World Cup™. As a result, this has become a matter of top priority for the FMF and every Candidate Host City in Mexico. As we will describe in detail below, various measures have been currently set in place to address and control this issue, in addition to ensuring broader inclusion and non-discrimination.
Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
</tr>
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<tbody>
<tr>
<td><strong>Legal Framework</strong></td>
<td><strong>Legal Framework</strong></td>
<td><strong>Campaña ¡Ya Párale! para erradicar el grito homofóbico</strong> (Stop! Campaign against the homophobic chant)</td>
</tr>
<tr>
<td>- Ley de Sociedad de Convivencia para la Ciudad de México (Mexico City’s Legal Coexisting Society Law)</td>
<td>- Protocolo de Actuación Policial de la Secretaría de Seguridad Pública del Distrito Federal para Preservar los Derechos Humanos de las personas que pertenezcan a la Población LGTBTITI (Federal District Public Safety Ministry’s Police Conduct for the Preservation of the Human Rights of Members of the LGBTI Community)</td>
<td>- Línea Nacional Diversidad Segura (Safe Diversity National Hotline)</td>
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<tr>
<td><strong>Institutional Framework</strong></td>
<td><strong>Institutional Framework</strong></td>
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<tr>
<td>- Día Nacional de la Lucha contra la Homofobia (National Day for the Fight Against Homophobia)</td>
<td>- Acuerdo por el que se instituye el 17 de mayo de cada año, como día de lucha contra la homofobia en el Distrito Federal (Decree that determines 17 May as the day to fight against homophobia in the Federal District)</td>
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<tr>
<td></td>
<td>- Acuerdo por el que se instituye el 13 de Noviembre de cada año, como día de las Personas Trans (Decree that determines 13 November as the Day of Transgender People)</td>
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<td></td>
<td>- Acuerdo por el que se establecen los Criterios conforme a los cuales debe operar la Red Interinstitucional de Atención a la Diversidad Sexual (Decree that determines the criteria for the operation of the institutional network for Sexual Diversity Assistance)</td>
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<td></td>
<td>- Acuerdo por el que se instruye a Diversas Dependencias de la Administración Pública del Distrito Federal a Implementar Acciones en la Ciudad de México en la Lucha Contra las Fobias hacia las Poblaciones Lesbianas, Gays, Bisexuales, Transgéneros, Transsexuales, Travestís e Intersexuales (LGBTITI)&quot; (Decree that establishes Varios Entities of the Federal District Government to Implement Actions in Mexico City for the Fight against Phobias targeting the Lesbian, Gay, Bisexual, Transgender, Transsexual, Transvestite and Intersexual Communities (LGBTITI))</td>
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<tr>
<td><strong>Institutional Framework</strong></td>
<td><strong>Institutional Framework</strong></td>
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<tr>
<td>- Unidad Especializada para la Atención a Usuarios de la Comunidad LGBTITI (Special Unit for Assistance of Users that are Members of the LGBTITI Community)</td>
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One of the concerns identified in the Ergon paper regards the risks involved with the temporary and informal employment of workers in the supply chains and services industries related to the event. In general terms, fraud and deceit in the recruiting process, precarious labor conditions, discrimination and harassment against women in the workplace, informality and a lack of observance of labor regulations are some of the violations to labor human rights that have been observed in Mexico City.

Specifically, when it comes to Mexico City and the FIFA World Cup™, these risks will likely relate to informal activities such as the sale of food and drinks and offer of parking spaces in the areas surrounding the Aztec Stadium, which are traditionally carried out by locals and neighbors during local football matches. Also, these risks are likely to impact the hospitality industry. Special attention must be given to the protection of girls, women and teenagers, against exploitation, since child labor is a common occurrence in Mexico City.

Considering that there are no significant infrastructure projects planned for this World Cup, the risk of these violations impacting workers in the construction industry is low.

Existing regulations, systems and programs are outlined below:

### Legal Framework

- **National level**
  - Ley Federal del Trabajo (Federal Labor Law)

- **Subnational level**
  - Reglamento General de Inspección y Aplicación de Sanciones por Violaciones a la Legislación Laboral (General Regulations for the Inspection and Sanction for Violations to Labor Laws)
  - Reglamento de la Procuraduría de la Defensa del Trabajo del Distrito Federal (Regulations of the Federal District’s General Attorney for Labor Defense)
  - Programa de Apoyo a la Capacitación en el Trabajo y Fomento a la Productividad (PACTyFP) (Support Program for Labor Training and Promotion of Productivity)
  - Programa de Fomento al Trabajo Digno en la Ciudad de México "Trabajo Digno Hacia la Igualdad" (Program for the Promotion of Dignified Labor in Mexico City)

- **Non-state actors**
  - Iniciativa Mexico United 2026 (2026 Mexico United Initiative)
  - #JorgitoCuenta – campaña por los derechos laborales de trabajadores de la limpieza de Amnistía Internacional México (#JorgitoCounts campaign in favor of labor rights of cleaning workers by Amnesty International Mexico)
  - Los Rifados de la Basura – campaña por la protección de derechos de trabajadores de la limpieza de la CDMX (Committed to Garbage – Campaign for the protection of labor rights of garbage collection workers)
  - Campañas Centro de Derechos del Migrante (Campaigns by the Center of Migrant Rights)
  - Campaña #YoTrabajoPositivo de la Red Mexicana de Jóvenes y Adolescentes Positivos (#IworkPositively...
As mentioned in the Ergon paper, Mexico is one of the countries with the highest incidence of attacks against journalists and human rights defenders in the world. Mexico City is one of the entities with the most cases of aggression in the country, which is likely due to its nature as the nation’s capital and the seat of the federal government. Mexico City is frequently the site of numerous public protests and demonstrations that tackle local and national issues. This has translated into repeated cases of attacks against journalists who are covering these events, several of which have involved women journalists. In addition to the excessive use of force, journalists and human rights’ defenders have suffered violations to their right to freedom of speech due to censure and threats when reporting on corruption, human rights violations or criticizing the government.

Protection of Journalists and Human Rights Defenders

When it comes to the FIFA World Cup™, as with any large event, the combination of large masses and potential protests puts participating human rights defenders and journalist covering such protests at risk.

Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>National level</th>
<th>Protection of journalists and HRDs Subnational level</th>
<th>Non-state actors</th>
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<tbody>
<tr>
<td><strong>Legal Framework</strong></td>
<td>• Ley para la Protección para Personas Defensoras de Derechos Humanos y Periodistas (Law for the Protection of Human Rights Defenders and Journalists)</td>
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<tr>
<td><strong>Institutional Framework</strong></td>
<td>• Mecanismo para la Protección para Personas Defensoras de Derechos Humanos y Periodistas (Mechanism for the Protection of Human Rights Defenders and Journalists)</td>
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<td></td>
<td>• Programa de Agravio a Periodistas y Defensores Civiles – CNDH (Program for the Affront Against Journalists and Civil Defenders by the National Human Rights Commission)</td>
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<tr>
<td></td>
<td>• Campaña #CeroViolenciaMasPeriodismo – CNDH</td>
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<tr>
<td><strong>Legal Framework</strong></td>
<td>• Ley para la Protección Integral de Personas Defensoras de Derechos Humanos y Periodistas del Distrito Federal (Federal District Law for the Integral Protection of Human Rights Defenders and Journalists)</td>
<td></td>
</tr>
<tr>
<td><strong>Institutional Framework</strong></td>
<td>• Ley de Fomento a las Actividades de Desarrollo Social de las Organizaciones Civiles para el Distrito Federal (Federal District Law for the Promotion of Social Development Activities by Civil Organisms)</td>
<td></td>
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<tr>
<td></td>
<td>• Mecanismo de Protección Integral de Personas Defensoras de Derechos Humanos y Periodistas (Mechanism for the Integral Protection of Human Rights’ Defenders and Journalists)</td>
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<tr>
<td><strong>Programa de Atención y Defensa de Artículo 19 (Program for the Assistance and Defense by Artículo 19)</strong></td>
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<tr>
<td><strong>Programa de acompañamiento integral a Periodistas y Defensores de Derechos Humanos de Propuesta Cívica (Program for integral support to Journalists and Human Rights’ Defenders by Propuesta Cívica)</strong></td>
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<tr>
<td><strong>Mecanismo de Alerta Urgente de la Red Nacional de Defensoras de Derechos Humanos (Emergency Alert Mechanism of the National Network of Human Rights’ Defenders)</strong></td>
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<tr>
<td><strong>Sistema de Alertas de Periodistas de a Pie (Alert System by Periodistas de a Pie)</strong></td>
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</table>
Environmental rights

In addition to the risks identified by Ergon in its paper, the risk of environmental rights violations due to the event has also been detected. Mexico City is the entity with the second highest level of residues in the country, and a massive sporting event like the FIFA World Cup™ will likely impact this issue.

Furthermore, another relevant risk concerns the lack of drinking water in Mexico City as a result of the overexploitation of water sources, deficient management of resources, uncontrolled population growth and the increase of industrial activities. Among the areas that have been most affected by Mexico City's water crisis are those that surround the Aztec Stadium (Tlalpan, Milpa Alta and Xochimilco). Access to water for human use is almost entirely confined to bottled water, which leads to an additional risk to the environment and the production of residues linked to the event.

Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>Environmental rights</th>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secretaria del Medio Ambiente</strong> (Ministry of the Environment)</td>
<td><strong>Ley Orgánica de la Procuraduría Ambiental y del Ordenamiento Territorial de la Ciudad de México</strong> (Mexico City’s Law of the General Attorney for Environmental Matters and Territorial Order)</td>
<td><strong>Programa de Agravio a Periodistas y Defensores Civiles de la CNDH</strong> (Program for the Affront Against Journalists and Civil Defenders by the National Human Rights Commission)</td>
<td><strong>Campana Limpiemos nuestro México de la Liga MX</strong> (Let’s Clean our Mexico Campaign by the Liga MX)</td>
</tr>
<tr>
<td><strong>Procuraduría Federal de Protección al Ambiente</strong> (Attorney General for the Protection of the Environment)</td>
<td><strong>Ley de Mitigación y Adaptación al Cambio Climático y Desarrollo Sustentable para la Ciudad de México</strong> (Mexico City’s Law for the Mitigation of and Adaptation to Climate Change and Sustainable Development)</td>
<td><strong>Relatoría de Libertad de Expresión de la Comisión de Derechos Humanos de la Ciudad de México</strong> (Court Reporter of Freedom of Speech of Mexico City’s Human Rights Commission)</td>
<td><strong>Campana Respira la vida (Breathe Life)</strong> Organización Mundial de la Salud (OMS), del Programa de las Naciones Unidas para el Medio Ambiente (ONU Medio Ambiente), y de la Coalición Clima y Aire Limpio + CDMX (BreatheLife Campaign by the WHO, UN Environment and Clima y Aire Limpio and Mexico City Coalition)</td>
</tr>
<tr>
<td></td>
<td><strong>Ley de Residuos Sólidos del Distrito Federal</strong> (Federal District’s Law of Solid Waste)</td>
<td></td>
<td><strong>Campana Consume Responsable – Greeppeace México</strong> (Consume Responsibly Campaign by Greenpeace Mexico)</td>
</tr>
<tr>
<td></td>
<td><strong>Ley del Derecho al Acceso, Disposición y Saneamiento del Agua de la Ciudad de México</strong> (Mexico City’s Law for the Access, Disposal and Treatment of Water)</td>
<td></td>
<td><strong>Isla Urbana Proyectos de captación de agua de lluvia</strong> (Rainwater collection projects by Isla Urbana)</td>
</tr>
<tr>
<td></td>
<td><strong>Norma NADF-024-AMBT-2013</strong> (Official Mexican Norm NADF-024-AMBT-2013)</td>
<td></td>
<td><strong>Acciones para ahorrar energía eléctrica</strong> (actions to save electric energy)</td>
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<td><strong>Programa de reciclaje</strong> (Recycling program)</td>
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<td></td>
<td><strong>Sistema de tratamiento de agua y control de riego en la cancha</strong> (Water</td>
</tr>
</tbody>
</table>
Non-discrimination

Even though this is not an issue included in the Ergon paper, there are numerous incidents of discrimination, especially against the most vulnerable members of society, that occur across the board and also impact Mexico City. The most prevalent cases in Mexico City involve discriminatory acts against the LGBTQI+ population, women in the workplace, senior citizens and indigenous populations, amongst others. Race, economic status, different language and speech conditions, height and physical/mental disabilities can all be determining factors of whether someone experiences discrimination.

As mentioned above, the 2026 FIFA World Cup™ and its circumstances will likely trigger some of these acts of discrimination and, furthermore, will represent an opportunity and global stage to provide conscience and visibility to these issues.

Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Framework</td>
<td>Non-discrimination rights</td>
<td>Non-state actors</td>
</tr>
<tr>
<td>• Ley Federal para Prevenir y Eliminar la Discriminación (Federal Law for the Prevention and Elimination of Discrimination)</td>
<td>• Ley para prevenir y eliminar la discriminación en la Ciudad de México (Mexico City Law to Prevent and Eliminate Discrimination)</td>
<td>• Mosaico Azul – acciones en favor de la comunidad con síndrome Down de Club Cruz Azul (Mosaico Azul – actions in favor of the Down Syndrome community by Club Cruz Azul)</td>
</tr>
<tr>
<td>• Norma Mexicana NMX-R-025-SCFI-2015 en Igualdad Laboral y No Discriminación (Mexican Official Norm NMX-R-025-SCFI-2015 on Labor Equality and Non-discrimination)</td>
<td>• Ley para la Integración al Desarrollo de las Personas con Discapacidad de la Ciudad de México (Mexico City Law to Incorporate People with Disabilities to Development)</td>
<td>• #CeroViolencia - Capacitaciones del Club América para erradicar el racismo (ZeroViolence – Training to eradicate racism by Club America)</td>
</tr>
<tr>
<td>Institutional Framework</td>
<td></td>
<td>• Iniciativa Fútbol Inclusivo en México (Futbol Inclusivo Initiative)</td>
</tr>
<tr>
<td>• Consejo Nacional para Prevenir la Discriminación (CONAPRED) (National Council to Prevent Discrimination)</td>
<td></td>
<td>• Código de Ética del Grupo Televisa (Televisa Group’s Code of Ethics)</td>
</tr>
<tr>
<td>• Campaña por la Igualdad (CONAPRED) (Equality Campaign by CONAPRED)</td>
<td></td>
<td>• Programas Sociales de la Fundación Televisa (Social Programs by Fundacion Televisa)</td>
</tr>
<tr>
<td>• Ley General de Cultura Física y Deporte (General Law of Physical and Sports Culture)</td>
<td></td>
<td>• Máquina con Causa - Cruz Azul (Maquina con Causa by Cruz Azul)</td>
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<tr>
<td></td>
<td></td>
<td>• Programas sociales del Club América (Social Programs by Club America)</td>
</tr>
</tbody>
</table>
Personal Data and Privacy Rights

In addition to the issues identified in the Ergon paper, the risk of violations to personal data and privacy rights in the light of the event is likely to increase. As in many countries in the world, Mexico is currently experiencing an increase in cybercrimes derived from the increased online activity of individuals, entities and governments due to the COVID-19 pandemic.

In Mexico, these crimes frequently consist of the illegal copying, distribution and use of personal data, particularly financial information, as well as high profile cyberattacks against government systems and facilities. The most recent being a ransomware attack against the National Lottery systems by Avaddon. Avaddon revealed 17 documents that were allegedly extracted from the National Lottery systems and threatened to execute a Denial of Service (DoS) attack against the entity’s infrastructure.

This is not a risk that is exclusive to Mexico City and will exist in regard to every Candidate Host City. The FIFA World Cup™ will present an opportunity for these types of violations because it will likely involve an increased use of personal data, such as biometrics and financial information, for security and operational purposes.

Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>Personal data and privacy rights</th>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
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<tbody>
<tr>
<td><strong>Legal Framework</strong></td>
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<td></td>
<td></td>
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<tr>
<td>• Ley Federal de Protección de Datos Personales (Federal Personal Data Protection Law)</td>
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<tr>
<td><strong>Institutional Framework</strong></td>
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</tr>
<tr>
<td>• Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (National Institute of Transparency, Access to Information and Personal Data Protection)</td>
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<tr>
<td>• Estrategia Nacional de Ciberseguridad (National Cybersecurity Strategy)</td>
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<tr>
<td>• Sistema de denuncia del INAI: <a href="https://home.inai.org.mx/?page_id=3395">https://home.inai.org.mx/?page_id=3395</a> (Report system by the National Institute of Access to Information)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Legal Framework</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ley de Protección de Datos Personales en Possesión de Sujetos Obligados de la Ciudad de México (Mexico City’s Law for the Protection of Personal Data under Possession of Obligated Subjects)</td>
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<tr>
<td><strong>Institutional Framework</strong></td>
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<tr>
<td>• InfoDF</td>
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<tr>
<td>• Instituto de Transparencia, Acceso a la Información Pública, Protección de Datos Personales y Rendición de Cuentas de la Ciudad de México (Mexico City’s Institute of Transparency, Access to Public Information, Personal Data Protection and Rendering of Accounts)</td>
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<tr>
<td>• Campaña de Protección de Datos Personales durante la contingencia sanitaria por el Covid-19 (Campaign for Personal Data Protection During the Covid-19 Health Contingency)</td>
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<tr>
<td>• Campaña por la protección de datos personales del InfoDF (Campaign for the protection of personal data by InfoDF)</td>
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<tr>
<td>• Política de privacidad de la empresa Televisa (Televisa’s Privacy Policy)</td>
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</tbody>
</table>

Right to Health

In addition to the risks identified in the Ergon paper, the need to protect the human right to health should be included. The need and right to health has been highlighted by the COVID-19 pandemic at a global level. The high presence of pre-conditions in the Mexican population such as obesity, diabetes and hypertension has reinforced the need to guaranty access to health and fight against non-transmissible
disease. Due to the international nature of the FIFA World Cup™, it will represent a risk to the nation’s global health if this right is not properly protected, both before and during the event.

Existing regulations, systems and programs are outlined below:

<table>
<thead>
<tr>
<th>National level</th>
<th>Right to health</th>
<th>Non-state actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Framework</td>
<td>Legal Framework</td>
<td>Protocolo de sanidad del Estadio Azteca (Aztec Stadium’s Health Protocol)</td>
</tr>
<tr>
<td>• Ley General de Salud (General Health Law)</td>
<td>• Ley que Establece el Derecho al Acceso Gratuito a los Servicios Médicos y Medicamentos a las Personas Residentes en el Distrito (Law the Determines Free Access to Healthcare Services and Medicines for Residents of the Federal District)</td>
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<tr>
<td>Institutional Framework</td>
<td>Institutional Framework</td>
<td></td>
</tr>
<tr>
<td>• Secretaría de Salud (Ministry of Health)</td>
<td>• Secretaría de Salud de la Ciudad de México (Mexico City’s Ministry of Health)</td>
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</table>

In addition, the following regulations, systems and programs are applicable across all human rights risk issues:

<table>
<thead>
<tr>
<th>National level</th>
<th>Subnational level</th>
<th>Non-state actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Política pública de alcance nacional en materia de derechos humanos (National Public Policy on Human Rights)</td>
<td>• Constitución de la Ciudad de México (Mexico City’s Constitution)</td>
<td>• Pacto Mundial México (UN Global Compact Mexico)</td>
</tr>
<tr>
<td>• Plan de Acción Nacional de Empresas y Derechos Humanos (National Action Plan for Companies and Human Rights)</td>
<td>• Ley Constitucional de Derechos Humanos y sus Garantías de la Ciudad de México (Mexico City’s Constitutional Law of Human Rights and Guaranties)</td>
<td></td>
</tr>
<tr>
<td>• Programa Empresas y Derechos Humanos de la CNDH (Program for Companies and Human Rights by the National Human Rights’ Commission)</td>
<td>• Ley del Programa de Derechos Humanos del Distrito Federal y el Programa de Derechos Humanos de la Ciudad de México (Federal District’s Law for the Program on Human Rights and Mexico City’s Program on Human Rights)</td>
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<td></td>
<td>• Ley de Coordinación Metropolitana de la Ciudad de México (Law for the Metropolitan Coordination of Mexico City)</td>
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<td></td>
<td>• Ley del Sistema Anticorrupción de la Ciudad de México (Mexico City’s Anticorruption System Law)</td>
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<td></td>
<td>• Comisión de Derechos Humanos de la Ciudad de México – Sistema de Quejas de la CDHCDM: <a href="https://cdhcm.org.mx/quejaform/queja.php">https://cdhcm.org.mx/quejaform/queja.php</a> (Mexico City’s Human Rights’ Commission)</td>
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</table>
The Mexico City Candidate Host City’s team is committed to putting human rights at the heart of the 2026 FIFA World Cup 2026™ and using football as a means to connect the world and uphold human dignity.

As outlined below, we have undertaken an exercise to identify those human rights issues that are intrinsically linked to the actual delivery of the Competition. It is within this set of rights that we believe there is a strong possibility of having a positive impact and lasting human rights legacy.

We believe that one of the most positive contributions we can make is to embed human rights into our work and anchor it into our legacy commitments.

The United Bid “identified physical and mental health, gender equality, inclusion (ensuring all children have access to the sport of football for their personal and community development), education (including the development of curricula integrating football and school disciplines), and healthier lifestyles generally as the most critical issues we will address with our youth and social legacy, prioritizing underserved communities.” This stands the test of our human rights assessment and as such we will focus on integrating a human rights dimension into our priority legacy activities including:

Health

The right to health is fundamental and intrinsically tied to the 2026 FIFA World Cup.

Resolution 26/18 of the UN Human Rights Council on “The right of everyone to the enjoyment of the highest attainable standard of physical and mental health: sport and healthy lifestyles as contributing factors” acknowledged the following:

Noting with concern that, for millions of people throughout the world, the full enjoyment of the highest attainable standard of physical and mental health remains a distant goal,
Concerned that the increasing incidence of non-communicable diseases constitutes a heavy burden on society, with serious social and economic consequences, which represent a leading threat to human health and development,

Acknowledging the importance of sport and physical activity in combating noncommunicable diseases, as reflected in the 2011 Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases

The subsequent report “Sport and healthy lifestyles as contributing factors to the right of everyone to the enjoyment of the highest attainable standard of physical and mental health” by the UN Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental health notes: “Healthy lifestyles have not traditionally been viewed as a rights issue, but their adoption is integral to realization of the right to health. Sport and physical activity are a vital part of healthy lifestyles, and States and other actors incur important obligations to maximize individual capacity to exercise and to live healthfully.”

The right to health is currently compromised in Mexico by the high presence of pre-conditions in its population such as obesity, diabetes and hypertension. According to the Interamerican Development Bank, this has become a matter of public health concern not only in Mexico, but throughout Latin America and the Caribbean where almost 1 in 3 adults and 9 in 10 young people do not reach the recommended level of physical activity, and 1 in 2 adults has excess weight.

The 2026 FIFA World Cup 2026™ presents an unparalleled opportunity to reverse this trend and create a legacy for the protection of the human right to health in Mexico and the world, through the promotion of public health and active lifestyles.

Children and youth

The 2026 FIFA World Cup™ presents an opportunity to create and promote a legacy for the protection of the human rights of children in several ways. First, it provides a regional platform to bring awareness about the need to protect said human rights and children’s welfare in general. Specifically, one of the most serious and repeated violations that affect children in Mexico is sex trafficking (see below).

Through a multi-stakeholder approach that involves state and non-state actors, we will be in a position to influence the design and implementation of mechanisms, strategies and campaigns that effectively protect children against this violation to their fundamental human rights. Furthermore, the 2026 FIFA World Cup™ will give an opportunity to provide all of the actors involved, at all levels, with training on matters of inclusion, equality and respect of the human rights of children thereby constructing a long lasting legacy that translates into equal access for girls and safety for all.

Women and girls

As the UN has acknowledged, the progress made on women’s equality risks being rolled back because of the gendered impact of the COVID-19 pandemic. In the United Bid document, Mexico had already
committed itself to promoting gender equality and this legacy priority is reinforced by the evaluation we have conducted of the human rights risks around hosting the 2026 FIFA World Cup™.

Together with the FMF, we have been working hard towards providing access to football for girls and women in Mexico. For such purpose, they have succeeded in creating and operating a female football league and various training and practice initiatives that include girls and women in the sport. We are committed to developing specific initiatives to elevate the standing of women and girls as fans and players, and to improve their access to and influence on the sport.

Various research studies have shown that domestic violence incidents increase after sports events, so we will also work with other stakeholders to address this through awareness raising campaigns. The 2026 FIFA World Cup™ presents a significant opportunity to promote gender equality beyond promoting equal access to the sport.

**Sex trafficking and exploitation**

According to the Mexican Senate, Mexico is the highest-ranked country in the Americas in terms of female trafficking for sexual exploitation, as well as the world’s main propagator of child pornography online. Unfortunately, the data also points to major sporting events being magnets for these criminal activities.

We believe it is of critical importance to take preventive measures to mitigate and ultimately curb human trafficking and sexual exploitation during the 2026 FIFA World Cup™. This mega-sporting event will provide a diversity of stakeholders with an opportunity to collaborate on strategies towards this goal. We will also seek to develop awareness raising strategies that will contribute to the legacy towards the eradication of this human rights violation in Mexico.

**Non-discrimination**

According to the Organization for Economic Cooperation and Development, Mexico has one of the highest rates of inequality among developed countries. The protection and promotion of the right to non-discrimination is one of the utmost priorities in terms of creating a human rights legacy as a result from hosting the 2026 FIFA World Cup™.

Our efforts will focus on promoting inclusion and non-discrimination of the LGBTQI+ community and people with disabilities. We will seek to develop a two-pronged approach to increase awareness on the need to drive inclusion on one hand, and to practically ensure that the LGBTQI+ community and people with disabilities are able to fully enjoy their human rights when visiting our city to attend the 2026 FIFA World Cup™.

We see the 2026 FIFA World Cup™ as an opportunity to continue to drive home our commitment to inclusion. The magnitude of this event will provide an opportunity to give visibility to these messages and provide Mexico with a long-lasting legacy in this regard.
Environment

The Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, also known as the Escazú Agreement, entered into force on 21 April 2021. This is the first regional environmental treaty and the only binding international instrument with specific provisions for the promotion and protection of human rights in environmental matters.

The 2026 FIFA World Cup™ will be an opportunity to increase awareness about the urgency of protecting environmental rights in alignment with international standards and our commitment to Sustainability+ as outlined in the United Bid.

Even though there are robust regulatory measures to address the protection of the environment, their enforcement has met certain challenges. The 2026 FIFA World Cup™ will provide a platform to showcase practical measures on environmental protection and we will seek to take advantage of this opportunity to convey the opportunity around how to respect environmental rights.

