



Human and Labor Rights in the 2026 FIFA World Cup

A Roadmap for Civil Society
Engagement and Organizing in Mexico

CONTENT



MAIN OBJECTIVES



KEY ACTORS



TIMELINE



SUPPLY CHAIN ACCOUNTABILITY



ALLY MAPPING



CONCLUSIONS & NEXT STEPS

DEFINING A COMMON OBJECTIVE

Develop a roadmap for civil society engagement and organizing on human and labor rights in the context of the 2026 FIFA World Cup.

→ *Human rights in sports (MSEs)*

- Improving the human rights and sustainability impact of mega-sporting events.

→ *Human and labor rights through sports*

- Strengthening worker rights in key sectors in Mexico and the U.S. as well as those of migrant workers.
- Building an inclusive civil society movement centered around structural issues in host cities.

KEY ACTORS



FIFA and business partners

FIFA subsidiary
Football associations
Sponsors and marketing affiliates
Suppliers, contractors
Broadcasters

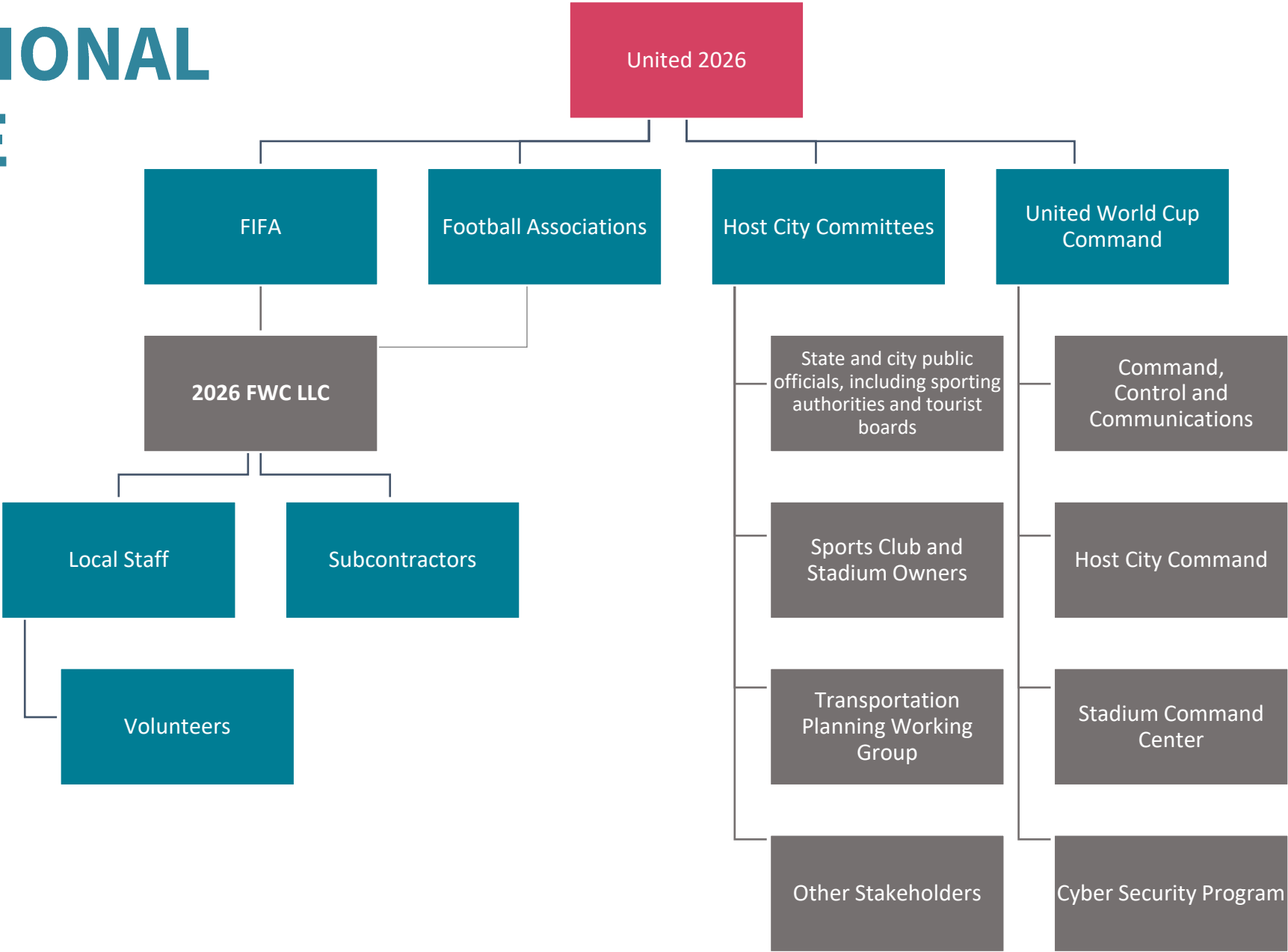
Host City Committees

