



KC2026 Human Rights Action Plan

May 11, 2026

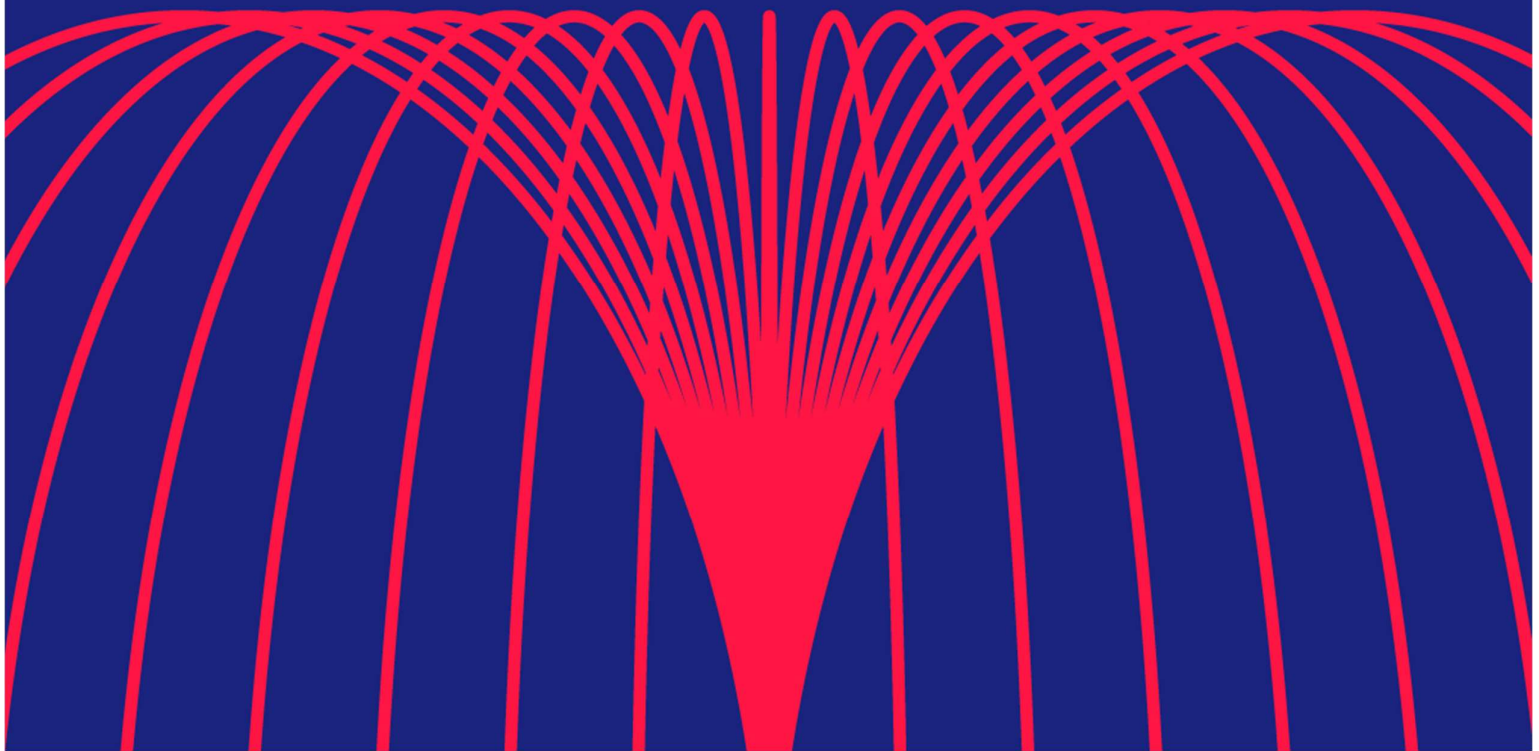


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Executive Summary

FIFA World Cup 2026™ Human Rights Action Plans

The FIFA World Cup 2026™ is the biggest single-sport event in the world. This year FIFA will host the tournament across Canada, Mexico and the United States in 16 Host Cities, with 104 matches scheduled over 39 days. This will be the largest FIFA World Cup™ in history, with 48 qualifying teams, up from 32 teams in prior tournaments.

Hosting the FIFA World Cup represents a historic milestone and achievement for the host countries and Host Cities, with substantial social implications. It presents opportunities to build legacies that will span generations. As with any mega-sporting event, challenges should be anticipated and addressed during the tournament's life cycle.

Further, FIFA World Cup 2026 Host Committees have a limited scope of operational jurisdiction, which does not include the FIFA World Cup stadium grounds, which are managed by FIFA during the exclusive use period, nor systemic issues that transcend FIFA World Cup 2026™.

In order to mitigate the potential negative impacts and maximize positive ones, FIFA integrated comprehensive sustainability and human rights requirements, including labor rights, into the bidding process. This is the first edition of the tournament which included such requirements in bidding regulations and hosting agreements from the very beginning. In line with FIFA's human rights requirements, Canada, Mexico and the United States submitted the United 2026 Proposal for a United Human Rights Strategy, and the cities across North America that competed to host the FIFA World Cup developed human rights proposals during the 2019-2022 bid phase. These materials were developed in consultation with key human rights stakeholders and laid a strong foundation for the subsequent phases of human rights due diligence for this tournament.

FIFA used the materials and learnings from the bidding process to inform the FIFA World Cup 2026™ Sustainability and Human Rights Strategy, which outlines the key objectives and initiatives that FIFA and Host Committees will respectively pursue, and the FIFA World Cup 2026™ Human Rights Framework. This framework provides guidance developed by FIFA for the 16 Host Committees and Host Cities that were selected in 2022, highlighting 20 salient human rights issues that Host Committees and Host Cities were encouraged to address when developing their customized action plans. The strategy, framework and action plans are guided by the United Nations Guiding Principles on Business and Human Rights and are anchored in robust stakeholder engagement. FIFA has led on national and international engagement, and local Host Committees, including KC2026, have led the local consultation processes.

