



Human Rights Action Plan

May 2026



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A. Executive Summary

The FIFA World Cup™ Boston 2026 Host Committee (hereinafter, 'Boston26') affirms its commitment to delivering FIFA World Cup 2026™ experiences in a manner that is safe, welcoming, and fully aligned with international human rights standards.

This Human Rights Action Plan applies exclusively to sites, operations, and activities that are owned, controlled, organized, or directly managed by Boston26 within the scope of the FIFA World Cup 2026™ in Boston ("Boston26-controlled activities"). Regulatory oversight, enforcement, licensing, permitting, and compliance functions related to the FIFA World Cup 2026™ are carried out by relevant federal, state, and municipal authorities acting within their respective legal mandates, and are not governed by this plan.

This plan demonstrates Boston26's dedication to advancing expectations set forth in FIFA's Human Rights Policy, the FIFA World Cup 26™ Sustainability & Human Rights Strategy, the FIFA World Cup 2026™ Human Rights Framework, and the United Nations' Guiding Principles on Business and Human Rights (UNGPs). Accordingly, this plan establishes a baseline, living framework that will be reviewed and adapted as conditions, risk assessments, and operational realities evolve. While our plan has been developed with reference to applicable federal, state, and local laws, Boston26 acknowledges that legal compliance alone does not ensure full adherence to the UNGPs and therefore seeks to integrate human rights considerations that extend beyond domestic legal requirements.

Roles and Responsibilities

- **FIFA**, headquartered in Zurich, retains global oversight of the tournament as the international governing body of football. FIFA World Cup 2026™, based in Miami, serves as the central tournament delivery entity coordinating across the three host nations and 16 host cities. FIFA and FIFA World Cup 2026™ retain jurisdiction over stadium operations, broadcast infrastructure, and other global functions.
- **Boston26** is a temporary, nonprofit local organizing committee responsible for the planning, coordination, and local delivery of key tournament operations and city- and region-wide activities associated with the FIFA World Cup 2026™. Its mandate covers the FIFA Fan Festival™ and other Boston26-managed celebratory sites and activities, as well as coordination of transportation and safety and security logistics within the region. Boston26's

role centers on ensuring the seamless local delivery of fan, community, and operational experiences in collaboration with federal, state, and municipal authorities, community organizations, and non-governmental stakeholders.

Purpose

The purpose of this Action Plan is twofold: first, to guide Boston26's planning, coordination, and delivery activities within its defined areas of responsibility in alignment with applicable laws and internationally recognized human rights standards; and second, to identify, mitigate, and address salient human rights risks specific to the local context. Boston26's focus areas reflect both FIFA's Human Rights Framework and the region's unique social landscape. In alignment with FIFA's Human Rights Framework, this plan addresses the twenty salient human rights risk areas identified for the tournament, with Boston26 prioritizing those most relevant to its mandate and areas of influence. These risks have been considered within the legal, social, and operational context to ensure that resulting approaches are locally grounded, proportionate to Boston26's role, and responsive to the realities of the city and region.

Scope

This Action Plan provides a framework to guide Boston26's planning, coordination, and delivery efforts within its defined areas of responsibility and control. References to tactics, strategies, and measures describe the approaches Boston26 may pursue in collaboration with partners and stakeholders. The plan is designed to be adaptive and iterative evolving as circumstances change, to ensure continued alignment with FIFA's Human Rights Framework and with the region's legal and social landscape. Implementation will be advanced through coordinated planning and collaboration with governmental partners, civil society organizations, local service providers, and expert stakeholders. Boston26 does not assume the functions of public authorities or independent entities and does not seek to replicate or replace existing regulatory, enforcement, or adjudicative systems, but rather to support, elevate, and complement the work already undertaken by public authorities and community partners.

B. Action Plan Development Process

The development of Boston26's Human Rights Action Plan has been informed by stakeholder engagement conducted throughout the planning process and reflects a commitment to continuous improvement through implementation and delivery of FIFA World Cup 2026™.



Initial consultations were conducted with key governmental agencies, non-governmental organizations, community representatives, and issue-specific experts, reflecting the structure recommended by the FIFA World Cup 2026™ Human Rights Framework and Action Plan Template.

These consultations informed the identification of priority risk areas, helped establish working relationships with stakeholder groups, and shaped areas of focus across safeguarding, workers' rights, and access to remedy. Our process emphasizes accountability and responsiveness to local needs. Stakeholder engagement will continue throughout implementation of the Action Plan through targeted consultations, coordination meetings, and feedback mechanisms with key partners including governmental agencies, civil society organizations, service providers, and subject-matter experts. Ongoing engagement will support implementation, monitoring, and refinement of actions, ensuring continued alignment with FIFA's Human Rights Framework and the local context.

C. Action Plan

Section I: Non-Discrimination & Safeguarding

Boston26 is committed to delivering FIFA World Cup 2026™ experiences in which every person feels welcomed, respected, and able to participate in event-related activities and celebrations. Our approach integrates non-discrimination, accessibility, safeguarding, and community protection measures into the planning, management, and delivery of Boston26-controlled events and operations. Within its mandate, Boston26 will implement these commitments through measures that are reasonable and proportionate to its role, and consistent with applicable laws and international human rights standards.

This approach includes promoting safety and dignity in public spaces, addressing harassment, abuse, and exploitation, supporting the well-being of vulnerable groups (including children, persons with disabilities, and unsheltered individuals), and minimizing adverse environmental impacts associated with Boston26-controlled activities. These measures apply specifically to sites, programs, and operations that are owned, controlled, organized, or directly managed by Boston26.