City governments & national governments
Stadium owners
Suppliers, contractors

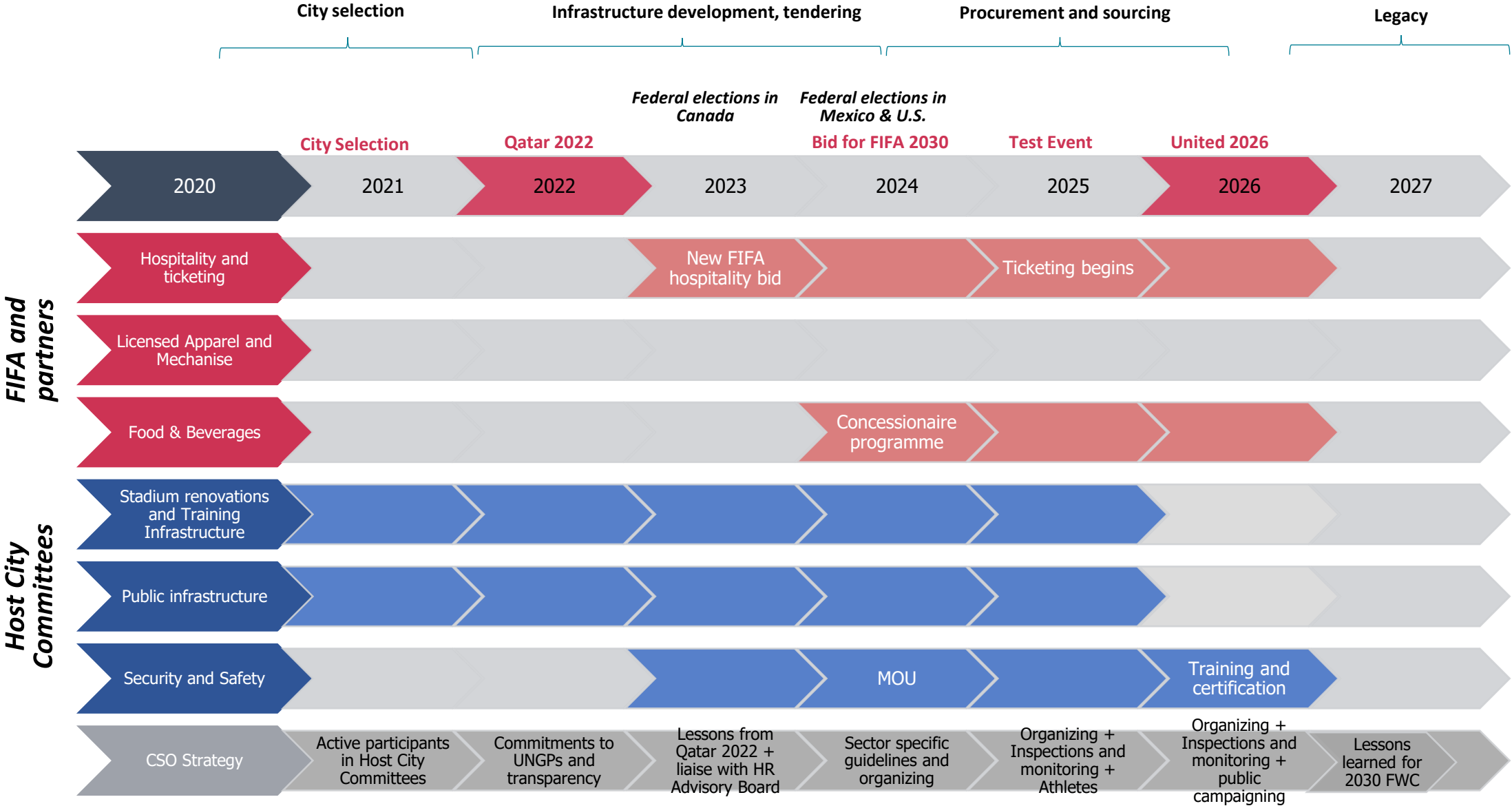
Supply chains

Trade & employer associations
Official & protection unions

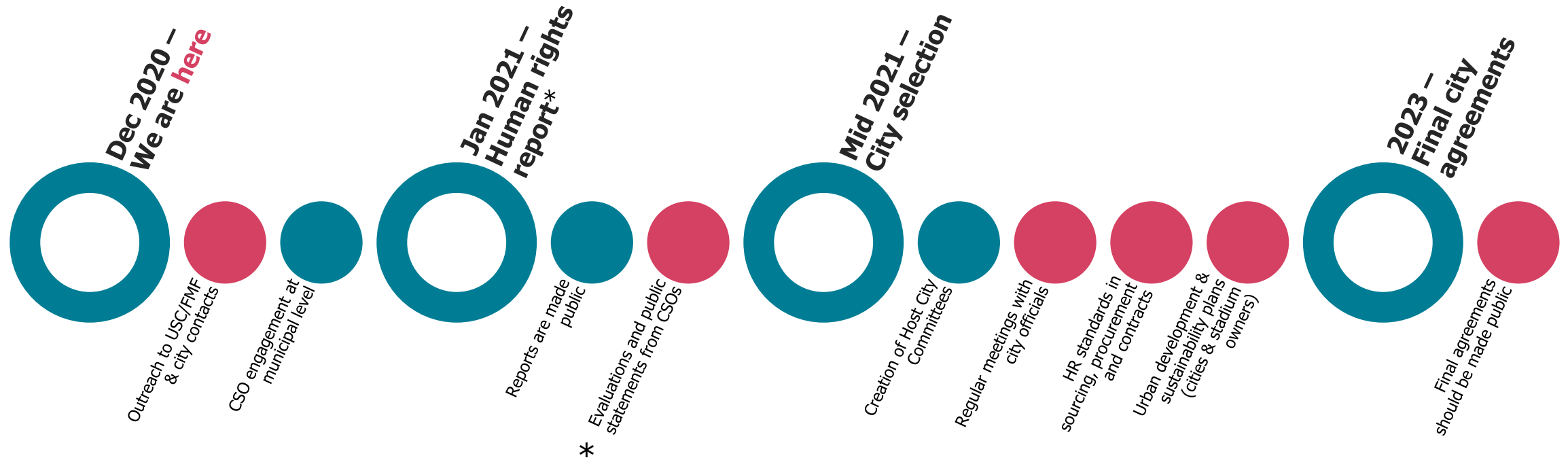
ORGANIZATIONAL STRUCTURE



FIFA TIMELINE



KEY MOMENT: CITY SELECTION



To be discussed: Do cities have enough time to engage with CSOs *and* prepare the human rights report by January? How will Mexican and Canadian cities be evaluated? How will FIFA make sure that *all* cities are held to exemplary standards? How do we coordinate efforts nationally and regionally to avoid civil society fragmentation? What should be FIFA's role after host city committees are created?

* Cities should be evaluated not only on their human rights reports but also on their human rights record during the COVID-19 and economic crises.

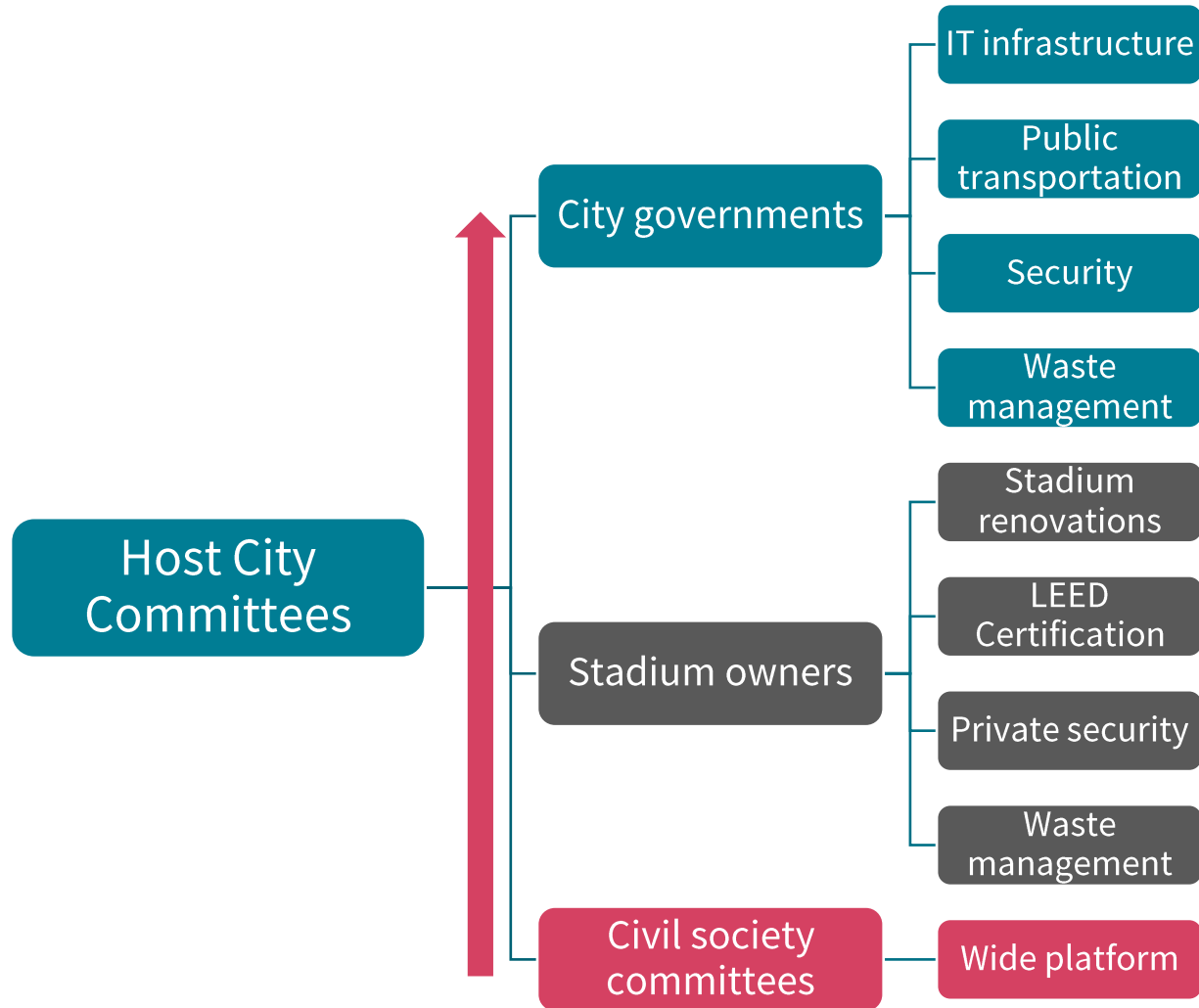
SO...WHO IS RESPONSIBLE FOR HUMAN RIGHTS AND SUSTAINABILITY?