FIFA and the FIFA World Cup 2026™ Human Rights Advisory, comprised of independent North American human rights experts, offered feedback on the action plans, which are living documents and may be updated to reflect evolving information, needs and situations. It is important to note that the measures outlined in these action plans do not constitute or create legally binding commitments; rather, they represent a public demonstration of good-faith efforts and the exercise of human rights due diligence in connection with the hosting and staging of FIFA's flagship tournament. The Human Rights Action Plans have been developed to establish tangible steps

aimed at mitigating and, where possible, preventing potential adverse impacts arising within the operational jurisdiction of the FIFA World Cup 2026™ Host Committees and Host Cities.

The Host Committees have devoted extraordinary effort over the past seven years to produce these action plans. FIFA would like to extend its deep gratitude to the three host nations, 16 Host Committees, the FIFA World Cup 2026™ Human Rights Advisory and the countless human rights stakeholders who have contributed to these human rights action plans and who are working to make this edition a beautiful celebration of the beautiful game.

KC2026, the nonprofit organization leading Kansas City's hosting efforts, has spent three years preparing the region for one of the largest sporting events in the city's history. KC2026 is coordinating transportation, safety and security, volunteer operations, FIFA Fan Festival, Marketing, Community Engagement and Business readiness for the tournament activities in Kansas City.

This plan addresses the risks and opportunities identified by regional stakeholders and details planned actions to mitigate those risks across several key areas:

- Safeguarding
- Human Trafficking
- Inclusion and Non-Discrimination
- Workers' Safeguards
- Access to Remedy

The KC2026 plan will differ from other host cities because each city differs in laws, regulations, existing programs and initiatives. Additionally, each plan was developed with input from local stakeholders, identifying specific issues to address.

This plan has multiple targeted actions to address key risks identified. Some of those include:

- Responsible Contracting Policy, Venue Code of Conduct and Fixed and Mobile Safety Stations at the FIFA Fan Festival™ and within the “Last Mile”.
- KC Game Plan – a regional small business readiness initiative to help more than 11,000 local entrepreneurs and small enterprises be prepared and positioned to benefit from the economic opportunities associated with the FIFA World Cup 26™.
- Anti-Trafficking Training and Awareness in partnership with local, state and federal agencies.
- Ensuring access for those with disabilities at KC2026 event venues including FIFA Fan Festival™ and ConnectKC26 transportation services, including addressing mobility and service animals.
- Sustainability initiatives at the FIFA Fan Festival including food waste reduction and management.

Project Phases & Outcomes

In July 2024, FIFA World Cup 26 issued its Human Rights Framework. The Framework asked Host Committees to examine human rights risks in three areas:

- Safeguarding: Non-discrimination/cultural awareness, accessibility, human trafficking, gender equity, gender-based violence, freedom of assembly, expression and press, and security and policing.
- Workers Rights
- Access to Remedy

The following project phases were implemented to properly address each main focus area.

Phase 1: Community Listening Tour and Strategy Development

Actions: Consulted 118 community members and experts (recorded composite interview notes) and reviewed over 30 pieces of scholarship to identify KC's greatest human rights and sustainability challenges. Additionally consulted and engaged more than 60 Entrepreneur Support Organizations to identify local and small business needs for World Cup engagement.

Phase 2: Defining and Resourcing Community Co-Created Initiatives

Actions: Mapped community and expert conversations to potential human rights and sustainability issues; conducted assessments on necessity, complexity (politically, economically, and socially), cost and feasibility; facilitated a KC2026 Board of Directors alignment process to identify priority projects and implementation resources.

Phase 3: Finalize Human Rights Action Plan and Implementation

Actions

Review initiatives with community stakeholders via workshop, surveys and additional engagement. The feedback has been incorporated into this plan.

Safeguarding

The Kansas City region is known for its hospitality and stakeholders have validated the importance of creating a welcoming environment for all. Stakeholders highlighted the importance of facilitating local business participation in the economic opportunities associated with the FIFA World Cup™ and setting expectations for that opportunity. The following initiatives are intended to address the inclusion and safeguarding activities of KC2026.

Non-Discrimination and Inclusion

Key actions and plans developed with stakeholders:

KC Game Plan

With generous support from the Ewing Marion Kauffman Foundation, KC2026 designed and launched the KC Game Plan, a regional small-business readiness initiative to help ensure that local entrepreneurs, DBEs, and small enterprises are positioned to compete for and benefit from the economic opportunities generated by the FIFA World Cup 2026™.

This investment enabled the KC 2026 team to conduct foundational research, convene stakeholders and business owners across the Kansas-Missouri bi-state region, and design the

framework for a lasting, inclusive capacity-building program. The KC Game Plan is now recognized as the cornerstone of Kansas City’s small-business legacy strategy—one that extends far beyond the tournament to strengthen the region’s entrepreneurial ecosystem for years to come.

This program focuses on training and readiness around:

- Visitor forecasts and cultural insights
- FIFA brand restrictions
- Digital marketing
- Lender readiness and access to capital
- Cybersecurity and fraud prevention
- RFI/RFP readiness for contracting.

To date, KC2026 has launched the KC Game Plan Digital Hub; more than 300 enterprises have completed the readiness assessment and thousands registered via the Business Interest Form. From January-April 2026, KC2026 is hosting free training sessions to equip local businesses.

Cultural Awareness and Inclusion:

KC2026 will be implementing specific measures to facilitate cultural awareness and inclusion.

Examples of those are:

- Multi-lingual wayfinding at FIFA Fan Festival and within the Last Mile
- Vegan, vegetarian, kosher and halal food options offered at the FIFA Fan Festival
- Code of Conduct: KC2026 will adopt a Code of Conduct for all official KC2026 events and venues. The Code will be incorporated into the Safety and Security Framework, the operational plan aligned with FIFA’s 18 areas of planning for safety and security.
- KC2026 will incorporate information on human rights laws and expectations on our website, which will be included or linked through the Kansas City portion of the FIFA World Cup app.
- Fixed and Mobile Safety Stations: Within World Cup sites and at the ‘last mile,’ volunteers and directional signage will provide assistance, with roaming volunteers in high-traffic areas.
- Community Activation Network: KC2026 has established a Community Activation Network and is partnering with local organizations and consulates to develop and deliver training and briefings for the broader community.