Labor

We are committed to upholding and promoting labor standards and human rights in accordance with national and international standards in all activities related to the 2026 FIFA World Cup™. We recognize that the labor rights issues associated with a sporting event like this one are not confined to the venue or direct operation. Our Stadium has proudly hosted previous instances of the World Cup™ in the past, we are looking to remodel the stadium while maintaining the bulk of the current infrastructure. We will seek to use this process and in the work with our extended suppliers to ensure adherence to labor standards and best practice, including in the hiring of contract workers.

Through this, we seek to embed the respect of labor rights as a legacy for Mexico and decrease the discrepancy between their robust legal protection and their frequent disregard in practice.
III. Planned measures to address risks and capitalize on opportunities

PROPOSED MEASURES

As noted in the United Bid, we are fully committed to respecting human rights in all aspects of our work before, during, and after the staging of the 2026 FIFA World Cup™ across the Competition lifecycle.

In alignment with FIFA’s own human rights policy, we are committed to respecting human rights in accordance with the UN Guiding Principles on Business and Human Rights. We have used this framework to further inform our approach to ensuring that we are maximizing the potential impact we can have as a Candidate Host City in delivering a positive human rights legacy.

We have reviewed the human rights risk issues and identified those human rights issues that are intrinsically linked to the game and are within the direct control and influence of the Candidate Host City team’s scope of action.

We have also identified those issues that are not directly linked to the game itself, but where harnessing the positive power of football can have a positive impact on building awareness and influencing change, ultimately leading towards a society with a better understanding and higher respect for human rights.

Leading UN human rights figures have acknowledged that Mexico has a strong legal and regulatory framework. The 2011 Human Rights Amendments, as the modification of eleven articles of the Constitution on 10 June 2011 are known, incorporate international human rights norms into Mexican law.

Article 1 of the Mexican Constitution now states, “In the United States of Mexico, all persons shall enjoy the rights recognized by the Constitution and international treaties to which the Mexican State is party, as well as guarantees for their protection, the exercise of which may not be restricted or suspended, except in cases and under conditions established by this Constitution.” This means that Article 1 now accepts the application of customary international law and human rights standards to Mexican laws.
Noting the above, our area of focus will be on improving access to rights and promoting human rights awareness.

States are the primary duty bearers but we are cognizant that the changes in those individuals holding public office will require us to adapt our plans. The electoral calendar will impact Mexico City with new officials at all levels (President, Governor, Mayor and legislators) being elected in 2024. As such, specific timeframes will be discussed on an ongoing basis through mechanisms put in place by the relevant authorities.

Our proposed actions to prevent and mitigate adverse impacts of the 2026 FIFA World Cup™ on human rights include:

<table>
<thead>
<tr>
<th>Risks of adverse impacts</th>
<th>Proposed measures</th>
</tr>
</thead>
</table>
| Safety and security, freedom of assembly        | Work with private security firms to ensure ongoing human rights training around crowd control  
|                                                 | Continue the ongoing dialogue with local and municipal police forces on best protocols for security around the Competition and to manage crowd control, including of demonstrators  
|                                                 | Work with relevant stakeholders to engage with public safety authorities at different levels to encourage them to develop comprehensive measures to mitigate violence that may impact on those participating in 2026 FIFA World Cup™  
|                                                 | Work with relevant stakeholders to engage with transportation authorities to encourage them to put in place measures to reduce incidents that may impact on those participating in 2026 FIFA World Cup™  
|                                                 | Work with relevant stakeholders to engage with diplomatic representatives to encourage them to establish measures for their foreign nationals participating in the 2026 FIFA World Cup™  
| Women’s rights                                  | Work with Visit Mexico and los Angeles Verdes (tourism road safety team) to consider deploying a special program around the 2026 FIFA World Cup™  
|                                                 | Design of internal and external protocols to prevent and address violence against women in all spaces related to the 2026 FIFA World Cup™  
|                                                 | Set up dialogue spaces with women related to the organization and working at the stadium, to listen to their experiences and recommendations of preventive measures |
Engage with civil society organizations working on women rights to develop a comprehensive plan of action

Engage with local, state and national authorities such as the National Institute of Women to develop an awareness campaign as well as to set up a mechanism of complains and remedy that all women can easily access.

Working with authorities at all levels and other stakeholders (state and non-state) to pursue the activation of an emergency line to specific denounce sexual exploitation and human trafficking. Work with the State Attorney General.

Work with Visit Mexico to engage all the tourism sector (including hotel, restaurants and transportation) to promote a zero-tolerance approach towards sexual exploitation and human trafficking of children, including girls, and women.

Work with Visit Mexico to develop an outreach campaign to prevent human trafficking ahead of the 2026 FIFA World Cup™.

Engage the supply chain linked to the delivery of the Competition to design a preventive action plan, including working with the relevant chambers of commerce.

Engage with local, national and international civil society organizations, to develop a holistic plan of action to prevent the sexual exploitation and human trafficking of children, including girls, and women.

Coordinate with other Candidate Host Cities to learn and exchange experiences and information about best practices, and coordinate activities.

Engagement with National System for the Integral Protection of Girls, Boys and Teenagers (DIF) and international organizations such as UNICEF and UNODC.

Discuss collaboration with the Program Against Human Trafficking - National Human Rights Commission and the State Ombudsman.

Develop and roll-out a training plan and materials promoted among all the employees working at the stadium to help identify sexual exploitation and human trafficking of children, including girls, and women and support their access to remedy.
**LGBTQI+ rights**

Continuously evaluate and deploy improvements to existing city-level protocols related to countering the homophobic chant known as “El Grito” at the stadium.

Building on the partnership with *Consejo Nacional para la Prevención de la Discriminación* (National Council for the Prevention against Discrimination) deploy their training courses to all relevant actors, included those involved in working with children.

Continue working with football clubs and fan groups to develop a coordinated plan to address the issue of “El Grito” during matches.

Continue to roll-out actions to exemplify our zero-tolerance to homophobic behavior.

Work with Visit Mexico to deploy their training and certification of inclusive travel for the LGBTQI+ across the tourism sector in the city. Explore how this can be expanded to other relevant venues.

**Labor**

Establish a dialogue with relevant actors within the supply chain to incorporate best practices for recruitment and labor standards prior to and during the event.

Review existing practices and policies for Diversity, Equality and Labor Inclusion (Grupo Televisa’s) and update to include emerging best practices if needed.

Engage the International Organization of Labour, national and local civil society organizations, and other organizations.

**Protection of journalists and human rights defenders**

Continue the established practice of accreditation for established journalists.

Work with the relevant UN and IACHR Special Rapporteurs on freedom of expression to identify specific measures to support sports journalists in their work.

Make supportive statements about the positive contributions made by journalists and human rights defenders.

Engage with relevant journalist and freedom of expression organizations to review and brief them on procedures for coverage of the Competition. Explore ways of breaking down barriers for participation of female journalists.
Environmental rights

Ensure the environmental rights dimension is included into the Sustainability+ vision for the United Bid

Develop a city-specific plan to mitigate the impact of the event on the environment including taking into account the environmental rights dimension and considering emerging developments from the forthcoming UNFCCC climate COP26

Work with all actors in the supply chain to adopt a common policy towards sustainability, including environmental rights

Non-discrimination

Work with Visit Mexico to deploy their training program and certification of inclusive travel for people with disabilities across the tourism sector in the city. Explore how this can be expanded to other relevant venues

Deploy the Consejo Nacional para Prevenir la Discriminación (CONAPRED) (National Council to Prevent Discrimination) inclusivity training across relevant operations

Develop a plan to ensure people with disabilities can fully participate in the 2026 FIFA World Cup™

Personal data and privacy rights

Review existing data protection and privacy policies to align with emerging human rights best practice from the UN Special Procedures

Engage with sponsors and relevant actors in the supply chain to ensure their policies align with best practice, including on transparency

Right to health

Deploy an awareness raising campaign on the right to health and its link to physical activity linked to existing and future activities to promote physical activity and engagement with football

Resolution 26/18 of the UN Human Rights Council recognized “that sport and major sporting events, such as the International Federation of Association Football World Cup [...] can be used to promote human rights and strengthen universal respect for them, thus contributing to their full realization.”

As such, if selected as a Host City for the 2026 FIFA World Cup™, we will strive to work with FIFA to ensure that information about furthering human rights as well as providing information about how to access remedy for violations of human rights violations is deployed widely. For example, we would encourage the development of a Competition or city app that provides attendees with an emergency alert that can be activated in the event of experiencing a human rights violation in order to deploy first responders and location services. Such an app would also provide information on relevant authorities,
organizations and resources. Human rights awareness raising materials, including regarding our proposed legacy programs, could be included there.
OVERVIEW OF HOW AND WHERE TO RAISE CONCERNS AND OBTAIN REMEDY FOR HUMAN RIGHTS THAT MAY BE IMPACTED

All three Host Countries are stable constitutional democracies with a strong commitment to the rule of law and established legal protections for human rights. There is also a strong civil society that advocates for protection of human rights. We will strive to support our governments, cities, and civil society partners in their efforts, wherever possible. The aim is to complement, rather than duplicate.

The “Protect, Respect and Remedy” Framework rests on three pillars: the state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication; the corporate responsibility to respect human rights, which means to act with due diligence to avoid infringing on the rights of others and to address adverse impacts that occur; and greater access by victims to effective remedy, both judicial and non-judicial.

Even where institutions operate optimally, adverse human rights impacts may still occur, and victims must be able to seek redress. We firmly believe that effective grievance mechanisms play an important role in both the state duty to protect and the responsibility to respect by corporate and other actors. As part of their duty to protect against human rights abuse, states must take appropriate steps within their jurisdiction to ensure that when such abuses occur, those affected have access to effective remedy through judicial, administrative, legislative or other appropriate means.

We have listed below the remedy mechanisms available at the federal and local level. Recognizing the invaluable role of non-state actors in accompanying legal and other processes, we are also listing those organizations who
provide support in this area. We will ensure all operational teams have access to this information to be able to appropriately support and route any human rights complaints that may be received in the run up to and during the 2026 FIFA World Cup™. Over the course of 2021, we will work with stakeholders to determine if any issue needs to be highlighted in public awareness campaigns.

The Mexico City Candidate Host City team is committed to addressing, in partnership with others, human rights issues that may arise in the context of the 2026 FIFA World Cup™. We will do so according to the principles of legitimacy, accessibility, predictability, rights-compatibility, equitability and transparency. We will strive to operate through dialogue and engagement.

We will look to put in place different measures, such as educational work with service providers, businesses and other operational partners to preface this.

We will discuss with the United Bid team what is the best mechanism to ensure that transparent and effective grievance procedures allow athletes, spectators, officials or other individuals to submit complaints and that provides efficient recourse to remedy. We will seek to respond to any evidence or complaints of inappropriate behavior promptly and confidentially.