Where appropriate, and in accordance with the FIFA Fan Festival™ terms and conditions and operating protocols, Boston26-managed venues are designed as spaces for cultural celebration

and fan engagement. As such, these venues are not designated fora for political messaging, demonstrations, or protest activity. Considerations related to freedom of expression therefore focus on ensuring that Boston26's event operations do not impede lawful expression or peaceful assembly outside controlled event perimeters, where such activity is governed by applicable law, municipal permitting processes, and falls within the responsibility of public authorities.

Boston26's approach is grounded in Massachusetts' long-standing civil rights tradition and a robust legal framework that protects individuals against discrimination, coercion, and unlawful exclusion in public life. Key legal frameworks include the Massachusetts Civil Rights Act (M.G.L. c. 12, §§ 11H–11I), which safeguards constitutional and statutory rights against interference through threats, intimidation, or coercion; the Commonwealth's public access and civil rights protections applicable to places and services open to the public; and the Massachusetts Fair Employment Practices Act (M.G.L. c. 151B), which establishes comprehensive protections against discrimination and harassment. These protections operate alongside applicable federal, state, and local accessibility requirements and other civil rights statutes and ordinances governing public-facing activities in the Commonwealth.

Boston26 does not exercise regulatory or enforcement authority in these areas. Rather, its role is to align planning and operational decisions with this legal landscape, support awareness of rights and protections within Boston26-controlled settings, and coordinate, where appropriate, with public authorities and community partners that hold formal enforcement or service-delivery mandates. Through continued engagement with local stakeholders, Boston26 seeks to deliver welcoming, safe, and respectful experiences that reflect the values of the region, the City of Boston, and the spirit of the FIFA World Cup™.

1. Non-Discrimination

Objective: Promote respectful practices across all Boston26-controlled activities, events, and partnerships, in alignment with applicable Massachusetts and federal law, FIFA's Human Rights Policy, and community expectations.

Strategy 1.1 – Embed Anti-Harassment and Anti-Discrimination Practices into Host Committee Operations

- **Tactic 1.1.1** – Take reasonable and proportionate steps to promote compliance, where applicable, with relevant non-discrimination and anti-harassment requirements across

Boston26 vendor, contractor, and workforce engagements, including through alignment with Boston26's stated expectations, FIFA's Human Rights Policy, and the FIFA World Cup 26™ Sustainability & Human Rights Strategy.

- **Tactic 1.1.2** – Provide appropriate training to Boston26 staff and volunteers on anti-discrimination, consistent with assigned roles and/or responsibilities.
- **Tactic 1.1.3** – Engage with consulates, embassies, national soccer associations, and fan groups, taking reasonable and proportionate measures to support proactive and responsive approaches to preventing and addressing harassment and hate incidents at Boston26-controlled sites.

Strategy 1.2 - Deliver Welcoming Fan and Volunteer Experiences

- **Tactic 1.2.1** – Conduct accessibility reviews of all Boston26-controlled sites, as feasible, to identify and address physical, sensory, and communication barriers (*see also Section I: 5. Accessibility for Persons with Disabilities*).
 - **Tactic 1.2.2** – Implement accessible wayfinding at Boston26-controlled sites consistent with applicable local accessibility standards.
 - **Tactic 1.2.3** – Develop culturally representative hospitality protocols that seek to account for dietary, religious, and cultural considerations of visitor, resident, volunteer, and workforce populations.
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2. Safeguarding

Objective: Support the protection of children and other vulnerable groups, including individuals at risk of human trafficking, by promoting safe, respectful, and protective environments across all Boston26-controlled sites and activities.

Strategy 2.1 Establish Child Safeguarding Measures

- **Tactic 2.1.1**– Take reasonable and proportionate steps to advance child-safeguarding practices for Boston26-controlled events and public activations. Where applicable, measures may include staff and volunteer screening, appropriate supervision, lost-child protocols, and pathways for reporting safeguarding concerns related to Boston26 activities.
- **Tactic 2.1.2** – Collaborate with local agencies and nonprofit partners to coordinate prevention, intervention, and referral procedures for event-related safeguarding concerns consistent with existing legal and service frameworks.

- **Tactic 2.1.3** – Work with partners to ensure that Boston26 staff, contractors, and volunteers receive appropriate child safeguarding training before participating in tournament-related activities.
- **Tactic 2.1.4** – Where operationally feasible, establish clear policies for interactions with children and minors, including consent for photography or videography, chaperone guidelines, and secure check-in and check-out procedures at Boston26-controlled sites.

Strategy 2.2 Prevent and Respond to Human Trafficking (Event-Facing and Public-Space Risks)

- **Tactic 2.2.1**– Align Boston26 operational planning with FIFA’s guidance on preventing and addressing human trafficking and support awareness of applicable state law and victim-protection frameworks, consistent with Boston26’s role and mandate.
- **Tactic 2.2.2** – Collaborate, where appropriate, with state-led public safety, victim-assistance, and stakeholder partners through an Executive Office of Public Safety and Security (EOPSS)-led planning group, including alignment with the Commonwealth’s *Five-Year Statewide Plan to Address Sex Trafficking*, to support prevention, public awareness, response, and survivor-support efforts in connection with tournament activities.
- **Tactic 2.2.3** – Encourage all contractors and personnel working in public-facing or safety-sensitive roles to complete anti-trafficking awareness and reporting training, consistent with state and local prevention initiatives and FIFA’s Human Rights Policy.
- **Tactic 2.2.4** – Coordinate, where appropriate, with public safety agencies, victim-service providers, and medical teams to support established response protocols for suspected cases of trafficking, abuse, or exploitation arising in connection with Boston26-controlled activities during the tournament period.

