



الاتحاد السعودي لكرة القدم  
SAUDI ARABIAN FOOTBALL FEDERATION

# Human Rights Strategy in connection with the 2034 FIFA World Cup

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## I. Introduction

As we embark on the journey towards hosting the FIFA World Cup, we recognize the profound responsibility that comes with this privilege, not only to celebrate our nation's passion for football but also to uphold the principles of human rights throughout this journey and beyond.

Our nation stands firm in its dedication to protect human rights. The Basic Law of Governance ensures the protection of human rights in the Kingdom in accordance with Islamic law. Additionally, our country is a part of several international agreements that contribute to the protection of human rights, such as the Convention of the Rights of the Child, the International Convention on the Elimination of All Forms of Racial Discrimination, and the Convention on the Rights of Persons with Disabilities, among others.

In 2016, the Kingdom unveiled a bold and unprecedented roadmap for modernization and reform, called Vision 2030. It is a vision to reshape the future of our nation through a comprehensive plan aimed at transforming the Kingdom into an ambitious nation with a flourishing and diversified economy, a vibrant society, and a central hub for culture, entertainment, and sport. Since the launch of our Vision 2030, the Kingdom has placed human rights principles at the center of its plans. Our journey is marked by significant reforms designed to foster an inclusive and rights-respecting society. Some examples of these reforms include:

- The Labor Reform Initiative of 2021, which included various measures that enhanced labor protections including improving workers' protection of fundamental principles and rights at work;
- The High Order No. 33322 (2018), the Royal Order No. (M/134) (2019) and the issuance of the personal status law, enhancing women's rights in relation to various matters including gender discrimination;
- The enactment of the Law of Rights of Persons with Disabilities which set forth fundamental disability-related principles and specific protections;
- The 2018 enactment of Anti-Harassment Law, which focuses on safeguarding everyone, including vulnerable people, from harassment;
- And the Ministry of Interior 2019 resolution on usage of firearms by security personnel, incorporating the principles of necessity and proportionality

Although these reforms have made significant impact on various aspects of the human rights field in our country—such as boosting women's participation in the labor force (surpassing Vision 2030 target of 30%), boosting women participation in sports, enhancing life expectancy, integrating more persons with disabilities into the workforce, reducing trafficking victims, curbing extremism, etc. —many of these reforms are relatively recent and their full potential has not yet been fully realized. As we continue to implement and build upon these changes, we anticipate further improvements in the future. The Kingdom is committed to continue on the path of reforms towards 2030 and beyond, viewing the FIFA World Cup 2034 as an exciting opportunity in this context.

While we acknowledge the great potential of sports to positively transform society, we also recognize the additional complexities in protecting human rights when hosting mega sporting events due to their scale and participation. We also recognize the additional challenges posed by being the first nation to bid as a sole host to the tournament in its expanded version. To ensure a successful hosting of the competition in the Kingdom, we will leverage our scored progress along with our collective experience and stellar track record in organizing and hosting major sporting and entertainment events. In fact, over the past few years, the Kingdom had organized multiple mega events such as the Formula 1 and E Grand Prix, the Dakar Rally tournament, the FIFA club World Cup and other prestigious golf, tennis and football tournaments, attracting millions of visitors from across the world, including athletes, fans, officials, workers and journalists who visited the Kingdom safely and securely.

We firmly believe that this presents an opportunity for us in the Kingdom and in partnership with FIFA, to achieve our goal in “growing together”, and just as we prioritized human rights to achieve our goals towards progress and prosperity, we must ensure that we also protect and promote human rights as we work together to grow football worldwide.

With the guidance of the FIFA hosting requirements and criteria pertaining to human rights, the Saudi Arabian Football Federation (SAFF) is committed to leveraging all the tools at its disposal that will enable us to develop and implement a robust human rights strategy. Our strategy is based on the findings of an independent assessment of potential risks and gaps in current regulations and policies related to the areas that are directly impacted by the preparation and hosting of a mega sporting event. Working with key stakeholders, we will put in place measures to prevent and mitigate those risks, as well as mechanisms to address future risks and grievances. In line with the objectives of Vision 2030, we pledge to ensure that every aspect of preparing and hosting the FIFA World Cup 2034™ adheres to our commitments to relevant international standards for promoting and protecting human rights.

A key asset of our strategy is the full support and commitment from our government to upholding and improving human rights under Vision 2030. With support from the Kingdom’s leadership, SAFF has formed a working group dedicated to human rights and composed of relevant entities across government to develop and implement this strategy. The group is composed of senior officials and has been enabled with decision making authority within the mandate of its member entities. This working group will continue to function, should we be awarded with the honor of hosting the tournament, and will be expanded as necessary, to include relevant local communities, civil society organizations, UN agencies and other international organizations in order to implement this strategy effectively.