- United 2026 Bid was a “public promise,” but contractual agreements are what counts.
- FIFA has a restrictive view of its responsibility since it ultimately transfers responsibility to Host City Committees.
- Concern re. football associations as FIFA intermediaries since they're not held to the same standards (e.g. UNGPs).
- FIFA's current policy is diffused responsibility, risk reduction, and "Do not harm"; instead we should demand shared responsibility and a **“Do good” approach.**

ADVOCACY AND ORGANIZING GOALS

Host City Committees



Policies and regulations

- Regulation of private security companies
- Waste picker volunteers in CDMX
- Human rights standards in procurement process, contracts
- Open contracting standards, beneficial owners of suppliers
- End protection contracts in key sectors
- Ordinances and commitments regarding responsible sourcing (e.g. independent worksite inspections)
- Inclusion of informal workers and street vendors

Specific to tournament

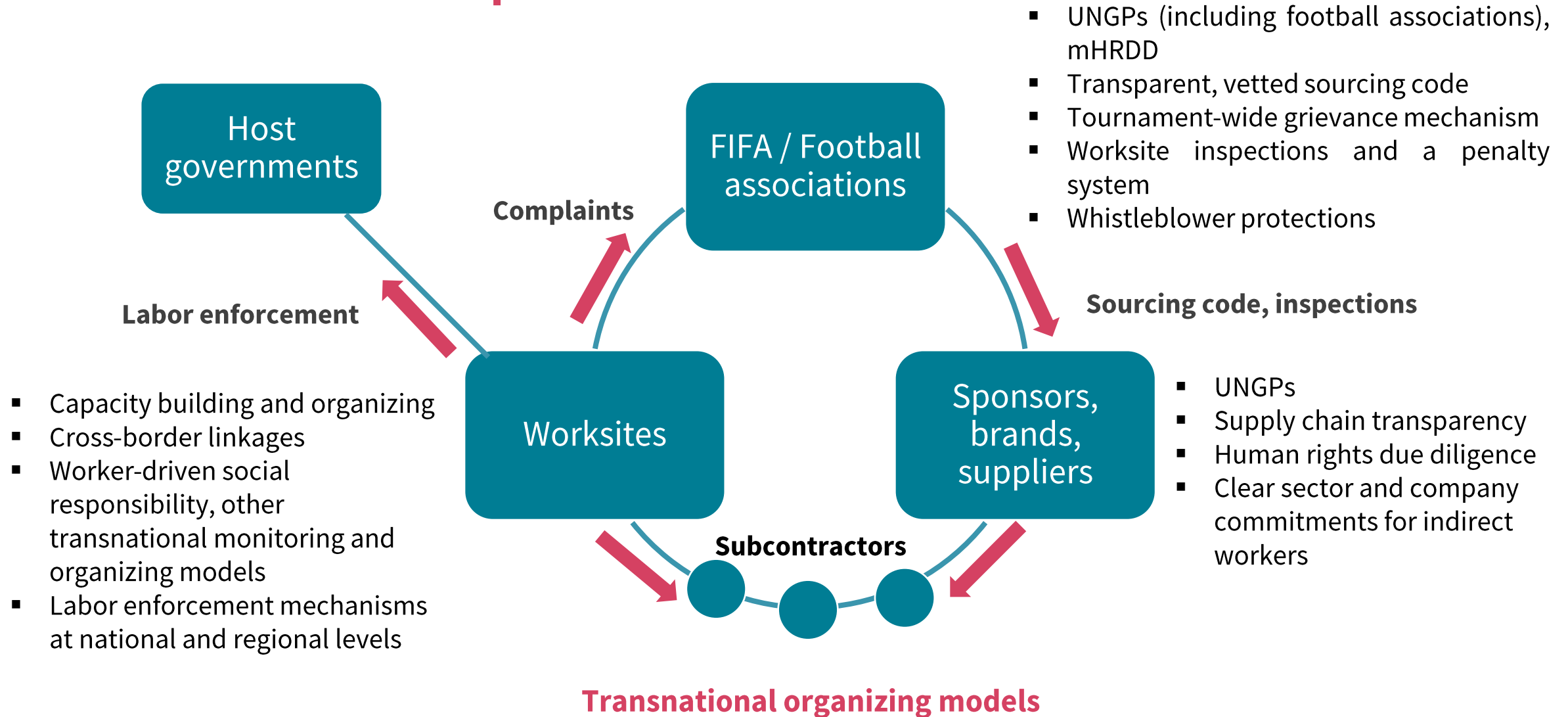
- CSO involvement in urban development & sustainability plans (together with stadium owners)

Commitments

- UNGPs for football clubs and stadium operations, including sourcing of merchandise, equipment, and apparel
- Mandatory due diligence (mHRDD)
- Involvement of affected communities in construction, infrastructure planning, and agreements
- Full and transparent vetting of private security companies
- Independent organizing for stadium workers (cleaning, food and beverage, waste management)

Environment, mobility, urban planning, sustainability, housing (19S in CDMX), street vendors, platform workers, insecurity, etc.

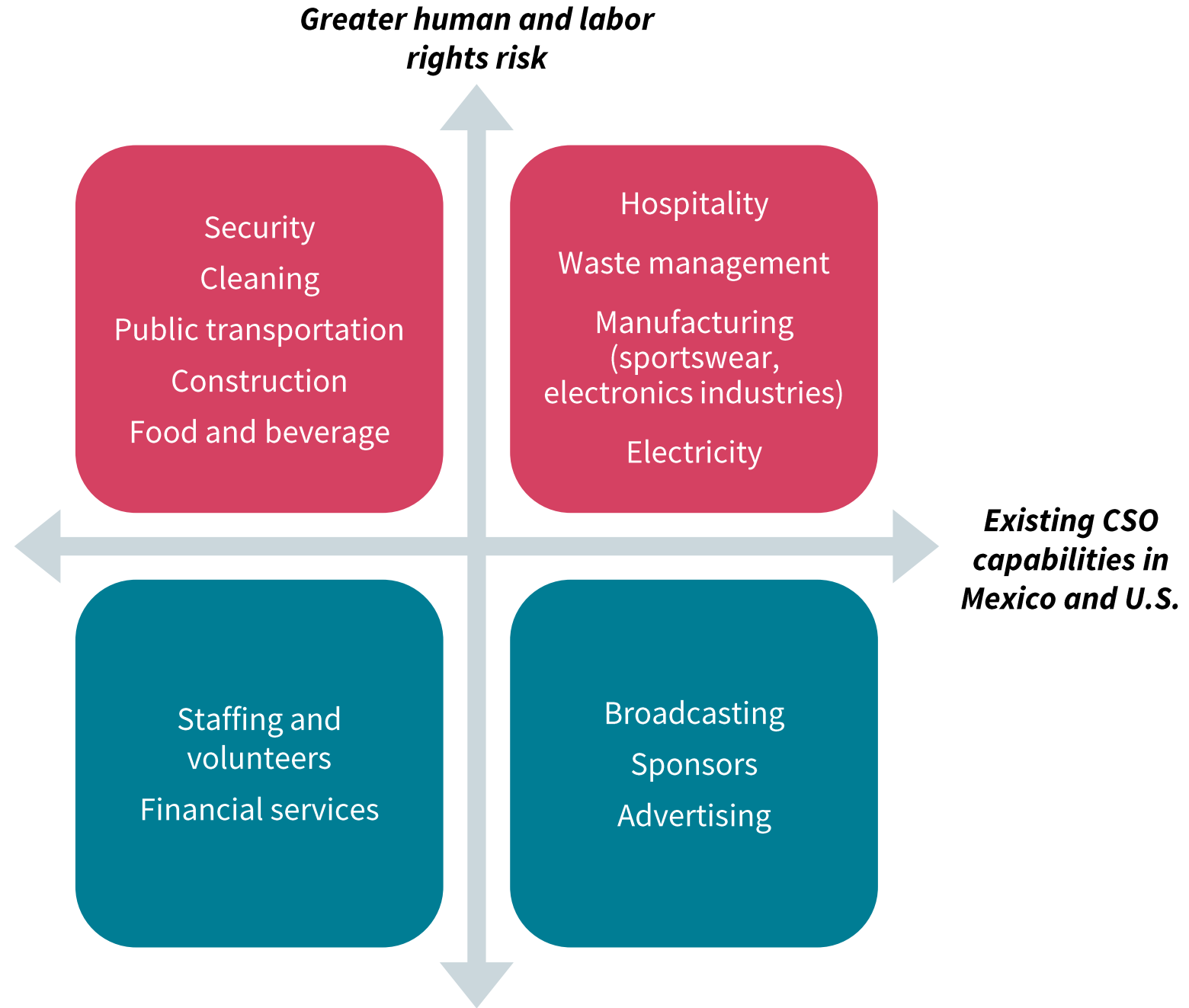
FIFA and its business partners



SUPPLY CHAIN ACCOUNTABILITY

How should we prioritize?

- Build independent, local organizing capacity
- Focus on freedom of association, collective bargaining, and eliminating protection contracts
- Improve regulation of recruitment agencies
- Insist upon exemplary standards in all tournament-related temporary contracts, including parity between all three countries



KEY REGIONS AND CITIES

Focus on supply chains that feed into host cities in Mexico, the U.S., and Canada.