Strategy 2.3 Prevent and Respond to Gender-Based Violence

- **Tactic 2.3.1**– Collaborate with local partners and community-based organizations to raise awareness and provide resources for the prevention and response to gender-based violence in connection with tournament-related events.
- **Tactic 2.3.2** – Integrate gender-based violence awareness into safeguarding and volunteer training modules, emphasizing respectful conduct, bystander intervention, and survivor-centered response.

- **Tactic 2.3.3** – Provide information at Boston26-controlled sites about available hotlines and services for individuals experiencing harassment or violence, including the Massachusetts SafeLink and local crisis centers.

3. Public Safety

Objective: Promote a safe and secure event environment through coordinated planning with local, state, and federal public safety agencies. Boston26 will support and facilitate the development of safety and security measures that are proportionate, rights-respecting, and consistent with community expectations, helping to build public trust through preparedness and respectful engagement.

Strategy 3.1 Support Event-Specific Preparedness and Coordination

- **Tactic 3.1.1**– Collaborate with relevant public safety agencies, within their respective mandates, to support information-sharing and coordination related to event-specific de-escalation principles and culturally responsive engagement, consistent with Massachusetts POST Commission standards and other applicable requirements.
- **Tactic 3.1.2** – Partner with public safety agencies to support existing community liaison or outreach programs, where such programs exist, to foster open communication before and during tournament-related events.
- **Tactic 3.1.3** – Support training requirements for contracted private security personnel, where applicable, focused on de-escalation, respectful engagement, and appropriate conduct within Boston26-controlled sites, including entrances, exits, and internal event spaces, consistent with applicable law and coordination protocols established by public safety agencies.
- **Tactic 3.1.4** – Promote visible and approachable safety and security personnel at Boston26-controlled sites, including contracted private security staff, to encourage to encourage public confidence, voluntary compliance, and respectful interaction.

Strategy 3.2 Ensure Effective Crowd Management and Emergency Preparedness

- **Tactic 3.2.1**– Coordinate with public safety agencies and private security providers, as appropriate, on crowd flow, ingress and egress, and mass-gathering safety planning at Boston26-controlled sites.
- **Tactic 3.2.2** – Support the alignment of crowd-management and emergency-response protocols with public safety agencies, local authorities, and relevant stakeholders,

consistent with established incident-command and emergency-management frameworks.

- **Tactic 3.2.3** – Implement visible wayfinding, multilingual public address systems, and accessible evacuation routes at Boston26-controlled sites, where feasible and appropriate.
- **Tactic 3.2.4** – Participate in or support joint readiness exercises, where feasible, with public safety agencies, contracted private security providers, and volunteers to test emergency-response coordination and public-communication systems.

Strategy 3.3 Protect Privacy and Personal Data

- **Tactic 3.3.1** – Reference and align with, where applicable, the City of Boston’s Surveillance Oversight and Information Sharing Policy as a guiding framework for any CCTV, access-control, or other monitoring measures implemented at Boston26-controlled sites.

4. Freedom of Assembly, Opinion, Expression, and the Press

Objective: Safeguard the rights of individuals and groups to peaceful assembly, lawful protest, free expression, and a free press in connection with the FIFA World Cup 2026™, while respecting the distinction between public space and controlled event venues. Boston26 will coordinate with municipal partners and public authorities to support event-related planning and security measures that respect these rights, consistent with the U.S. Constitution, the Massachusetts Civil Rights Act (M.G.L. c. 12, §§ 11H–11I), and internationally recognized human rights standards.

Strategy 4.1 Support Lawful Expression and Assembly Outside Event Perimeters

- **Tactic 4.1.1** – Coordinate with municipal partners and public safety agencies to support the identification of areas for lawful protest and expression outside Boston26-managed security perimeters, in accordance with applicable law and local permitting processes. These areas are intended to balance visibility, safety, and access to public space.
- **Tactic 4.1.2** – Support clear communication, in coordination with public authorities, regarding the distinction between Boston26-controlled event venues and surrounding public space where lawful assembly and protest activity may occur.

- **Tactic 4.1.3** – Identify a Boston26 point of contact to facilitate information-sharing and coordination with public safety agencies and municipal partners on issues related to demonstrations or expressive activity occurring outside event perimeters.

Strategy 4.2 Protect the Safety of Journalists and Media Access

- **Tactic 4.2.1** – Coordinate with FIFA and relevant municipal and state partners to develop a media access framework for Boston26-controlled sites that aligns with FIFA's media guidelines and applicable ordinances, ensuring that journalists can safely cover events and demonstrations without interference or undue restriction.
- **Tactic 4.2.2** – Collaborate with public safety agencies and event partners to identify and communicate designated media areas, establishing clear protocols for interaction between the press, event organizers, and security personnel.
- **Tactic 4.2.3** – Encourage the incorporation of journalist-safety content in private security and contractor briefings, including recognition of press credentials, understanding of journalists' rights, and awareness of relevant protections under the U.S. Constitution and Massachusetts law.
- **Tactic 4.2.4** – Establish a coordinated press liaison function within Boston26 to facilitate communication with accredited and non-accredited media, support access coordination, and ensure that any safety or access concerns are referred promptly to appropriate partners.