Safeguarding Authorities

Kansas City Office of Civil Rights and Equal Opportunity (CREO): In addition to the actions above, KC2026 works with the Kansas City, Missouri CREO office on applicable KC2026 procurements. The CREO office protects Kansas City, MO residents against discrimination in employment and public accommodations by investigating discrimination claims and enforcing civil rights laws. CREO also works to increase inclusion and economic equity for residents and businesses through the City's diversity supplier program and construction workforce compliance and enforcement.

The Kansas City, Missouri Office of Language Access works to address language access and provide translation and interpretation services, and to provide improved language accessibility.

The Missouri Human Rights Act prohibits discrimination in housing, employment, and places of public accommodations based on race, color, religion, national origin, ancestry, sex, disability, age (in employment only), and familial status (in housing only). The Act also makes it unlawful to retaliate against an individual for filing a complaint of discrimination, testifying or assisting in an investigation, or proceeding under the Act. Additionally, the Act protects individuals against discrimination on the basis of their association with a person in a protected category. Individuals who believe they have been discriminated against for any of those reasons can [file a complaint](#) with the Missouri Commission on Human Rights (MCHR). View the [complaint process](#).

The Kansas Human Rights Act was enacted to protect individuals from discrimination in various areas of public life. It specifically addresses discrimination based on race, religion, color, sex, disability, national origin, ancestry, and familial status. The act is a declaration of the state's commitment to ensuring equal opportunities for all citizens in employment, housing, and public accommodations.

Human Trafficking Prevention and Response

Human Trafficking has been identified as a heightened risk in the context of large sporting events, including the FIFA World Cup 26. KC2026 intends to leverage programs with local, state and federal organizations, in both public and private sectors to mitigate that risk. Below are examples of those programs:

- **Blue Campaign Support for Human Trafficking Awareness Program**

The Blue Campaign offers comprehensive support to help educate and mobilize the community in the fight against human trafficking. We are planning to host a multi-week training and awareness initiative leading up to the events, scheduled 4 to 8 weeks prior.

The program is designed to equip attendees, especially those representing hospitality sectors such as hotels, restaurants, and entertainment venues with the knowledge and tools to return to their organizations and effectively train their teams. We would also seek to include vendors at FIFA Fan Festival as a target group.

The training will include a 3-day workshop that includes a Human Trafficking 101 training, presentation by a Lived Experience Expert, and overview of Local Support Organizations, and Local PD and Homeland Investigations Office presentations.

Public Safety: KC2026 will require all private security personnel to be licensed in Kansas City, MO and abide by all requirements for licensure.

- **Kansas City Airport (MCI) Anti-Human Trafficking Campaign:**

The Kansas City International Airport (MCI) is actively involved in antihuman trafficking efforts leading up to the World Cup. Key initiatives:

- "Fresh Start Bags": The campaign aims to provide essential hygiene products to those trafficked during the World Cup, with a goal of 200 bags. Donations are encouraged to support this initiative.

- Education and Awareness: The airport has partnered with organizations like ReHope to educate the community about the signs of human trafficking, and reporting methods
- Resources and training: The airport provides resources and training for event planners and organizations and is involved in public awareness campaigns.

- **Local, state and federal agencies and programs:**

The U.S. Attorney's Office for the Western District of Missouri launched the Human Trafficking Rescue Project (HTRP) in 2006 to combat human trafficking. The federal task force is comprised of federal, state and local law enforcement agencies, including Federal Bureau of Investigations, Department of Homeland Security, U.S. Department of Health and Human Services, the Kansas City, Missouri Police Department and the Independence, Missouri Police Department. The victim services arm of the task force is the Coalition Against Human Trafficking (CAHT) and consists of several non-government organizations which collaborate with the HTRP to provide necessary services for the victims of trafficking.

The Missouri Coalition Against Trafficking and Exploitation (CATE) is comprised of organizations and individuals and organizations, public and private, that intersect with survivors of trafficking or exploitation. The mission of CATE is to unite the community in preventing and responding to human trafficking and exploitation.

The Kansas Coalition against Sexual and Domestic Violence (KCSDV) is a network of 24 community-based and 5 tribal victim services programs across Kansas. They provide advocacy, and support to survivors of domestic violence, sexual assault, dating violence and stalking

Missouri State Law requires the placement of posters containing resources to assist human trafficking victims in establishments including, but not limited to, hotels, motels, airports, train stations, hospital emergency rooms and roadside rest areas. The posters include reporting mechanisms via text and phone, available 24 hours a day, 7 days a week. The state Attorney General's office is also sponsoring and hosting training for law enforcement and medical professionals in March. This training is designed to train leaders to know and identify the signs and indicators of possible human trafficking, and how to conduct an initial investigation.

The Kansas Human Trafficking Advisory Board is a collaborative effort involving law enforcement, prosecutors, advocates and other stakeholders. It aims to develop a statewide structure to ensure the prosecution of human traffickers and support for victims. Kansas law requires training for all law enforcement officers and the Attorney General's office provides this training throughout the year. Since 2018, Kansas law also requires all new and renewing CDL applicants to complete training, provided by Truckers Against Trafficking, before receiving their licenses.

Additional training and toolkits include:

[Kansas Hospital Association Human Trafficking Toolkit](#)

[Missouri Hospital Association Human Trafficking Toolkit](#)



Additional Sexual Assault Prevention Training: KC2026 is working with the Metropolitan Organization Countering Sexual Assault (MOCSA) on additional training for the volunteers who will support the FIFA World Cup in Kansas City.

Public Safety

Working with more than 45 local, state and federal partners, the Kansas City region has developed a robust public safety framework, including but not limited to:

Joint Operations Center: KC2026 will stand up a Joint Operations Center (JOC) that will integrate public safety agencies from jurisdictions having authority as well as transportation and communication representatives. The JOC will link the FIFA Tournament Operations Center to venue-specific command, and to county and state Emergency Operations Centers.