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<thead>
<tr>
<th>Risk</th>
<th>At the national level</th>
<th>At the local level</th>
<th>Non-state actors</th>
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<tbody>
<tr>
<td>Safety and security, freedom of assembly</td>
<td><strong>Emergencias 911</strong> (911 Emergencies)</td>
<td><strong>Emergencias 911</strong> (911 Emergencies)</td>
<td><strong>Línea Nacional contra la Trata de Personas</strong> (National Hotline against human trafficking)</td>
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<td><strong>Comisión Nacional de Búsqueda de Personas</strong> (National Commission for the Search of People)</td>
<td><strong>Sistema Unificado de Atención Ciudadana</strong> (Unified System for Citizen Assistance)</td>
<td><strong>Consejo Ciudadano</strong> (Citizen Council)</td>
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<td><strong>Sistema de Denuncias ante la Guardia Nacional</strong> (Report System with the National Guard)</td>
<td><strong>Fiscalía General de Justicia de la Ciudad de México</strong> (Mexico City's Prosecutor General's Office), <strong>MP Itinerante</strong> (Itinerant Public Prosecutor) and <strong>Alerta Amber de la Ciudad de México</strong> (Mexico City Amber Alert)</td>
<td><strong>Centro de Derechos Humanos Miguel Agustín Pro Juárez</strong> (Miguel Agustín Pro Juarez Human Rights Center)</td>
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<td><strong>Unidad de Denuncia y las Agencias especializadas de la Fiscalía General de la República y sistema de Alerta Amber Nacional</strong> (Report Unit and Specialized Agencies of the Federal Prosecutor's Office and the National Amber Alert system)</td>
<td><strong>Fiscalía de Investigación y Persecución de los Delitos en Materia de Desaparición Forzada de Personas y la Desaparición por Particulares</strong> (Prosecutor for the Investigation and Pursuit of the Crimes of Forced Disappearance and Disappearance by Private Individuals)</td>
<td><strong>Comisión Mexicana de Defensoría y Promoción de Derechos Humanos</strong> (Mexican Commission for the Defense and Promotion of Human Rights)</td>
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<td><strong>Comisión Ejecutiva de Atención a Víctimas</strong> (Executive Commission for the Assistance of Victims)</td>
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<td><strong>IDHEAS Litigio Estratégico</strong> (IDHEAS Strategic Litigation)</td>
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<td><strong>Comisión Nacional de Derechos Humanos</strong> (National Human Rights Commission)</td>
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<td><strong>Centro de Derechos Humanos Fray Francisco de Vitoria</strong> (Fray Francisco de Vitoria Human Rights Center)</td>
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<td>Women’s rights</td>
<td>Fiscalía Central de Investigación para Delitos Sexuales (Central Prosecutor of Sexual Crimes)</td>
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<td>Equis Justicia para las Mujeres</td>
<td>(Equis Justice for Women) - national organization</td>
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<td>Emergencias 911 (911 Emergencies)</td>
<td>Unidades territoriales de atención a la violencia – Lunas (Territorial Units for assistance in case of violence – Lunas)</td>
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<td>Comisión de Derechos Humanos de la Ciudad de México (Mexico City’s Human Rights Commission)</td>
<td>Asociación para el Desarrollo Integral de Personas Violadas (Association for the Integral Development of Violated People, ADIVAC)</td>
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<td><strong>Fiscalía Especial para los Delitos de Violencia Contra las Mujeres y Trata de Personas</strong> (Special Prosecutor of Violence against Women and Human Trafficking)</td>
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<td>Fiscalía Central para la Atención de Niños, Niñas y Adolescentes (Central Prosecutor for the Assistance of Boys, Girls and Teenagers)</td>
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<td>Fiscalía Central de Investigación para Atención de Delitos Sexuales (Central Prosecutor of Sexual Crimes)</td>
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<td>Fiscalía Especializada para la Investigación para el Delito de Feminicidio (Special Prosecutor of Femicides)</td>
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<td>Fiscalía para Violencia contra las Mujeres (Prosecutor of Violence against Women)</td>
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<td><strong>LGBTQI+ rights</strong></td>
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<td>Oficina de Derechos de la Infancia (Office of the Rights of Children, ODI) – national organization</td>
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<td>Instituto Mexicano de Derechos Humanos (Mexican Human Rights Institute)</td>
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<td><strong>Red Nacional de Refugios</strong> (National Network of Shelters)</td>
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<td><strong>Emergencias 911 (911 Emergencies)</strong></td>
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<td><strong>Linea Nacional Diversidad Segura (Safe Diversity National Hotline)</strong></td>
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<td><strong>Ledeser, Litigio Estratégico en Derechos Sexuales y Reproductivos, A.C. (Ledeser, Strategic Litigation of Sexual and Reproductive Rights)</strong>*</td>
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<td><strong>Unidad Especializada para la Atención a Usuarios de la Comunidad LGBTTTTI de la Fiscalía General de Justicia</strong> (Specialized unit for the assistance of members of the LGBTQI+ community of the Office of the Prosecutor General)</td>
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<td><strong>Unidad de Atención y Prevención de la Violencia hacia las Personas de la Población LGBTTTTI</strong> (Unit for the Attention and Prevention of Violence against members of the LGBTQI+ community)</td>
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<td><strong>Centro Comunitario de Atención a la Diversidad Sexual</strong> (Community Center for the Attention of Sexual Diversity)</td>
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<td><strong>Colectivo Raíz (Raiz Collective)</strong></td>
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<td><strong>Labor</strong></td>
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<td>Comisión Nacional de Derechos Humanos (National Human Rights Commission)</td>
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<td>Comisión de Derechos Humanos de la Ciudad de México (Mexico City’s Human Rights Commission)</td>
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<td>Consejo para Prevenir la Discriminación (Council for the Prevention of Discrimination)</td>
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<td>Colectivo Raíz (Raiz Collective)</td>
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<td><strong>Centro de Apoyo al Trabajador</strong> (Center for the Support of Workers)</td>
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<td><strong>Proyecto de Derechos Económicos, Sociales y Culturales (Project of Economic, Social and Cultural Rights, ProDESC)</strong></td>
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<td><strong>Protection of journalists and HRDs</strong></td>
<td>Unidad Móvil de la PROFEDET (PROFEDET mobile unit)</td>
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<td>Centro de Atención y Reflexión Laboral (Center for Labor Attention and Reflexion, CEREAL)</td>
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<td>Programa de Atención y Defensa de Artículo 19 (Program for the Attention and Defense, Article 19)</td>
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<td></td>
<td>Programa de acompañamiento integral a Periodistas y Defensores de Derechos Humanos de Propuesta Cívica (Propuesta Cívica’s program for the integral support of journalists and human rights defenders)</td>
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<td></td>
<td>Mecanismo de Alerta Urgente de la Red Nacional de Defensoras de Derechos Humanos (Urgent alert mechanism of the national network of human rights defenders)</td>
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<td>Sistema de Alertas de Periodistas de a Pie (Periodistas de a Pie alert system)</td>
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<td>Greenpeace México</td>
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<td></td>
<td>Centro Mexicano de Derecho Ambiental (Mexican Center of Environmental Law, CEMDA)</td>
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<td><strong>Environmental rights</strong></td>
<td>Procuraduría Federal de Protección al Ambiente (Federal Prosecutor for Environmental Protection)</td>
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<td>Denuncia Ambiental de la Secretaría de Medio Ambiente de la CDMX (Environmental report at Mexico City’s Ministry of the Environment)</td>
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<td></td>
<td>Greenpeace México</td>
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<td><strong>Non-discrimination rights</strong></td>
<td>Consejo Nacional para Prevenir la Discriminación (National Council for the Prevention of Discrimination, CONAPRED)</td>
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<td></td>
<td>Consejo para Prevenir la Discriminación de la CDMX (Mexico City’s Council for the Prevention of Discrimination, COPRED)</td>
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<td><strong>Personal data and privacy rights</strong></td>
<td>Unidad de Transparencia y Apertura Gubernamental de la Fiscalía General de Justicia (Unit of Transparency and Governmental Openness of the Prosecutor General’s Office)</td>
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<td>Instituto Nacional de Transparencia, Acceso a la InfoDF</td>
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<td>Right to health</td>
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<tr>
<td>Información y Protección de Datos Personales (National Institute of Transparency, Access to Information and Personal Data Protection)</td>
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<td>Secretaría de Salud (Ministry of Health)</td>
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<td>Comisión Nacional de Derechos Humanos (National Human Rights Commission)</td>
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<td>Comisión de Derechos Humanos de la CDMX (Mexico City's Human Rights Commission)</td>
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BUILDING A HUMAN RIGHTS LEGACY

We are committed to creating a lasting and immensely positive legacy of the 2026 FIFA World Cup™.

We plan to continue working with the diverse group of stakeholders we are engaging in this process and look forward to broadening this to other actors interested in building a positive legacy and making a contribution to our vision of progressing human rights through football.

<table>
<thead>
<tr>
<th>Area of Opportunity</th>
<th>Measures</th>
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<tbody>
<tr>
<td>Health</td>
<td>Continue deploying and consider extending the outreach of the <em>Futbolimetro</em> digital tool promoted by the Mexican Football Federation (FMF) that targets children and youth with the objective of guiding, motivating, promoting and maintaining their practice of football. Continue deploying and extend the outreach of the <em>Jugamos Todos</em> program that is promoted by the FMF as a means to educate and initiate children in physical activities and sports. Deploy an awareness raising campaign on the right to health and its link to physical activity linked to existing and future activities to promote physical activity and engagement with football. Consider engaging local schools and exploring public space activities using high-profile players. Develop messages on the importance of the right to health and physical activity to be deployed by players and others.</td>
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<tr>
<td>Children</td>
<td>Continue deploying and extend the training program on the protection of the human rights and integrity of children through FIFA Guardians. This program aims to protect “the right to enjoy football in a safe and supportive environment and in a culture of respect and understanding – especially the youngest members of the football family.” Include the FIFA Guardians program as an online course needed to achieve certification through SICEFUT (joint certification program for head coaches by National Commission for Physical Culture and Sport (<em>Comisión Nacional de Cultura Física y Deporte</em>, CONADE), the University of Football and the SNC for the amateur sector). Require the FIFA Guardians program certification for all members of the coaching staff that participate in the national amateur male and female leagues. Include access to the FIFA Guardians program in the <em>Futbolimetro</em> platform for “<em>futbolizadores</em>” (formal and informal coaches).</td>
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<tr>
<td>Women and girls</td>
<td>Design internal and external protocols to prevent and address violence against women in all spaces related to the 2026 FIFA World Cup™</td>
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<td>Set up dialogue spaces with women related to the organization and working at the stadium, to listen to their experiences and recommendations of preventive measures</td>
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<td>Engage with civil society organizations working on women rights to develop a comprehensive plan of action</td>
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<tr>
<td>Engage with local, state and national authorities such as the National Institute of Women to develop an awareness campaign as well as to set up a mechanism of complains and remedy that all women can easily access</td>
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| Inclusion and non-discrimination | Build in a process to explore promoting female role models in public activities |
| Promote training and certification through Visit Mexico on matters of inclusion and respect to the LGBTQI+ community and people with disabilities, within members of the hospitality sector (restaurants, bars, hotels, private and public transportation) |
| Promote the training and certification program on human trafficking by members of the hospitality sector |
| Continue to collaborate with Comisión Nacional de Prevención contra la Discriminación (National Comission for the Prevention against Discrimination, CONAPRED) to design and implement strategies and protocols against the use of El Grito and any other collective acts of discrimination |
| Continue to evaluate and deploy improvements to existing city-level protocols related to countering the homophobic chant known as “El Grito” at the stadium |
| Continue working with football clubs and fan groups to develop a coordinated plan to address the issue of “El Grito” during matches. Continue to roll-out actions to exemplify our zero-tolerance to homophobic behavior |
| Develop a plan to ensure people with disabilities can fully participate in the 2026 FIFA World Cup™ |

| Sex trafficking | Partner with Visit Mexico to deploy an awareness raising campaign targeted at the tourism sector to prevent human trafficking. |
Work with Visit Mexico to engage the tourism sector (including hotel, restaurants and transportation) to promote a zero-tolerance approach towards sexual exploitation and human trafficking of children, including girls, and women

Explore the possibility of Visit Mexico extending its training capabilities for the tourism sector on inclusion to include prevention of human trafficking

Work with the authorities at all levels and other stakeholders (state and non-state) to consider establishing an emergency line to specific denounce sexual exploitation and human trafficking. Work with the State Attorney General

Engage the supply chain linked to the delivery of the Competition to design a preventive action plan, including working with the relevant chambers of commerce

Engage local, national and international civil society organizations as appropriate, to develop a holistic plan of action to prevent the sexual exploitation and human trafficking of children, including girls, and women

Coordinate with other Candidate Host Cities to learn and exchange experiences and information about best practices, and coordinate activities

Engage the National System for the Integral Protection of Girls, Boys and Teenagers (DIF) and international organizations such as UNICEF and UNODC to identify complimentary activities

Discuss collaboration with the Program Against Human Trafficking - National Human Rights Commission and the State Ombudsman

Develop and roll-out a training plan and materials promoted among all the employees working at the stadium to help identify sexual exploitation and human trafficking of children, including girls, and women and support their access to remedy

Engage in a dialogue with suppliers and supply chain to identify ways of promoting the protection and respect of environmental rights

Consider including awareness of sustainability and environmental rights in visibility activities and campaigns

Develop a city-specific plan to mitigate the impact of the event on the environment including taking into account the environmental rights dimension and considering emerging developments from the forthcoming UNFCCC climate COP26
<table>
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<th>Labor</th>
<th>Establish a dialogue with relevant actors within the supply chain to incorporate best practices for recruitment and labor standards used during the event</th>
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<td>Review existing practices and policies for Diversity, Equality and Labor Inclusion and update to include emerging best practices as needed</td>
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<td></td>
<td>Engage the International Labour Organization, national and local civil society organizations, and other organizations as appropriate</td>
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| Applicable to all areas of opportunity | Continue engaging with FMF’s and LigaMX’s *Grassroots Mexico* and *Abrazados por el Futbol* (Unite by Football) and utilize the Minutes from Football concept to promote human rights messaging and support the initiatives listed above |

To underpin the activities outlined above, we will identify ways in which to use our platform to build greater awareness of human rights.
IV. Stakeholder engagement plan

The FIFA World Cup™ offers an unprecedented opportunity to leave a mark on the world. We are committed to doing more than just claiming a social impact through sport: our plans are designed to set a new standard for using football to transform lives and communities, to change thinking and shape behaviors to help address critical social and environmental issues, and to embed respect for human rights throughout every aspect of the game.

The Mexico City Candidate Host City team recognize the important opportunity that the 2026 FIFA World Cup™ affords to create a long-lasting legacy for human rights. As outlined at the beginning of this document, throughout 2021 we will continue to work to further develop our Human Rights Action Plan at the city level.

We will work together with all relevant stakeholders – internal and external – to ensure that the Human Rights Action Plan leaves a lasting legacy anchored in the vision we submitted in the United Bid.

Through the universal language of football, we will strive to build greater respect for the rights of individuals. We will work with partners across operations and the supply chain to deepen awareness and respect for human rights in their work. Working collaboratively with the stakeholders identified at the beginning of this document, we will chart human rights pathways to ensure that the different stakeholder perspectives are incorporated.

Throughout 2021 and beyond, meaningful stakeholder involvement will be critical to ensure that a diversity of viewpoints is captured, a broad spectrum of issues are incorporated, and responsibilities are properly allocated.

Over the course of 2021 we will use inclusive, design-thinking methodology to further refine the initiatives outlined in this document. Through workshops involving key stakeholders we will map out the way in which different stakeholders may experience the different elements of a match to stress test the points at which human rights risks may emerge and more importantly, to ensure that the mitigation strategies are the appropriate ones.

The methodology being followed includes:

- Strategic alignment on the vision for human rights
- Developing the relevant stakeholder personas
- Agree on the human rights ambition to support our vision for the 2026 FIFA World Cup™
- Undertake persona journeys with the relevant stakeholders and test human rights mitigation approaches
• Develop roadmap
• Identify additional human rights promotion opportunities
• Establish governance and oversight mechanisms

Our strategic approach to stakeholder management includes identifying the right stakeholders – those whose values align with FIFA’s, putting together a concrete plan for each engagement and tailoring our communication to each stakeholder to ensure inclusiveness. Clear expectations are being set with each stakeholder to ensure alignment from the very beginning. Our team listens to our stakeholders, their desires and worries, and quickly follows up on any matters.