Strategy 4.3 Strengthen Planning and Coordination for High-Risk Matches or Periods of Political Sensitivity

- **Tactic 4.3.1** – Coordinate with public safety agencies and federal partners on scenario planning for matches or events involving heightened geopolitical sensitivities, ensuring that planning processes consider both security and rights-respecting approaches.
- **Tactic 4.3.2** – Support the development of operational playbooks by relevant agencies for managing demonstrations, counter-protests, and media activity, incorporating communication protocols and de-escalation principles where appropriate.
- **Tactic 4.3.3** – Facilitate information-sharing and preparedness briefings with designated community leaders, civil society partners, and media representatives to promote transparency and build public confidence.
- **Tactic 4.3.4** – Participate in tabletop exercises led by public safety agencies and FIFA World Cup 2026™ Security to test coordination, communication, and community-engagement mechanisms ahead of high-risk match days.

5. Accessibility for Persons with Disabilities

Objective: Promote accessibility and a welcoming environment for persons with disabilities and/or limited mobility at FIFA World Cup 2026™ events, consistent with the Americans with Disabilities Act (ADA), Massachusetts Architectural Access Board (521 CMR), and City of Boston accessibility ordinances, while promoting participation and dignity for all.

Strategy 5.1 Integrate Accessibility into Event Planning, Infrastructure, and Operations

- **Tactic 5.1.1** – Conduct accessibility audits of all Boston 26-controlled sites prior to the event, using ADA and 521 CMR standards, to allow sufficient time for remediation.
- **Tactic 5.1.2** – Include requirements for compliance with all applicable accessibility laws in vendor, venue, and operational agreements.
- **Tactic 5.1.3** – Provide designated viewing areas, rest zones, and shaded seating for individuals with disabilities and mobility challenges, and, where possible, offer sensory kits at Boston26-controlled sites.
- **Tactic 5.1.4** – Invite local disability service providers to participate in periodic site reviews to identify physical and sensory accessibility barriers early in the planning process.

Strategy 5.2 Provide Accessible Transportation and Wayfinding

- **Tactic 5.2.1** – Coordinate with local agencies to ensure accessible shuttle services, drop-off zones, and priority parking near Boston26-controlled sites and service areas.
- **Tactic 5.2.2** – Implement universally designed wayfinding such as clear, high-contrast signage at Boston26-controlled sites.
- **Tactic 5.2.3** – Develop a “Know Before You Go” accessibility guide for Boston26-controlled sites, co-created with local disability service providers and published on our communication platforms.

Strategy 5.3 Coordinate Accessibility Engagement and Feedback Processes

- **Tactic 5.3.1** – Engage disability serving organizations during planning and site-design reviews to identify and address accessibility barriers.
- **Tactic 5.3.2** – Coordinate with existing safeguarding and remedy channels to collect and address accessibility-related feedback efficiently and transparently.

- **Tactic 5.3.3** – Collaborate with community partners to promote awareness of accessibility features and services available at Boston26-controlled sites.
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6. Welfare and Well-Being of Unsheltered Persons

Objective: Promote respect for the rights and dignity of unsheltered persons in and around Boston26-controlled event areas by supporting coordinated planning, access to existing services, and non-discriminatory engagement, consistent with Massachusetts law, local ordinances, and internationally recognized human rights standards.

Strategy 6.1 Coordinate with Local Agencies and Service Providers

- **Tactic 6.1.1** – Coordinate, where appropriate, with city and state agencies responsible for housing stability, public health, and emergency management to ensure that Boston26 event planning is informed by existing homelessness response frameworks and does not contribute to displacement, criminalization, or discriminatory treatment of unsheltered persons.
- **Tactic 6.1.2** – Support conditions, where feasible and consistent with site capacity and safety requirements, that allow public authorities and service providers to continue outreach, health engagement, and service delivery in and around areas affected by Boston26-controlled events.
- **Tactic 6.1.3** – Where welfare-related concerns involving unsheltered persons arise in connection with Boston26-controlled sites or ‘last-mile’ event areas, support clear reporting and referral pathways, including submission through the FIFA World Cup 2026™ Reporting Portal. Consistent with established protocols, such reports may be routed to the appropriate safeguarding focal point and, where relevant, referred to municipal or state service providers with responsibility for delivering support or assistance.

Strategy 6.2 Promote Non-Discrimination and Rights-Based Engagement

- **Tactic 6.2.1** – Encourage awareness, where appropriate, of de-escalation, bias-aware, and rights-based engagement principles among event personnel and contracted security working at Boston26-controlled sites, consistent with their role and responsibilities.

- **Tactic 6.2.2** – Incorporate non-discrimination and human-rights considerations into event operations guidance and vendor engagement practices to discourage the removal or exclusion of unsheltered persons for non-safety-related reasons.

7. Preventing and Mitigating Adverse Environmental Impacts

Objective: Reduce and mitigate adverse environmental impacts associated with Boston26-controlled activities, with a focus on climate resilience, sustainable mobility, and waste reduction. Boston26’s approach aligns with FIFA’s environmental commitments, relevant state sustainability priorities, and internationally recognized environmental and human rights standards.