ALLY MAPPING

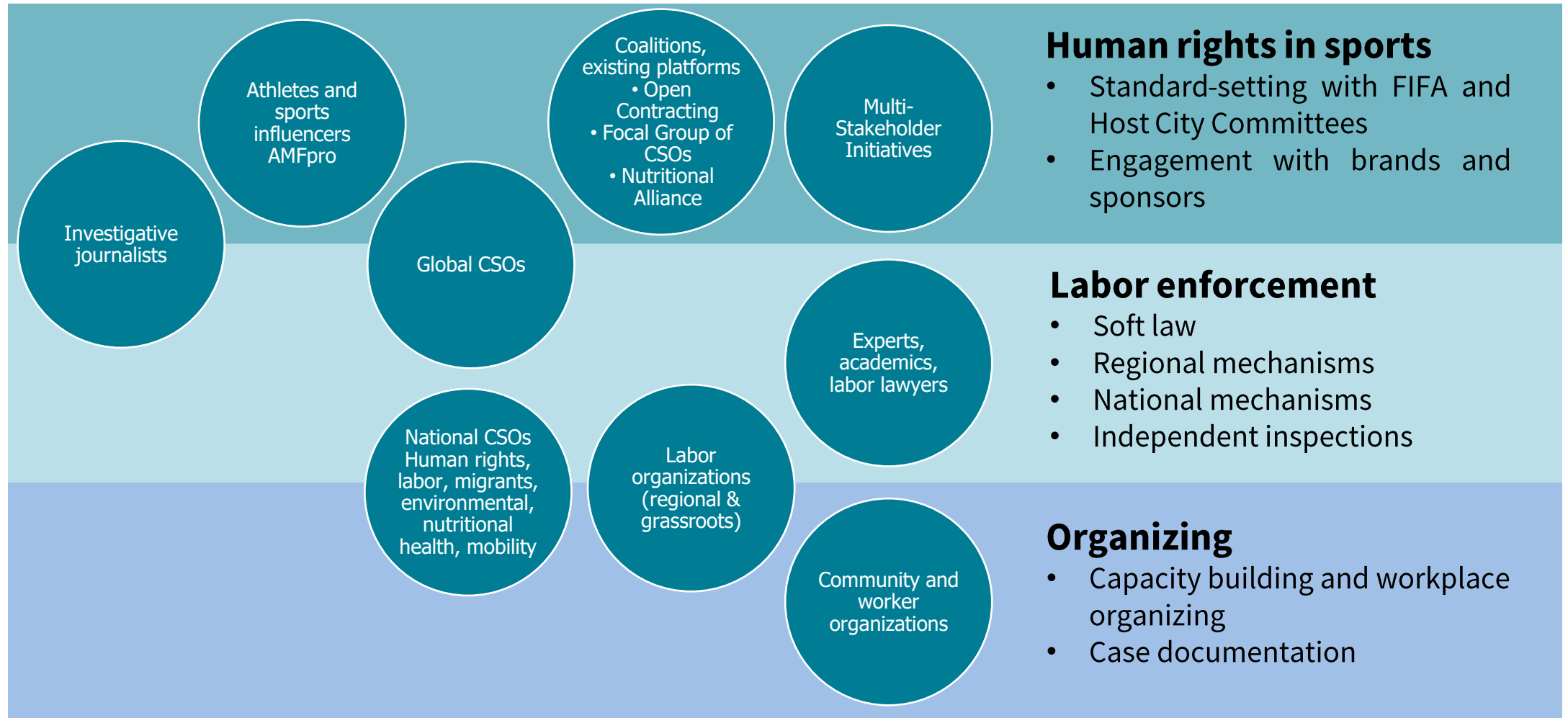
Key challenges:

- Powerful, incumbent official unions and protection contracts
- Developing a critical counter-narrative to this MSE
- Building organizing capacity at myriad worksites
- Private and public security forces

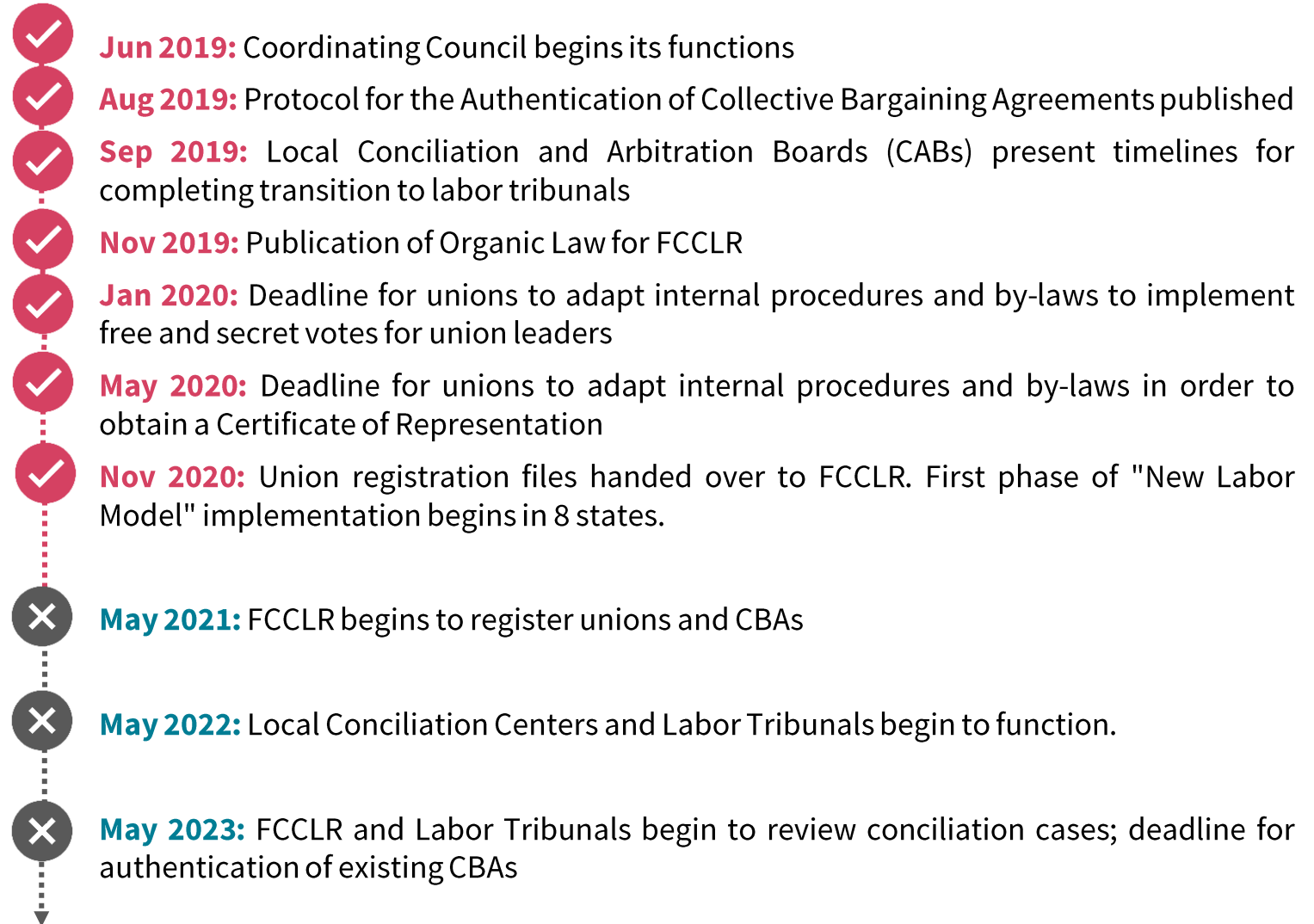
To be discussed:

- Can COVID-19 be an opportunity, for example to disrupt the official unions' stronghold in key sectors in Mexico?





MEXICAN LABOR REFORM TIMELINE



- Review of local CBA review plans, timelines, and progress to complete pending cases every 6 months.

Source: Adapted from Maquila Solidarity Network (2019)

REGIONAL MECHANISMS AND OPPORTUNITIES

- Test the USMCA Chapter 31 rapid response mechanism (RRM)
- Submissions under the labor provisions of free trade agreements, particularly in cases where there is evidence of forced or child labor.
- U.S. city ordinances on responsible sourcing (“sweat free”).

Key gap in regulation and cross-border government coordination:

- Monitoring and supervision of recruiters and recruitment networks.



