

BREAKING NEW GROUND

BELGIUM

THE NETHERLANDS

GERMANY

BIDDING TO HOST THE FIFA
WOMEN'S WORLD CUP 2027™

HUMAN RIGHTS
STRATEGY



BIDDING NATIONS
BELGIUM & THE NETHERLANDS & GERMANY

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1. Introduction

Over the last decade, significant milestones have been reached to protect human rights within sports, football, and FIFA tournaments. Today, protecting and enforcing human rights is a mandatory part of every FIFA Women’s World Cup™.

From the outset of our ambitions to host the FIFA Women’s World Cup 2027™, we, the Belgian, Dutch and German Football Associations, were committed to organising the most sustainable tournament ever in terms of sustainability and human rights. We pledge our unwavering commitment to sustainability and human rights and have woven sustainability, respect for human rights, and celebrating diversity throughout our bid. If awarded the

tournament, we will do our utmost to protect human rights by supporting and implementing, together and in close cooperation with FIFA, the objectives and measures set out in this strategy.

We aspire to host a tournament that:

- Minimises the environmental impact, takes climate action, and promotes environmental protection.
- Upholds international human rights standards and promotes their adherence and respect.
- Ensures good governance and maintains transparency and accountability.
- Contributes to the achievement of the UN Sustainable Development Goals (SDGs).

The FIFA Women’s World Cup 2027™ in Belgium, the Netherlands and Germany promises to be not just a celebration of sport; it will serve as a demonstration of what can be accomplished when sustainability and human rights are at the heart of planning and operations. Our stadiums, host cities, and competition-related sites will be shining beacons of a sustainable future in sports.



Our approach to human rights

Human rights are fundamental principles of our national constitutions and legislations, as well as part of the key principles of our three FAs.

Our three host countries have ratified the Universal Declaration of Human Rights, the European Convention on Human Rights, and the European Social Charter. Moreover, of the 18 international human rights treaties, Belgium and Germany are signatory to 16, and the Netherlands to 14 of them. Germany's constitution (Grundgesetz), begins with an emphasis on human rights by stating, 'Human dignity is inviolable.' Similarly, the constitutions of Belgium and the Netherlands codify fundamental human rights.

Through various measures, we work every day to ensure that human rights are protected and respected, not only in our laws but also

in practice on and off the pitch. Within our host cities, host countries, and FAs, multiple programmes and policies exist that ensure we can meet our responsibilities and ambitions. We will continue and further enhance our activities in regard to the FIFA Women's World Cup 2027™.

By hosting the FIFA Women's World Cup 2027™, we aim to serve as a role model ensure we represent the key values of our sport: a sport for everyone, regardless of age, gender, origin, disability, income, or social status. We are committed to maximising the benefits of football and the FIFA Women's World Cup 2027™ in all its diversity, including but not limited to equality, inclusion of people with disabilities, and social integration of refugees and asylum seekers.

Our human rights strategy

The BNG2027 human rights strategy is part of our integrated approach to sustainability and human rights.

Our approach to human rights builds on and facilitates comprehensive policies and legislation. These are supported by innovative and effective measures to promote human rights and create a safe and inclusive tournament for everyone – whether as a spectator, player or staff. We will analyse, identify, track, and take action on possible risks and review our performance in the process.

We are focusing on the seven key areas which are part of the FIFA sustainable tournament requirements in relation to human rights. These were also identified in the stakeholder workshops and in the independent human rights context assessment as having the highest risks and the most significant impact on the tournament. These seven key areas are: labour rights, security and human rights, diversity and anti-discrimination, accessibility, safeguarding and rights of children, freedom of expression and peaceful assembly, and tobacco.

For each of these areas, we have developed targets and KPIs to be achieved through our actions, aiming to meet or exceed our obligations of hosting a sustainable and inclusive tournament and to minimise the risks identified in the independent human rights risk assessment. The risks identified in the independent human rights risk assessment and the stakeholder workshops are outlined in each of the seven key areas. Due to the low risks associated with potential resettlement and eviction in our hosting concept, which emphasises the maximum utilisation of existing infrastructure for all relevant sites, these aspects are incorporated within the seven key areas and are not treated separately.

Moreover, we adhere to international recognised standards and international laws such as, but not limited to: the ISO 20121, OECD Guidelines for Multinational Enterprises, UN Guiding Principles on Business and Human Rights, UN Convention on the Rights of Children, International Safeguards for Children in Sport, IOC Framework for safeguarding athletes and other participants from harassment and abuse in sport, ILO Declaration on Fundamental Principles and Rights at Work, Convention on the Rights of Persons with Disabilities, UN International Convention on the Elimination of All Forms of Racial Discrimination, UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, UN Code of Conduct for Law Enforcement Officials, International Code of Conduct for Private Security Service Providers as well as FIFA Sustainable Sourcing Code, FIFA Human Rights Policy, FIFA Guardians Child Safeguarding Toolkit for Member Associations, FIFA statement on human rights defenders and media representatives, and the FIFA Event Policy on Tobacco.

This human rights strategy highlights our profound commitment to human rights and details our approach to harness the power of the FIFA Women's World Cup 2027™ as a catalyst for elevating the protection and enforcement of human rights.

The measures outlined primarily focus on hosting the tournament and minimising potential risks. However, we aim to also share our experience and expertise in various areas with other FIFA MAs through our 'Engaging Partners Worldwide' initiative. This collaboration will harness the power of the tournament to address structural issues and advance, as well as promote women and girls in football (refer to Bid Book chapter 17.1).

Breaking New Ground committed to sustainability and human rights			
Overarching SDGs	 		
Focus SDGs	 	 	
BNG2027 strategies	BNG2027 human rights strategy <ul style="list-style-type: none"> • Labour rights • Security & human rights • Diversity & anti-discrimination • Accessibility • Safeguarding and rights of children • Freedom of expression and peaceful assembly • Tobacco 	BNG2027 environmental protection and climate action strategy <ul style="list-style-type: none"> • Transport of fans to and from stadiums • Accommodation for fans • Energy • Waste management • Stadium and infrastructure 	

Our goals and KPIs

Key area	Goal	KPI
Labour rights	Safeguard, ensure, and continually improve the rights of workers who are employed, directly or indirectly, for the tournament.	<ul style="list-style-type: none"> Number of labour rights complaints and incidents reported and followed up Number of due diligences conducted for third party contractors
Security & human rights	Ensure the safety and security of everyone involved in the tournament by respecting human rights in all aspects of preparation, execution, and legacy of the FIFA Women's World Cup 2027™.	<ul style="list-style-type: none"> Number of trainings conducted for safety and security personnel, stewards and volunteers Establishment of policies and procedures which adhere to human rights standards
Diversity & anti-discrimination	Create an environment where everyone can enjoy the beautiful game of football in a safe and inclusive setting that ensures equal opportunities and treatment regardless of gender, age, origin, disability, income or social status.	<ul style="list-style-type: none"> Number of incidents reported and followed-up Number of stadiums and FIFA Fan Festival sites with gender-neutral toilets Number and rates of employees and volunteers by diversity indicators Number of people reached with promotional campaigns
Accessibility	Provide an accessible fan journey – from ticket purchasing to arriving in our host countries and cities, to accessing the stadiums, FIFA Fan Festival sites and other competition-related event sites, all the way to departing after the tournament.	<ul style="list-style-type: none"> Number of accessibility audits conducted Percentage of promotional activities and materials accessible for people with disabilities Number of complaints received Satisfaction rate of provided services
Safe-guarding and rights of children	Host a tournament that celebrates sporting excellence and lives up to the highest ethical standards while continuously increasing the safeguarding of everyone involved including zero incidents of abuse and safeguarding concerns.	<ul style="list-style-type: none"> Number of incidents reported and followed-up Number of training sessions conducted Creation of a safeguarding community of practice
Freedom of speech and peaceful assembly	Create a tournament where everyone can rely on their rights and minimise any negative impact or infringement of these rights, guaranteeing a safe space for freedom of expression and peaceful assembly.	<ul style="list-style-type: none"> Number of incidents reported Establishment of a freedom of speech and peaceful assembly, press freedom and protection of human rights defenders policy
Tobacco	Stage a smoke-free tournament and prohibit any form of smoking in all stadiums and during all events.	<ul style="list-style-type: none"> Availability of smoke-free policies in stadiums and appropriate signage Implementation of smoke-free training for all stewards and volunteers

