

**FIFA<sup>®</sup>**

**Evaluation of Monterrey's  
Human Rights Stakeholder  
Engagement Submission to FIFA**

01/07/2022



# 1. Background

As part of the host city and stadia selection process for the FIFA World Cup 2026, FIFA required all 22 candidate cities to conduct human rights stakeholder engagement and produce a report outlining the stakeholder engagement process, its results, and the city's human rights plans in relation to the competition.<sup>1</sup> Prior to this, all candidate cities submitted Host City Human Rights Declarations in which they committed to respect, protect, and fulfill human rights in all activities associated with the hosting of the FWC 2026, and to support FIFA in implementing their operations in accordance with the UN Guiding Principles on Business and Human Rights and FIFA's own human rights commitment. The candidate city human rights stakeholder engagement process took place between September 2019 and December 2021.

FIFA commissioned the business and human rights consultancy firm Ergon Associates to conduct an independent evaluation of all candidate city human rights reports. The evaluations were also informed by one-on-one calls with each city and local stakeholders invited by the city to attend the call. The independent evaluation included a detailed assessment that allowed FIFA to make comparisons and consider human rights due diligence as a criterion in the selection process. On 16 June 2022, FIFA named the 16 host cities and stadia for the FWC 2026.

This report includes the independent evaluation's qualitative findings for Monterrey. It includes information in the five main areas of assessment, i.e. stakeholder engagement, risk assessment, mitigation measures, opportunities, and remedy.

FIFA greatly appreciates the contribution of all national and city-level stakeholders who have supported FIFA and the candidate cities during the host city selection process. FIFA looks forward to further and enhanced engagement in the next phase of human rights due diligence for FWC 2026.

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<sup>1</sup> Due to Vancouver's late entry as a candidate city, Vancouver completed a customized process and submission. For more information, please see the summary report published on FIFA.com.

## 2. Summary of findings

Assessment area	Evaluation summary
 <p>Stakeholder engagement</p>	<p>Monterrey's stakeholder engagement submission included information on how consultation took place and was made accessible. A variety of stakeholders was consulted, at the local, federal and international levels, including the Nuevo Leon Human Rights Commission. The city's submission includes plans for further engagement, including a Human Rights Committee that will continuously assess risks, opportunities and mitigation plans. The city's submission could have been strengthened by greater detail on topics discussed and outcomes derived from stakeholder meetings, expanding external stakeholder presence during the human rights call and greater evidence of support from relevant stakeholders. In addition, the submission could have favored by direct engagement with indigenous communities and trade unions.</p>
 <p>Risk assessment</p>	<p>Monterrey's submission contains a detailed explanation of risks, with some information on the process undergone to assess them, including through stakeholder input. The submission highlights how risks may change and will be assessed over time. The submission could have been strengthened by including the city's understanding of the importance of mitigation measures to affect human rights impacts and by further information on the process carried out to assess the potential severity of identified risks.</p>
 <p>Mitigation measures</p>	<p>The city's submission includes information on existing and planned measures, with an understanding that these may need to change overtime. The submission could have been strengthened by indicating clear milestones and timeframes for implementing mitigation measures, and from stakeholder input on the adequacy of these measures and their role in their delivery.</p>
 <p>Opportunities</p>	<p>Monterrey's submission identifies several legacy opportunities and measures for their delivery. More information on stakeholder's role in their implementation would have strengthened the city's submission.</p>
 <p>Remedy</p>	<p>The city's submission identifies existing mechanisms for submitting complaints and accessing remedy, and plans for specific mechanisms. Further information on stakeholder's role regarding access to remedy could have favored the submission.</p>

### 3. Methodology

In September 2020 FIFA shared guidance on the required stakeholder engagement process with the candidate cities bidding to host matches at the men's FIFA World Cup 2026™. FIFA also provided a city-specific baseline briefings on potential issues to be discussed with stakeholders. As part of the next steps, each candidate city was asked to respond to a standard set of questions raised by FIFA, providing as much detail and evidence as possible. Candidate host cities submitted their initial report to FIFA in June 2021.

In November and December 2021, each city participated in a separate meeting with FIFA officials and Ergon to present their human rights report. These meetings also gave the cities the opportunity to address open questions and receive feedback. Based on this discussion, cities were invited to submit additional information to supplement their original report in form of an Addendum. The final documentation was submitted to FIFA and published on the cities' websites at the end of 2021.

All submitted information and presentations were assessed by Ergon. FIFA utilized Ergon's assessment to make human rights-related determinations in the bidding process.

## 4. Monterrey findings

### 4.1 Stakeholder engagement



#### Stakeholder engagement summary

Monterrey's submission described the process carried out to engage with stakeholders, including bilateral virtual meetings. The city also undertook efforts to make the process more accessible, by holding meetings virtually and translating FIFA materials to Spanish. Engagement was led by APCO Worldwide, the Mexican Football Federation and/or Mexico City's organizing Candidate Host City Committee, as appropriate based on the respective stakeholder.