KEY REGULATORY AND LEGAL FRAMEWORKS

	Jurisdiction	Mechanism / Legislation	Main Gaps
Business & Human Rights Accountability	Mexico	<ul style="list-style-type: none"> Mexican Constitution – 2011 Reform Amparo proceedings (constitutional complaints) Social & environmental impact assessments, prior consultation of indigenous populations CNDH Complaints (General Recommendation 37/2019) Corporate criminal liability 	<ul style="list-style-type: none"> Deficiencies in the new <i>Fiscalía</i> Political obstruction, corruption – glass ceiling of impunity Attacks against human rights and environmental defenders
	Regional / International	<ul style="list-style-type: none"> UN Universal Declaration; UNGPs; UN Convention on the Rights of the Child; UN Special Rapporteurs, UN Global Compact Inter-American Human Rights System OECD Complaints (Guidelines for Multinational Enterprises) and National Contact Points (NCP) EU Directive on Mandatory Human Rights Due Diligence (<i>in process</i>) U.S. Alien Tort Claims Act (ATCA) U.S. Global Magnitsky Human Rights Accountability 	<ul style="list-style-type: none"> Voluntary principles: White/green/pink washing Lacks teeth Lack of political will
Labor Rights	Mexico	<ul style="list-style-type: none"> Federal Work Act 2015 and 2019 labor reforms Class action lawsuits 	<ul style="list-style-type: none"> Simulation of the Authentication process of CBAs Governance of FCCLR
	Regional / International	<ul style="list-style-type: none"> USMCA: Labor consultations; Facility Rapid Response Mechanism (RRM) and panel investigations; FTA submissions on forced labor ILO Declaration on Rights at Work; ILO complaints procedures and Commissions of Inquiry 	<ul style="list-style-type: none"> The USMCA RRM has not been tested, and it not clear whether it applies to apparel and agriculture The ILO complaints procedure lacks clout
Anti-Corruption & Transparency	Mexico	<ul style="list-style-type: none"> AML Law, National Anti-Corruption System (SNA) General Transparency Law, Access to Information System (SAI) FIU (SHCP) blocked persons' list (BPL) – part of the Egmont Group Whistleblower protection to public servants 	<ul style="list-style-type: none"> Deficiencies in the new <i>Fiscalía</i> Political obstruction, corruption Inexistent whistleblower protection in private sector
	U.S.	<ul style="list-style-type: none"> Foreign Corrupt Practices Act (FCPA) Other sanctions regimes (AML, TF) Whistleblower protection / Dodd-Frank Act 	<ul style="list-style-type: none"> Not always leads to criminal liability Money from sanctions or asset recover does not reach victims
	Regional / International	<ul style="list-style-type: none"> FATF/GAFILAT Inter-American Convention Against Corruption, OECD, UN Convention against Corruption 	

CONCLUSIONS

CSO involvement in design and planning stages...this is now!

- Greatest leverage *vis-a-vis* FIFA and partners is now.
 - COVID's impact on FIFA's finances
 - As soon as host city committees are created, FIFA's leverage decreases — or so it says.
 - None of the football associations have made commitments to the UNGPs or transparency, and they are key partners in the tournament.
- Greatest leverage *vis-a-vis* host cities is now.
 - Monitor cities' human rights track record during COVID to make sure it is considered during city selection
 - Influence the design of organizing committees and their human rights strategies
 - Pressure cities to:
 - Meaningfully consult local and regional CSOs
 - Embed human and labor rights standards in the procurement process and contracts
 - Create a regular space for CSO participation

Long lasting change (human and labor rights) depends on local capacity building and worksite organizing.

NEXT RESEARCH STEPS

- 1) Analyze existing collective bargaining agreements in Mexico
- 2) Monitor procurement and target research at sub-national, sectoral, and worksite levels
- 3) Monitor construction, transportation, waste management, security, and energy projects that will supply host cities and stadiums
- 4) Create a wiki-style platform for CSOs to communicate and constantly update research and collective intel
- 5) Expand the scope of research to include U.S. actors and supply chains

A person wearing a white hard hat and a high-visibility safety vest stands on a construction site. In the background, a large, modern stadium with a curved roof is visible under a bright sky. The text is overlaid on the center of the image.

ANNEX: PROCUREMENT AND SUPPLY CHAIN ANALYSIS IN KEY SECTORS

KEY SECTORS FOR HOST CITY COMMITTEES

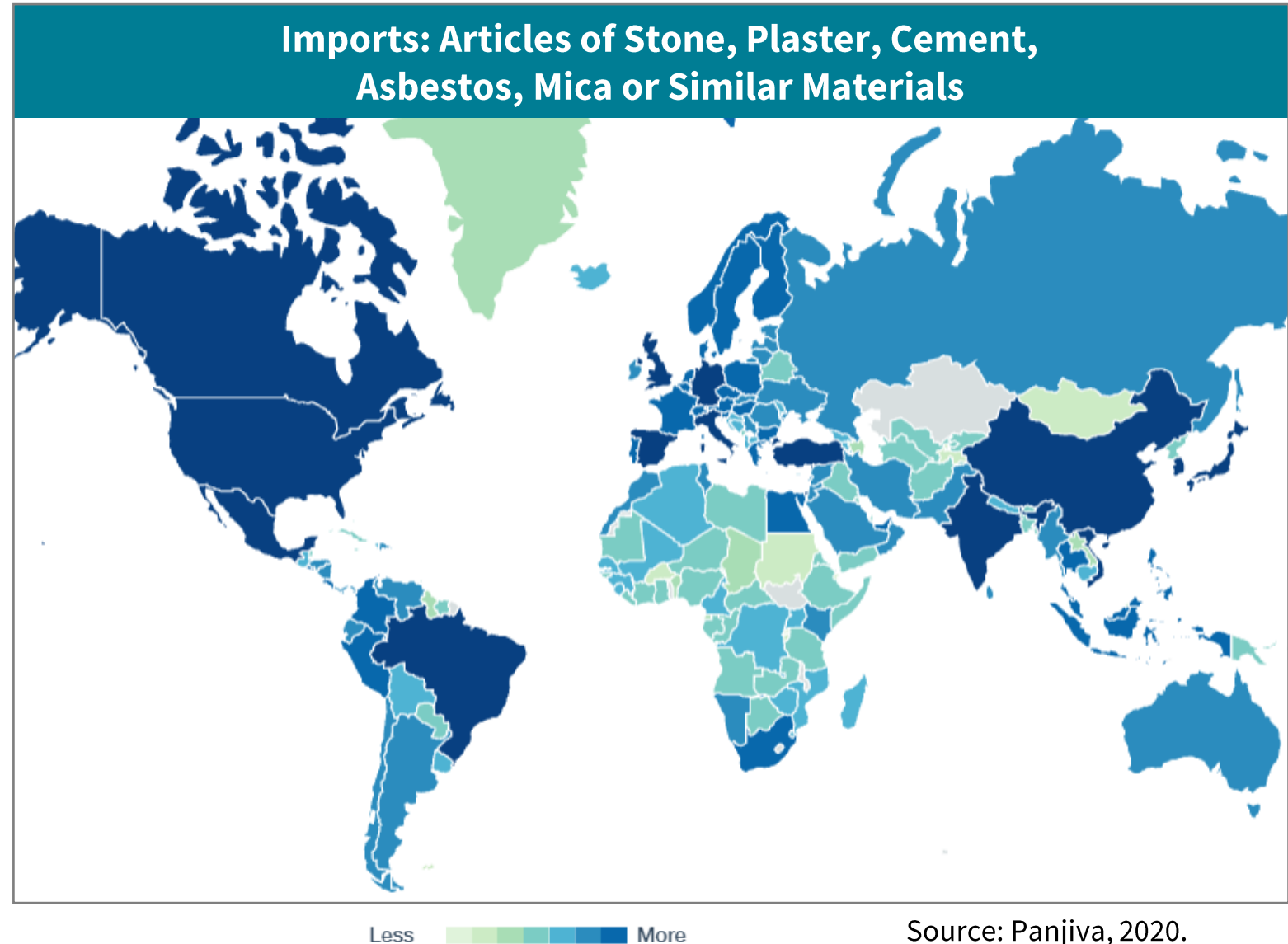
CONSTRUCTION

Standard Supply Chain



Key Players	Key Risks	Opportunities
Regional Actors: MTY, GDL, CDMX	<p>Human Rights: prior consultation and local participation; land disputes, access to water and housing</p> <p>Labor Rights: Abusive hiring practices, protection contracts, hiring of vulnerable populations (migrant population)</p> <p>Financial Crimes: corruption & money laundering</p>	<ul style="list-style-type: none">- Labor enforcement- Greater supply chain transparency- Linkages to Asia- CBA and human rights standards in public/private contracting

The 2026 World Cup will use preexisting stadiums. However, stadiums will still need to be updated, and there are other infrastructure requirements, for example regarding the updating of public transportation systems and accommodation.