2. Labour rights

Ensuring and protecting labour rights and providing decent working conditions, in alignment with the International Labour Organization (ILO) definition, is of paramount importance for major sporting events such as the FIFA Women's World Cup 2027™ as they typically involve a multitude of workers from various sectors, including construction, hospitality, transport, security services, and cleaning.

As signatories to the ILO core labour standards and through national laws, we are obligated and follow these principles in our daily work as well as for the FIFA Women's World Cup 2027™.

Key risks identified:

Despite the high labour rights standards in our host countries, there are still direct and indirect risks that need to be addressed. These include:

- Labour exploitation:** The exploitation of undeclared workers, which will fulfil a significant portion of the temporary demand for low-skilled labour during the tournament, as well as labour exploitation in consumer goods supply chains resulting from increased product purchases.
- Health and safety:** The health and safety risks to workers due to the short lifecycle of the tournament and the extra pressure to meet deadlines for projects as the event approaches as well as the physical strain on workers.
- Freedom of associations:** The restrictions to freedom of association and abilities of workers to organise due to the higher use of temporary labour agencies and migrant workers.

- Gender-based discrimination:** The increased risk of gender-based violence, sexual harassment, and gender discrimination regarding women in particular in the hotel, catering and tourism sector.

Our goal

For the FIFA Women's World Cup 2027™, we are committed to safeguard, ensure, and continually improve the rights of workers who are employed, directly or indirectly, for the tournament.

Compliance with this will be monitored by using the data available from due diligences, as well as reporting and grievance mechanisms that will be available to all. In particular, the number of labour rights complaints and incidents reported and followed up, as well as the number of due diligences conducted for third party contractors will be tracked.

Our mitigation measures and action plan

Our mitigation and action plan builds on the profound legal framework and commitment to labour rights and foresees the implementation of measures and actions in line with the ongoing developments in our host countries – adapted to meet the specific needs of the tournament. Thereby, a healthy and safe workplace, fair and equal payment, protection of whistleblowers and freedom of expression and association for all workers associated in any way with the preparation and delivery of the tournament will be ensured.

Adherence and respect to national and international regulations, standards and laws

Adhering to the respective national and international regulations, laws, and ordinances is the foundation of our labour rights measures. We, and all our partners, will comply with all standards and laws outlined in FIFA's sustainable tournament requirements and national laws and including fair payments, safe working conditions, a secure form of employment, equal opportunities and treatment for all, social protection, prospects for personal development and social integration, as well as freedom to express their concerns and to organise.

This pledge is underpinned by our self-understanding as FAs and our governments. Belgium has ratified 11, and the Netherlands and Germany 10 out of the 11 ILO fundamental conventions. In addition, national governments are strengthening measures to combat labour exploitation such as the German Supply Chain Due Diligence Act, which will come into force in 2024.

DFB human rights policy

To underscore football's responsibility and due diligence towards human rights through a formal commitment to internationally recognised human rights, the DFB, as one of the first national FAs worldwide, adopted a human rights policy in 2021. This policy, taking into account the UN Guiding Principles on Business and Human Rights, outlines principles and explanations regarding aspects of human rights diligence within the DFB, along with an annex detailing specific thematic areas for action and implementation.

Implementation of human rights due diligence processes

Due diligence processes are of paramount importance to meet our responsibilities to respect human rights in general, as well as labour rights, in order to identify and assess risks, tracking the effectiveness and communication of our actions. As such, we will implement due diligence processes that cover not only labour rights but also all other human rights topics in line with the UNGPs in our FAs and for all tournament related activities which are our responsibility. Moreover, we will promote this across our partners and stakeholders and will add an agreement to the contracts of suppliers to make sure we also adhere to the national and European laws that come into force until 2027.

Establish health and safety in the workplace

A healthy and safe workplace encompass both compliance with the ILO core labour standards and the implementation of effective protection measures to minimise physical strains.

To ensure sufficient occupational health and safety along the supply chains and avoid labour exploitation, a thorough examination of compliance with ILO core labour standards will be conducted in the procurement process. For services, compliance with legal labour and health regulations will be monitored by a Supplier & Service Provider Check, which requires among other things proof of occupational health and safety. Furthermore, together with FIFA, we intend to implement an independent reviewed system for monitoring working conditions to ensure that standards are upheld. This will also apply to subcontractors and suppliers. Moreover, our contracts will by law include clear, fair, and legally binding employment contracts with overtime and break regulations.

Furthermore, we will ensure clear and effective protective measures are in place to minimise risk for the physical health of workers – especially in regard to avoiding falls, electrical shocks, and other injuries, as well as exposure to heat and infectious diseases. In addition to relying on the existing health and safety guidelines and monitoring processes in our countries, we will ensure adequate training, safety equipment, and fair working conditions. In cases where deployment in vulnerable locations is unavoidable, we will develop and support specific protection concepts in close coordination with the host cities and suppliers.

Guaranteeing fair and equal working conditions for everyone

Fair employee compensation, adherence to decent working conditions, and equal treatment are not only ethically necessary but will also contribute to the successful, responsible, and sustainable execution of the FIFA Women's World Cup 2027™. Ensuring those conditions are fundamental principles for our FAs, partners and countries.

Today, high standards such as minimum wages and strong protective laws already exist. With a minimum wage of around 2,000 EUR per month, Belgium, the Netherlands and Germany are among the top European nations in terms of statutory minimum wages. Employees also enjoy comprehensive job security and equal treatment through existing laws. As an entity operating in these three countries, the standards must and will be adhered to. Additionally, the Supplier & Service Provider Check will also include a compliance check with wage agreements. Moreover, specific measures to guarantee equal treatment of employees will be developed in close collaboration with national labour authorities and other stakeholders (refer to section 04 – Diversity and anti-discrimination).

Collaboration with trade unions

Trade unions are key institutions in ensuring labour rights are upheld and preventing labour exploitation. Therefore, we aim to establish open and cooperative relationships with trade unions in our host countries from the outset, fostering regular communication to discuss labour issues, and developing additional countermeasures if necessary.

Ensure whistleblower protection

Beyond providing healthy and safe workplaces with fair working conditions, it is important for us to ensure adequate whistleblower protection to uphold integrity and transparency and handle violations of laws and ethical standards appropriately.