To set the direction for this strategy, we relied on the findings of the independent human rights context assessment, commissioned by SAFF, in compliance with the FIFA hosting requirements. The human rights working group assessed and validated how activities related to preparing and hosting the tournament could increase risk and impact human rights. Together with desk research, we engaged with multiple ministries and associations in compliance with AA 1000 AS Standard to gather their input.

We are committed to addressing these risks throughout the tournament phases, and delivering a competition that adheres to human rights principles, particularly in relation to the following five topics, where the impact of preparing and hosting the mega sporting events is direct, and thus any risk must be addressed immediately:

**Labor rights:** We are dedicated to upholding our commitments to international standards for promoting and protecting labor rights including the International Labor Organization's (ILO) fundamental conventions concerning forced labor, child labor, non-discrimination, and occupational health and safety. Additionally, we will strive to ensuring that our partners, especially within our supply chain, also uphold these standards.

**Anti-discrimination:** We are committed to cultivating a competition environment free of discriminatory practices, and striving to eradicate discrimination based on race, ethnicity, gender, disability, or any other protected characteristic.

**Accessibility:** We will provide accessible infrastructure and services to ensure that everyone, including individuals with disabilities and those with limited mobility, can participate in and enjoy the event in line with FIFA's accessibility requirements.

**Safeguarding:** We are committed to take proactive measures to protect people, especially children and vulnerable adults, from harm or abuse through appropriate prevention and response measures and promotion of their wellbeing. These measures will be in line with international and FIFA standards, International Safeguards for Children in Sports, the IOC Framework together with the Kingdom's commitments to the various international instruments to which it is party.

**Security:** We will work with the relevant government authorities and stakeholders to prevent and mitigate any security-related risks, through validating and enhancing the preparedness of security forces engaged in activities associated with the competition to adhere to international standards, including UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, and UN Code of Conduct for Law Enforcement Officials.

We are also committed to ensuring that our stakeholder engagement approach, initiated during the preparation of this bid, will continue and expand during the implementation of this strategy to include pertinent local communities, organizations from the civil society, UN agencies (including the OHCHR, with whom the Human Rights Commission (HRC) has a MoU to assist in developing capabilities and sharing best practices), and other local and international organizations already involved in integrating human rights into global sporting events.

Implementing this strategy will require significant resourcing, capacity building, and effort from across the Kingdom and its partners over the next ten years; all of which we commit to providing to meet our commitments and obligations. We take pride in these efforts, as they will not only contribute to the success of this event but also create a lasting legacy that will benefit future generations through positive and sustainable changes.

In the following pages, we present three key components: a human rights risk assessment conducted by an independent assessor, outlining potential challenges and risks in preparing for and hosting the competition; key human rights protection factors that contribute to the prevention and mitigation of these risks; and a robust grievance mechanism designed to provide a channel for individuals or groups who believe their rights have been adversely impacted by competition-related activities to voice their concerns and seek resolution.

## II. Risk assessment

In compliance with the hosting requirements and in consultation with FIFA, we commissioned an independent assessor, AS&H Clifford Chance, to conduct a robust human rights context risk assessments in relation to preparing for and hosting the FIFA World Cup 2034™. The assessment included robust engagement by the assessor with relevant stakeholders in the Kingdom to examine current policies and regulations, and identify salient risks and gaps associated with preparing and hosting the tournament

The assessment focused on analyzing the alignment of the Kingdom’s legislation and legal practices with the international instruments to which the Kingdom is a party (please see Annex B of the detailed independent assessment document) and relevant to the five rights topics that commonly increase human rights risk in connection with mega sports events, and thus may arise in connection with preparing and hosting the FIFA World Cup 2034™:

### A. Labor rights

This section discusses the rights and protections under labor-related instruments that may apply to persons working on activities directly or indirectly related to preparing and hosting the FIFA World Cup 2034™. These activities include construction and enhancement of stadia and accommodation, development of transport and other infrastructure, provision of hospitality, tourism, health, media, security and other services, as well as various activities in supply chains.

The independent assessment identified areas for improvement that would enhance the protection of labor rights in the Kingdom, particularly concerning workers on short term contracts and/or in the Kingdom for the sole purpose of working on tournament-related preparation and staging.

#	Key findings from independent assessment report
A1	Employers are still responsible for renewing their employees’ residence and work permits and hold the power to revoke migrant workers’ visas
A2	There is a potential ambiguity in the Labor Law with respect to non-Saudi workers entering the Kingdom for tasks lasting no more than two months (temporary workers) and in specific their inclusion in its provisions (Article 7 says they are excluded, article 6 says that only certain rules apply to them)
A3	Further clarity may be needed in terms of the Labor Law and the Temporary and Seasonal Visas Regulations which provide for differing maximum durations of stay, of three months and six months, respectively; and Article 1 of the Implementing Regulations of the Labor Law provides for the conversion of temporary workers to permanent status after 90 days

<b>A4</b>	The Labor Law, explicitly applies to discrimination on the basis of gender, disability, or age, with a catch-all for “any other form of discrimination”, but could provide further certainty by explicitly specifying all categories, as per the DEOC (race, color, sex, religion, political opinion, national extraction, or social origin)
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## B. Diversity and anti-discrimination

This section discusses protections for diversity and anti-discrimination in relation to rightsholders and communities involved in or impacted by mega sports events. Certain groups of workers, including women and migrant workers, may endure unfavorable working conditions and pay. Particular groups, including women or minorities, may be precluded from full participation in activities and events both in preparation for and during the competition. Children may be discriminated against in various settings, on grounds of race, economic circumstances or other social reasons.