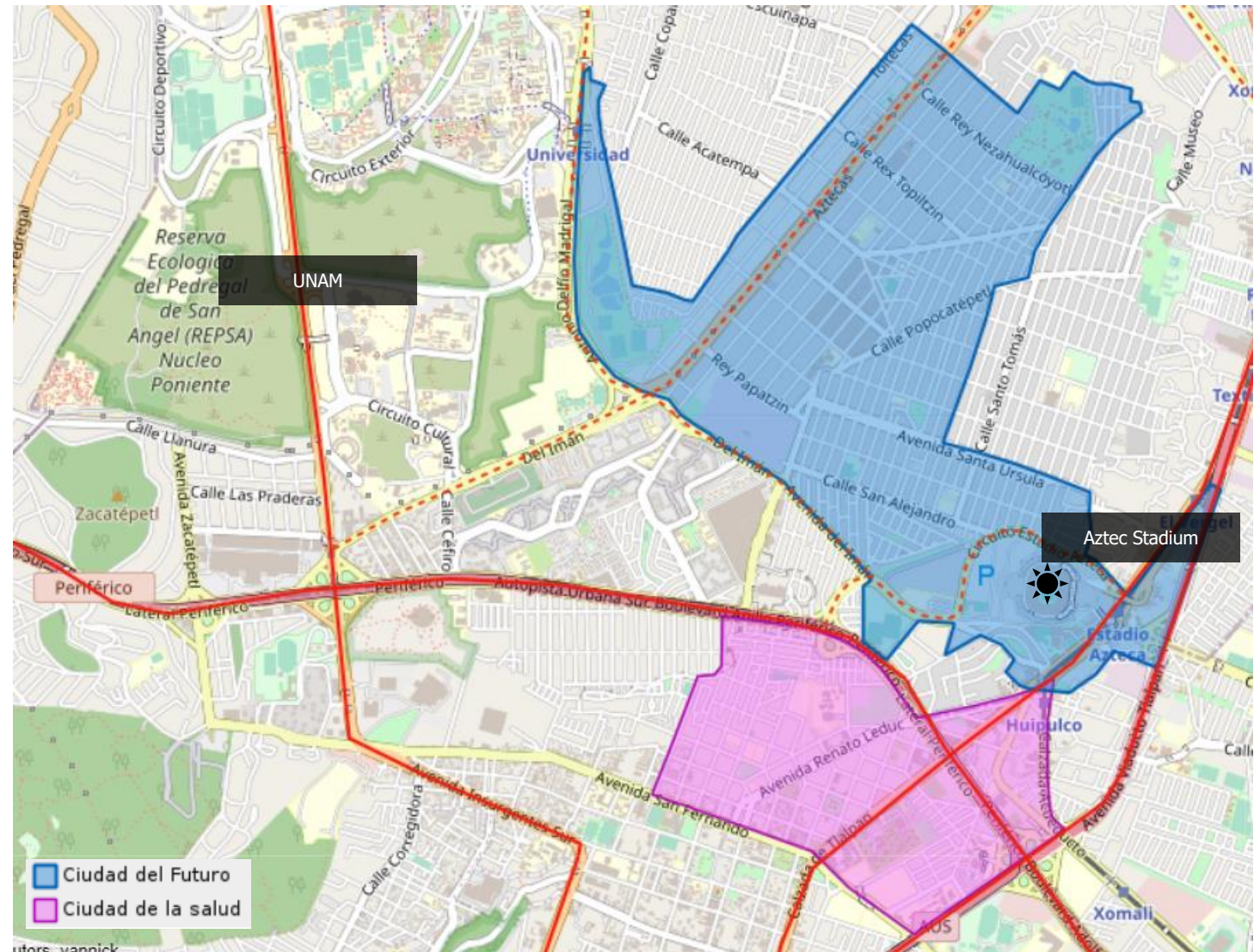
Source: Panjiva, 2020.

Preexisting infrastructure

	Guadalajara	Mexico City	Monterrey
Stadium	Chivas OmniLife Stadium	Azteca Stadium	BBVA Bancomer Stadium
Venue Specific Training Site (VSTS)	Club Tecos AC Club Atlas Colomos Club Chivas San Rafael ITESO	Pumas La Cantera Club América Centro de Alto Rendimiento – FEMEXFUT Estadio Olímpico Universitario	Irish Institute San Roberto International School Campus San Agustín ITESM Universidad de Monterrey
FIFA Fan Fest	Plaza de las Américas “Juan Pablo II” Square Plaza Liberación	Zocalo square Chapultepec Park	Explanada de los Héroes Parque Fundidora
Accommodation	Grand Fiesta Americana Hilton Hotel W Hyatt Regency Andares Guadalajara Presidente Intercontinental	Presidente Intercontinental Hyatt Regency Mexico City Royal Pedregal Hotel Radisson Paraíso Perisur Hotel Presidente InterContinental	Holiday Inn Monterrey Norte Best Western Hotel Valle Real SAFI Royal Luxury Valle Quinta Real Camino Real Holiday Inn Parque Fundidora
Transportation (airports, train/bus lines)	Miguel Hidalgo y Costilla Intl. Airport Sistema de Tren Eléctrico Urbano (SITEUR)	Mexico City Intl. Airport Metro CDMX Metrobus CDMX	Monterrey Intl. Airport Metro Monterrey (Metrorrey)
Hospitals	Centro Médico Puerta de Hierro Hospital San Javier Hospital Real San José	Hospital Angeles del Pedregal Hospital Médica Sur Hospital Ángeles Acoxpa	Zambrano Hellion Christus Mugerza Centro Doctor’s Hospital Christus Muguerza Vidriera

Case Study: Land conflict in Mexico City

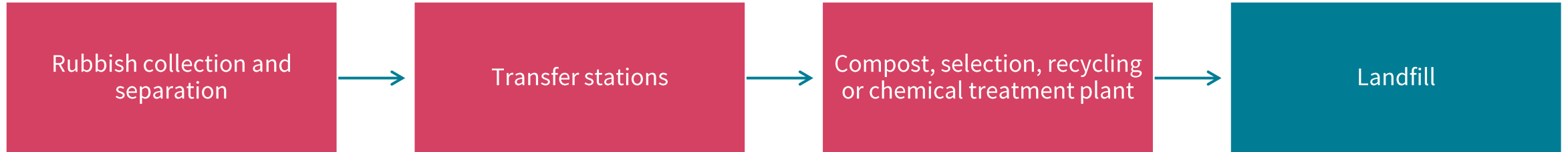
- 2015-16: Local opposition to an urban development project in the neighborhoods surrounding the Aztec Stadium and the National Autonomous University of Mexico (UNAM).
- 2017-20: Local opposition to another housing development due to water shortages.



WASTE MANAGEMENT

One of the United Bid's environmental goals is for the 2026 World Cup is zero waste. The Monterrey, Guadalajara, and Mexico City city governments will be largely responsible for waste management, with some services subcontracted, and widespread use of volunteer waste collectors. The basic waste management process is similar between cities, whilst the subcontracting of services varies between cities.

Basic Waste Collection Process



Key Players	Key Risks	Advocacy Opportunities
<ul style="list-style-type: none"> • Reciclados Integrales Ambientales (operates a landfill in Estado de México) • Tecnosilicatos de México (operates a landfill in Estado de México) • Hasars (operates a landfill in Zapopan) • Caabsa (shareholder in OHL, operates a landfill and has been awarded rubbish collection contracts in Guadalajara) • BANOBRAS (part financing improvements in Nuevo León's waste management system through a PPP) 	<p>Hazardous work: limited protective clothing for rubbish collectors, old collection vehicles emitting harmful fumes.</p> <p>Labor rights: many collectors are volunteers with no job security or social security.</p> <p>Displacement: volunteers losing work to selection and recycling companies.</p> <p>Environmental: harmful emissions from old collection vehicles, landfills pollute.</p> <p>Human health: pollution from landfills passed on through air, soil and water systems.</p>	<ul style="list-style-type: none"> • United Bid zero waste promise • City level waste reduction programs in all three Mexican host cities • Mexico City's Human Rights Commission's has already made a recommendation regarding waste management and volunteer workers.