Additionally, KC2026 has organized and convened planning groups around 18 specific areas:

KC2026 has committed to:

- Develop measures and provide training and protocols for volunteers and private security at the FIFA Fan Festival to enhance readiness for lost children, vulnerable adults and family separation.
- Enact safety measures at the advice of the Host City Medical Committee to prevent heat-related illness among crowds and spectators at KC2026 venues and sites.
- Code of Conduct: KC2026 will adopt a Code of Conduct for all official KC2026 events and venues. The Code will be incorporated into the Safety and Security Framework, the operational plan aligned with FIFA's 18 areas of planning for safety and security.
- Private Security Licensure: All KC2026 private security personnel are required to be licensed in Kansas City, MO. The license requires a criminal history record check and passage of an exam, which promotes high standards for professionalism and

Freedom of Assembly, Opinion, Expression, and the Press

Consistent with feedback from stakeholders, KC2026 is planning to identify a location for peaceful assembly and the exercise of free speech. The safety and security, mobility and FIFA Fan Festival teams are working together with local officials on the site plans and parameters.

KC2026 conducts regular briefings for the media.

Accessibility for Persons with Disabilities and/or Limited Mobility

Based on the input and feedback from stakeholders, the following is planned:

- Accessibility Infrastructure: Provide measures to make FIFA Fan Festival and competition venue last mile ADA compliant. Accessible transportation services will be provided on the ConnectKC26 routes and accessibility plans are incorporated into official site plans and mobility services and venues through the mobility plan. There are also last mile considerations for persons with limited mobility.

The Welfare and Well-Being of Unsheltered Populations

The stakeholder groups discussed the community needs around the welfare and well-being of unsheltered populations. The following action does not represent the totality of the services available to unsheltered populations in the region, as many organizations that are included in the stakeholder list provide services to unsheltered populations.

Kansas City, MO – The Housing and Community Development Department connects residents with housing and resources. Key programs and services for unsheltered populations. Information on city services can be found [here](#). Initiatives include:

- Finalizing a city policy detailing processes helping unhoused persons relocate to safe facilities with supportive services
- Proposed funding for emergency shelter for unhoused residents

The KC2026 will work to develop a list of key partners and services in the region who may be able to assist unsheltered populations during the tournament.

Preventing and Mitigating Adverse Environmental Impacts

Environmental actions reflecting recommendations from stakeholders are captured in the Sustainability plan. KC2026's partnership with Climate Action is a highlight.

KC2026 is partnering with Climate Action KC to implement sustainability projects at the FIFA Fan Festival. Climate Action KC served as a convener to stakeholder organizations to produce the regional climate action plan. A primary focus for the FIFA Fan Festival will be waste streams and food waste management.

Workers' Rights

In line with stakeholder recommendations, workers rights are reflected in KC2026 responsible sourcing processes and practices.

The Responsible Sourcing and Procurement Policy addresses workers' rights priorities, including Non-Discrimination, Migrant Workers' Rights, Fair Wages, Safe and Healthy Workplaces, Freedom of Association and Collective Bargaining, Rest and Reasonable Limitation of Working Hours, Prohibiting and Addressing Harassment and Abuse at Work, Forced Labor and Labor Trafficking, Child Labor, Migrant Workers' Rights.

Responsible Sourcing and Procurement Policy: KC2026 has adopted a Responsible Sourcing and Procurement Policy—in consultation with stakeholders and aligned with FIFA Sustainable Sourcing Code and the Universal Sourcing Tool—to guide procurement and partnerships for KC2026 that align with internationally recognized human rights and sustainability best practices. The responsible sourcing policy also aligns with various funding partner requirements.

A dedicated procurement team will lead the responsible sourcing and contracting efforts for KC2026. This team will follow the standardized procurement process and policies at KC2026 to embed sustainability and human rights measures across various steps in the source-to-contract process, specifically:

- Sustainability and human rights requirements are included in the standard template used for RFPs
- Procurement team follows a standardized process to identify and include relevant FIFA requirements in the RFP
- Suppliers are asked to confirm their commitment to sustainability and human rights requirements in a questionnaire included in the RFP
- KC2026 has developed standard contracting templates that include sustainability and human rights clauses
- A competitive sourcing process will be conducted unless one of the following criteria is met. Non-competitive sourcing requires documentation of the business rationale and requires approval by KC2026 CEO or the Board of Directors depending on spend threshold
- To promote transparency and accountability, all procurement transactions required to go through a competitive process must be advertised publicly and via small business development, entrepreneur support, and small business advocacy organizations.
- Supplier risk will be evaluated as part of the sourcing process and at the point of supplier onboarding process. Additionally, potential conflicts of interest will be evaluated during the sourcing process. The conflict-of-interest policy should be reviewed at the start of all sourcing events.

Reporting Labor Violations: KC2026 will work with applicable local and state agencies to report any violations of labor laws and policies as part of our overall incident management plan.

KC2026 will work with the Kansas City, MO CREO office on labor violations and discrimination complaints. CREO investigates complaints of employment discrimination within Kansas City, MO. Under an agreement, these complaints are dual-filed with the federal EEOC.

The Missouri Department of Labor and Industrial Relations has multiple divisions that investigate different labor issues. The Division of Labor Standards investigates complaints related to minimum wage law and promotes safe working environments.

Kansas City Office of Civil Rights and Equal Opportunity (CREO): In addition to the actions above, we are also in communication with the Kansas City, Missouri CREO office on applicable KC2026 procurements. The CREO office protects Kansas City, MO residents against discrimination in employment and public accommodations by investigating discrimination claims and enforcing civil rights laws. CREO also works to increase inclusion and economic equity for residents and businesses through the City's diversity supplier program and construction workforce compliance and enforcement.



Visible Rest Stations: Provide highly accessible areas for workers to find shelter, rest and attention in preparation for excessive heat.

Schedule Management: KC2026 will manage workforce to comply with labor laws regarding limitations on working hours. For example, bus drivers working hours are limited by the Federal Motor Carrier Safety Administration. In addition, we are working with public safety agencies on shift alignment.

Inclusive Hiring Protocols

The Procurement and Sourcing Policy contains standards on hiring protocols that are aligned with FIFA's Sourcing code.

Equitable Small Business Trainings: Host three—Kansas City, MO, Kansas City, KS and virtual—training opportunities for local businesses to find KC2026 contracting opportunities with comprehensive workshops that detail requirements, policies and commitments.

Equitable SMB Scaling Grants: Work with local organizations that provide small business grants (ex. Kauffman Foundation, KC G.I.F.T and AltCap) to help small businesses prepare to bid competitively. These capacity building grants will directly link to sustainable growth.