The independent assessment identified areas for improvement that would enhance the protection of these groups from discrimination.

#	Key findings from independent assessment report
<b>B1</b>	There are concerns about the Kingdom's reservations on implementing international conventions (ICERD, CEDAW and CRC) where they contradict Islamic law, raising questions about the practical application of principles of equality and non-discrimination in the context of the FIFA World Cup 2034
<b>B2</b>	There are differences between the blanket prohibitions against discrimination required under the language of international conventions (ICERD, CEDAW and CRC) and the specific prohibitions effectuated through Saudi laws
<b>B3</b>	There is a need to ensure judicial authorities and law enforcement are aware of international obligations and best practices, and thus ensure access to legally afforded mechanisms
<b>B4</b>	There is a need to ensure the effective implementation of recent legal reforms protecting against discrimination, particularly for women, and to address any remaining gaps, especially in the context of hosting the FIFA World Cup 2034

## C. Accessibility

This section discusses protections for persons with disabilities, who may be involved in various capacities in mega sports events, including workers and volunteers, officials, athletes and players, team members, spectators, and fans. It is essential that persons with disabilities have adequate and equal access to infrastructure and facilities, information, communications, and work, to enjoy full participation in tournament-related activities. Equally, the accessibility rights of persons with disabilities in communities close to host



venues or to other infrastructure and facilities will need to be protected both in the preparation and hosting stages.

The independent assessment identified areas for improvement that would enhance the protection of people with disabilities' rights.

#	Key findings from independent assessment report
<b>C1</b>	There is a need to adopt a legislation concerning Saudi sign language
<b>C2</b>	There is a need to train judges, law enforcement officials, traffic police and prison employees on communicating with persons with disabilities
<b>C3</b>	There is a need to improve enforcement of legislation related to accessibility requirements for websites, public broadcasters, telecommunication operators and organizers of public events
<b>C4</b>	Given the recent adoption of the Law of Rights of Persons with Disabilities and its Implementing Regulations, there is a necessity to keep focus on ensuring its proper implementation
<b>C5</b>	Potential improvements in relation to establishing a unified mechanism for receiving disability-related complaints, ensuring ease of access and timely resolution

#### D. Safeguarding

This section discusses risks to children and vulnerable adults in the context of mega sports events, including physical and mental abuse, neglect, economic and sexual exploitation, discrimination, trafficking and harassment. The well-being of individuals - especially children - within local communities also may be affected, including through exploitation, forced labor and trafficking.

The independent assessment identified areas for improvement that would enhance the protection of children and vulnerable adults during the World Cup

#	Key findings from independent assessment report
<b>D1</b>	It is important to keep focus on legal practice in the Kingdom, and assurance of effectiveness including access to the legally afforded mechanisms and to relevant training for judicial authorities and law enforcement, as these Instruments relate to the hosting and staging of the FIFA World Cup 2034

<b>D2</b>	It is suggested that SAFF considers developing and implementing an integrated safeguarding policy, taking account of the elements outlined in the FIFA Toolkit
<b>D3</b>	It is suggested that SAFF develops procedures to implement and monitor the effectiveness of the safeguarding policy, once developed

## E. Security

This section discusses risks for those visiting the Kingdom to work on or experience the FIFA World Cup 2034™, as well as local workers and communities, that may be impacted by security issues. Security considerations will be relevant not only to stadia and dedicated tournament venues and training sites, but also to airports, transportation hubs and facilities, hotels and other accommodation, media and broadcast centers, hospitality venues and tourist sites. Individuals accessing and working at any of these locations or in providing tournament-related services, participating in the games as officials, players and team members, and/or attending or visiting as spectators and fans may be at risk of adverse impacts in connection with security measures taken in the context of the tournament.

The independent assessment identified areas for improvement that would enhance the security during the competition.