Based on the existing experience and measures, we will ensure comprehensive protection for our employees including secure communication channels which allow employees to transmit their information confidentially and safely are in place. We will also place significant emphasis on legally safeguarding employees from negative consequences such as termination or suspension.

Protect and ensure freedom of association

Freedom of association is a fundamental legal principle in Belgium, the Netherlands, and Germany, and it will also be protected for the those working for the FIFA Women's Football World Cup 2027™.

To do so, we will establish open and cooperative relationships with unions from the outset, fostering regular communication to discuss labour issues. Moreover, specific measures will be developed in close coordination with the unions and the governments to protect those rights.

3. Security and human rights

Belgium, the Netherlands and Germany enjoy a high level of human rights protection both in law and practice. The FIFA Women's World Cup 2027™ aims to host a friendly, hospitable, and accessible tournament and will play a central part in the design of the fan experience and safety and security concept. These attributes can and will only be achieved if human rights are respected. As such, we will place special emphasis on ensuring safety and the protection of human rights at the same time. The FIFA Women's World Cup 2027™ brings an opportunity to demonstrate the progressive values of our FAs and the level of commitment to the safety and wellbeing of all who compete in, support, and cheer on the tournament.

We are supported and backed in this by the positive experience and atmosphere in our countries when hosting women's football tournaments and competitions, which are characterised by friendliness, joy, and cohesion.

Key risks identified:

We are aware that the FIFA Women's World Cup 2027™ can give rise to special situations and risks that need our attention. These include:

- **Security and terrorism:** High-profile events such as the FIFA Women's World Cup 2027™ have an increased risks for attacks, which poses security risks to all involved during the tournament. Other forms of security risks could be the use of excessive law enforcement to manage large unruly crowds. Moreover, there poses a risk of people with criminal records being involved in the organisation or execution of the tournament, side events or in public services.

- **Freedom of expression & peaceful assembly:** Risk of infringing on people's fundamental rights, like the rights to freedom of expression and peaceful assembly in public places.
- **Excessive use of force:** Risk of law enforcement using excessive force to manage large unruly crowds.
- **Privacy:** Reliance by law enforcement on technology like facial recognition and artificial intelligence is increasing in our countries, leading to an increased risk of invasion of privacy and using these tools in discriminatory ways.
- **Players, referees and staff safety:** During matches, teams can be confronted with chants or songs that could be offensive or incite violence. Verbal or physical abuse could also apply to players, coaches and match officials.
- **Weather-related emergencies:** The increased possibility of extreme weather-related emergencies heightens risks to people's safety during these events due to the gathering of large crowds who can at times be unruly.

Our goal

We will ensure the safety and security of everyone involved in the tournament by respecting human rights in all aspects of preparation, execution, and legacy of the FIFA Women's World Cup 2027™.

The achievement of this goal will be monitored by the number of trainings conducted for safety and security personnel, stewards and volunteers and the establishment of policies and procedures which adhere to human rights standards.

Our mitigation measures and action plan

As host countries, we aim to address various potential human rights risks and our mitigation measures not only in the context of hosting the FIFA Women's World Cup 2027™ but also with a forward-looking approach that considers our legacy. We are mindful of mitigating risks by focusing on what we will leave behind. A key aspect of this action plan involves complying with legal frameworks, implementing security protocols, and collaborating closely with law enforcement and private security to ensure safety and security in particular.

Ensure the safety and security concept adheres to human rights standards

Ensuring the safety and security of everyone involved in or affected by the tournament, including players on the pitch, is essential to preventing incidents such as crowd violence, harassment, or other relevant concerns. We are responsible for ensuring that everyone can safely participate in the tournament, especially in exceptional situations such as serious security risks or weather-related emergencies, without their human rights being violated.

In cooperation with the international BNG2027 safety and security steering group (refer to Bid Book chapter 13 – Safety and security), national safety and security steering groups, and venue security, we will develop and enforce security protocols and measures that not only ensure safety and security from a technical point of view but also ensure human rights are always upheld, for example, a strict anti-hooliganism policy, and guidelines for use of facial recognition and artificial intelligence or background checks for people involved in the organisation.

Develop and implement training for law enforcement, stewards and volunteers

In close collaboration with the international BNG2027 safety and security steering group, the national steering groups and venue security, we will develop scenario-based trainings that ensure all safety and security personnel will act in accordance with the UN Code of Conduct for Law Enforcement Officials and the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, and highlight the commitment and principles in our safety and security strategy (refer to Bid Book chapter 13 – Safety and security).

As part of this, it is important that they are informed about how the freedom to peacefully assemble and protest, the freedom of individual expression and self-expression, the freedom from violence and the right to safety and the freedom from invasion of privacy are respected (refer to section 07 – Freedom of speech and peaceful assembly).

Enable reporting of misconduct

We will encourage witnesses of violations, grievances, or any suspicious behaviours that do not comply with the safety protocol of the fan code of conduct to contact stadium personnel or security or report it through the digital reporting tool. By reporting inappropriate behaviour, a safer and more enjoyable experience during the tournament can be ensured.

Implementing a fan code of conduct

Implementing a fan code of conduct is a crucial step in promoting a safe and enjoyable environment and creating a safeguarding community of practice (CoP) for everyone attending the FIFA Women's World Cup 2027™. The code of conduct should clearly outline expected behaviours and the consequences for violations. We will communicate this proactively throughout all fan-directed promotions and communications, both on- and offline.

Please refer to section 6 for further measures to ensure the safety of everyone involved and to create the Community of Practice (CoP).

4. Diversity and anti-discrimination

The three BNG countries are widely diverse societies and highly value a respectful and inclusive environment. Discrimination, in any form, directly contradicts our values and standards and is strictly prohibited. To ensure our values will be represented and all participants and spectators experience an unforgettable tournament, it is crucial to ensure inclusivity, fair play, and a discrimination free environment.

Key risks identified:

While in each of the three host countries the understanding of anti-discrimination, diversity, equality, and inclusion is growing, and multiple systems and programmes are already in place, there are still risks that need to be addressed. These include:

- **Gender-based discrimination in sport and participation:** Gender gaps exist in sponsorship opportunities, venue selection, locker room facilities and pay packages. There is also a risk of women and girls being deprived of their right to public participation in different ways.

- **Discrimination based on religion, origin or ideology:** While all three countries have strong anti-discrimination laws protecting against discrimination based on race, religion and nationality, discrimination such as antisemitism, anti-muslim sentiment or origin related discrimination persists.
- **LGBTQIA+ discrimination:** Creation of hostile and discriminatory environments towards LGBTQIA+ people due to discriminatory spectator behaviour like chants involving gender and sexual orientation slurs.
- **Displacement and gentrification:** Displacement of homeless and transient populations from tourist and central areas, as well as temporary displacement of public spaces due to fan fests, road closures, security operations, and other exogenous demands on public spaces. Also, potential negative impacts on lower-income renters due to increased pressure on the housing market and potential exacerbation of gentrification, eviction, and extreme rent pressures.

Our goal

We want to create an environment where everyone can enjoy the beautiful game of football in a safe and inclusive setting that ensure equal opportunities and treatment regardless of gender, age, origin, disability, income or social status.

The achievement of this goal will be monitored by measuring the total number of incidents reported and followed up before and during the tournament and the number of stadiums and FIFA Fan Festival sites with gender-neutral

toilets. Moreover, the number and rates of employees and volunteers by different indicators of diversity as well as the number of people reached with promotional campaigns will be assessed.