KC BizCare (City of Kansas City, MO) and the Ewing Marion Kauffman Foundation's combined \$1.65 million for the Small Business Storefront Vacancy Revitalization Pilot Program prioritizing micro-retail businesses in the downtown area, along the KC Streetcar line, and in entertainment districts in Kansas City, Missouri.

City of Kansas City, MO Outdoor Dining Enhancement Grant Program providing \$300,000 in grants to support local restaurants in creating and improving outdoor dining areas that boost revenue, expand business potential, and contribute to Kansas City's culinary scene in advance of the World Cup.

Ewing Marion Kauffman Foundation in July 2025 awarded more than \$8.5 million in capacity building grants in Kansas City, with funding awarded to nonprofits supporting the delivery of grants and funding to small businesses scaling to meet the demands of an influx of visitors.

Access to Remedy

Effective and Coordinated Grievance Mechanisms and Remediation Processes

Based on input from stakeholders, reports at World Cup official sites and venues will be escalated to the Joint Operations Center and dispatched for resolution to the Jurisdiction Having Authority. KC2026 will implement the Haystax platform that will be interoperable with all local Emergency Operations Centers for incident management spanning minor to major severity level incidents for management and tracking. This will provide a standard operating platform for shared situational awareness region-wide.

For the FIFA Fan Festival, Kansas City Missouri is the jurisdiction having authority. As such, the following were identified as effective and coordinated grievance mechanisms and remediation processes.

- 911 emergency and 311 non-emergency services: Kansas City, MO operates the 311 residents' hotline for assistance in any language.
- KCMO Code of Ethics and Ethics Hotline: The Kansas City Municipal Officials and Officers Ethics Commission was established by the city charter. The City Council has passed a Code of Ethics and Ethics Commission has the authority to render advisory opinions. Complaints can be filed via the City's Ethics Hotline.
- Accessibility Concerns: Kansas City Missouri has established an ADA Grievance Procedure, which is available on the city's [website](#).
- KCPD Office of Community Complaints: Complaints against KCPD officers or employees can be filed online, in-person or via phone.
- KCMO CREO: CREO investigates complaints of employment discrimination within Kansas City, MO. Under an agreement, these complaints are dual-filed with the federal EEOC.
- Missouri Department of Labor and Industrial Relations has multiple divisions that investigate different labor issues. The Division of Labor Standards investigates complaints related to minimum wage law and promotes safe working environments.
- State Commissions on Human Rights: The Missouri Commission on Human Rights and the Kansas Human Rights Commission investigate complaints of discrimination in housing, employment and places of public accommodations because of race, color, religion, national origin, sex, disability, age (in employment only) and familial status (housing only). Intake staff is available to assist with filing a complaint of discrimination or referring to another agency if the MCHR or KHRC lacks jurisdiction over the matter.

Conclusion

The KC2026 Human Rights plan represents a regional commitment to hosting the FIFA World Cup 26 in a manner that reflects the hospitality and welcoming nature of our people. Grounded in the UN Guiding Principles on Human Rights, and shaped by government, business, civic and non-profit stakeholders, this plan prioritizes the actions identified by the FIFA Framework.

This plan will continue to evolve, with updates as the Tournament nears, as will serve as a legacy document for future hosting opportunities.

Appendix 1: List of Consulted Stakeholder Organizations

2026 World Cup Host Cities (15)	Kansas City Chiefs
AIRR KC	Kansas City Physical Activity Plan
AFL-CIO	Kansas City Regional COAD
APTIM	Kansas City Sports Commission
Aspen Institute	Kauffman Foundation
Athlete Ally	KC Can Compost
Black and Veatch	KC Current
BlaqOut	KC Native Pitch
Bold Reuse	KC Pioneers
C40	KC Tenants
Centre for Sport and Human Rights	KCMO Human Rights Commission
Children's Mercy Hospital	Lykins Neighborhood Association
City of Kansas City Missouri	Meeting Professionals International
Civic Saint	Mid-America Regional Council
Commerce Bank	MOCSA
Currently displaced community members	Morning Glory Ministry
Department of Homeland Security	NAACP
Dignity 2026	Nike
Dunbar Neighborhood Association	Nourish KC
EPA Region 7	PROMO
Estrella del Oro	Rehope
Ethnic Enrichment Council of Kansas City	Relentless Pursuit
Eunomia Research & Consulting	ReStart
Fera Zero	Robert Wood Johnson Foundation
FIFA	Sex trafficking survivors
Football for Future	Sporting Kansas City (Youth and Professional Club)
Formerly incarcerated community members	Strawberry Girls
Regional Law Enforcement Agencies	The Justice Project of Kansas City
Foundation for Regeneration	The Whole Person
Global FC	Uncornered
Green Sports Alliance	UNICEF USA
Heartland Center for Jobs and Freedom	Unified Government of Wyandotte County KS
Hope Faith	University of Illinois
House KC	University of Kansas
Jackson County MO	Urban League of Kansas City
Johnson County KS	Visit Kansas City

Appendix 2:

KC2026 Summary of Sustainability and Human Rights Responsible Contracting Measures for FWC2026

Section 1: Governance

A dedicated procurement team will lead the responsible sourcing and contracting efforts for KC2026. This team will follow the standardized procurement process and policies at KC2026 to embed sustainability and human rights measures across various steps in the source-to-contract process, specifically:

Sustainability and human rights requirements are included in the standard template used for RFPs (refer to Section 3: Model Language RFPs)

Procurement team follows a standardized process to identify and include relevant FIFA requirements in the RFP

Suppliers will be asked to confirm their commitment to sustainability and human rights requirements in a questionnaire included in the RFP

KC2026 is developing standard contracting templates that will include sustainability and human rights clauses

KC2026's procurement policy, approved by the Board of Directors, drives competitive, transparent and consistent sourcing processes:

A competitive sourcing process will be conducted unless one of the following criteria is met. Non-competitive sourcing requires documentation of the business rationale and requires approval by KC2026 CEO or the Board of Directors depending on spend threshold

Expected spend is less than \$15K

There is a limited supply market base

KC2026 is receiving funding from funding partner(s)

Staff augmentation to support the KC2026 business operation

The supplier is engaged to complete a subsequent phase of work previously initiated under a competitive process



To promote transparency and accountability, all procurement transactions required to go through a competitive process must be advertised publicly and via small business development, entrepreneur support, and small business advocacy organizations.