#	Key findings from independent assessment report
<b>E1</b>	There are no clear requirements for the use of firearms by private security guards, as current laws only cover general provisions such as licensing, handling, and the prevention of cruel or degrading treatment
<b>E2</b>	The interaction of public law enforcement and private security personnel in the context of hosting and staging the FIFA World Cup 2034 may involve circumstances bringing to bear the general principles of necessity and proportionality—both as to legal practice relating to recent reforms and as to further measures
<b>E3</b>	UN Committee Against Torture has expressed reservations about the historical capacity of judiciary to address impunity, victim redress, and due process, despite recent reforms aimed at enhancing the judicial system and increasing judicial capacity, and protecting human rights, especially for women, prisoners, and persons with disabilities
<b>E4</b>	There is a need to create specific rules, procedures, and training for law enforcement and private security interactions with stakeholders involved in the FIFA World Cup 2034
<b>E5</b>	Effective grievance mechanisms and remedies should be established

### III. Human Rights Risks prevention and mitigation

This section outlines crucial protective measures aimed at preventing and mitigating human rights risks associated with preparing and hosting the FIFA World Cup 2034™.

Our vision for human rights articulates our commitments and provides a cohesive framework to guide action:

**“To ensure robust protection of human rights throughout the preparation and hosting of the FIFA World Cup 2034™, while celebrating together our shared passion for football.”**

Our vision is guided by the principles of Vision 2030, and will be delivered through a multi-stakeholder effort, inclusive of Stadium Authority, Training Site Authority, Airport Authority, and Accommodation Authority, and in collaboration with the Kingdom’s existing ecosystem through a senior level working group dedicated for human rights.

We are fully aware that our vision can’t be realized without achieving five key objectives that mainly focus on the rights topics that commonly raise human rights issues in connection with preparing and hosting mega sports events:

- A. **Labor rights:** Ensure equitable wages and decent working and living conditions for all individuals involved in World Cup preparations.
- B. **Diversity and anti-discrimination:** Secure an inclusive environment free from discrimination across all stages of the tournament: preparation, staging, and post-competition.
- C. **Accessibility:** Guarantee that all World Cup facilities and services are fully accessible to people with disabilities according to international standards.
- D. **Safeguarding:** Uphold robust policies and protocols to prevent and respond to abuse during the event.
- E. **Security:** Ensure the safety of all participants and attendees, while abiding by international security standards.

To achieve these objectives, we will leverage the protective measures already in place in the Kingdom, draw from our past experiences, and pursue new initiatives, guided by the findings of the independent assessment and our national policies, to address any current limitations and further strengthen existing protections to accommodate the complexities related to preparing for and hosting the FIFA World Cup 2034™.

#### A. Labor rights

Labor rights are a fundamental aspect of the Kingdom’s protected rights. The Basic Law of Governance mandates that the government facilitates business opportunities for every capable individual and enacts regulations to protect both businesses and employees.

The Kingdom has a Labor Law dedicated to organizing and protecting labor activities within the country. This law is periodically reviewed and updated to align with best practices and the Kingdom’s commitments to various international labor agreements. Over the last 11 years, the Labor Law has been revised six times, with the latest reform in March 2021, demonstrating the Kingdom’s commitment to upholding labor rights.

This law considers four key areas mentioned in international instruments which include forced labor, discrimination, child labor, and working hours and conditions. Amongst numerous examples, it prohibits the use of forced labor and unauthorized changes in employment terms or work under threat. It also sets limits on working hours, capping regular workdays at eight hours and weekly hours at 48 over a maximum of six days per week. In terms of child labor, it determines that the minimum age to work is 15 years, while children between the ages of 13 and 15 may perform light work which is not harmful to their health or growth and will not interfere with their education. The labor law prohibits discrimination at work based on gender, age, disability or any other basis.

Efforts to update legislations and worker protections in the Kingdom continue: the Ministry of Human Resources and Social Development have recently entered into two partnership agreements with the ILO: the first partnership aims to leverage ILO's expertise to analyze and enhance policies and capabilities across various sectors including employment and labor market policy, social dialogue, fundamental principles and rights at work, skills development, and occupational safety and health. This partnership has resulted in several key outcomes, notably the issuance of a national policy and workplan for the prevention of child labor. The second partnership aims to support the analysis and policy development of cooperatives and the broader social and solidarity economy (SSE). These efforts will contribute to addressing labor-related challenges identified in the independent assessment (A1, A2, A3, and A4).

Reforms implemented in recent years, in coordination with multiple stakeholders, have led to significant improvements in key areas. For instance, various initiatives to empower women and ensure equal employment rights resulted in a 20% increase in the number of employed women in the Saudi labor market from 2021 to 2022. For migrant workers, compliance with the expatriate workers' wage protection system—which monitors timely and accurate payment—rose from 50% in 2017 to 86% in 2023. In the realm of occupational health and safety, the Kingdom approved and launched the National Policy for Occupational Safety in 2021 and authorized the formation of the National Council for Occupational Safety and Health (NCOSH) in February 2022. These policies, along with other efforts by the Kingdom, have led to significant advancements in this field, particularly in large-scale projects in recent years. Notable examples include the Qiddiya project, the Diriyah Gate project, and the Red Sea project, which were marked by high safe man-hours. For example, in May 2023, Diriyah achieved 50 million safe working hours, and in August 2023, the Red Sea Project achieved 1 million safe working hours with no lost-time incidents during the first phase of the Desert Rock mountain resort.