Strategy 7.1 Advance Low-Carbon Mobility

- **Tactic 7.1.1** – Promote the use of regional public transit and shared mobility options by sharing multilingual transit information, real-time service updates, and journey-planning resources through Boston26 communications and fan-facing platforms, where appropriate.
- **Tactic 7.1.2** – Support lower-emission access to Boston26-controlled sites by incorporating contracted ‘stadium express’ bus services and other transit-based options into fan travel information, as appropriate, to help reduce single-occupancy vehicle use.
- **Tactic 7.1.3** – Collaborate, where appropriate, with city and state transportation agencies to support walkable, bikeable, and transit-oriented access to Boston26-controlled sites, consistent with broader municipal and regional initiatives such as Go Boston 2030 and Recharge Boston.

Strategy 7.2 Support Zero Waste and Resource-Efficient Operations

- **Tactic 7.2.1**– Support clear and consistent waste-sorting practices at Boston26-controlled sites by providing visible signage and color-coded receptacles for trash, recycling, and compost, consistent with local waste-reduction guidance.
- **Tactic 7.2.2**– Encourage vendors operating at Boston26-controlled sites to align with Boston26’s sustainable sourcing expectations, including the use of reusable or compostable serveware where feasible, and participation in waste-reduction and circular-economy practices consistent with site operations.

- **Tactic 7.2.3** – Collaborate, where appropriate, with local partners to support the safe recovery and redistribution of surplus food generated through Boston26-controlled activities.

Section II. Workers' Rights

Boston26 is committed to promoting fair, safe, and dignified working conditions for all individuals engaged in Boston26-controlled activities. This commitment is expressed through policy setting, contractual expectations, and engagement efforts that are designed to support respect for internationally recognized labor rights within the scope of Boston26's role and influence. Our approach integrates protections across multiple, interconnected areas, including non-discrimination, fair wages, workplace safety, rest and reasonable working hours, freedom of association, protection from forced and child labor, and fair hiring. These rights reinforce one another and must be advanced holistically to ensure meaningful implementation.

All related tactics are intended to operate within and reinforce Boston26's broad compliance obligations under applicable federal, state, and local labor laws. Boston26 does not seek to replicate or supplant statutory enforcement mechanisms. This ensures that the commitments outlined in this section complement, rather than duplicate, the legal requirements that already govern labor and employment relationships across these jurisdictions.

This commitment is grounded in Massachusetts' comprehensive labor protections, including, but not limited to the [Massachusetts Fair Employment Practices Act](#) (M.G.L. c. 151B), Wage and Hour Laws ([M.G.L. c. 149 & c. 151](#)), and Human Trafficking Statute ([M.G.L. c. 265, §§ 50–51](#)), as well as federal standards such as the [Fair Labor Standards Act](#) (FLSA), the [Occupational Safety and Health Act](#) (OSHA), and the [National Labor Relations Act](#) (NLRA). Boston26's references to these frameworks are intended to reflect alignment with established legal standards, not to create new or independent legal obligations.

Boston26's policies and contractual frameworks are designed to align with the core principles of the International Labour Organization's (ILO) Fundamental Conventions, which underpin the UN Guiding Principles on Business and Human Rights (UNGPs). Consistent with the UNGPs, Boston26 recognizes that its responsibility is to take reasonable steps to prevent and mitigate adverse labor impacts that may be linked to its activities through business relationships, rather than to exercise direct control over third-party employment practices. While Boston26 is not an employer in all operational contexts, its efforts are designed to be reasonable and proportionate



to its role and responsibilities, with a focus on strengthening compliance through procurement requirements, vendor engagement, and collaboration with relevant unions, government agencies, and advocacy groups.

Through these efforts, Boston26 aims to promote respect for labor rights, reduce risks of exploitation, and foster broad participation throughout its operations and partnerships.

8. Non-discrimination & Preventing and Addressing Workplace Harassment

Objective: Promote non-discriminatory, respectful, and inclusive working environments across Boston26-controlled activities by reinforcing compliance with applicable federal and state anti-discrimination laws. Boston26 sets expectations through its hiring, contracting, and engagement frameworks and uses reasonable, role-appropriate measures to support fair treatment. Recourse for violations is expected to occur through employer policies, collective bargaining agreements, and existing statutory mechanisms.

Strategy 8.1 Embed Anti-Discrimination Protections Across Employment Relationships

- **Tactic 8.1.1** – Require vendors and contractors engaged in Boston26-related activities to comply with applicable fair-employment and non-discrimination requirements as a condition of engagement. Contracts may include provisions allowing for appropriate remedial action, including termination where feasible, in cases of verified non-compliance. Boston26 may conduct risk-based, non-exhaustive due-diligence reviews prior to engagement, consistent with its role and mandate.
- **Tactic 8.1.2** – Require contractors to maintain reasonable accommodation practices consistent with the ADA and 521 CMR standards in hiring and workplace adjustments. Implementation and assessment of accommodations remain the responsibility of the employer.

9. Fair Wages

Objective: Promote lawful, timely, and transparent compensation practices for workers engaged in Boston26-related activities, consistent with Massachusetts wage and hour laws (M.G.L. c. 149 and c. 151), the federal Fair Labor Standards Act (FLSA), and applicable



collective bargaining agreements. Boston26's role is limited to setting expectations and requiring compliance through contractual mechanisms.