SECURITY

FIFA's mandate to ensure that soccer events taking place across the world are as safe and secure as possible. For the 2026 World Cup in particular, the three host countries will sign a Memorandum of Understanding to establish the United Command Center (UCC), a unified command structure which will coordinate all security efforts throughout the event. This will link and coordinate federal and local security forces and stadium/venue/hotel private security companies.



Key Players	Key Risks	Advocacy Opportunities
<ul style="list-style-type: none"> • Big tech & security companies already providing services to security agencies in all three states (Palantir, Amazon, Thompson Reuters, DevTech, Northrop Grumman) • Lobo S.A. de C.V. (private security for the Estadio Azteca), and R.G. Seguridad Privada S.A. de C.V. (private security for the Estadio BBVA) 	<p>Links to organized-crime</p> <p>Human rights: physical security un/related to the event, freedom of expression and assembly, freedom of movement, right to privacy and data protection, cybersecurity, linkages with abusive state practices (arbitrary detention, excessive use of force, deportation, criminalization of migrants, separation of families, racialized surveillance)</p> <p>Labor Rights: Abusive hiring practices (temporary contracts), protection contracts, health & safety, discrimination</p> <p>Financial crimes: linkages to criminal economies; conflicts of interest; corruption</p>	<ul style="list-style-type: none"> • Labor enforcement • Vetting and comprehensive due-diligence of all private security companies hired for the event. • Regulate revolving door between public and private security sectors, particularly for UCC staffers. • Improve regulation/standards, and their enforcement, for private security companies in Mexico • Corporate liability for HR abuses • Investor outreach

ELECTRICITY

The United Bid makes a commitment to embedding renewable energy solutions into the hosting of the event. It establishes a set of environmental goals and targets, including that the event will be carbon neutral, and that the competition will be powered using renewable energy.

Key Suppliers

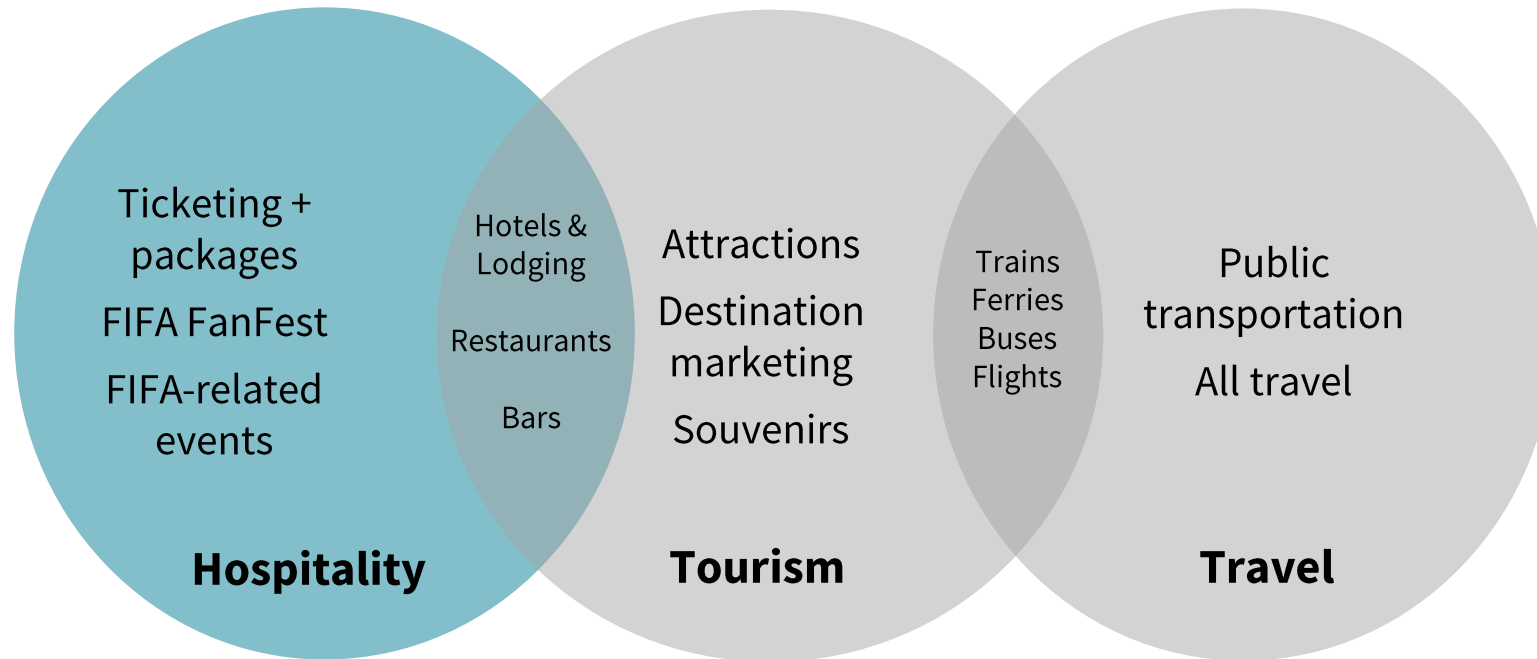
Company	Product and examples of companies supplied to
Siemens Gamesa	Wind turbines to EDF and ENEL
Vestas	Wind turbines and park maintenance and management for ENGIE
GE Renewable	Wind turbines for ENGIE
Canadian Solar	Manufactures its own solar panels and supplies EDF
Elecnor	Responsible for design, engineering, and supply of equipment for Agua Prieta II thermal plant
Jinko Solar	World's largest manufacturer of photovoltaic panels
JA Solar	World's second largest manufacturer of photovoltaic panels
Trina Solar	World's third largest manufacturer of photovoltaic panels

Key Players	Key Risks	Advocacy Opportunities
<ul style="list-style-type: none">Federal Electricity Commission (CFE): the off-taker for the energy produced by projects won under the first and second energy auctions.National Energy Control Center (CENACE)Enel SpAEngie, IENOVA, Alten Energías Renovables, Jinkosolar, Atlas Renewable Energy, EDF	<p>Human Rights: environmental degradation, right to consultation and self-determination, violence against human rights and environmental defenders, impacts on traditional livelihoods</p> <p>Labor Rights: protection contracts, health & safety</p>	<p>Labor Enforcement</p> <p>Prior consultation and community participation</p> <p>Adoption of a human rights due diligence (HRDD) for all renewable energy projects</p> <p>Greenwashing of companies linked to human rights violations (ex. Grupo México's wind farm in Monterrey)</p>

KEY SECTORS FOR FIFA AND ITS BUSINESS PARTNERS

HOSPITALITY

Overlapping **Supply** Chains



Source: Based on Zailani (2011).

Match Hospitality AG is the worldwide exclusive rights-holder responsible for the delivery of FIFA's Official Hospitality Program until 2023.

In the 2026 World Cup, FIFA will need to ensure the accommodation of teams, FIFA officials, referees, partners, media, and fans in the host cities.

Key Players	Key Risks	Advocacy Opportunities
<p>International brands: Hilton Worldwide Holdings, Marriott International, Hyatt Hotels and Jing Jiang International</p> <p>National players: Grupo Posadas and Grupo Presidente</p>	<p>Human Rights: environmental impact, right to water, land disputes, indigenous people’s rights; links to human trafficking, sexual exploitation, and prostitution.</p> <p>Labor Rights: Abusive hiring practices (temporary contracts), protection contracts, hiring of vulnerable populations (migrant population), discrimination and harassment</p> <p>Financial Crimes: Linkages with criminal economies; corruption & money laundering.</p>	<p>Labor enforcement</p> <p>CBA and human rights standards for migrant workers</p> <p>Greater transparency</p> <p>Sustainability and waste management</p>