While our current and future efforts will play a major role in the prevention and mitigation of risks related to labor rights in the context of the FIFA World Cup 2034™, we will also collaborate with the government to introduce additional initiatives that address any current limitations and further strengthen existing protections, accommodating the complexities related to preparing for and hosting the FIFA World Cup 2034™:

- We will verify that our legislations and practices align with our commitments to various international agreements pertaining to labor rights and implement any required enhancements. This includes reviewing the key findings identified in the

independent assessment and proposing necessary measures to address them, in accordance with our commitments to these international agreements

- We will develop a supply chain sourcing code, considering our laws and the FIFA sustainable sourcing code, to ensure that suppliers and vendors adhere to relevant standards in their sourcing and production processes
- We will develop a framework with government, law enforcement, and key stakeholders to perform supplier due diligence and ensure compliance with the developed supply chain sourcing code
- We will develop mandatory welfare standards for workers that must be met by service providers, suppliers, and subcontractors
- We will include provisions into all contracts with third parties to secure respect for our human rights commitments and mitigate the risk of adverse human rights impacts
- We will develop a framework with government, law enforcement, and relevant stakeholders to ensure proper implementation and monitoring of labor law and workers' welfare standards (e.g., regular inspections on construction sites or on stadia)
- We will develop and implement a Procurement and Supply Chain Management Strategy that is underpinned by our commitments to labor rights and apply this strategy across our procurement and supply chain activities
- We will conduct training sessions specifically aimed at improving the understanding of labor rights and workers' welfare standards among judges and law enforcement officials.
- We will conduct promotional and awareness campaigns to educate construction companies about labor rights and inform workers about their rights, and grievance channels in case of any violations

It is worth mentioning that these efforts, will not only contribute to the prevention and mitigation of labor rights related risks during the preparation and hosting of the tournament, but will also create a lasting legacy, benefiting future generations through positive and sustainable changes.

## **B. Diversity and anti-discrimination**

In the Kingdom, laws and regulations encompass various elements to combat discrimination. In relation to workforce, the labor law prohibits discrimination based on gender, disability, age, or any other form of discrimination, whether during their performance of work, at the time of employment, or at the time of advertising. It also requires that workers in the same job and grade receive equal wages, and that rules relating to working hours apply equally to all employees. In relation to children, the Child Protection Law prohibits discrimination against children for racial, social, or economic reasons and provides that such discrimination is considered abuse or neglect. In relation to people with disabilities, the Law on the Rights of Persons with Disabilities sets out anti-discrimination measures that prevent discrimination on the basis of disability and promotes equal opportunities for individuals with disabilities. In healthcare, the Implementing Regulations of the Law of Practicing Healthcare Professions prohibits healthcare providers from refusing to provide care for reasons related to color,

gender or race. In data protection, the Personal Data Protection Law, which provides various protections in relation to privacy of all individuals in the Kingdom, deems personal data related to race or ethnicity as sensitive data subject to heightened protection.

In the context of football, the SAFF statutes state that all forms of discrimination must be completely avoided, whether against a State, a particular person or a group of persons, on an ethnic, sexual, linguistic, religious, political or other grounds, and shall be subject to punishment by suspension or exclusion from the sport.

Our efforts to combat discrimination extend beyond legislation, rules, and policies, and include various efforts to raise awareness of discrimination and empower vulnerable individuals to better integrate into society. For instance, MHRSD provides vocational trainings and internships for people with disabilities (PwDs), to provide them professional skills in line with their capabilities and help them integrate in the workforce. These efforts led to important improvements in their integration to the workforce (Number of PwDs integrated in the workforce rose from 7.7% in 2016 to 12.6% in 2023). Specifically in the Sports sector, our commitment to inclusivity has highly contributed to the growth of the sector. This commitment has been a key factor in establishing the Kingdom as a leading sports hub and a premier destination for hosting international sporting events of the highest Caliber such as Formula 1 and E Grand Prix, Dakar Rally tournament, and prestigious golf and football tournaments, in addition to dozens of major entertainment and cultural events. During these tournaments, all individuals including organizers, athletes, coaches and fans were able to enjoy the highest level of services, without any discrimination based on nationality, ethnicity, disability, gender, or race.