Strategy 9.1. Require Legal Compliance with Wage and Hour Obligations

- **Tactic 9.1.1** – Require all contractors and subcontractors to comply with Massachusetts minimum wage, prevailing wage, and pay equity laws, as well as federal wage and hour standards. Where collective bargaining agreements apply, contractors remain responsible for coordinating directly with the appropriate labor representatives to meet their obligations.
- **Tactic 9.1.2** – Include contractual provisions requiring that workers be paid within statutory timeframes under M.G.L. c. 149, §148. Oversight and enforcement of wage payment requirements remain the responsibility of the employer and relevant regulatory authorities.
- **Tactic 9.1.3** – Share informational materials issued by the Massachusetts Attorney General's Office related to wage and hour laws with contractors and vendors, where relevant, to support awareness of applicable legal obligations. Distribution of such materials is intended for informational purposes only and does not create new obligations beyond those established under applicable law.

10. Safe and Healthy Workplaces

Objective: Promote safe, healthy, and dignified working conditions for individuals engaged in Boston26-controlled activities, in alignment with applicable occupational safety and health laws and standards, including OSHA and relevant Massachusetts regulations. Boston26 establishes baseline safety expectations through contracting and coordination and relies on employers and contractors to implement and manage day-to-day workplace conditions, consistent with applicable law.

Strategy 10.1 Maintain Occupational Safety Standards Across All Boston-26 sites

- **Tactic 10.1.1** – Include contractual provisions requiring contractors and subcontractors to comply with applicable OSHA standards and Massachusetts workplace safety regulations.
- **Tactic 10.1.2** – Where applicable to outdoor or temporary work settings, encourage contractors to implement heat-readiness and basic emergency preparedness measures,

such as access to water, rest areas, and first aid, in coordination with relevant public health guidance and subject to site-specific conditions.

11. Rest and Reasonable Limitation of Working Hours

Objective: Promote reasonable working hours, rest, and recovery for workers engaged in Boston26-controlled activities, consistent with applicable Massachusetts labor laws (M.G.L. c. 149, §100; M.G.L. c. 151, §1A), the federal Fair Labor Standards Act (FLSA), and relevant international labor standards on working time. Boston26's role is to reinforce legal compliance and encourage responsible scheduling practices through contracting and engagement, within the scope of its operational role.

Strategy 11.1 Promote Compliance with Working-Hour Standards and Worker Well-Being

- **Tactic 11.1.1** – Include contractual provisions that require contractors to comply with Massachusetts and federal standards on overtime, rest periods, and meal breaks, and to reflect these requirements in employment contracts and shift scheduling, as determined and implemented by the employer.
 - **Tactic 11.1.2** – Encourage contractors to adopt fair scheduling practices, including appropriate rest periods between shifts and reasonable limits on consecutive working hours, particularly for event-day, temporary, or high-intensity roles, where feasible and appropriate to operational needs.
 - **Tactic 11.1.3** – Where appropriate, engage with contractors, and worker representatives to share information and raise awareness of fatigue-related risks during peak tournament operations and to support dialogue around worker well-being.
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12. Freedom of Association and Collective Bargaining

Objective: Support respect for workers' rights to freedom of association and collective bargaining in Boston26-controlled activities, consistent with U.S. federal law, Massachusetts labor statutes, and relevant international labor standards, including ILO Conventions 87 & 98. Boston26 seeks to align its contracting and engagement practices with these standards, recognizing that labor relations are primarily governed by employers, unions, and applicable law. Boston26's approach emphasizes reasonable and proportionate engagement, where relevant and consistent with applicable law, with unions and worker representatives to promote fair labor practices and support operational continuity during Boston26 events.

Strategy 12.1 Safeguard the Right to Organize and Bargain Collectively

- **Tactic 12.1.1** – Include standard contractual provisions, where applicable, requiring vendors, contractors, and subcontractors to comply with all applicable federal, state, and local laws, including labor and employment laws, and to refrain from interference with or retaliation against lawful union activity or other protected concerted activity, consistent with applicable law.
- **Tactic 12.1.2** – Encourage contractors, as appropriate to their workforce composition and contractual structure, to engage in good-faith dialogue with worker representatives and unions regarding working conditions, wages, and hours, consistent with applicable law.

Strategy 12.2 Promote Constructive Labor-Management Engagement

- **Tactic 12.2.1** – Maintain open channels of communication, where relevant, with Boston-area labor unions and worker associations connected to sectors supporting Boston26 operations, such as event operations, hospitality, and transportation, for the purpose of information-sharing and operational coordination.
- **Tactic 12.2.2** – Where appropriate and feasible, explore the use of voluntary Labor Peace Agreements (LPAs) or Memoranda of Understanding (MOUs) as tools to support lawful labor-management relations and minimize the risk of operational disruptions, recognizing that participation in such agreements remains voluntary, context-specific, and typically contractor-led.

13. Preventing and Addressing Workplace Harassment and Abuse at Work

Objective: Prevent and address all forms of workplace harassment by fostering an environment of dignity and respect, consistent with federal and state law and within the scope of Boston26's role and responsibilities.

Strategy 13.1 Maintain Zero-Tolerance Approach to Workplace Harassment and Abuse

- **Tactic 13.1.1** – Require role-appropriate anti-harassment and bystander intervention training for Boston26 staff and volunteers and include corresponding training expectations in relevant contract terms for contractors, with tailored content for supervisory or managerial roles.