Our mitigation measures and action plan

By hosting the tournament, we will create a space where diversity is celebrated and support every person who wants to be involved in the tournament by making sure we provide a safe and secure environment on and off the pitch. Therefore, our measures are designed to prevent discrimination and harassment and promote equality and inclusiveness by emphasising inclusivity in mission, practice and policy as well as enabling reporting, monitoring and grievance mechanisms and ensuring appropriate countermeasures and interventions.

Public commitment to equality, diversity, and inclusion as well as anti-discrimination

The BNG countries will adhere to an inclusive approach throughout the FIFA Women's World Cup 2027™ activities to minimise the risk of additional adverse impacts on women, girls, underrepresented and / or vulnerable groups. We are committed to promoting a discrimination-free environment during all phases of the competition, facilitate inclusive recruitment practices to ensure equal opportunity for everybody, create opportunities for vulnerable groups to attend and participate in the tournament and provide an inclusive and barrier-free tournament experience.

We will develop a mission statement and policy that emphasises the tournament's commitment to diversity, inclusion, and anti-discrimination as well as our zero-tolerance policy for discrimination, racism, sexism, and any other form of bigotry. This statement will be made publicly available and easily visible online as well as in all promotion materials.

Develop education and training programmes for staff, officials and media

To put our commitment into practice, it is particularly important to impart knowledge and values, as well as the appropriate measures in cases of discrimination across our partners.

As part of the FIFA Women's World Cup 2027™, we will facilitate on- and offline diversity and inclusion trainings for all tournament staff of our FAs, host cities, stadiums, training sites, airports and accommodation authorities, officials, and volunteers. This will be mandatory for everyone working before and during the tournament at all related sites. By collecting and aligning best practices from our FAs and stakeholders, we will ensure, everyone has the same knowledge base that is consistent with our aims for the tournament.

In addition, we will provide extensive trainings and workshops that emphasise inclusive communication, language, and media. It is important for us to address the issue of hate speech in order to prevent it and to be able to react accordingly. These trainings and workshops will be primarily aimed at people responsible for communication, marketing, partnerships and public affairs but could also be accessible to all other departments, as well as volunteers and media representatives.

Raise awareness and advocate for anti-discrimination and respect for diversity

Already today, we are working on strategies and measures to make football more diverse and inclusive. The FIFA Women's World Cup 2027™ will be a further catalyst for these efforts and will multiply the ongoing developments beyond our host countries and create a positive legacy that goes beyond the tournament.

As such, we will promote diversity and anti-discrimination on- and offline, including

during the tournament. Our aim is to not only raise awareness, but also to minimise the risks of hate speech and incidents during the event by making it clear from the start that it has no place neither in football in general, nor at the FIFA Women's World Cup 2027™.

In the run up to and during the tournament we aim to design and implement awareness campaigns in collaboration with FIFA, host cities, stadiums, and fan clubs to reach the biggest crowd possible. These campaigns will not be limited to football but create general awareness in all host cities for topics such as anti-racism, anti-discrimination and sexual harassment, while highlighting the diversity of our countries and the benefits of diversity to society and football.

Anti-discrimination and anti-racism programmes

Through the RBFA 'Come together', the DFB 'Football united against racism' and the KNVB 'Our Football Is For Everyone' programmes, we are eradicating discrimination, racism, homophobia and other forms of inequality in professional and grassroots football by strengthening the prevention and education efforts within and through football.

Implement profound reporting and grievance mechanisms

To be able to react and enable remedy in the event of discrimination or violation of human rights, it is important that appropriate reporting and grievance mechanisms are available.

In collaboration with FIFA, and line with existing reporting and monitoring mechanisms already in use at FIFA tournaments, we strive to enable easy and confidential reporting and monitoring in our stadiums and FIFA Fan Festival sites through the deployment

of discrimination match observers, online mechanisms but also through the website and other tournament-related digital platforms, such as the AI-based personal assistant 'Personal Coach' (refer to Bid Book chapter 03 – Local promotion). Moreover, in collaboration with the local authorities, easy grievance and remedy will be facilitated to ensure that incidents are tackled in the right way and in line with our laws.

Implement equal recruitment processes and equal opportunities

Equal treatment and equal opportunities for everyone also includes ensuring and implementing equal treatment and equality in application processes. This is a principle that we as FAs and our partners live by and will be highlighted throughout the planning process.

We aim to ensure that the tournament employment policies and procedures, which are in our hands and those of our partners, are consistent with all legal requirements and best practices outlined by the International Labour Organization, the International Covenant on Civil and Political Rights as well as the internal equality and recruiting policies. Therefore, we will adapt an objective hiring method and train recruitment personnel of our FAs and all our partners in the use of the method. We will work with standardised criteria to ensure an accessible and fair tournament. In addition, we seek to implement diversity goals within our FA-project team.

In order to also reach diverse groups and inform them of the opportunities within the FIFA Women's World Cup 2027™, we will take proactive initiatives to reach out to underrepresented groups and support them in participating. We will also partner with local organisations, recruiting offices, and communities to post job openings through various channels.

Provide inclusive and safe infrastructure and facilities

To ensure that everyone feels welcomed in our stadiums, FIFA Fan Festival sites and side events during the tournament, we aim for inclusive infrastructure and facilities. This includes providing venues with gender-neutral toilets and providing safe and multi-faith spaces whenever possible. We also aim to provide healthy and inclusive food and beverage options. Please also refer to section 05 – Accessibility for further information on inclusive infrastructure and services and section 06 – Safeguarding and rights of children for safeguarding measures.

Collaborate with FIFA and local organisations to provide opportunities for vulnerable groups to attend the tournament

In addition to creating inclusive and accessible venues and facilities, we are particularly keen to increase the presence of vulnerable groups at the tournament and create a unique fan experience in alignment with our vision.

Building on existing initiatives, such as the successful FIFA Community Group Sales Programme of the FIFA Women's World Cup 2023™ and the social tariffs available at the RBFA, we would like to explore, together with FIFA and our local communities, the possibilities to offer special opportunities and reduce boundaries for vulnerable groups to attend the FIFA Women's World Cup 2027™ matches.

Prevent displacement by using existing and established facilities

The FIFA Women's World Cup 2027™ will be hosted in existing and established facilities. This includes stadiums, training facilities, accommodation, as well as temporary infrastructures such as FIFA Fan Festival sites. In this way, we can not only ensure maximum environmental sustainability, but also minimise or eliminate the risk for displacement and at the same time enable a knowledge transfer that can bring added value beyond the tournament.

Promote equal access and equal opportunities in and beyond sport

Within our FAs and our countries, women's football has a long tradition and holds an important place. As a result, the structures have expanded and become more professional. For example, we already have equal pay for the Dutch national teams and our own revenue streams for the Belgian women's national team. Hosting the FIFA Women's World Cup 2027™ will be another milestone and will enable us to set new standards and promote equal access for women (refer to the Bid Book chapter 02 – Women's football: development and legacy). We will also share our experiences and promote this beyond football to sport in general.

5. Accessibility

As outlined in our BNG2027 vision, the FIFA Women's World Cup 2027™ will be a fan-focused tournament that creates a unique experience for a global fanbase – regardless of any form of physical or mental impairments.

Ensuring physical accessibility and providing services and amenities for people with intellectual impairments is key to creating an inclusive and memorable experience. Fortunately, we can rely on profound standards, laws and guidelines to ensure the accessibility of websites and services in our host countries.