Hotels Proposed by Candidate Host Cities

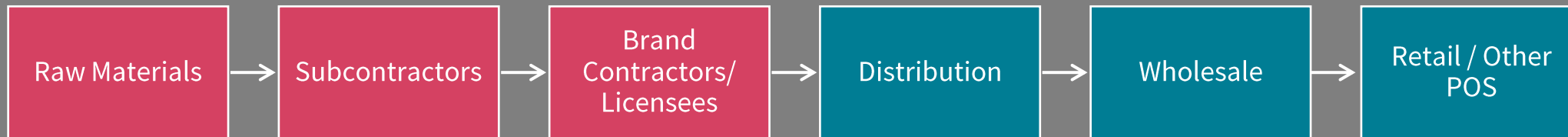
	Guadalajara	Mexico City	Monterrey
Venue Specific Team Hotel	Grand Fiesta Americana (Grupo Posadas) Hilton (Hilton Worldwide Holdings) Hotel W (Marriott International)	Royal Pedregal Hotel (Algase S.A. DE C.V. – Jing Jiang International) Radisson Paraíso Perisur Hotel (Jing Jiang International)	Holiday Inn Monterrey Norte (International Hotel Group -IHG) Best Western Hotel Valle Real (Best Western International, Inc.) SAFI Royal Luxury Valle (Desarrollo Optima, S.A. de C.V.) Quinta Real (Grupo Empresarial Ángeles)
FIFA VIP Hotel	Hyatt Regency Andares Guadalajara (Hyatt Hotels)	Presidente InterContinental (InterContinental Hotels Group – Grupo Presidente)	Camino Real (Grupo Empresarial Ángeles)
FIFA Venue Hotel	Presidente InterContinental (InterContinental Hotels Group – Grupo Presidente)	Hyatt Regency Mexico City (Hyatt Hotels)	Holiday Inn Parque Fundidora (International Hotel Group -IHG)

Source: 2026 Bid document and specialized databases.

LICENSED APPAREL AND SPORTING GOODS

Host countries are obliged to provide legal guarantees that they will undertake measures to protect FIFA's commercial rights prior to and during the tournament.

Basic Supply Chain

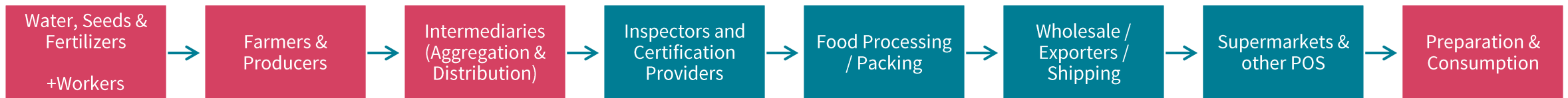


Key Players	Key Risks	Advocacy Opportunities
<ul style="list-style-type: none">• Adidas AG (key sponsor, FIFA Human Rights Advisory Board)• Nike• Industrias Manufactureras MYR, S.A. de C.V. (adidas Tier 1 supplier, key supplier of FEMEXFUT teams)• Industrias Voit, S.A. (match ball licensee)• FIFA usually selects a local company to manage retail and merchandising.	<p>Human Rights: environmental impact</p> <p>Labor Rights: Abusive hiring practices (temporary contracts), protection contracts, health & safety, forced labor, child labor, hiring of vulnerable populations (migrant population), discrimination and harassment, outsourcing</p>	<ul style="list-style-type: none">• Labor enforcement• Great exposure (leverage) given the 2026 World Cup context• Linkages with Asia and Central America• CBA and human rights standards for temporary workers• Sustainability and waste management

FOOD AND BEVERAGE

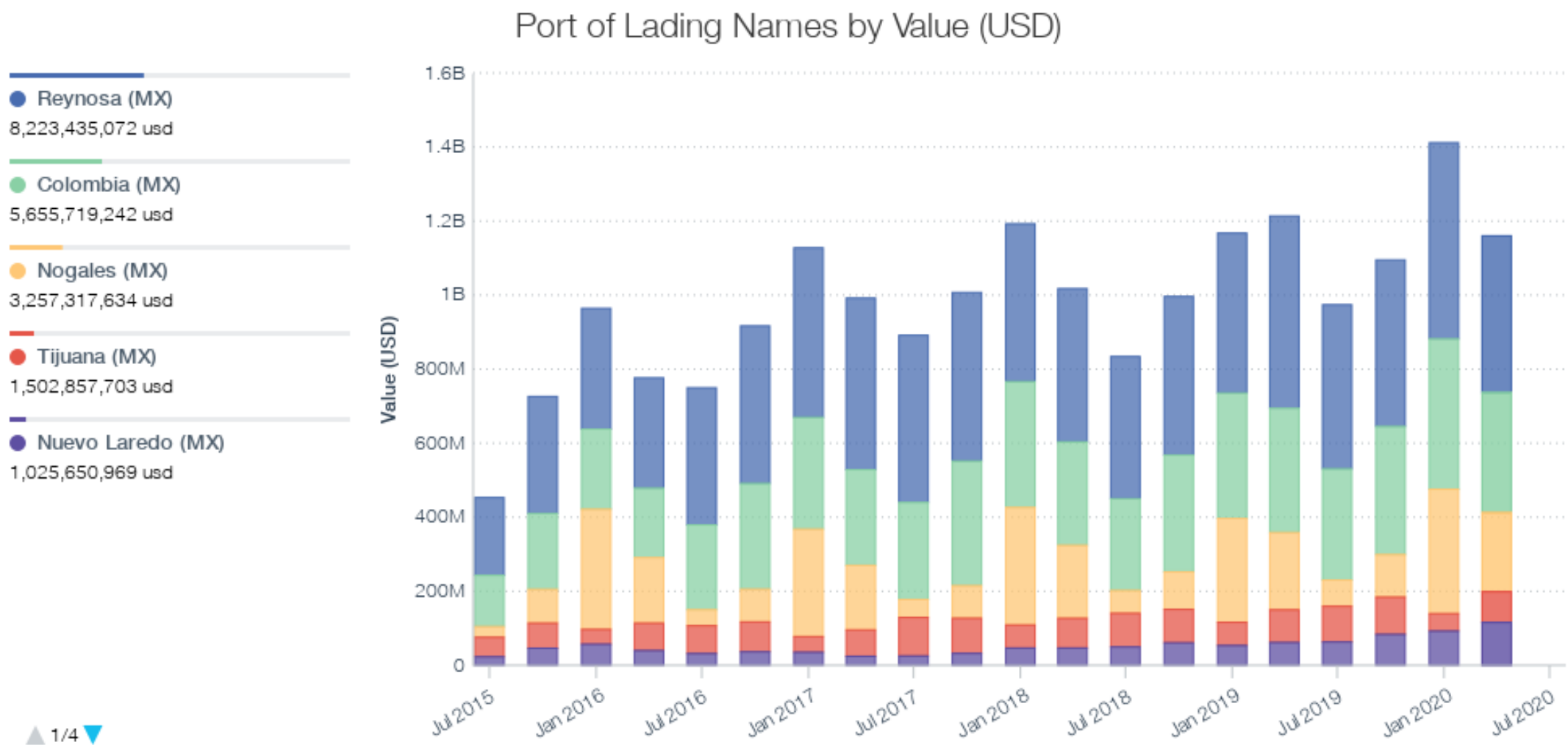
MSEs lead to a significant rise in demand for food and drinks. The U.S. is the biggest importer of food products from Mexico. In 2018 it imported USD 26.63 billion worth of food. The most exported products in 2018 were beer (USD 4.49 billion), avocado (USD 2.62 billion), berries (USD 2.28 billion) and tomato (USD 2.1 billion). Mexico is the world's largest exporter of beer, avocados, and tomatoes.

Basic Supply Chain



Key Players	Key Risks	Advocacy Opportunities
<p>Avocados: The Joseli Group, Aguacates la Bonanza, Aguacates JBR, Avocado Export Company</p>	<p>Human Rights: environmental degradation, water use, food sovereignty; linkages to violence and organized crime</p>	<p>Labor enforcement</p> <p>Two key Mexican exports to the U.S.</p> <p>Migrant workers in Mexico and the U.S.</p>
<p>Tomatoes: Comité Sistema Producto Tomate Nacional, Confederación de Asociaciones Agrícolas del Estado de Sinaloa, Asociación Mexicana de Horticultura Protegida A.C, Consejo Agrícola de Baja California A.C.</p>	<p>Labor Rights: Abusive hiring practices (temporary contracts), protection contracts, health & safety, child labor, hiring of vulnerable populations (migrant population), discrimination</p> <p>Financial Crimes: linkages to criminal economies</p>	<p>Worker rights in supermarkets and other POS</p> <p>CBA and human rights standards for temporary/guest workers</p> <p>Sustainability and environmental impact</p> <p>Linkages with Hospitality and Tourism</p>

Mexican Tomato and Avocado Exports to the U.S., by Port of Lading



Powered by Panjiva

Source: Panjiva, 2020.

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