- **Tactic 13.1.2** – Maintain or reference existing confidential reporting and response processes for harassment, discrimination, or retaliation concerns, ensuring that reports are handled sensitively and consistently with applicable law and relevant Boston26 policies, including links to Access to Remedy procedures, without assuming an investigatory or adjudicatory role over third-party employment matters.
 - **Tactic 13.1.3** – Engage, where appropriate and for information-sharing purposes, with labor unions and worker representatives to reinforce shared expectations regarding respectful conduct and safe workplace environments in connection with Boston26-related activities.
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14. Forced Labor, Child Labor, and Labor Trafficking in Supply Chains

Objective: Prohibit all forms of child labor and trafficking to the extent such risks may be linked to Boston26-controlled activities, consistent with applicable law. Boston26 will engage, where appropriate, with state agencies, law enforcement, and advocacy organizations to raise awareness, support preventive efforts, and ensure that any credible and relevant concerns are referred to appropriate authorities.

Strategy 14.1 Eliminate Exploitation in All Forms from Event Supply Chains

- **Tactic 14.1.1** – Include standard contractual provisions, where applicable, requiring contractors, vendors, and subcontractors to comply with all applicable federal, state, and local laws prohibiting human trafficking, forced labor, and child labor, consistent with applicable law.
 - **Tactic 14.1.2** – Explore, where appropriate, opportunities to coordinate with state and local anti-trafficking task forces and advocacy organizations to identify and, as feasible, share existing awareness materials and reporting guidance with contractors, event staff, and volunteers, consistent with Boston26's operational scope and role.
 - **Tactic 14.1.3** – Work with procurement and legal teams to review available supplier representations or certifications regarding legal compliance, and to assess existing due-diligence documentation where feasible, prioritizing higher-risk goods and services without assuming investigative or enforcement authority.
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15. Migrant Workers' Rights in Recruitment and Employment

Objective: Promote fair treatment for all workers engaged in connection with Boston26-related activities, including migrant workers, ensuring that their rights and dignity are respected, consistent with applicable law. Boston26 will focus on preventing exploitation, supporting lawful recruitment and fair working conditions, and facilitating access to existing remedy mechanisms through coordination with state agencies, city partners, and reputable organizations, while recognizing that employment relationships are governed by employers and applicable law.

Strategy 15.1 Safeguard Fair Employment and Prevent Exploitation through Non-Discriminatory Employment Practices

- **Tactic 15.1.1** – Include standard contractual provisions, where applicable, requiring vendors, contractors, and subcontractors to comply with all applicable federal, state, and local labor and anti-discrimination laws, including laws governing fair employment, wages and hours, and prohibitions on forced labor, child labor, and human trafficking, consistent with applicable law.
- **Tactic 15.1.2** – Encourage contractors and subcontractors, as appropriate to their workforce composition and recruitment practices, to maintain transparent recruitment and employment processes that prohibit recruitment fees, coercive hiring practices, or the retention of personal identification documents, consistent with applicable law.
- **Tactic 15.1.3** – Coordinate, where appropriate, with the Massachusetts Attorney General’s Fair Labor Division, and other relevant public authorities or trusted community organizations to share existing awareness materials developed by these entities and to refer any credible concerns related to labor exploitation or trafficking to the appropriate state authorities.

16. Fair Hiring Protocols

Objective: Promote fair access to employment opportunities related to Boston26-controlled activities, recognizing that hiring decisions are made by employers, while supporting non-discriminatory practices consistent with applicable federal, state, and local law.

Strategy 16.1 Promote Access to Opportunities

- **Tactic 16.1.1** – Encourage fair and non-discriminatory recruitment and hiring practices for roles associated with Boston26-controlled activities, including equitable access to job opportunities and reasonable accommodations during the hiring process, consistent with applicable law.

- **Tactic 16.1.2** – Encourage fair compensation, reasonable accommodations, and safe working conditions for all employees engaged in Boston26-related work, consistent with Massachusetts labor and anti-discrimination laws.

17. Responsible Contracting and Transparent Dealings

Objective: Ensure that procurement and contracting processes for Boston26-controlled activities are transparent and consistent with FIFA’s Human Rights Framework and applicable Massachusetts requirements related to fair business practices. Boston26 aims to promote participation from local businesses through outreach and engagement, while maintaining accountability through standard contractual safeguards and coordination with relevant authorities, consistent with its role and mandate.

Strategy 17.1 Strengthen Responsible Procurement Practices

- **Tactic 17.1.1** – Promote participation by local businesses in procurement planning and vendor outreach, where appropriate, in alignment with the City of Boston’s procurement objectives and state supplier priorities.
- **Tactic 17.1.2** – Support supplier access to tournament-related procurement opportunities by directing interested businesses to relevant FIFA-led initiatives, such as the FIFA World Cup 2026™ Local Impact Supplier Program.
- **Tactic 17.1.3** – Apply a proportionate, risk-informed approach to procurement review for higher-value or higher-risk contracts, which may include desk-based reviews of available information, to support transparency and accountability across the supply chain.
- **Tactic 17.1.4** – Support information-sharing and business-readiness efforts intended to reduce economic disruption and inequitable impacts associated with tournament-related demand, for informational purposes only, including participation in public webinars and briefings that provide general guidance to local businesses and community organizations on anticipated event impacts, timelines, and points of contact.