Sustainability considerations will be built into the procurement process in accordance with the Pre-Sourcing Checklist.

Supplier risk will be evaluated as part of the sourcing process and at the point of supplier on-boarding process. Additionally, potential conflicts of interest will be evaluated during the sourcing process. The conflict-of-interest policy should be reviewed at the start of all sourcing events.

Contract / Spend must be approved by Budget Owner, Chief Operating Officer or Director of Finance, CEO, the Board of Directors based on dollar value and materiality of the goods / services

Section 2: Risk-Based Due Diligence

The KC2026 host committee will adhere to a standardized and disciplined sourcing process to conduct due diligence and evaluate suppliers. The procurement team will collaborate with KC2026 business teams to evaluate risks and address sustainability, human rights, and local small business requirements in the sourcing process.

KC2026 requires suppliers to comply with human rights regulations in the United States:

Suppliers must comply with United States Federal laws that mandate fair treatment and the protection of workers' health & safety, such as the Occupational Safety and Health Act (OSHA), Fair Labor Standards Act (FLSA)

Suppliers must also comply with State and City regulations based on their public funding sources, such as the Missouri State prevailing wage law for suppliers funded by the State of Missouri.

The KC2026 host committee integrates sustainability and human requirements throughout the sourcing process, beginning with the RFP and questionnaire, and continuing through to the contract. The ability of suppliers to meet sustainability and human rights requirements will be considered in the scoring and selection of suppliers.

Below are the key process steps the KC2026 host committee will follow to identify, evaluate, and select suppliers:

Procurement Team will:

Gather category-specific requirements from stakeholders

Develop a project plan & timeline

Conduct market analysis

Conduct the Pre-Sourcing Checklist activities including:

Determine the source of funding for the category, including state, local, and federal funds

Determine the source of funds requirements for the category

Determine the sustainability, local, & small business considerations for the category

Determine the risk considerations for the category

Determine the technology considerations for the category

Determine the sourcing approach

Procurement Team will:

Identify suppliers from the pool of local suppliers using the identified stakeholder priorities

Use the small business development, entrepreneur support, and small business advocacy organizations to find suppliers

Identify incumbent suppliers if there are any available

Conduct supply market analysis to identify additional suppliers

The Budget Owner(s) review the supplier list

Procurement Team develops the Pre-Qualification Public RFI, including the questionnaire and overview document

The Budget Owner(s) shares any FIFA-specific category requirements (if applicable)

Procurement Team incorporates funding source, FIFA, sustainability, and tech requirements into the Pre-Qualification Public RFI

The Budget Owner(s) will review and approve the Pre-Qualification Public RFI

Legal will review and approve the Pre-Qualification Public RFI (where applicable)

Procurement Team releases the Pre-Qualification Public RFI

The Budget Owner(s) shall send a note to the list of identified suppliers and the list of small business development, entrepreneur support, and small business advocacy organizations letting them know that the Pre-Qualification Public RFI has been published



The small business development, entrepreneur support, and small business advocacy organizations will distribute the notice of a public RFI to the companies they work with, as they see fit

Procurement Team will:

Receive supplier responses to the Pre-Qualification Public RFI

Conduct analysis based on the questionnaire responses

The Budget Owner(s) will:

Down select suppliers to invite to the RFP stage based on their responses to the Pre-Qualification Public RFI

Communicate with down selected and non-selected suppliers

Procurement Team will:

Develop the RFP materials including additional overview details, questions, and the bid sheet

Incorporate source of funding requirements into the RFP (as needed)

Incorporate sustainability, risk, and technology requirements into the RFP (as needed)

The Budget Owner(s) will review and approve the RFP

Legal will review and approve the RFP (as needed)

The Procurement Team will:

Prepare the RFP for release

Confirm all steps on the Pre-Sourcing Checklist, including in the RFx preparation are completed

Issue the NDA & intent to bid to the down selected suppliers

Release the RFP to suppliers

Conduct the supplier Q&A with input from the Budget Owner(s)

Develop the scoring methodology and supplier scorecard

Receive supplier responses from the RFP

Evaluate quantitative RFP responses and the bid sheet



Budget Owner(s) will evaluate the qualitative RFP responses and sustainability, risk, and technology responses

Procurement Team will:

Prepare the negotiation strategy

Provide feedback to the suppliers

The Budget Owner(s) conduct supplier presentations / negotiations, as required

Procurement Team receives the updated proposals from suppliers

Budget Owner(s) will evaluate the updated proposals

Procurement Team develops an award recommendation

The Budget Owner(s) will confirm the recommended supplier

Leadership confirms the award recommendation, based on the contract / spend approval matrix outlined in the KC2026 Procurement SOP

Procurement Team drafts the award communication

The Budget Owner(s) communicate with both the selected supplier(s) and the non-selected supplier(s)

Section 3: Model Language RFEIs / RFPs

KC2026 will utilize the following template and standard language to conduct RFPs. Sustainability and human rights requirements are included in section 4. Additionally, a questionnaire will be used to confirm the suppliers' commitment to these requirements.

Template with Standard RFP Language:

Welcome & Overview

This Request for Proposal (“RFP”) and accompanying attachments are being made available to potential suppliers (“Candidate”, “Respondent”, “Bidder”, “Agency”, “You/Your”) following your agreement to the KC2026 Non-Disclosure Agreement (NDA) and on the understanding that you are interested in supporting [Event Name] for the KC2026 FIFA World Cup ‘26™ (“KC2026”, “KC2026”, “Client”, “Us”)

The objective of this RFP is to:



Provide all bidders with an understanding of the upcoming requirements, as per the Scope of Service (Section #).

Receive comprehensive proposals, including bid pricing, and responses to KC2026 requirements.

Enable KC2026 to identify a [Event Name] Partner (“Contractor”) or (“Program Management Partner”).

Candidates are requested to view, respond, and complete the RFP.