Key risks identified:

Some risks have been identified related to hosting the FIFA Women's World Cup™ that need to be addressed. These include:

- **Discrimination and exclusion:** Despite the legal protections for disabled persons that are in place to ensure access to stadiums, public transport and other areas, older buildings and some infrastructure may not meet these requirements, which could lead to discrimination and exclusion of people with disabilities from the tournament.
- **Interruption of services:** Interruption of services for people with disabilities in the host cities, such as public transport.

Our goal

For the FIFA Women's World Cup 2027™, we will provide an accessible fan journey – from ticket purchasing to arriving in our host countries and host cities, to accessing the stadiums, FIFA Fan Festival sites and other competition-related event sites, all the way to departing after the tournament.

The achievement of this goal will be measured by tracking the number of accessibility audits conducted for stadiums and FIFA Fan Festival sites, the percentage of promotional activities and material accessible for people with disabilities, the number of complaints received, and the satisfaction rate of services provided.

Our mitigation measures and action plan

To achieve our goal, we will prioritise accessibility in our decision-making and ensure accessible services and facilities will be available during the tournament within our stadiums, FIFA Fan Festival sites, and public transportation, addressing the needs of people with disability.

Conduct stakeholder consultation

We will consult with stakeholders, experts including experts by experience, NGOs and specialised organisations, advocacy groups, and individuals from the outset of our planning. We will continuously speak with disabled fans, the Centre for Access to Football in Europe (CAFÉ), and other key stakeholders to understand concerns, barriers and needs to ensure an accessible tournament. Thus, we are able to provide the services and assistance needed to ensure the FIFA Women's World Cup 2027™ will not only be an equitable experience but also provides insights and knowledge exchange for other events.

Advocate for accessibility

To promote accessibility among fans, but also among our partners and stakeholders, we want to launch accessibility campaigns and programmes that promote accessibility initiatives and encourage fans to share their accessibility experiences. Moreover, we will highlight the accessibility requirements across our partners to ensure they know and adhere to them.

Conduct independent accessible audits

Before the FIFA Women's World Cup 2027™, we will conduct independent accessibility audits of all venues to evaluate the status-quo and identify areas for improvement that can be implemented prior to the tournament. Moreover, we will ensure all venues meet minimum accessibility requirements.

Football Inclusion Days

Football Inclusion Days, organised by the DFB Sepp Herberger Foundation, offer a diverse sports programme and participatory activities for footballers of all abilities, to leverage and exchange knowledge and create positive effects in the long term.

Provide accessible services along the customer journey

Providing accessible services is one of the cornerstones for ensuring an inclusive and accessible tournament. Leveraging extensive expertise of stakeholders, stadiums, airports, accommodations, and host cities, we will provide the best services available and meet requirements outlined in the hosting requirements.

We will facilitate the implementation of the following services:

- Accessible online ticket purchase options so individuals with disabilities can buy tickets independently. Such as websites, apps and tools that adhere to accessibility standards, including accessible design principles (perceivable, operable, understandable and robust), easy read, read aloud option, font size changing opportunities for all digital content, and colour-blind friendly designs.
- Offline hardcopy materials in accessible formats such as Braille or large print.
- Multi-language support for commentary and information.
- Publicly available accessibility guides and information for all venues and events.
- Accessibility stewards and volunteers who received dedicated on- or offline disability inclusion and etiquette training that includes communication skills and special training to assist fans with disabilities during evacuations and emergencies.
- Audio description at every game.
- A platform for fans that provides them with navigation assistance in the stadium and an opportunity for them to give real-time feedback on accessibility and report issues.

Provide accessible facilities

Inaccessible facilities are still the biggest obstacle to equal participation in the tournament. It is therefore important for us to enable the participation of everyone who wants to participate by implementing adequate measures together with FIFA, host cities, stadiums, training sites, airports, and accommodations. We strive to:

- Implement appropriate infrastructure modifications such as ramps, lifts, and accessible seating to ensure equal access.
- Implement clear and accessible signage for entrances, exits, facilities and accessible routes that are in line with colour blind needs.
- Offer additional accessibility measures in stadiums such as sensory rooms, toilets that follow changing room standards and medical facilities.
- Provide accessible catering and restaurant services, including menus in Braille and staff trained in disability etiquette.
- Collaborate with transport authorities to ensure accessible transport options to and from venue without limiting the services for everyone not attending the tournament.
- Provide sign language interpretation for important announcements and event commentary and offer assistive listening devices for fans with hearing impairments.
- Explore which new technologies can be used to enhance the fan experience such as real-time captioning and subtitling, virtual reality (VR) or interactive tactile displays.



6. Safeguarding and rights of children

Safeguarding and rights of children is one of the core objectives of our FAs and therefore is included in the BNG2027 human rights strategy. We believe it is a key responsibility to provide not only children, youth and adults at risk but also everyone else involved with a safe environment in which they can express and share their joy and enthusiasm for football and the FIFA Women's World Cup 2027™.

Key risks identified:

Even though robust measures and systems are in place to protect at risk children and adults in our FAs and grassroots clubs and all of our host countries ratified the International Convention on the Rights of the Child, some risks still need to be addressed when hosting the FIFA Women's World Cup 2027™. These include:

- **Privacy:** A risk of violation of privacy and abuse of visual material featuring minors.
- **Child labour and exploitation:** A risk of child labour and the exploitation of minors in the supply chain as well as human trafficking.
- **Abuse, violation, intimidation, and harassment:** The presence of sometimes aggressive groups of men can deter women's participation in public events and create intimidating conditions on public transportation, thereby exposing women to heightened risks. Unwanted touching in large crowds, unwanted sexual comments and the prevalence of sexualised female images in sponsor advertising are also potential risks. The risk also includes the egregious sexual abuse of women athletes. Moreover, women who have been subject to discrimination, violence, abuse and harassment in their home

countries bring those wounds with them to the FIFA Women's World Cup 2027™. Being in an unfamiliar place and the competitive environment can make them even more vulnerable to further abuse and exploitation. Children are also at risk of violence, intimidation, sexual harassment, trafficking, and labour violations.

Our goal

We aim to host a tournament that celebrates sporting excellence and lives up to the highest ethical standards while continuously increasing the safeguarding of everyone involved including zero incidents of abuse and safeguarding concerns.

Compliance with this goal could be measured by the number of incidents reported and followed up and the number of training sessions conducted as well as the establishment of a safeguarding Community of Practice (CoP).

Our mitigation measures and action plan

Our mitigation measures and action plan are designed to prevent harassment, abuse and exploitation by complying with the international standards and laws concerning and advocating for awareness, through policy and reporting systems, and by ensuring safety and wellbeing.

Implementing safeguarding policies

BNG2027 represents a clear zero-tolerance position towards any form of abuse and will collaborate with our host cities, stadiums,

airports and accommodations to ensure all of them have safeguarding policies and protection mechanisms in place. This shall include a code of conduct for staff and volunteers in compliance with local laws, a safeguarding agent and appropriate trainings. We will develop clear protocols for eligibility to work around certain areas of the tournament, to ensure the safety and security of women, children and vulnerable groups. To ensure this, we will provide access to best practice examples existing within our FAs and will provide all authorities access to safeguarding programmes that are in line with FIFA Guardians Safeguarding Programme.