While our current and future efforts will play a major role in the prevention and mitigation of risks related to diversity and anti-discrimination in the context of the FIFA World Cup 2034™, we will also collaborate with the government to introduce additional initiatives that address any current limitations and further strengthen existing protections, accommodating the complexities related to preparing for and hosting the FIFA World Cup 2034™:

- We will continuously verify that our legislations and practices align with our commitments to various international agreements pertaining to anti-discrimination and implement any required enhancements
- We will conduct a promotional and awareness campaign to educate the Saudi community and the broader relevant audience about anti-discrimination
- We will conduct training sessions specifically designed to raise awareness among law enforcement officials to ensure their understanding of legislations and practices related to anti-discrimination
- We will develop policies and procedures for safe, inclusive stadia, fan zones, and airports, including early warnings for harassment and staff response protocols
- We will develop and activate a framework with government, law enforcement, and relevant stakeholders to ensure proper implementation and monitoring of legislation and policies
- We will conduct workshops for staff and event organizers to promote inclusion and non-discrimination

These measures will also contribute to addressing diversity and anti-discrimination-related challenges identified in the independent assessment (B1, B2, B3, and B4)

It is worth mentioning that these efforts, will not only contribute to the prevention and mitigation of anti-discrimination related risks during the preparation and hosting of the tournament, but will also create a lasting legacy, benefiting future generations through positive and sustainable changes.

### C. Accessibility

In the Kingdom, the Law on the Rights of Persons with Disabilities is the primary framework that protects the rights of individuals with disabilities. Recently reviewed and updated to better align with best practices and the Kingdom's commitments to various international agreements, this law is based on a number of fundamental principles aligned with the Convention on the Rights of Persons with Disabilities (CRPD) objectives, such as non-discrimination on the basis of disability and provision for meeting accessibility requirements and making facilitative arrangements for persons with disabilities.

The Law on the Rights of Persons with Disabilities encompasses various areas such as education, health, employment, and social support, emphasizing the use of alternative communication methods like verbal, written, and sign language. This law guarantees equal employment opportunities and requires essential accommodations in the workplace. Moreover, it prohibits abuse, neglect, and exploitation, ensuring that the needs of persons with disabilities are considered in all touristic, cultural, and sporting activities.

Since the launch of Vision 2030, the Kingdom focused on reviewing and enhancing its legislations and also introducing initiatives and programs that will contribute to implementing these legislations, to achieving their objectives to support and enable PwDs and help them to integrate in the society. For example, the Kingdom introduced the Mowama program which encourages private sector companies to create inclusive and accommodating work environments. We also implemented multiple initiatives to support PwDs in their daily lives (e.g., financial support, home care, assistive devices, etc.).

In addition to these programs, the government has established the Authority for the Care of Persons with Disabilities, a national entity dedicated to caring for and empowering individuals with disabilities and ensure their access to disability-related rights, as per the law.

While our current and future efforts will play a major role in the prevention and mitigation of risks related to accessibility in the context of the FIFA World Cup 2034™, we will also collaborate with the government to introduce additional initiatives that address any current limitations and further strengthen existing protections, accommodating the complexities related to preparing for and hosting the FIFA World Cup 2034™:

- We will enact existing sign language legislation and collaborate with deaf communities, educators, linguists, and legal experts to develop comprehensive policies for Saudi Sign Language rights, interpreting international standards, and guidelines

- We will conduct training sessions specifically designed to enhance the communication skills of law enforcement officials when interacting with people with disabilities (e.g., Training on Saudi sign language)
- We will develop a framework with government, law enforcement, and relevant stakeholders to ensure proper implementation and monitoring of legislations, policies and requirements related to people with disabilities (incl. accessibility requirements for websites, public broadcasters, telecommunication operators and organizers of public events)
- We will conduct training sessions specifically designed to raise awareness among law enforcement officials regarding Law of Rights of Persons with Disabilities and its Implementing Regulations
- We will conduct a promotional and awareness campaign to educate the Saudi community and the broader relevant audience about Rights of Persons with Disabilities
- We will carry out a study to evaluate the infrastructure requirements necessary to meet FIFA's accessibility requirements, including assessments of stadium areas, transportation, media zones, events zones, and seating for disabled individuals, and will implement the necessary improvements
- We will assess the potential of introducing assistive technologies to enhance the overall experience of people with disabilities throughout the competition providing them with more independence and implement the recommendations

These measures will also contribute to addressing accessibility-related challenges identified in the independent assessment (C1, C2, C3, C4 and C5).

It is worth mentioning that these efforts, will not only contribute to the prevention and mitigation of accessibility related risks during the preparation and hosting of the tournament, but will also create a lasting legacy, benefiting future generations through positive and sustainable changes.

#### **D. Safeguarding**

The Kingdom has various legislative measures that protect children and vulnerable adults from physical and mental abuse, neglect, economic and sexual exploitation, discrimination, trafficking and harassment.

The Child Protection Law protects a wide range of rights and provides safeguards for children, including prohibition of harm or neglect, and it outlines the responsibility towards the child and the child's right to care. It also recognizes racial, social, or economic discrimination against children as a type of abuse or neglect. Similarly, the Juveniles Law offers various protection to youth, including that a person under the age of seven who commits a punishable act shall not be subject to criminal prosecution.