To truly make a positive impact and work productively together, we will need to remain flexible and be ready to adapt. We plan to maintain continuous communication before, throughout and immediately after the 2026 FIFA World Cup™.

We will utilize the unifying power of football to work together with our partners and stakeholders to create programming and processes to defend human rights and protect those around us, and those visiting our city. We believe that the most beautiful and unique thing about football is that we can all find common grounds and values – from coming together for a common cause, to helping our teammates when they are in need, to building greater community and respecting our fans. Our goal is to not only represent the best of our city and our country but to make lasting positive change in the world. Together, we can protect and promote human rights.
Building a Strong Legacy for Human Rights in Mexico City

2026 World Cup

10 December 2021
Agenda

1. Overview
2. Methodology
3. Stakeholder engagement process
4. Framework
5. Risks + mitigation
6. Areas of Opportunity
7. Next steps
Human rights day message from Yon de Luisa, President, Mexican Football Federation

To view the message, please click HERE.
Human rights day message from
Alex Olhovich, VP - Human Resources, Grupo Televisa

To view the message, please click HERE.
Participants

- Javier Sanchez Bures- Chief Operating Officer, Mexican Soccer Federation
- Felix Aguirre Gil – CEO, Estadio Azteca
- Alejandro Olhovich Perez – VP of Human Resources, Grupo Televisa
- Ana Paula Carrillo – Business Manager, Estadio Azteca
- Diego Solano Urrusquiesta – Director, Football Communications
- Judit Arenas - Senior Director, APCO Worldwide
- Alina Hernandez - Consultant and Project Manager, APCO Worldwide
- Hepsy Torres – Director General, Travesia Incluyente
- Monica Aguilar – Academic Director, Travesia Incluyente
- Karla Silvia Meza Soto - Undersecretary of Strategic Liason, Mexico City Human Rights Commission
Overview

A 2026 FIFA World Cup™ will help to advance Mexico towards its goals of being a fully culturally developed society, and create a greater capacity to understand and address its full potential, and achieve overall benefits in public health, gender equality and inclusion, and promoting active lifestyles for all citizens, and especially youth.

- UNITED BID

VISION

Establish new standards for ethical conduct and embed human rights and environmental sustainability into every aspect of the Competition. This is an opportunity to create a long-lasting legacy beyond 2026.
An inclusive methodology to reflect stakeholder perspectives was adopted

Review and Validate
Reviewing the human rights issue paper
A team of human rights experts reviewed and validated the findings.

Identify
Identifying other emerging human rights issues
The experts also looked ahead to identify other emerging human rights issues that need to be considered on the road to 2026. This was further expanded and validated with stakeholders.

Classify
Classifying human rights issues
The human rights issues identified were classified and ranked according to likelihood, impact and relevance to the World Cup by experts and stakeholders. Opportunities for positive influence were identified.

Design and Plan
Define process and develop a plan
A process to define the human rights legacy in our city post-2026 has been developed as well as a detailed stakeholder map of relevant actors to this process. Engagement with stakeholders is ongoing and plans and milestones are being defined.
Planned and unprecedented events presented challenges

- Elections
- COVID-19 pandemic
All human rights for all

International Bill of Rights

Emerging issues

Identification of opportunities and risks
Design-thinking methodology informed our approach
A diverse group of key stakeholders is being engaged in an ongoing basis to fully inform the process.

**Authorities**
Includes civil and child protection agencies, police forces

**Tourism sector**

**Independent human rights institutions**

- Civil society organizations
- Football fans and local clubs
- Labor organizations
- Human rights experts
The modalities of engagement considered full participation

- Open call for contacts
- Network outreach
- Virtual meetings due to health and safety concerns and to facilitate access
- The meetings were moderated by APCO Worldwide, independent human rights experts, the Mexican Football Federation and/or the cities, as appropriate based on the respective stakeholder and existing relationships and levels of comfort
- Existing networks and regular meetings were used to gain greater engagement
- The engaged stakeholders were provided with a presentation that explained the reason for the engagement, provided them with the context and characteristics of the procedure, a summary of the contents of the report provided by Ergon, and an explanation of our interest in collaborating with them as a team towards the ultimate goal of achieving a positive legacy on human rights matters
- A copy of the Ergon report, as well as the report filed in June 2021, were provided to key stakeholders
- The opportunity to review and comment on all stages of engagement was emphasized
- There was a specific call for a review of recommendations and to critique and provide additional inputs
There was consensus that the 2026 World Cup offers a unique opportunity to build a long-lasting legacy.

- Define vision
- Validate research
- Identify and reach out to key stakeholders

**2022 - 2025**

- Awareness raising
- Capacity building
- Certifications
- Defining and refining processes
- Remedy “tree” for all actors

*To be refined further based on feedback and agreed direction with FIFA*
Stakeholder views informed risk and prioritization

Human rights issues intrinsically linked to the Competition

where we can create lasting impact
“Protect, Respect and Remedy” Framework

**PROTECT**
The state duty **to protect** against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication.

**RESPECT**
The corporate responsibility **to respect** human rights, which means to act with due diligence to avoid infringing on the rights of others and to address adverse impacts that occur.

**REMEDY**
Greater access by **victims to effective remedy**, both judicial and non-judicial.

*States must take appropriate steps within their jurisdiction to ensure that when such abuses occur, those affected have access to effective remedy through judicial, administrative, legislative or other appropriate means.*
Framework for private actors

1. Do no harm

2. Listen to and involve diverse perspectives

3. Develop plans

4. Undertake human rights due diligence

5. Develop and implement effective pathways for remedy
Risks

- Safety and security, freedom of assembly
- Women’s rights
- LGBTQI+ rights
- Labor
- Protection of journalists and human rights defenders
- Non-discrimination
- Environmental rights
- Personal data and privacy
- Right to health

Informed by inputs by stakeholders whose input also guided the assessment of severity and likelihood of risks occurring as well as their linkage to the Competition
## Proposed actions to mitigate human rights risks

<table>
<thead>
<tr>
<th>RISKS</th>
<th>PROPOSED MEASURES</th>
</tr>
</thead>
</table>
| Safety and security, freedom of assembly | - Work with private security firms  
- Dialogue with local and municipal police forces  
- Relevant stakeholders to engage with public safety, transportation and diplomatic representatives |
| Women’s rights                | - Engage with local, state and national authorities such as the National Institute of Women to develop an awareness campaign  
- Promote a zero-tolerance approach towards sexual exploitation and human trafficking of children, including girls, and women  
- Activation of an emergency line to specific denounce sexual exploitation and human trafficking.  
- Engage with civil society organizations working on women rights |
| LGBTQI+ rights                | - Deploy improvements to existing city-level protocols related to countering the homophobic chant known as “El Grito” at the stadium  
- Continue to roll-out actions to exemplify our zero-tolerance to homophobic behavior |
| Labor                         | - Establish a dialogue with relevant actors within the supply chain to incorporate best practices for recruitment and labor standards prior to and during the event  
- Engage the International Organization of Labour, national and local civil society organizations, and other organizations |
| Protection of journalists     | - Identify specific measures to support sports journalists in their work  
- Make supportive statements about the positive contributions made by journalists and human rights defenders |
| Environmental rights          | - Work with all actors in the supply chain to adopt a common policy towards sustainability, including environmental rights  
- Ensure the environmental rights dimension is included into the Sustainability+ vision for the United Bid  
- Develop a city-specific plan to mitigate the impact of the event on the environment |
| Non-discrimination            | - Deploy the Consejo Nacional para Prevenir la Discriminación (CONAPRED) (National Council to Prevent Discrimination) inclusivity training across relevant operations  
- Develop a plan to ensure people with disabilities can fully participate in the 2026 FIFA World CupTM |
| Personal data                 | - Review existing data protection and privacy policies to align with emerging human rights best practice from the UN Special Procedures  
- Engage with sponsors and relevant actors in the supply chain to ensure their policies align with best practice, including on transparency |
| Right to health               | - Awareness raising campaign on the right to health and its link to physical activity linked to existing and future activities to promote physical activity and engagement with football |
### Develop a remedy framework

1. Classify mechanisms for remedy per issue

2. Catalogue remedy providers

3. Develop process to channel claims (remedy “tree”)

4. Test best mechanism to manage remedy requests

5. Train relevant parties on how to channel to the remedy framework
BUILDING A HUMAN RIGHTS LEGACY
Deploying the power of football

- Inspire Individual Action
- Deploy the Power of Football
- Tap into Transformative Potential
- Educate and Raise Awareness
- Transcend Borders
Putting human rights at the heart

INTERNAL
- Address human rights as a cross-cutting issue
- Apply rights-based analysis and perspectives

EXTERNAL
- Overarching campaign to raise awareness, educate
- Mainstream human rights
Areas of opportunity

- Health
- Children and Youth
- Women and girls
- Sex trafficking
- Inclusion and non-discrimination

Emerging area:
Right to city

- Labor
- Environment
### Areas of opportunity

<table>
<thead>
<tr>
<th>AREA</th>
<th>OPPORTUNITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>▪ The 2026 FIFA World Cup 2026TM presents an unparalleled opportunity to reverse this trend and create a legacy for the protection of the human right to health in Mexico and the world, through the promotion of public health and active lifestyles.</td>
</tr>
<tr>
<td>Children and Youth</td>
<td>▪ It provides a regional platform to bring awareness about the need to protect said human rights and children’s welfare in general, specifically sex trafficking</td>
</tr>
<tr>
<td></td>
<td>▪ Influence the design and implementation of mechanisms, strategies and campaigns that effectively protect children against this violation to their fundamental human rights.</td>
</tr>
<tr>
<td></td>
<td>▪ Provide all of the actors involved, at all levels, with training on matters of inclusion, equality and respect of the human rights of children</td>
</tr>
<tr>
<td>Women and girls</td>
<td>▪ Provide access to football for girls and women in Mexico.</td>
</tr>
<tr>
<td></td>
<td>▪ Develop specific initiatives to elevate the standing of women and girls as fans and players, and to improve their access to and influence on the sport.</td>
</tr>
<tr>
<td></td>
<td>▪ Promote gender equality beyond promoting equal access to the sport.</td>
</tr>
<tr>
<td>Sex trafficking and exploitation</td>
<td>▪ Provide a diversity of stakeholders with an opportunity to collaborate on strategies towards this goal.</td>
</tr>
<tr>
<td></td>
<td>▪ Develop awareness raising strategies that will contribute to the legacy towards the eradication of this human rights violation in Mexico.</td>
</tr>
<tr>
<td>Non-discrimination</td>
<td>▪ Develop a two-pronged approach to increase awareness on the need to drive inclusion on one hand, and to practically ensure that the LGBTQI+ community and people with disabilities are able to fully enjoy their human rights when visiting our city.</td>
</tr>
<tr>
<td>Labor</td>
<td>▪ Ensure adherence to labor standards and best practice, including in the hiring of contract workers.</td>
</tr>
<tr>
<td></td>
<td>▪ Embed the respect of labor rights as a legacy for Mexico and decrease the discrepancy between their robust legal protection and their frequent disregard in practice.</td>
</tr>
<tr>
<td>Environment</td>
<td>▪ Increase awareness about the urgency of protecting environmental rights in alignment with international standards and our commitment to Sustainability+ as outlined in the United Bid.</td>
</tr>
<tr>
<td></td>
<td>▪ Provide a platform to showcase practical measures on environmental protection and we will seek to take advantage of this opportunity to convey the opportunity around how to respect environmental rights.</td>
</tr>
</tbody>
</table>
Translating this into a Human Rights Action Plan

- National government
- Host cities (including stadium delivery teams and FEMEXFUT)
- Vendors and suppliers
- Visit infrastructure (including tourism)
There was consensus that the 2026 World Cup offers a unique opportunity to build a long-lasting legacy.

- Define vision
- Validate research
- Identify and reach out to key stakeholders

### 2022 - 2025

- Awareness raising
- Capacity building
- Certifications
- Defining and refining processes
- Remedy “tree” for all actors

To be refined further based on feedback and agreed direction with FIFA.
Ongoing process to engage stakeholders

We will work together with all relevant stakeholders – internal and external – to ensure that the Human Rights Action Plan leaves a lasting legacy anchored in the vision we submitted in the United Bid.

Throughout 2021 and beyond, meaningful stakeholder involvement will be critical to ensure that a diversity of viewpoints is captured, a broad spectrum of issues are incorporated, and responsibilities are properly allocated.
A FRAMEWORK FOR
Putting human rights at the center of the World Cup 2026 in Mexico City

January 2022
Building a strong legacy with human rights at the core

A 2026 FIFA World Cup™ will help to advance Mexico towards its goals of being a fully culturally developed society and create a greater capacity to understand and address its full potential, and achieve overall benefits in public health, gender equality and inclusion, and promoting active lifestyles for all citizens, and especially youth.

VISION
Establish new standards for ethical conduct and embed human rights and environmental sustainability into every aspect of the Competition. This is an opportunity to create a long-lasting legacy beyond 2026.

- UNITED BID
Human rights enshrined at the Constitutional level

“In the Unites States of Mexico, all persons shall enjoy the rights recognized by the Constitution and international treaties to which the Mexican State is party, as well as guarantees for their protection, the exercise of which may not be restricted or suspended, except in cases and under conditions established by this Constitution.”