The submission includes a summary of information collected from stakeholder engagement, and highlights stakeholder input regarding the importance of the engagement process for connecting stakeholders and prompting interaction for the implementation of measures related to human rights and the tournament. Monterrey's description of stakeholder engagement lists engagement with football entities, including BBVA stadium representatives, local and federal authorities, children's rights organizations, international organizations like UNICEF and the Centre for Sports and Human rights, Visit Mexico, the National Council to Prevent Discrimination (CONAPRED) and Nuevo Leon's Human Rights Commission. Whilst the submission notes that relationships with trade unions are managed through FEMSA, who operates the BBVA stadium, the submission could have been strengthened by direct engagement with trade unions. Also, the submission indicates that indigenous communities were not engaged given agreement between the bid team and experts and stakeholders that there were no local indigenous group originally from Monterrey or issues specific to indigenous populations that pointed to a heightened risk of discrimination in the context of the tournament. However, issues impacting indigenous communities are highlighted in the the city's submission, and thus Monterrey's submission would have been enhanced by engagement with relevant representatives. The identification of additional rightsholders representatives beyond these groups could have also strengthened the submission. In addition, whilst there is some information on discussions held during engagement, the city's submission could have been strengthened by providing further detail on topics covered and the outcomes derived from these meetings.

It is important to note that much of Monterrey's submission is the same as those produced for the other Mexican candidate cities, Guadalajara and Mexico City, with the city's submission stating that a unified approach has been adopted to tackle human rights risks posed by tournament hosting. Stakeholders at the federal and international level have been consulted for all cities.

Monterrey's dedicated human rights call with Ergon and FIFA included external stakeholders, and the city's submission highlights that the final report was shared with stakeholders for comment. Nonetheless, Monterrey's submission could have been strengthened by allowing for additional external voices to be heard during the call, and providing greater evidence of support from external stakeholders related to key areas of risk (e.g. letters of support from organizations representing journalists or workers).

### 4.2 Risk assessment



#### Risk assessment summary

The city's final submission contains a detailed explanation of risks and how they may be linked to hosting the tournament, and contains some information on the process undergone to identify them, including through stakeholder input. The submission lists risks related to sustainable mobility, environmental rights and personal data and privacy rights and including additional rightsholders such as supply chain workers. Nonetheless, the submission could have been strengthened by further information on the process carried out to assess the potential severity of identified risks and by an explicit explanation on if, and how, the city understands the likelihood of impacts changing if additional measures were not to be adopted by the city.

The city's submission also highlights how risks may change and how stakeholders will be engaged to assess these shifts.

## 4.3 Mitigation measures



### Mitigation measures summary

Monterrey's submission includes detailed information on existing and planned measures to address all areas of identified risk, including on non-discrimination (particularly against LGBTQI+ and people with disabilities), women's rights (including measures against gender based violence and harassment), sex trafficking, safety and security and access to remedy, protection of journalists and human rights defenders, labor, sustainable mobility, environmental rights, personal data and privacy rights and right to health. The submission could have been favored by including stakeholder input on the adequacy of these existing or planned measures.

In addition, while the submission notably mentions that a specialized body will be created (Human Rights Committee) to continuously assess risk and identify and adapt mitigation measures, the submission could have been strengthened to include further detail on concrete steps to be taken within a set timeframe, and to explain specifically which roles would stakeholders play in the implementation of mitigation measures, including information on how often engagement would take place and how it would be made accessible to a variety of representatives.

## 4.4 Opportunities



### Identified opportunities summary

The city's submission includes a description of the positive opportunities that may derive from hosting the tournament, including the promotion of health and access to football for women and girls, the protection of the environment, and a legacy of respect for workers' rights in the supply chain. The submission also highlights opportunities for raising awareness on children's welfare, sex trafficking and exploitation and promotion of non-discrimination. The submission also describes existing and new measures for the implementation of these opportunities, providing information on how stakeholders will be involved in the roll out of some of these measures.

The three Mexican cities presented united opportunities for a positive human rights legacy.

## 4.5 Remedy



### Complaints and remedy

The city's submission includes information on mechanisms available to submit complaints and facilitate access to remedy, indicating plans to create a 'remedy tree' in collaboration with stakeholders, that will provide information to participants on steps needed to submit a human rights complaint and the process leading to remedy. The submission also notably highlights a plan for encouraging the development of an app that would allow attendees to seek emergency support in case of a human rights violation and to provide information on relevant authorities, organizations and resources. Mechanisms would include special considerations for women to submit concerns and to address the issue of trafficking. Nonetheless, the city's submission could have been favored by greater detail on how stakeholders would be engaged to facilitate access to remedy.

The city's submission indicates that Monterrey is committed to ensuring that re-dress and remedy mechanisms exist for any specific human rights issues that may arise in the context of the 2026 FIFA World Cup™.

## Annex: Reviewed submission materials

- Reporte Derechos Humanos comité organizador de la candidatura de Monterrey, [https://fmf.mx/docs/Reportes/Monterrey Committed to Human Rights.pdf](https://fmf.mx/docs/Reportes/Monterrey%20Committed%20to%20Human%20Rights.pdf)
- Addendum on page 102 of Report above.
- Presentation from Monterrey team to FIFA on 10 December 2021, presentation on page 47 of Report above.