Section III. Access to Remedy

Boston26 is committed to ensuring that all individuals affected by our operations, including workers, contractors, fans, and local communities have clear, fair, and effective avenues to raise concerns and seek redress. Our approach recognizes that access to remedy is not a standalone function but is closely linked to broader protections related to non-discrimination,

workplace safety, workers' rights, safeguarding, and community engagement. Taken together, these measures help reinforce trust, accountability, and confidence that rights will be respected throughout Boston26-controlled sites and activities.

This approach is grounded in existing state, municipal, and federal legal frameworks that provide protections against retaliation, discrimination, unsafe working conditions, and other potential harms, including [whistleblower safeguards](#) (M.G.L. c. 149, § 185), anti-retaliation provisions under state labor law, and civil rights protections under the [Massachusetts Fair Employment Practices Act](#) (M.G.L. c. 151B). It also aligns with federal statutes such as [Title VII of the Civil Rights Act](#), the [Fair Labor Standards Act \(FLSA\)](#), and the [Occupational Safety and Health Act \(OSHA\)](#). Boston26's approach also aligns with international standards under the UNGPs.

Boston26 will not create new adjudicative or investigatory systems. Instead, its role is focused on strengthening awareness, coordination, and referral, so that existing grievance and reporting mechanisms are visible, accessible, and used appropriately. Where concerns arise in connection with Boston26-controlled activities, Boston26 may help direct individuals to the relevant authority or established process, such as a government agency, FIFA-managed reporting mechanism, or other existing system, based on the nature of the issue.

By relying on established mechanisms and clarifying pathways to remedy, Boston26 seeks to support timely, confidential, and appropriate handling of legitimate concerns, consistent with applicable law and internationally recognized human rights standards.

18. Grievance and Remediation Processes

Objective: Ensure that all individuals connected to Boston26, including workers, contractors, volunteers, fans, and community members, have clear, safe, and practical avenues to raise concerns and seek remedy through established mechanisms at the state, local, and FIFA levels.

Strategy 18.1 Support Accessible Grievance and Reporting Pathways

- **Tactic 18.1.1** – Support awareness of FIFA's Reporting Portal by referencing available reporting options in relevant Boston26 communications or materials, where appropriate, consistent with FIFA guidance and accessibility considerations.

- **Tactic 18.1.2** – Facilitate referral, where appropriate, to established state and local bodies with legal authority and subject-matter expertise to address complaints, based on the nature of the concern, including agencies responsible for civil rights, labor standards, consumer protection, and related issues.
 - **Tactic 18.1.3** – Maintain clear, publicly accessible information outlining available grievance and reporting mechanisms, the general type/s of concerns each mechanism is designed to address, and how individuals may access those mechanisms.
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19. Co-ordinated Mechanisms

Objective: Support coordination among Boston26’s internal processes, FIFA-managed systems, and existing state and local mechanisms so that concerns arising in connection with Boston26-controlled activities can be directed and addressed in a timely and consistent manner.

Strategy 19.1 Strengthen Communication and Referral Procedures

- **Tactic 19.1.1** – Establish clear internal procedures to support referral and escalation, where appropriate, between Boston26, FIFA, and relevant public authorities, to ensure that issues are directed to the appropriate mechanism and handled consistently with applicable privacy, confidentiality, and data-protection requirements.
 - **Tactic 19.1.2** – Coordinate, where appropriate, with the City of Boston, the Commonwealth of Massachusetts, and other relevant jurisdictions to support alignment between tournament-related inquiries and existing public service systems (such as 311 or comparable platforms), consistent with their respective mandates and operational practices.
 - **Tactic 19.1.3** – Participate in pre-tournament coordination discussions with FIFA, municipal agencies, and designated focal points to confirm jurisdictional roles, referral pathways, communication protocols, and general expectations for follow-up and information-sharing during the tournament period.
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20. Non-retaliation and Safeguards for Complainants

Objective: Promote a safe environment in which individuals who raise concerns or participate in reporting or review processes related to Boston26-controlled activities can do so without fear

of retaliation, intimidation, or other adverse treatment, in connection with the grievance and reporting pathways described above.

Strategy 20.1 Integrate Non-Retaliation Protections Across Operations

- **Tactic 20.1.1** –Take reasonable and proportionate steps to reinforce non-retaliation expectations across Boston26 employment, volunteer, and vendor engagements, including through standard contractual language and reference to existing non-retaliation protections under applicable state and federal law.
- **Tactic 20.1.2** – Encourage contractors, consistent with applicable law, to inform workers of their right to raise concerns in good faith without fear of reprisal and to maintain internal practices that prohibit retaliation against individuals who report concerns or participate in related processes.
- **Tactic 20.1.3** – Reinforce awareness of confidentiality and non-retaliation principles through Boston26 training, onboarding, and orientation materials, with particular attention to staff, volunteers, and contracted personnel involved in public-facing or safety-sensitive roles.

D. Conclusion

This Human Rights Action Plan reflects Boston26's commitment to identifying and addressing salient human rights risks within the scope of its role and responsibilities as a Host Committee. Implementing this plan will require continued coordination with FIFA, public authorities, community partners, and other stakeholders, as well as ongoing attention to evolving risks and operational realities. Boston26 views this Action Plan as a living framework that will continue to inform planning and delivery efforts and support a tournament experience that is safe, welcoming, and respectful of human dignity.

For questions about this plan, please contact Boston 26's Senior Director, Human Rights and Sustainability, Stacy-Lynn Sant, info@fwcboston.com. For media inquiries, contact: media@fwcboston.com.