In the context of harassment, the Kingdom has implemented measures to prevent harassment through the Anti-Harassment Law, which has broad applicability, including safeguarding athletes and participants in sports activities, and criminalizes any expression, action, or gesture of a sexual nature that violates another person. For example, the law



mandates that entities in both the public and private sectors take the necessary measures to prevent and combat harassment within the work environment. This includes establishing a mechanism for receiving complaints within the organization, setting procedures to verify their validity and seriousness while maintaining confidentiality, and taking appropriate disciplinary actions against any members who violate the provisions of this law.

Abuse is addressed through the Law of Protection Against Abuse which criminalizes abuse against both women and men including any type of exploitation, physical, psychological, or sexual mistreatment, or the threat thereof, committed by an individual against another person.

Beyond the legislative framework to safeguard rights, the Kingdom has developed and implemented multiple policies, strategies and programs to enhance the safeguarding of children and vulnerable people. Some examples include: The National Policy and Action Plan for the Prevention of Child Labor, the National Strategy on Persons with Disabilities, the training programs with international organizations such as UNODC and IOM to combat human trafficking, the MoU between the Ministry of Interior and the UN for technical cooperation, and the social support programs which focus on providing support to children or vulnerable people who have been abused, neglected or discriminated and help them to recover.

These efforts have yielded positive results across multiple areas related to safeguarding, inclusive of human trafficking. This progress is reflected in The Trafficking in Persons Report where previously Saudi Arabia was ranked as a Tier 2 Watch List country in 2020, which identifies countries attempting to comply with the Trafficking Victims Protection Act (TVPA) standards but struggling with severe human trafficking and without evidence of increasing efforts. However, in 2023, Saudi Arabia was promoted to Tier 2, which identifies countries whose governments partially meet the TVPA's minimum standards and are making significant efforts to bring themselves into compliance with those standards. This Tier 2 classification was maintained in the 2024 Trafficking in Persons report, demonstrating Saudi Arabia's significant, ongoing efforts.

While our current and future efforts will play a major role in the prevention and mitigation of risks related to safeguarding in the context of the FIFA World Cup 2034™, we will also collaborate with the government to introduce additional initiatives that address any current limitations and further strengthen existing protections, accommodating the complexities related to preparing for and hosting the FIFA World Cup 2034™:

- We will develop a framework with government, law enforcement, and relevant stakeholders to ensure proper implementation and monitoring of legislations related to safeguarding
- We will conduct training sessions specifically designed to raise awareness among law enforcement officials regarding legislations related to safeguarding
- We will develop a safeguarding policy in line with FIFA requirements (e.g., FIFA Guardians child safeguarding toolkit), to be implemented by construction companies,

event organizers, athletes, players, and all stakeholders involved in the staging and hosting of the FIFA World Cup 2034™

- We will develop a framework to ensure proper implementation and monitor effectiveness of the SAFF safeguarding policy
- We will conduct training sessions to relevant stakeholders to ensure proper implementation of the SAFF safeguarding policy
- We will develop a promotional and awareness campaign to educate the Saudi community and the broader relevant audience about safeguarding

These measures will contribute to addressing safeguarding-related challenges identified in the independent assessment (D1, D2, and D3).

It is worth mentioning that these efforts, will not only contribute to the prevention and mitigation of safeguarding related risks during the preparation and hosting of the tournament, but will also create a lasting legacy, benefiting future generations through positive and sustainable changes.

## E. Security

The Kingdom's legislations and laws regulate the conduct of law enforcement officials, based on the Basic Law of Governance, and include the Law of Criminal Procedure and its Implementing Regulations, the Law of Civil Security Guards, the Law of Weapons and Ammunition, the Imprisonment and Detention Law, and other relevant laws in the Kingdom.

These legislations are essential for ensuring the security of all citizens, residents, and visitors across the various regions of the Kingdom. Efforts to update the Kingdom's laws and protections to ensure the security of its people are ongoing. For instance, one of our current efforts is the development of a penal code that consolidates most crime-based penalties into a single document. These efforts will help further enhance security and fair trial practices in the Kingdom.

Over the past few years, the Kingdom increased its efforts in enhancing security measures, especially in regard to combatting terrorism. According to Global Terrorism Index, Saudi Arabia had a score of 5.0/10.0 in 2020, with 1 indicating the lowest level of terrorism and 10 indicating the highest. By 2024, Saudi Arabia significantly improved its score to approximately 1.4/10.0, reflecting the substantial efforts in combating terrorism.

The Kingdom also possesses extensive experience in crowd management and security, particularly demonstrated through the handling of Hajj and Umrah pilgrimages. Every year, the Kingdom successfully accommodate over 15 million visitors, ensuring their safety and security. Law enforcement personnel are experienced in managing large crowds and are equipped with the necessary skills to ensure a safe and secure environment for all attendees. This is a testament to the Kingdom's commitment to providing a secure experience for its visitors, regardless of the scale of the event.