Child safeguarding programmes

The RBFA, KNVB and DFB have robust safeguarding policies and programmes in place for staff, clubs and associations. They outline definitions of child safeguarding, provide roles and responsibilities and make tools and resources available.

Implement safe places and protection measures

The safety and well-being of children and adults at risk, including women, is of utmost importance to us in football generally and for the FIFA Women's World Cup 2027™ in particular. We are committed to collaborating with our host cities and FIFA to ensure appropriate measures to prevent harassment, abuse, neglect, and exploitation from happening and ensure appropriate responses and actions if concerns arise.

In addition to implementing safeguarding policies and trainings, we aim to provide child-friendly and easily accessible resources

for all fans prior to the tournament including information on where to seek help. Moreover, would aim to implement code words, which allow those affected to discreetly ask for help as well a, in collaboration with local safeguarding authorities and organisations, an independent confidant, proficient in various languages, to ensure that children and adults at risk receive assistance when needed. We would also like to share this information with all teams to ensure players are aware of these support measures.

Implement a safeguarding Community of Practice (CoP)

Building on FIFA's guidelines and practises on safeguarding of children and others involved in football we are aiming to maintain awareness for safeguarding capacities in partnership with FIFA in order to create a safe, welcoming, and best possible environment for players, staff and others involved in the organisation of the FIFA Women's World Cup 2027™. This would also be beneficial for us as FAs while also providing a great opportunity to involve other MAs and strengthen the safeguarding system in the years leading up to the tournament. This includes fostering a gender-sensitive safeguarding culture and mindset, as well as strengthening our safeguarding policies, practices, and systems with a focus on gender equity and social inclusion. We hope to move the needle by building commitment, leadership, and support to better protect players and staff in MAs, on the sidelines and on the pitch.

By sharing best practises, collaborating with experts in sports for development and safeguarding, we will encourage a ripple effect in the global football family and facilitate the exchange of knowledge and expertise through the creation of learning communities and accompaniment strategies that drive forward systemic change.

Conduct background checks

Drawing on our FA specific regulations and experiences, we will conduct mandatory background checks for our FA-project staff who will work with children, minors and adults at risk. At the KNVB and RBFA, employees and volunteers working in grassroots football already have to comply with a Certificate of Conduct.

Establish a youth council to engage with youth and children

Drawing from the KNVB's pioneering experience with their existing Youth Council, we will leverage this valuable expertise to establish a Youth Council, together with FIFA, providing minors with a proactive role in the organisation of the tournament. Their viewpoints and concerns will be given due consideration and actively integrated into the planning and execution processes. This participatory method guarantees that the welfare of children is consistently prioritised.

KNVB Jeugdraad

The KNVB Jeugdraad (Youth Council), founded in 2018-2019, strives to actively engage youth with the KNVB on football matters pertinent to them, offering valuable insights to help the KNVB better understand the motivations of this demographic. It also aims to prepare future football administrators.

Ensuring an ethically sound working environment to avoid exploitation

We place special emphasis on avoiding child labour and ensuring an ethically sound working environment for minors in our operations

and within our supply chains. Our efforts aim to align all work practices with national and international labour laws and standards. We particularly focus on safeguarding from exploitation, abuse, and discrimination. Each minor engaged in the tournament will receive a clear written contract specifying all relevant terms and conditions, including adherence to reasonable hours and laws to ensure they are not unduly burdened.

In line with the FIFA Sustainable Sourcing Code, we aspire to subject our supply chain and partners to meticulous scrutiny to guarantee that no form of child labour occurs. To achieve this, the already mentioned Supplier & Service Provider Check (refer to section 02 - Labour rights) will demand a strict anti-child labour policy and we will collaborate closely with relevant authorities and non-governmental organisations to ensure compliance with all legal requirements and protective measures. In addition, regular reviews of working conditions and practices are integral parts of our strategy. Any violations will be documented and promptly rectified.

Protection of privacy and sensitive data of minors

We place special emphasis on protecting the privacy and sensitive data of minors. Therefore, our primary objective is to create an environment where everyone feels safe and protected.

In this regard, we will work closely with FIFA and the data protection officers of our host cities and countries to ensure that all data protection policies are fully respected and complied with. In processing of special categories of personal data, we will strictly adhere to the regulations of the data protection laws of the host countries.

7. Freedom of speech and peaceful assembly

Freedom of expression and the right to peaceful assembly as well as the protection of press freedom and human rights defenders are fundamental human rights that play a crucial role in fostering a democratic society. These rights are also particularly significant in the context of major sporting events, as they provide individuals with the opportunity to express their opinions, engage in peaceful protests, and collectively celebrate or criticise various aspects of the sporting world.

Based on the profound legislation only low risks are prevalent. These are:

- **Infringement of freedom of expression and peaceful assembly:** When law enforcement tries to guarantee people's safety amid large, unruly crowds, there is a risk of infringing on people's fundamental rights like the rights to freedom of expression and peaceful assembly in public places.
- **Interference with journalists and human rights defenders:** If questions or facts arise in connection with the staging and hosting of the FIFA Women's World Cup 2027™ that are deemed embarrassing or politically damaging, restrictions, prohibitions or punitive measures may be imposed to isolate, defame, or silence journalists and human rights defenders.

Our goal

We endeavour to create a tournament where everyone can rely on their rights and minimise any negative impact or infringement of these rights, guaranteeing a safe space for freedom of expression and peaceful assembly.

The achievement of our goals will be measured by the number of incidents reported as well as the establishment of a freedom of speech and peaceful assembly, press freedom and protection of human rights defenders policy.

Our mitigation measures and action plan

Our mitigation measures and action plan ensure action will be taken against any restriction on freedom of expression and press freedom in the lead up, during and after the event, as long as the exercise of this right is balanced with the need to maintain public order, safety and respect for others and does not escalate in hate speech and incrimination. While individuals have the right to express their opinions and assemble peacefully, it should not infringe upon the rights and well-being of others or disrupt the event itself. We will take responsibility to ensure that these rights are protected while maintaining a safe and inclusive environment for all participants.

Guarantee the exercise of rights

The achievements and attitudes of athletes touch people all over the world in a special way. Furthermore, human rights defenders and media representatives contribute to a large extent to ensuring that human rights standards are respected and that adverse impacts are uncovered. This supports and promotes the free and democratic basic values that BNG2027 stands for. As such, it is of paramount importance for us to ensure these rights are upheld.

As signatories of the European Constitution of Human Rights, which states

that 'Everyone has the right to freedom of expression' (article 10) and 'Everyone has the right to freedom of peaceful assembly and to freedom of association with others' (article 11), we are fully committed to guarantee those rights. Moreover, the rights of freedom of expression and freedom to peaceful assembly are protected by national laws and legal practice and are part of our national constitutions.

We see it as our duty to protect the rights of citizens, protesters, human rights defenders, and media representatives as it relates to the tournament. This includes ensuring adherence to the highest international standards of press freedom in relation to the competition and non-interference with and protection of the safety and all other rights of journalists and media representatives.

Educate and raise awareness

In order to guarantee a mutual understanding of freedom of expression and the right to peaceful assembly, we will inform and educate volunteers and stewards and raise awareness across all stakeholders as to what is to be understood by these rights and where to draw the line.