The completed proposal and questionnaires (collectively, the “Proposal”) should be submitted no later than [insert time] PT on [insert date].

Please provide confirmation by [insert date], if you intend to submit a completed Proposal.

Disclaimer

This RFP is not:

A binding offer, agreement, representation, or warranty of any kind by KC2026.

Intended by KC2026 to create a binding commitment on the part of KC2026 with any person or organization receiving or responding to this RFP.

Respondents that participate in the RFP process and / or submit a response shall be deemed to have:

Carefully examined this RFP and any other information made available, either verbally, in writing, or otherwise, by KC2026 to the Candidate for the purpose of submitting a completed response.

Met all requirements set forth in in this RFP and other information made available by KC2026 to the Candidate for the purpose of submitting a completed response. KC2026 may not consider the candidate if requirements are not fully met.

Agreed and accepted all terms and conditions set forth in this document, including, without limitation, the Terms & Conditions set forth in the Appendix.

KC2026 is not responsible for any expenses incurred by any recipients in the preparation, submission or presentation of a response to this RFP, nor for the costs incurred during any further discussions following receipt of the response.



While there is no intention to do so, KC2026 may, at our sole discretion, change or cancel the RFP and subsequent engagement at any time. For the avoidance of doubt, the Terms & Conditions of the Appendix may not form the entire contractual requirements of KC2026 for any definitive agreement to be entered into with mutual agreement of the parties.

About KC2026

3.1 KC2026

The FIFA World Cup 26™(FWC) will take place in the summer of 2026, and Kansas City is one of 16 host cities across North America. The FWC is one of the most watched (estimated 5B people) and anticipated sporting competitions in the world. KC2026 is the 501(c)(4) non-profit entity established that is responsible for fundraising, planning and delivering all Host City Requirements.

The FWC is a generational opportunity for the region, with an estimated 650,000 visitors* expected and a direct economic impact of over \$650M**. This is the largest tournament held to date with 48 teams competing in 104 matches over 38 days. Kansas City will host six matches including four (4) group stage matches, one match in the round of 32 and will conclude with a Quarterfinal.

All Kansas City matches will be played at Arrowhead between Tuesday, June 16 and Saturday, July 11.

*Source: VisitKC, “estimates 650,000 unique visits based on total visitor days during the duration of the event in the KC area. Visitor Day” defined as one visitor spending one day (day/overnight) in the destination Figure will be adjusted further with base camps and other future announcements.

**Destinations International Event Impact Calculator assumes 6 matches hosted; 3.2 persons per room; \$299 avg hotel rate; 80% of overnight attendees arriving by air

3.2 KC2026 Brand Pillars

OWNING THE MOMENTUM

We are the embodiment of PROGRESS and PROMISE. From state-of-the-art venues to a thriving workforce, a world-class airport to diverse and vibrant neighborhoods, we’ve built an environment where businesses, arts, culture and innovation CONVERGE. Our unwavering commitment to investment and excellence has led to GAME – CHANGING victories, giving our communities the confidence to believe in the extraordinary. Even when some may underestimate us, we know this is our time to shine – and we want the world to experience it.



UNSTOPPABLE TOGETHER

The greatest moments in our history are those we've earned TOGETHER. Bound by a relentless WORK ETHIC, a spirit of COLLABORATION, and a deep commitment to INCLUSION, we stand united. We RALLY together to celebrate victories and lift each other up in challenging times. Now, it's time to show the world what we already know. We are the HEART of the nation, and we will add our Kansas City magic to the HEARTBEAT of the World Cup. Together, we rise, and together, we win. When we stand UNITED, there is nothing we cannot achieve.

ROOTED IN SPORTS

If you know us, you know that sports are something of legend around here. It's in the roar of the loudest outdoor stadium, the way we celebrate victories together, and how the world recognizes us as the SOCCER CAPITAL OF AMERICA. We don't just play the games – we've SHAPED their history. One of our own created the rules of basketball, and another brought the Super Bowl to life. Visionary architects from our region have designed some of the world's preeminent sports cathedrals – including 13 of the 16 stadiums hosting FIFA World Cup™ 2026 matches. We were the founding fathers of Major League Soccer, charter members of the Negro Leagues, and here is where you'll even find the FIRST purpose-built stadium in the world dedicated to women's sports. It's safe to say that we've ELEVATED the global landscape of sports. This is a region built on high performance and a FEARLESS pursuit of greatness. And we're READY to embrace the biggest sporting event on the planet ... because BIG is what we do best.

Sustainability and Human Rights

The FIFA World Cup™ is the biggest single-sport event in the world. Delivering a successful tournament generates significant opportunities but also requires the management of multiple social and environmental risks and impacts. KC2026 is committed to delivering a sustainable FIFA World Cup 26™. We expect our business partners, including our suppliers of goods and services, to support us in delivering on sustainability and human rights goals.

Each Bidder agrees to conduct all aspects of this RFP in good faith, in a fair and reasonable manner and in keeping with the highest standards of responsible business conduct.

Scope of Service

5.1 In Scope for this RFP

Project Scope

5.1.1 Capabilities Needed

Project Capability – capability description

5.1.2 Preliminary Execution Timeline

If relevant, include the timeline to project execution

5.1.3 Expected Deliverables

If relevant, include the deliverables expected during the contract

Deliverable 1

Deliverable description

Deliverable 2

Deliverable description

5.1.4 Proposal Requirements

Requirement 1 – requirement description

Requirement 2 – requirement description

5.2 Out of Scope for this RFP

Anything out of scope

RFP Schedule of Events

Key Milestone	Date
RFP Release to Bidders	
Indication of Intent to Bid & NDA	
Last Day for Suppliers to Submit Questions	
KC2026 Q&A Responses Posted	
RFP Bid Package Proposal Due	
Proposal Presentations	If necessary
Possible “Best and Final Offer” Submission	
Target Award	



Start of Work	
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The above timeline is subject to change at the sole discretion of KC2026.

Notes:

Once the RFP is released, Participants will have until the end of day on [insert date] to indicate their intent to bid by submitting an RSVP.

Participants will have from RFP release through [insert date] to submit follow-up questions; KC2026 will post answers to all relevant questions by [insert date].