Article 1 of the Mexican Constitution accepts the application of customary international law and human rights standards to Mexican laws.
Our vision: Deploying the power of football for human rights
While putting human rights at the heart of the competition

**INTERNAL**
- Address human rights as a cross-cutting issue
- Apply rights-based analysis and perspectives

**EXTERNAL**
- Overarching campaign to raise awareness, educate
- Mainstream human rights
Human rights are fluid and evolving.

The purpose of this document is to outline the process that is being put in place by the Candidate Host City Committee to put human rights at the center of the planning for the 2026 World Cup.

Recognizing that there are still a couple of years to go before the World Cup takes place, the Mexico City Host City Committee intends to maintain an ongoing process to engage with relevant stakeholders and refresh and adapt its human rights plans to the evolving local reality.

This process aims to:
- Promote meaningful exchanges with relevant stakeholders
- Identify human rights issues and opportunities related to the World Cup
- Update the human rights assessment
- Ensure a relevant Human Rights Action Plan
Full respect for human rights

Our commitment is aligned with the internationally recognized rights in the International Bill of Human Rights:

- the Universal Declaration of Human Rights
- the International Covenant on Economic, Social and Cultural Rights
- the International Covenant on Civil and Political Rights and its two Optional Protocols

As well as the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work and its Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy.

We are also guided by the principles and values contained in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Recognizing the particular relevance and needs of children, we will pay particular attention to the UN Convention on the Rights of the Child, and its Optional Protocols.

In addition, we will monitor for emerging issues on our human rights landscape and seek to apply global best practice.
Human rights approach

- Identify risks and opportunities
- Address adverse impacts, including through policy development and training
- Develop and promote remedy pathways
- Design collective action on human rights
- Monitor and adapt
- Engage stakeholders
- Promote rights education and awareness

Gender and child rights will be cross-cutting issues
The 2026 World Cup offers a unique opportunity to build a long-lasting legacy

From bidding, to planning, development, delivery, and staging to legacy, we will seek to embed human rights at all stages, including throughout the entire sport value chain.

**To date**
- Define vision
- Validate research
- Identify and reach out to key stakeholders

**2022 - 2025**
- Awareness raising
- Capacity building
- Certifications
- Defining and refining processes
- Remedy “tree” for all actors

*To be refined further based on feedback and agreed direction with FIFA*
An ongoing process of engagement

Ultimately, an ongoing process of interaction and dialogue between the Mexico City Candidate Host City Committee and relevant stakeholders that enables the Committee to hear, understand and respond to their interests and concerns, including through collaborative approaches.

This process will:

- Strengthen our commitment to human rights;
- Identify salient risks and opportunities; and
- Inform the areas of focus for awareness initiatives.
Principles of meaningful stakeholder engagement

- Understand the perspectives of those who may be affected
- Contribute to the identification of human rights impacts
- Inform prioritization of risks and areas for opportunity
- Better understand how to manage identified impacts

Specific attention will be given to ensure those most vulnerable in society are able to fully participate, as well as not putting any stakeholder at risk as a result of the engagement.

We will seek to apply a human rights lens to stakeholder engagement through the following approach:
- Based on dialogue
- Ongoing
- Transparent
- Collaborative
- Based on active listening
- Respectful
- Inclusive
- Responsible
- Seeking to drive continuous improvement
Stakeholders that will continue to be engaged

- Rightsholders
- Duty-bearers
- Other relevant parties

Involvement from all stakeholders is welcome
How it will work in Mexico City

Human Rights Coordinator

Within the Candidate Host City Committee, a lead coordinator will be expressly appointed for human rights matters. Its duties will be, among others:

a. Serve as the first point of contact for all human rights matters concerning Mexico City.
b. Coordinate and serve as a liaison for the interaction between all human rights stakeholders.
c. Coordinate communications between stakeholders.
d. Channel all human rights matters to the appropriate parties.
e. Coordinate the integration and functioning of the human rights panel.

Expert advisory body

A human rights panel will be integrated for purposes of consulting and addressing all matters regarding the upcoming 2026 FIFA World Cup. In general terms, this panel will serve as a governing body for human rights matters. The specific configuration and functioning of the human rights panel will be dynamic and adjusted as needed. In general terms, the aforesaid panel will have the following characteristics:

a. Members:
   i. Lead coordinator for human rights matters.
   ii. Liaison and coordinator for government and public sector stakeholders.
   iii. Liaison and coordinator for private sector stakeholders.
   iv. Liaison and coordinator for civil society organizations and other non-state actors.
   v. Stakeholders that are invited for the discussion and follow up of relevant human rights topics.

b. Goals:
   i. Serve as governing and body for human rights matters in the light of the 2026 FIFA World Cup.
   ii. Provide a platform to allow and promote ongoing discussions and communication with the different stakeholders.
   iii. Serve as a vehicle to reach agreements and jointly develop strategies and recommendations in human rights matters.
   iv. Meet on a quarterly basis to review, track and communicate on progress.
Develop a remedy tree

1. Classify mechanisms for remedy per issue

2. Catalogue remedy providers

3. Develop process to channel claims (remedy “tree”)

4. Test best mechanism to manage remedy requests

5. Train relevant parties on how to channel to the remedy framework
MEXICO CITY

FIFA 2026 World Cup™ Candidate Host City
Response to human rights evaluation follow up questions

JANUARY 2022
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)

For health reasons and in conformity with guidance from the public health authorities during the COVID-19 pandemic, the majority of the engagements were conducted virtually (via Zoom), telephone and email. These modalities favored accessibility and provided an opportunity to safely and effectively consult and engage with a robust and diverse group of stakeholders at the local, national and international level safely and effectively. The Mexico City Host City Committee is committed to ensuring a robust human rights process and continues to engage with relevant key stakeholders, not just those within the guidance provided by Ergon. Since Spanish is the official language and all FIFA materials are in English, the Mexico City Host Committee provided translation, both written and verbal, was provided to ensure that language was not a barrier to participation. As a result, all participants were equally included and engaged throughout the process.

2. Could the city confirm who moderated/led stakeholder engagement carried out to date?

All the meetings were moderated and led by APCO Worldwide¹, the Mexican Football Federation and/or Mexico City’s organizing Candidate Host City Committee, as appropriate based on the respective stakeholder.

3. A number of proposed stakeholders listed in the Ergon report were not engaged with by the city (e.g. city procurement, fans groups, police, trade unions). If this was the case, could you confirm the reasoning and what are plans for their engagement?

All stakeholder groups proposed in the Ergon report were reviewed and their relevance to the process of developing a human rights plan for Mexico City was taken into consideration. The structure and roles of the different public and private actors were considered. The local reporting and organizational structures were also reviewed. An initial step in the process included the review of the Ergon report by the Candidate Host City Team to review the Ergon report and validate its points against the local reality. As a result, there were a number of groups that were called out separately in the Ergon report. As sub-groups of others, notably police and child protection agencies which fall under the authorities and that stakeholder group was consulted as part of the outreach to authorities.

¹ APCO Worldwide is a global consulting firm with extensive experience in human rights, strategy and meaningful stakeholder engagement. Given its track record, APCO was identified to partner with the Candidate Host City Committee to augment the Committee’s human rights capabilities.
The Candidate Host City Committee remains committed and open to engaging all relevant stakeholders, not limited to those mentioned in the Ergon report, and beyond in the most effective and efficient way. To achieve this, as we explained during our discussion on December 10, the stakeholder categories were classified in a manner different to that in the Ergon report to properly reflect local realities.

It is important to note that we broadened the outreach to include global stakeholders that were selected given their impact and relevance to the human rights risks identified for Mexico City and Mexico.

Documentation is provided to illustrate how the Candidate Host City Committee intends to continue to engage with all stakeholders. Given the constraints placed by the COVID-19 pandemic and that there are several years to go until the 2026 World Cup, there is an express recognition of the need to put in place a system for longer-term engagement. However, this is contingent on the finalization of the Host City selection process and FIFA’s guidance on its own plans for human rights at the 2026 World Cup.

With regards to specific stakeholder groups:

**Procurement.** Procurement falls under the authority of the Mexico City’s Manager’s Office. To better understand their procurement policies, we engaged with them. Additionally, an expert in procurement will be incorporated to the organizing committee. It is important to note that no additional public procurement is anticipated, and that public procurement is legislated with a view to guaranteeing transparency of the processes.

**Fans Groups.** In Mexico, fans groups or grupos de animación are managed by the local teams/clubs and the stadiums. As was outlined in the June 2021 report, we engaged with Club America (Aguilas) and Club Cruz Azul - the main local clubs in the city. We engaged with the Liga MX, which is the top professional football division of the Mexican football league system. The policies conducted by Liga MX permeate to its 18-member soccer clubs and their respective fans groups. Liga MX already has a robust set of programs, measures and plans in place to address human rights matters encompassing, among others, women and children’s rights, gender equality and inclusion. Liga MX remains fully committed to collaborating towards the achievement of a positive human rights’ legacy in the context of the 2026 World Cup. In collaboration with Liga MX, there are plans to engage and involve all Liga MX’s member teams and fans groups by 2026. Additionally, Liga MX Femenil (women’s top professional football division) and Ascenso MX (Mexico’s second tier football league) were also engaged to broaden the outreach to their member clubs and respective fans groups.

**Police.** Police forces fall under national, state and municipal authorities. Recognizing this structure, we have engaged with the relevant authorities. As the human rights plan is further defined and executed, we will engage with each of the stakeholders that fall under their lead. The Aztec Stadium, a major actor of the Candidate Host City Committee, has a permanent relationship with the state and municipal police forces due to their ongoing operations. The
Aztec Stadium hosts events of various natures and sizes, ranging from weekly soccer matches to mass concerts and is in constant coordination with police forces to ensure the safety and protection, in accordance with human rights principles, of all the participants.

**Trade unions.** The relationships with the trade unions that will be involved for purposes of the World Cup is managed directly by the Aztec Stadium. Aztec Stadium has standing collective labor agreements that have been executed with the different trade unions whose workers provide services in its premises and adjacent areas. All of these agreements abide by Mexican labor laws and fulfil national and international labor standards.

4. **What progress has been made this year on stakeholder engagement? Please list all stakeholders engaged.**

- Secretaría de Relaciones Exteriores (Federal Ministry of Foreign Affairs)
  - Directorate General of Human Rights and Democracy
  - Council for Sports Diplomacy and Cooperation
  - Directorate General for Liaison with Civil Society Organizations
  - Directorate General for Political Coordination.
- Secretaría de Turismo (Federal Ministry of Tourism)
- Consejo Nacional para Prevenir la Discriminación (National Council to Prevent Discrimination, CONAPRED)
- Center for Sports and Human Rights
- UNICEF
- UN Women
- Visit Mexico
- Travesía Incluyente
- UN Independent Experts
- OAS Special Rapporteurs
- Brazil World Cup Team
- Government of Qatar
- Mexico City Government
- Government of Coyoacan
- Estadio Azteca
- Club América (Águilas)
- Club Cruz Azul
- Liga MX
- Liga MX Femenil
- Ascenso MX
- Grupo Televisa
- Fundación Televisa
- Mexico City’s Human Rights Commission
We are grateful for the various international, national and local NGOs and experts that provided inputs, recommendations and participated in meeting and extended their network. A number of organizations are not listed in this document since we did not obtain permission to list them publicly.

5. **Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?**

Currently, we believe that all the rightsholders that may be impacted by the tournament can be grouped under the stakeholder categories that were identified in the initial report prepared by Ergon. The Host City Committee recognizes that human rights are not static and has put in place a process for both continuous engagement with stakeholders as well as periodic reviews of the human rights situation to ensure that any changes can be taken into account.

6. **Could the city provide further information on the topics discussed and outcomes of any further stakeholder engagement?**

All stakeholders were consulted first on their perspective of the biggest human rights issue related to Mexico City potentially hosting the World Cup. The next issue on discussion was a review of the issues outlined in the Ergon report and potential risk for them to materialize as well as the opportunities for a positive legacy (see below).

As outlined in other parts of this document, stakeholders provided their perspective on the broad range of human rights that needed to be considered throughout this process, the need for localized engagement and more than anything highlighted the potential for creating a positive legacy.

Stakeholders highlighted the need to differentiate between risks that are intrinsically linked to the tournament and those happening in Mexico City and noted the difference between relevant duty-bearers.

Stakeholders noted their willingness to remain engaged and the most significant outcomes of the stakeholder engagements have been: (i) opening a line of communication and dialogue between the actors involved, thus enabling them to set their interaction in motion; (ii) creating goodwill in all stakeholder groups by incorporating them early into the conversation; and (iii) based on the engagement process and feedback, developing the structure and process defined below as the foundation for the continuation of works leading to the human rights legacy for Mexico City.
7. 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?

Stakeholders at the national and local level were given the opportunity to review and comment on the report. In addition, all stakeholders were encouraged to provide additional documentation.

8. If possible, please provide any letters of support from stakeholders from the public and private sector, and from organisations representing affected groups.

It is important for us to share that the process of obtaining letters of support/endorsement without specific commitments is not common in Mexico. A number of stakeholders flagged that they are happy to support the city’s candidacy but wanted to have more details about FIFA’s own vision and plans for human rights in the context of the World Cup in 2026.

The timelines proposed have posed a challenge in obtaining such letters since Mexico closes for the end of the year holidays. Nevertheless, an initial tranche of letters of support from diverse stakeholders is attached to the document and the Candidate Host City Committee is happy to continue exploring this.

9. 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.