This will include the establishment of a policing plan that allows lawful protesting and prevents excessive use of force and over policing. Among others, we will not support intentionally untruthful statements, the violation of others, hate speech and explicit support

for political parties or groups. Stewards, law enforcement and volunteers will be training in regard to freedom to peacefully assemble and protest, freedom of individual speech and self-expression, freedom from violence and right to safety, and freedom from invasion of privacy.

Thoughtful evaluation of restrictions

We will also make sure to exercise utmost caution when imposing any restrictions on freedom of expression. Every restriction on the freedom of expression should be thoroughly evaluated for its appropriateness, taking into account the specific circumstances of each case.

Ensure access to grievance and reporting mechanisms

In the case of human rights violations before, during and after the tournament, despite every precaution and action being taken to protect citizens' rights, mechanisms for raising grievances and complaints in connection with the tournament are of outstanding importance and will be accessible to all parties involved.

Additional safety precautions for individuals

Moreover, for individual cases safety precautions such as security guards for a journalist can be a measure taken if the safety and well-being of the individual cannot be guaranteed.

8. Tobacco

Tobacco use causes terrible health consequences for the smoker, but also has an indirect impact on the health of other spectators through passive smoking. It is one of the main causes of premature death worldwide.

Awareness of these consequences is increasing worldwide, including in our host countries. Smoke-free environments and events are being proactively promoted, more and more smoking bans are being introduced in stadiums and international tournaments and matches have implemented smoking bans. Furthermore, the prohibition of smoking is partly part of legislation.

Our goal

In line with FIFA's Event Policy on Tobacco, we aim to stage a smoke-free tournament and prohibit any form of smoking in all stadiums and during all events.

To measure the achievement of our objectives, the existence of smoke-free policies in the stadiums, the availability of appropriate signage in venues and the implementation of smoke-free training for all stewards and volunteers will be evaluated.

Our mitigation measures and action plan

Our mitigation measures and action plan focus on ensuring that we can stage a smoke-free tournament, protect the rights of non-smokers and promote smoke-free environments across fans, stakeholders and partners.

Establish smoke-free policies in our stadiums and all related event sites

We recognise the importance of smoke-free stadiums and event sites in protecting non-smokers, especially children and young people, from the indirect negative impacts smoking has on their health. Moreover, we believe that a smoke-free tournament can positively affect the experience of the match and tournament.

Therefore, we will ensure all stadiums are smoke-free and will work together with our stadiums and host cities to implement smoke-free policies, including e-cigarettes. This policies shall also cover advertising and endorsement or sponsorship of tobacco and e-cigarettes. To increase awareness, we will also ensure that all stadiums are equipped with correct and clear signage and provide online and offline information in advance.

Provide training for stewards and volunteers

In addition to having non-smoking policies, we will support FIFA in implementing the FIFA Event Policy on Tobacco by providing training for stewards and volunteers. This training will ensure all stewards and volunteers, as well as venue staff, are aware of the smoke-free policy. It will also raise awareness and promote the benefits of non-smoking. To this end, partnerships with external organisations such as the Belgian foundation 'Stichting Tegen Kanker' (Foundation against cancer) as well as tools and workshops already exist, which can be used for the organisation of the tournament.

Smoke-free ambassadors

In Belgium smoke-free ambassadors are deployed at matches of the Belgian national teams. These ambassadors, trained by the Foundation Against Cancer, the RBFA & 1895 Belgium Fanclub, patrol the stadium grounds to address issues of smoking and ensure smoking is only done in dedicated areas.



9. Stakeholder engagement

We are committed to upholding internationally recognised human rights standards throughout all activities related to hosting the FIFA Women's World Cup 2027™, aligning with the United Nations' guiding principles on Business and Human Rights. We recognise the importance of stakeholders in shaping the tournament and are committed to providing proper resources, capacity, and careful planning to foster effective engagement.

To achieve this, we rely on both internal and independent external human rights expertise to lead meaningful consultations with affected groups and relevant stakeholders. We adhere to the AA 1000 Stakeholder Engagement Standard, following the principles of inclusivity, materiality, and responsiveness, valuing all stakeholders, and addressing concerns transparently.

Stakeholder engagement during the bid phase

During the bid phase, stakeholders already provided extremely valuable and meaningful input that has shaped both our human rights and environmental strategy. This input was acquired primarily through extensive digital consultation workshops (on human rights and on environment). Participants, both the individuals and the organisations represented, were carefully selected based on their extensive experience and topic specific relevance. Also included were representatives of groups that will likely be affected by the tournament. As such, experts in human rights, labour rights, rights of children and safeguarding, anti-discrimination, freedom of expression, and good governance participated (refer to Annex II).

The workshops provided a platform for experts to actively participate and contribute to our strategy. During the sessions, small group discussions with around 8-12 participants were held. Through guided questioning, possible risks and countermeasures, as well as best practices and key learning from previous events, were collected and discussed. The results were collected and shared with all participants to encourage additional feedback.

Sustainability and human rights working group

A dedicated working group comprised of experts from the three BNG2027 FAs was established. This working group serves as the backbone of our ongoing collaboration, fosters connections with other internal departments in each organisation, and enables the cooperation and follow-up with all stakeholders. Regular exchange between the working group and stakeholders has been established.

ILO Involvement

The International Labour Organization (ILO) played a significant role in advising and collaborating with us to ensure compliance with labour and social rights standards in the context of hosting the FIFA Women's World Cup 2027™. They not only participated in the workshop but also provided further input and consultation regarding labour rights and adequate measures. When hosting the FIFA Women's World Cup 2027™, we will further collaborate with the ILO, to ensure that labour rights are upheld at every stage of the tournament and that international labour standards are adhered to, setting a benchmark for responsible event hosting.

Future plans

Following a comprehensive stakeholder mapping, we will pursue an engagement process in each host city, designed to prioritise stakeholder involvement and communication based on individual needs and inclusivity. Moreover, transparency and accountability will be the cornerstones with progress and outcomes made publicly available. Thereby, we will minimise the risk of infringement on the right of communities to have a voice in the process of staging and due to bypassing normal democratic processes through easing of regulations, heightened policing and fast-tracked contracting.

Together with FIFA, we will decide on and implement meaningful engagement formats such as multi-stakeholder panels, workshops and new partnerships with organisations and experts who share our vision. Moreover, we will include stakeholders in the development of our mitigation measures.

In our ongoing commitment to human rights, we are dedicated to staying at the

forefront of innovative trends and best practices in these areas and recognise that the landscape of human rights is continually evolving. To remain well-informed and connected with our stakeholders, and to Break New Ground for the FIFA Women's World Cup™, BNG2027 plans to actively participate in conferences and events focused on these crucial topics to engage with experts, share knowledge, and gather insights that will further shape our approach. In addition, we are developing innovative new ideas that will benefit the tournament in 2027 and beyond. For example, to further engage young people worldwide, we will launch a digital platform where youth can share their creative ideas for hosting the tournament in a better and more sustainable way. Then, in the years leading up to the tournament, we will recognise and reward the top eleven ideas. We will also harness the power of generative AI to consolidate the numerous submissions into a comprehensive set of recommendations that can be shared with future organisers.