(if necessary) KC2026 may request a virtual presentation of your Proposal. Participants should plan for and hold the following dates on their calendar: [insert date]. Further scheduling information and timeslots will be provided at a later date.

KC2026 reserves the right to follow up with any number of Participants, for any reason, at any time during the RFP process.

Dates, steps, and events may be added, edited, or removed at any time at KC2026’s sole discretion. In the event of a change, KC2026 will notify all Participants.

Communication, Notifications & Updates During RFP

All communication in relation to this RFP, including but not limited to broadcast messages, changes to the RFP timeline, new document posting(s), RFP document modifications, Q&A, and other RFP-related announcements, shall be conducted solely via [insert tool], unless otherwise determined by KC2026 or on a case-by-case basis. Bidders are restricted from communicating with anyone other than the RFP Point of Contact (POC) designated by KC2026, and any communication extended outside of the platform will be at KC2026’s sole discretion. Such communication will be managed through the POC from the [Event Name] Team. Any other method of communication, written or oral, utilized during the execution of this RFP shall not be binding to KC2026, and unless otherwise specifically noted, should and / or will be ignored. KC2026 reserves the right to disqualify any bidder from this RFP process for not complying with this communication policy.

Questions & Answers

All Q&A shall be conducted through [insert tool]. Only questions, clarification requests, comments, etc. that are submitted during the specified Q&A window noted in the Schedule of Events will be reviewed, answered, and posted to all bid participants. Questions deemed out of scope by KC2026 will be marked “ineligible” and posted for reference by all bidders.



Bidders submitting questions during the Q&A windows are solely responsible for removing company-specific identifiers or proprietary information.

Addenda

KC2026 may modify any portion of this RFP at any time. In such cases, an Addendum shall be posted, and Participants will be notified of said posting.

RFP Bid Package Submission

Candidates will receive the [Event Name] RFP Package & Questionnaire. Detailed instructions to create a login, access, respond, and submit responses via can be found in the Appendix.

All Proposal documents should be submitted through [sourcing tool] Proposals received after the submission deadline, or through a means other than [sourcing tool] will not be accepted by KC2026. KC2026 assumes no responsibility for delays in delivery and / or non-receipt of any or all of Bidder's Proposal submission.

A submitted Proposal may be modified and resubmitted for consideration by KC2026 only if said resubmission complies with the terms of this RFP and is successfully received prior to the bid submission deadline. KC2026 shall only accept the latest received compliant bid Proposal. Bidders may withdraw a bid submission at any time.

Candidates should note that any documentation released during the RFP should only be construed as a draft version of KC2026's intended approach at this time.

Required Proposal & Bid Documents

A completed Proposal will include both the Written Proposal and Questionnaire responses, including all attachments, such as the Bid Sheet.

11.1 Written Proposal Requirements

To be considered for this RFP, Bidders must develop a comprehensive written Proposal that addresses topics shown in the sections below, leveraging the information in the Section Name (Section #). Proposals should be submitted as a single PDF document. (if necessary) Only the sections marked "Required for Presentation" would be necessary for inclusion in the Zoom presentation during the reserved presentation days: Dates. Participants will receive timeslots for presentations to select from at a later date.

11.1.1 Program Requirement 1

(Required for Presentation)

11.2.1 Program Requirement 2

11.2 Questionnaires & Bid Sheet

To be considered for this RFP, Bidders must respond to each questionnaire section and question, for completeness and fit with the Scope of Services.

(Excel Download) Candidates are required to download the Bid Sheet Excel file, populate, and re-upload the file with the Company name in the title.

Section 4: Model Contract Clause Language

Provide the model contract clauses for human rights and sustainability. Please ensure that all key clauses are included:

Commitment and procedural clause: Requiring vendors to respect human rights and conduct risk-based due diligence.

Substantive clause: Highlighting specific risks like labor rights, accessibility, and environmental sustainability.

Collaborative clause: Establishing mechanisms for cooperation, capacity building, and remediation.

The KC2026 host committee team recognizes the importance of enforcing sustainability and human rights requirements. The KC2026 host committee team is collaborating with KC2026 legal team and small business stakeholders to review and integrate as practicable, FIFA's recommended contract language for human rights and sustainability into KC2026's standard contract templates, thereby promoting ethical standards and responsible practices throughout the event.

KC2026 aims to balance the inclusion of appropriate contract language with its goal of supporting small businesses in the competitive sourcing process. Following the guidance of public funding partners and the Board of Directors, KC2026 is diligently working to protect local and small businesses from undue burdens. This effort seeks to maintain the competitiveness of local businesses and provide them with opportunities to participate in KC2026 activities.

Section 5: Forecasted Challenges and Mitigation Measures

Detail projected obstacles and strategies for overcoming them. For instance, flag insufficient supplier capacity for due diligence, the resistance to adopting human rights clauses, or the market-specific limitations for sustainable dissolution of materials, if the case in your market, and discuss how these will be addressed.

KC2026 team will proactively identify and mitigate potential challenges in the sourcing and contracting process. For example:

Resistance to Adopting Human Rights Clauses:

Clearly communicate the importance of human rights and KC2026's commitment to ethical practices, and engage in proactive dialogue with suppliers

Start early in the RFP process to assess and confirm suppliers' willingness to follow human rights requirements through the RFP questionnaire

Identify suppliers who have established human rights policies

Limitations for Sustainable Dissolution of Materials:

Explore leasing options instead of purchasing to reduce the volume of materials needing disposal post-event

Collaborate with local recycling and waste management companies to develop sustainable disposal solutions

Engage suppliers in developing innovative solutions for sustainable material disposal

Consider adjusting designs or specs to accommodate sustainable materials

Lack of Transparency due to complex, Multi-tiered Supply Chain

For categories with sub-contractors, request suppliers to provide information about them. For example, KC2026 requires its supplier of leased buses to provide reports on the sub-contractors and their local business status. As required by public funding sources, KC2026 also monitors and provides financial reports to ensure their goals and priorities are met.

Include contractual penalties for false declarations to deter misrepresentation

Identify suppliers who already hold widely recognized certifications

Insufficient Supplier Capacity for due diligence:

Prioritize high-risk categories and suppliers

Start sourcing process earlier to allow sufficient time for due diligence