Overall, stakeholders were enthusiastic and excited about the opportunity to contribute by creating a lasting human rights legacy in the context of the 2026 FIFA World Cup. The magnitude of this mega sporting event and the profound resonance of football among Mexico’s population were deemed as a unique opportunity for this to happen. All stakeholders expressed their willingness to continue to engage with the process and in particular thanked the Candidate Host City Committee for their professionalism in putting together the process, noting their appreciation for the robust, substantive human rights discussions. Positive comments were received on the inclusive nature of the process and on the willingness of the team to hear from diverse opinions. Stakeholders noted with appreciation the flexibility and openness to include diverse perspectives.

The engagement with the Candidate Host City Commitment was welcomed and there was an overwhelmingly positive response from all stakeholders regarding the vision for a lasting human rights legacy.

Most of the feedback centered on the positive opportunities that hosting a World Cup in Mexico City would provide. There was consensus that the World Cup offers a once-in-a-lifetime opportunity to unleash the power of football to create awareness on human rights and that
human rights should be mainstreamed across the World Cup and stakeholders agreed on the following approach:

As an initial step, stakeholders provided feedback on the Ergon report, the key insights shared included:

- The need to take an inclusive approach that looked at all human rights, in particular economic, social and cultural rights as well as considering emerging issues around environmental rights, the right to the city and sports and human rights. Specific points were raised about the need to maintain a watching brief on the rights dimension of technology that may be deployed around the future World Cup, with a focus on privacy.
- The need to contextualize and undertake stakeholder engagement in a local context cognizant of existing initiatives and networks.

In order to ensure that no stakeholder group was unaddressed or that a particular perspective was not yet considered, a methodology was deployed to capture the human rights experience of anyone interacting with the World Cup, as well as with the entire sport value chain:
However, some stakeholders, especially those from civil society, were skeptical about the seriousness of the process. Some voiced concerns that this should not be a public relations exercise but one with meaningful results. Stakeholders raised questions about what specific plans would be implemented by FIFA as the ultimate implementer of the World Cup and there was overall agreement that with four years to go and without the cities having been selected, it was too early in the process to define specific measures to address the identified risks, especially considering the current global health crisis and its variables. However, they were willing to work together in different capacities towards their design and eventual implementation. It was agreed that at this stage, the focus should remain in defining and refining the structure and process described below.

10. Could the city share any progress in the development of a plan for further stakeholder engagement? Have stakeholders been involved in the development of plans for further stakeholder engagement?

A document is attached outlining the model Mexico City has developed to guide future stakeholder engagement. Feedback provided by stakeholders has been considered and incorporated.

The model for future engagement is based on the principles for meaningful stakeholder engagement shared by the Office of the High Commissioner for Human Rights as well as local best practice, in particular that developed in the context of the response to the COVID-19 pandemic.

Stakeholder engagement will be guided by the following principles:
RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES FOR A POSITIVE HUMAN RIGHTS LEGACY

11. Could the city provide more information on how stakeholder engagement helped inform the bid team’s understanding of the key human rights issues?

Feedback from stakeholders was critical in informing the thinking of the Candidate Host City Committee, especially regarding emerging issues that will need to be taken into account and were not considered in the original Ergon Associated report.

The feedback from local stakeholders also informed the elimination of some areas of risk outlined in the Ergon report where stakeholders provided different perspectives on the progress made.

At the national and local level, the stakeholder engagement allowed the team to better understand the dynamics between the actors involved, their perception of the relevance of the issues discussed, their prioritization and perspectives. The ongoing conversation addressed topics such as the existing mechanisms to address risks, potential mitigation strategies and opportunities for a lasting human rights legacy of the event.

At the international level, stakeholder engagement helped inform the team’s understanding of the existing best practices and principles at a global level, for purposes of enriching and improving those in Mexico City and Mexico. This step allowed the team to learn from other countries’ experiences and their respective mega sporting events, particularly Brazil and Qatar.
12. Could the city explain what process was undertaken to review and evaluate identified risks? 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 materialising, or the potential for impacting a certain group of rightsholders or a wider population).

The risks identified in the Ergon report were reviewed and evaluated by the members of the organizing committee, a team of independent human rights experts and by all stakeholders engaged. Specifically, the team of human rights experts included, among others, former members of the judiciary branch at the national and sub-national level, lawyers, journalists, former members of the local and national human rights commissions, former leaders of major human rights organizations and APCO Worldwide human rights specialists. Additionally, as previously explained, the risks were reviewed by each group of stakeholders engaged by providing a thorough, diverse, and relevant feedback about the risks identified and their prioritization. In each engagement the severity, impact and potential materialization of each risk was discussed.

The risks were revised based on the input given by experts and stakeholders, in particular local stakeholders updated the list, deemed some issues not to be relevant and expanded the list with others gaining prominence.

Also, the vast experience of the Aztec Stadium as the national arena for events large and small, informed the process of reviewing and identifying risks. The Aztec Stadium, also known as the “Colossus”, opened its doors in 1966 with a match between Club America and Torino Football Club in front of 105,000 spectators. Since then, it has been the main stage for the most thrilling matches and the consolidation of some of the most important figures in football. It has hosted some of the major sporting events in the world, including: the 1970 and 1986 World Cups, the 1968 Olympics, the 1971 Women’s World Cup. The Aztec Stadium has been home of the Mexican National Team, and Club America and Club Cruz Azul, two of the most iconic and popular football teams in Mexico. The Stadium has also been the stage of memorable concerts of some of the world’s greatest performers: Elton John, Michael Jackson, U2, Vicente Fernández, Shakira, among others, and it has hosted memorable events like the victory of boxer Julio César Chávez and the visit of Pope John Paul II. It has also been the home of the NFL in Mexico hosting more than 3 international games. Throughout the years, the events at the stadium have been very successful, the fans, players, performers, and staff have been a crucial part of this amazing story. All of this history and experience has been drawn upon when designing the structure and process referred below. The Candidate Host City Committee is looking forward to the next chapter of the history at the Colossus.

The Candidate Host City Committee has developed a system to allow for ongoing conversations with all stakeholders and periodic reviews of the state and severity of each identified risk as 2026 nears closer. This will provide stakeholders with relevant information to adopt the best measures to address the risks as they evolve and allow the Candidate Host City Committee to update mitigation and remedy measures.
13. What does the city anticipate the likelihood of identified risks occurring to be if it does not implement mitigating measures?

The identified risks concern pre-existing issues that could potentially increase in severity and number in the context of a mega sporting event such as the 2026 FIFA World Cup. Based on the structure and process put in place by the Candidate Host City Committee, Mexico City will be able to review better address and mitigate said risks, providing it with a unique opportunity not only to mitigate them in the context of the event, but to have a long lasting and positive human rights impact.

The report submitted in 2026 presents in extensive detail the existing frameworks and mechanisms in place at the national, state and local level. The Candidate Host City Committee will review these on a periodic basis to ensure the adequate mitigating measures are place.

14. 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?

Yes, the city has foreseen and considered the possibility of changes in the identified risks and measures over the next four years. The impact of variables such as the evolution of the COVID-19 global pandemic and the 2024 elections has been considered when defining the structure and process that are described below to allow periodic reviews and the appropriate modifications to best suit the needs as they arise of change.

15. Could the city provide additional information on the Alert System for Journalists, described in discussion of measures to protect journalists and human rights defenders? What is this alert system and how does it function?

Federal Government.
There are three main systems for the protection of journalists and human rights defenders in Mexico:

(i) The mechanism for the protection of human rights defenders and journalists (the “Mechanism”, Mecanismo para la Protección para Personas Defensoras de Derechos Humanos y Periodistas). The Mechanism was created in 2012 under the Law for the Protection of Human Rights’ Defenders and Journalists and is operated by the Ministry of the Interior (Secretaria de Gobernación). Its main objective is to identify and implement measures for the prevention and protection of human rights’ defenders and journalists that aim to safeguard their lives, integrity, liberty, and safety when they are at risk as a result from the defense or promotion of human rights, the exercise of their freedom of speech and journalism. Another objective is to achieve the cooperation
between the federation and the states for the implementation and operation of the measures adopted under the Mechanism.

The composition of the Mechanism is as follows:

a. A representative from the Ministry of the Interior
b. A representative from the General Attorney’s Office
c. A representative from the Ministry of Public Safety,
d. A representative from the Ministry of Foreign Affairs,
e. A representative from the National Human Rights’ Commission and
f. Four representatives from a consulting board selected from its members.

Currently, the Ministry of the Interior is focused on strengthening the Mechanism in the following ways:

a. Fulfilling all the recommendations made by the UN High Commissioner’s Office in Mexico in its Diagnosis Towards Strengthening the Mechanism (Diagnóstico para el Fortalecimiento del Mecanismo).
b. Reviewing the legal framework of the Mechanism for purposes of creating coordination mechanisms between protection actions adopted by the states and the federation and
c. Promoting the execution of diagnoses at the state level to identify aggressions by municipalities and prevent triggering events.

(ii) Program for complaints by journalists and human rights defenders of the National Human Rights Commission (Programa de Agravio a Periodistas y Defensores Civiles) and
(iii) Special Attorney for Crimes Against the Freedom of Expression (Fiscalía Especial para la Atención de Delitos cometidos contra la Libertad de Expresión).

https://www.gob.mx/defensorasyperiodistas

**Mexico City.**

In addition to the three systems described above, Mexico City has:

(i) Mexico City’s Mechanism for the Integral Protection of Human Rights’ Defenders and Journalists (Mecanismo de Protección Integral de Personas Defensoras de Derechos Humanos y Periodistas) and
(ii) Mexico City’s Human Rights’ Commission has a special office for violations against the freedom of expression (Relatoría de Libertad de Expresión de la Comisión de Derechos Humanos de la Ciudad de México).

**NGOs.**

The main alert systems that have been organized in Mexico by NGOs are the following:

(i) Article 19
(ii) Urgent alert system from the National Network of Female Human Rights’ Defenders
(iii) Alert system from *Periodistas de a Pie*
16. Could the city provide more detail on their planned engagement regarding workers’ rights, and how, for example how labour unions would be considered and engaged?

As described in the answer to question 3 above, the city will engage with workers and labor unions pursuant to their standing labor agreements and the applicable laws. Mexican labor laws are particularly protective of workers and labor unions and their exclusive rights over the premises and services that fall into the scope of any collective agreements they have executed. As a result, the relationship and engagement with said unions will continue to be of the utmost priority. This will be done pursuant to the terms and conditions of said agreements which define the means for engagement and negotiations between the parties.

Furthermore, the city will re-engage with international stakeholders such as the International Trade Union Confederation to become more familiar with best practices and recommendations in the global arena and incorporate them as appropriate under Mexican laws. Overall, all labor agreements, whether individual or collective, that have been executed regarding the city and stadium are valid, existent and appropriate under Mexican laws and international standards.

Specifically, the Aztec Stadium will in 2022 strengthen its commitment to the respect of human rights by voluntarily beginning the process to be certified for the Equal Labor and Non-Discrimination Mexican Norm by the Ministry of Labor, the National Council to Prevent Discrimination and the National Institute for Women. This will ensure the best practices are in place with regards to gender equity, inclusion and respect.

17. Has the city made any progress in relation to developing concrete measures to address areas of risk, for example, regarding safety and security and freedom of assembly?

The model of the structure and process that will serve as the means for the development of concrete measures to address areas of risk are described below in detail.

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

Should Mexico City be fortunate enough to be selected as a Host City for the World Cup 2026, the Candidate Host City Committee will refine the engagement project and use the process outlined through the Human Rights Expert Advisory Body to validate the milestones.

19. Could the city provide any details on progress made in determining how stakeholders will be engaged in delivering mitigation measures and implementing opportunities for a positive human rights legacy? How will this take place?

The Mexico City Candidate Host City Committee will establish a Human Rights Expert Advisory Body that will provide a mechanism for stakeholders to inform and review risk issues, identify mitigation measures and adapt its human rights plans to the evolving local reality. This will
include future opportunities for a positive human rights legacy, though this will have to also be defined by FIFA.

20. How were opportunities for a positive human rights legacy identified?

Opportunities for a lasting, positive human rights legacy were jointly identified by the stakeholders and the Candidate Host City Committee and extensively described in the Stakeholder Engagement Report previously submitted to FIFA. Stakeholders noted with particular interest that the 2026 FIFA World Cup can be a catalyst for the promotion and enhancement of human rights in Mexico City and beyond. Particularly, they agreed that the model of structure and process that are developed and implemented in the context of the 2026 FIFA World Cup, can lead to a permanent means of engagement, addressing and committing to human rights in the city beyond the event.

In summary, stakeholders have shaped the vision for a positive legacy recognizing the unprecedented attention that comes with a World Cup, together.

COMPLAINTS AND REMEDY

21. Has the city considered how stakeholders will be engaged to help resolve issues and provide remedy? Are there local mechanisms that could provide support for this?

As described in detail in section II of the Stakeholder Engagement Report that was submitted in June 2021 there is a robust legal and institutional framework at the national and subnational level that provides a wide array of remedy resources and mechanisms to resolve human rights’ issues and provide remedy.

Article 1 of the Mexican Constitution now states, “In the United States of Mexico, all persons shall enjoy the rights recognized by the Constitution and international treaties to which the Mexican State is party, as well as guarantees for their protection, the exercise of which may not be restricted or suspended, except in cases and under conditions established by this Constitution.” This means that Article 1 now accepts the application of customary international law and human rights standards to Mexican laws.

As described below, the Mexico City Candidate Host City Committee intends to develop a “remedy tree” with the collaboration of the stakeholders. The purpose of this remedy tree will be to provide participants in the event and its related activities with a clear definition of the options available and steps to follow in the event of a human rights violation that needs to be addressed and remedied.