Annex I: List of ratified treaties

Belgium:

- Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment
 - Optional Protocol of the Convention against Torture
- International Covenant on Civil and Political Rights
 - Second Optional Protocol to the International Covenant on Civil and Political Rights aiming to the abolition of the death penalty
- Convention for the Protection of All Persons from Enforced Disappearance
- Interstate communication procedure under the International Convention for the Protection of All Persons from Enforced Disappearance
- Convention on the Elimination of All Forms of Discrimination against Women
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
- Convention on the Rights of the Child
 - Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
 - Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography
- Convention on the Rights of Persons with Disabilities

The Netherlands:

- Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment
 - Optional Protocol of the Convention against Torture
- International Covenant on Civil and Political Rights
 - Second Optional Protocol to the International Covenant on Civil and Political Rights aiming to the abolition of the death penalty
- Convention for the Protection of All Persons from Enforced Disappearance
- Interstate communication procedure under the International Convention for the Protection of All Persons from Enforced Disappearance
- Convention on the Elimination of All Forms of Discrimination against Women
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
- Convention on the Rights of the Child
 - Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
 - Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography
- Convention on the Rights of Persons with Disabilities





Germany

- Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment
 - Optional Protocol of the Convention against Torture
- International Covenant on Civil and Political Rights
 - Second Optional Protocol to the International Covenant on Civil and Political Rights aiming to the abolition of the death penalty
- Convention for the Protection of All Persons from Enforced Disappearance
- Interstate communication procedure under the International Convention for the Protection of All Persons from Enforced Disappearance
- Convention on the Elimination of All Forms of Discrimination against Women
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
- Convention on the Rights of the Child
 - Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
 - Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography
- Convention on the Rights of Persons with Disabilities

Annex II: List of stakeholders engaged

Good governance	
BOIC (National Olympisch Committee)	Belgium
ADEPS (Sport federation Wallonia-Brussels)	Belgium
ICES	Belgium
ICC / Compliance Pro	Belgium
Integrity Commission RBFA	Belgium
Sport Vlaanderen (Sport federation Flanders)	Belgium
RBFA – Ethics & compliance department	Belgium
Nederlandse Sportraad (Dutch Sports Council)	The Netherlands
NOC*NSF (National Olympisch Committee)	The Netherlands
Ministerie Justitie en Veiligheid (Ministry of Justice and Security)	The Netherlands
Ministerie VWS (Ministry of Health, Welfare and Sport)	The Netherlands
KNLTB (Tennis Association)	The Netherlands
Voormalig coordinator Matchfixing	The Netherlands
NOC*NSF - Integriteitsmanager	The Netherlands
Bundesministerium des Inneren und für Heimat (Federal Ministry of the Interior and Community)	Germany

Security and human rights

Liga voor Mensenrechten	Belgium
CAW	Belgium
De voetbalcel- binnenlandse zaken	Belgium
College voor de Rechten van de Mens	The Netherlands
Centre for Sports & Human Rights	The Netherlands
Ministerie VWS (Ministry of Health, Welfare and Sport)	The Netherlands
Stakeholderinitiative EURO 2024	Germany
Bundesministerium des Inneren und für Heimat (Federal Ministry of the Interior and Community)	Germany
Human Rights Watch	Germany
Amnesty International	Germany
Deutsches Institut für Menschenrechte (German Institute for Human Rights)	Germany
Die Beauftragte der Bundesregierung für Menschenrechtspolitik und humanitäre Hilfe (Federal Government Commissioner for Human Rights Policy and Humanitarian Aid)	Germany
Centre for Human Rights and Sport	Germany

Labour rights

FGTB/ABVV (General Labour Federation of Belgium)	Belgium
CSC/ACV (Confederation of Christian Trade Unions of Belgium)	Belgium
FNV (Netherlands Trade Union Confederation)	The Netherlands
WOS (Werkgevers in de Sport) (Employers in the Sports Sector)	The Netherlands
VVCS (Vereniging van Contractspelers) (Association of Contract Players)	The Netherlands
FIFPro	The Netherlands
BWI (Building and Woodworkers International)	Belgium, the Netherlands, Germany
International Labour Organization (ILO)	The Netherlands, Germany

Safeguarding and rights of children	
Kinderrechten commissariat (Children's Rights Commissioner)	Belgium
Vlaamse Jeugdraad (Flemish Youth Council)	Belgium
Waalse Jeugdraad	Belgium
RBFA Youth Council	Belgium
Thomas More	Belgium
ICES (Centre for Ethics in Sport)	Belgium
Sport Flanders (Sport federation Flanders)	Belgium
ADEPS (Sport federation Wallonia-Brussels)	Belgium
Yapaka	Belgium
Defense des enfants (Defence for Children Internationa)	Belgium
Plan International Belgium	Belgium
Terre des hommes	Belgium, The Netherlands, Germany
Child Focus	Belgium
Student FSR	Belgium
KNVB Jeugdraad (Youth Council)	The Netherlands
Nederlandse Jeugdraad (Dutch National Youth Council - NJR)	The Netherlands
Kinderombudsman (national and regional Children's Ombudsman)	The Netherlands
Right To Play	The Netherlands
Centrum Veilige Sport Nederland (Netherlands Safe Sport Centre)	The Netherlands
Stichting de Stille Verbroken	The Netherlands
Liabe	The Netherlands
Kindernothilfe (Supporting children in need)	Germany
UNICEF	Germany
Federal Association of the Child Protection Association	Germany
Save the Children	Germany

Diversity, anti-discrimination and accessibility	
Plan International	Belgium
Africa Museum	Belgium
Gelijke kansencentrum (National Human Rights Institution)	Belgium
CAFE	Belgium
Inter	Belgium
Diversity Board	Belgium
Grip vzw (Equal Rights for Every Person with a Disability Institutiou)	Belgium
UNHCR	Belgium
FARE network	Belgium
Rainbow House	Belgium
Prof. chercheur ULiège + stop racism in sport	Belgium
Kazerne Dossin	Belgium
Instituut gelijkheid Mannen en Vrouwen (Institute for the equality of women and men)	Belgium
John Blankenstein Foundation	The Netherlands
Movisie	The Netherlands
Radar (Rotterdam)	The Netherlands
Commissie Mijns (independent advice group on discrimination and racism in (Dutch) football)	The Netherlands
FARE Network	The Netherlands
Gehandicaptensport Nederland (Disabled sports Netherlands)	The Netherlands
Fonds Gehandicaptensport (Disability Sports Fund)	The Netherlands
Sportology	The Netherlands
Lesben- und Schwulenverband in Deutschland (LSVD) (Lesbian and Gay Association)	Germany
CLAIM-Allianz gegen Islam- und Muslimfeindlichkeit (Alliance against Islamophobia and hostility towards Muslims)	Germany
Bundesministerium für Familie, Senioren, Frauen und Jugend (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth)	Germany
Beauftragte der Bundesregierung für Antirassismus (Federal Government Commissioner for Anti-Racism)	Germany

Freedom of expression and peaceful assembly

Amnesty International	Belgium, Germany
Mediawajjs	Belgium
Nederlandse Sport Pers (Netherlands Sport Journalists Association)	The Netherlands
Nederlandse Vereniging van Journalisten (NVJ) (Association of Journalists)	The Netherlands
College voor de Rechten van de Mens (Netherlands Institute for Human Rights)	The Netherlands
Reporter ohne Grenzen (Reporters Without Borders)	Germany

Imprint



Belgium:
RBFA Media



The Netherlands:
KNVB Football Photography



Germany:
DFB / Lara Suffel, DFL / Getty Images / Oliver Hardt, Getty Images / Alex Grimm



BIDDING NATIONS
BELGIUM & THE NETHERLANDS & GERMANY