The principles for the remedy framework are outlined below:
ADDITIONAL QUESTIONS

22. Please incorporate any stakeholder comments shared during the human rights call with FIFA and Ergon, and any updated input from external stakeholders received since the exchange.

The overall comments were positive and shared by the stakeholders that attended the meeting held on December 10, 2021, with FIFA and Ergon. Unfortunately, many stakeholders who wanted to participate in the meeting were unable to do so since International Human Rights Day is marked on December 10 which is a symbolic day for the human rights community and when many actors are engaged in important events.

Stakeholder engagement has continued despite the extended holiday season (extending this year in Mexico from December 24, 2021, until January 10, 2022) We appreciate the input that has been provided on labor, gender and freedom of expression issues.

23. Could the city provide additional information on how it plans to receive and incorporate stakeholder feedback into its processes?

As outlined before and in the attached document, Mexico City will put in place a Human Rights Expert Advisory Body that will:

- Promote meaningful exchanges with relevant stakeholders
• Identify human rights issues and opportunities related to the World Cup
• Update the human rights assessment

The Human Rights Expert Advisory Body will meet on a periodic basis and encourage all stakeholders to present feedback during their meetings and beyond.

24. Could the city confirm how human rights experts were selected and engaged?

A professional services firm was retained following a competitive RFP process to augment the Candidate Host City team’s capacity to support this human rights process. The firm, APCO Worldwide, was selected based on their globally recognized expertise, renowned specialization in human rights and relevant experience. A core team of human rights experts and lawyers, including individuals from the local human rights movement, provided support to the Candidate Host City team.

Both national, local and specific issues were consulted with a group of independent human rights experts that were selected for this purpose based on their experience, credibility, and probity in the human rights ecosystem and among key stakeholders.

In addition, specific expertise and stakeholders were identified and approached, for instance to advise on remedy frameworks. In this particular case, the expert identified was the former head of human rights for the Supreme Court, the top court in the country.

Recognizing that there are multiple actors who have been working on some of the human rights issues in Mexico over the years, the involvement of long-standing experts on the human rights situation in the country was sought to ensure a historic perspective on successful approaches, this included engagement with UN Independent Experts as well as Special Rapporteurs from the Organization of American States.

25. In addition to listing the stakeholders engaged, could the city confirm what level of engagement was held with different stakeholders (e.g. were some engaged by letter or email, some in group meetings, some in one-on-one meetings)?

As previously described, most of the stakeholders were engaged through emails and virtual meetings (via Zoom) due to the ongoing global health crisis of the COVID-19 pandemic. In certain cases, provided that the circumstances were safe and feasible, stakeholders were engaged in person, one-on-one meetings.

Engagement took place in the form of both in person meetings and we are grateful for those networks and groups of stakeholders, in particular those in civil society, that allowed us to participate in their meetings to learn from their collective perspectives. We are also deeply appreciative for the detailed materials, reports and additional information that was shared in written form by a number of stakeholders.
26. Is the city recognized as a “Child Friendly City” as per UNICEF’s initiative? Are there plans to work towards being recognized as such?

UNICEF Mexico and Mexico’s government have agreed to prioritize the creation and operation of the Systems for the Protection for Girls, Boys and Teens (SIPINNA). As a result, the recognition as “Child Friendly City” is not granted by UNICEF Mexico to any city or municipality. Mexico City’s Mayor is the current president of SIPINNA Mexico City.

Due to UNICEF Mexico’s decision to not grant said recognition, many municipalities joined more than 10 years ago to create the Mexican Network of Child Friendly Cities (RMCAN) to promote the rights of girls, boys and teens from a local government standpoint. The RMCAN was created in 2011 and is composed by a coalition of municipalities that have committed to include in their respective development plans public policies and strategies with a human rights perspective that allow to improve the living conditions of girls, boys and teens, as well as to share the best practices of each municipality on matters related to children and teens.

The RMCAN organizes training sessions to share the municipalities public policies experiences and programs in favor of girls, boys and teens. Representatives of UNICEF, SIPINNA and civil society such as Word Vision, Network for Children’s Rights in Mexico (REDIM), Together with Girls and Boys (JUCONI Mexico), among others, participate in the network.

RMCAN’s objectives are:
1. To strengthen the capacity of its members for purposes of implementing policies, programs and services that safeguard children’s and teens’ rights.
2. Implement strategies to promote social change that allows the development of a culture of respect for children and teens.
3. Create cross cutting strategies among its members that strengthen the proposals and opinions of children and teens.

27. Does the city have a free hotline for reporting concerns and rights violations to and by children and a helpline for children to seek advice and help?

Emergencies should be reported to the free hotline, 911. Specifically, report concerns and rights violations to and by children they can be reported at 5604-0127 ext. 6000, which is the hotline for Mexico City’s Executive Directorate for the Defense of the Rights of Children. In the event of violations by authorities against children, they should be reported at 5229-5600 which is the hotline for Mexico City’s Human Rights Commission. In addition, a national Amber System Alert in place. All of these means will be included in the remedy tree mentioned in the answer to question 23 above.

28. Has your city and/or municipality require local recreation and sports programs, clubs and leagues to have safeguarding policies and procedures to receive city and/or municipality funding and/or use of facilities?
World Cup related football activities are expected to take place in the Aztec Stadium that does not receive public funding.

Activities in the Aztec Stadium require adherence to the following safeguarding policies and procedures:

- Engagement with the FIFA Guardians program as required by the Mexican Football Federation (that encourages all of its league to participate in this program)
- The SICEFUT and Futbolimetro programs of the Mexican Football Federation promote safeguarding policies and procedures. Grupo Televisa and Club America’s policies that forbid harassment and discrimination of any kind.

Municipal facilities have established rules and protocols for safeguarding that are visible to the people using the facilities. Those in charge of the facilities are constantly monitoring that regulations are respected and that the human rights of users are safeguarded.
MEXICO CITY

FIFA 2026 World Cup™ Candidate Host City

Letters of support

January 2022
Ciudad de México, a 14 de enero de 2022.

A quien corresponda,

Para el Estadio Azteca y Grupo Televisa la sustentabilidad, la responsabilidad social, el respeto de los derechos humanos y en particular dentro de estos, el avanzar en la libertad de expresión y el derecho a la información, son valores que a diario cuidamos y en los cuales tenemos un gran interés de legar para el Mundial de la FIFA 2026.

Pertenecemos al grupo de medios más importante de habla hispana, y nuestra programación refleja la pluralidad que existe en nuestro país y América Latina. Nuestros espacios informativos son reconocidos por autoridades como el Instituto Nacional Electoral por dar apertura a todas las voces y brindar información equilibrada, pero también por instituciones como la Organización de los Estados Americanos, la OEA.

El trabajo de nuestros periodistas es reconocido a nivel internacional y nacional. Hemos recibido galardones como el Premio Emmy de la Academia de Artes y Ciencias de la Televisión, el Premio Ondas Iberoamericano de Radio y Televisión y el Premio Rey de España, entre muchos otros.

Grupo Televisa forma parte de prestigiosas organizaciones del sector de medios y defensoras de los derechos humanos, como la Organización de Telecomunicaciones de Iberoamérica y la Sociedad Interamericana de Prensa, entre otras. Desde 2016, se adhirió al Pacto Mundial de Naciones Unidas, iniciativa que promueve principios empresariales sobre derechos humanos, estándares laborales, medio ambiente y anticorrupción.

Somos una empresa profundamente respetuosa de la ley, e incorporamos, a nuestro Código de Ética, el compromiso con los derechos humanos y el medio ambiente, no solo de nuestros empleados, sino de proveedores, clientes y comunidad.

Por otra parte, no podemos dejar de señalar que, desde el Estadio Azteca nos sumamos a la iniciativa global #ShareVerified de la ONU en donde, aprovechando el poder de convocatoria del fútbol, apoyamos la difusión de mensajes con información veraz y preventiva sobre la pandemia.
Además, el Estadio Azteca está comprometido con el medio ambiente y la comunidad, lo que ha sido reconocido por la Secretaría del Medio Ambiente y Recursos Naturales, al otorgarnos un certificado de calidad ambiental por contar con un recinto sustentable.

Queremos compartirles que el próximo año, el Estadio Azteca reforzará su compromiso con el respeto a los Derechos Humanos, iniciará voluntariamente su proceso de certificación en la Norma Mexicana de Igualdad Laboral y No Discriminación, ante la Secretaría del Trabajo, el Consejo Nacional para Prevenir la Discriminación y el Instituto Nacional de las Mujeres. Lo que acreditará que contamos con las mejores prácticas en equidad de género, inclusión y respeto.

A partir de las acciones anteriormente detalladas, ustedes podrán constatar el interés del Estadio Azteca y Grupo Televisa en avanzar en la agenda de la sustentabilidad, la responsabilidad social y los derechos humanos, y reiteramos nuestra disposición para colaborar en estos y otros esfuerzos que nos permitan contribuir con el legado del Mundial FIFA 2026.

Atentamente

Lic. Félix Carlos Aguirre Gil
Director General del Estadio Azteca
Toluca, Estado de México, a 12 de enero de 2022
P-001-2022

FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION

COMITÉ ORGANIZADOR DE LA CANDIDATURA DE LA CIUDAD DE MÉXICO DE LA COPA MUNDIAL DE LA FIFA 2026

PRESENTE

Ref.: Apoyo DDHH Copa Mundial de la FIFA 2026.

A quien corresponda:

En seguimiento a la candidatura de México en la Copa Mundial de la FIFA 2026™, la Federación Mexicana de Fútbol (FMF), por medio de la presente, expresa su compromiso con el Comité Organizador de la candidatura de la Ciudad de México para alcanzar un impacto positivo en materia de derechos humanos y dejar un legado permanente en el país como resultado de este Torneo.

En la FMF somos conscientes de que la universalidad y los reflectores de nuestro deporte nos ponen en una posición privilegiada y fundamental, no sólo para incentivar el conocimiento y el respeto de los derechos humanos en México, sino también para emprender acciones encaminadas a protegerlos. El respeto y la promoción de los derechos fundamentales de los seres humanos es una prioridad para nosotros.

Por lo anterior, externamos nuestra intención y voluntad de intervenir y colaborar con los distintos actores relevantes y grupos de interés que formen parte de la organización y ejecución de este evento.

Así, trabajaremos de manera conjunta y organizada con el Comité Organizador de la candidatura de la Ciudad de México para celebrar una Copa Mundial de la FIFA de gran alcance, inclusiva e innovadora, que incorpore el respeto por los derechos humanos, las libertades y los valores fundamentales, y que cumpla con la visión de futuro de la FIFA. Lo anterior, buscando celebrar la Copa Mundial de la FIFA™ del siglo XXI y mostrando el poder del fútbol para influir de manera positiva y significativa en el mundo.

Agradecemos que la Ciudad de México sea considerada como una de las ciudades anfitrionas de la Copa Mundial de la FIFA en 2026™ y reiteramos nuestro apoyo a esta sede.

Atentamente,

Yon de Luisa
Presidente
Toluca, Estado de México, a 11 de enero de 2022
PLMX-0001-22

FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION

COMITÉ ORGANIZADOR DE LA CIUDAD DE MÉXICO DE LA COPA MUNDIAL DE LA FIFA 2026

PRESENTE

Ref.: Apoyo DDHH Mundial FIFA 2026.

A quien corresponda,

Por medio de la presente, derivado de la candidatura de la Ciudad de México en la Copa Mundial de la FIFA 2026™ y con la intención de conseguir un impacto positivo en materia de derechos humanos, la LIGA MX / ASCENSO MX reitera su apoyo a dicha sede, así como su intención de colaborar y respaldar todas las iniciativas y proyectos realizados en relación con este Torneo.

En ese sentido, la LIGA MX / ASCENSO MX se compromete a trabajar con los distintos actores relevantes y grupos de interés que formen parte de la organización y ejecución de este evento, utilizando el futbol para fomentar y promover el conocimiento y el respeto en materia de derechos humanos.

Sin más por el momento, y agradeciendo la atención que se sirva dar a la presente, aprovecho la ocasión para enviarle un cordial saludo.

Atentamente,

MIKEL ANDONI ARRIOLA PEÑALOSA
Presidente Ejecutivo
LIGA MX / ASCENSO MX
Cancún, Q.Roo a 12 de enero de 2022

Ref. Apoyo DDHH
Mundial FIFA 2026

Fédération Internationale de Football Association
FIFA–Strasse 20 P.O. Box 8044
Zurich, Suiza

El motivo de la presente es externar nuestro apoyo incondicional a efecto de lograr un legado positivo en materia de derechos humanos de las personas con discapacidad para la ciudad de México, Monterrey y Guadalajara, con motivo del Mundial de Futbol 2026 organizado por la FIFA.

Travesía Incluyente está en la entera disposición de colaborar activamente para lograr un legado de equidad en el trato a las personas con discapacidad de manera que las empresas, organismos y gobiernos involucrados en el Mundial FIFA 2026 cuenten con la capacitación y formación necesaria para eliminar las barreras sociales y actitudinales que impiden a más del 15% de los espectadores disfrutar de este deporte de manera digna, segura y autónoma así como la creación de protocolos de atención que den solución y se anticipen a las necesidades de este segmento de manera que tengan una participación plena y efectiva.

Quedamos a la orden y dispuestos a erradicar las prácticas que excluyen a unos cuantos para brindar un servicio adecuado y pertinente para todos sin distinción alguna.

Atentamente

[Signature]

Hepsy-da Torres Jáuregui