In sports and entertainment, our dedication to an integrated approach to safety, security and service has significantly boosted the growth of these sectors and remains a key factor in enabling us to host international sporting and entertainment events such as football

tournaments, concerts, and expositions. During these events, all attendees were able to enjoy the activities safely and securely without security-related risks.

While our current and future efforts will play a major role in the prevention and mitigation of risks related to security in the context of the FIFA World Cup 2034™, we will also collaborate with the government to introduce additional initiatives that address any current limitations and further strengthen existing protections, accommodating the complexities related to preparing for and hosting the FIFA World Cup 2034™:

- We will continuously verify that our law of criminal procedures align with best practices and our commitments to various international agreements related to detention and fair trial
- We will verify that the developing penal code, takes into account best practices and international standards to enhance security and ensure effective implementation
- We will continuously verify that our legislations and practices align with our commitments to various international agreements pertaining to the use of firearms by private security guards, including UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, and implement any required enhancements
- We will develop a framework to monitor and ensure adherence to the principles of necessity and proportionality during public law enforcement and private security activities
- We will conduct training sessions specifically designed to raise awareness among judges regarding legislations related to detention and fair trial
- We will develop a process and code of conduct for law enforcement and private security interactions with stakeholders involved in the FIFA World Cup 2034™, in line with international standards
- We will conduct training sessions to law enforcement officials and private security employees to ensure full understanding of process and code of conduct related to interactions with stakeholders involved in the FIFA World Cup 2034™
- We will collaborate with relevant public and private security actors to ensure that surveillance mechanisms are installed and activated across important competition related infrastructure to ensure comprehensive safety, security and service
- We will collaborate with relevant public and private security actors to ensure that surveillance protocols and the use of surveillance data collected for events respect the privacy and human rights of attendees

The above efforts will contribute to addressing security-related challenges identified in the independent assessment (E1, E2, E3, and E4).

It is worth mentioning that these efforts, will not only contribute to the prevention and mitigation of security related risks during the preparation and hosting of the tournament, but will also create a lasting legacy, benefiting future generations through positive and sustainable changes.

## F. Additional considerations for human rights protection

Beyond the rights commonly raised as key risks in the context of mega sporting events, the Kingdom has advanced on a range of human rights, driven by its Vision 2030 to achieve a vibrant society, a thriving economy and an ambitious nation. Several programs under Vision 2030 are contributing to the protection of human rights in the Kingdom.

The Health Sector Transformation Program under Vision 2030 focuses on improving access to healthcare, modernizing facilities and equipment, and enhancing the role of private sector investment, establishing a healthcare system that meets the needs of every member of the society.

The Housing Program is making the dream of homeownership a reality for millions of families across Saudi Arabia. The Kingdom is committed to supporting access to affordable, quality housing for all citizens, and is one of the few countries with a national housing strategy program and a defined target of homeownership.

The Human Capability Development Program is our ambitious journey to empower citizens and elevate their global competitiveness. The Program creates a pathway for individuals to reach their full potential by implementing a dynamic strategy that encompasses every stage of learning, from early childhood education to lifelong learning.

The Quality of Life Program enables culture, entertainment, sports and tourism to flourish in Saudi Arabia, delivering enriched and better lives for all. The Program is empowering Saudi Arabia's transformation as a top destination to live, work and play.

In addition to our national programs, the Ministry of Economy and Planning is leading the achievement of the Kingdom's commitments to the UN Sustainable Development Goals as per its mandate.

As we work towards realizing our ambitious Vision 2030, geared towards aligning with all relevant human rights considerations for hosting the FIFA World Cup 2034™, we are committed to enhancing our efforts. This includes leveraging the initiatives outlined in Vision 2030 to fortify human rights safeguards within the Kingdom during preparing and hosting the tournament.

Specifically, we aim to make every effort to present a competition that adheres to our commitments, particularly outlined in FIFA Hosting Requirements (Labor rights, Diversity and Anti-Discrimination, Accessibility, Safeguarding, Security and Human Rights, and Press Freedom), and we will therefore collaborate with the government to introduce additional initiatives in this context:

- We will continue enhancing the public health infrastructure, developing a framework that involves all relevant stakeholders to handle the influx of visitors ensuring adequate healthcare services
- We will continue our efforts to prevent and prohibit forced evictions and displacement of local communities for the development of FIFA World Cup 2034™-related infrastructure and provide adequate compensation and relocation support to affected residents and implement any required enhancements

- We will further boost the preparedness and human rights awareness of our judiciary and law enforcement authorities through offering training sessions and workshops
- We will develop educational programs and campaigns about human rights and the importance of sportsmanship
- We will take necessary measures to prevent disruption of educational opportunities for children and youth due to FIFA World Cup 2034™ activities (e.g., introducing technologies to enhance learning opportunities)
- We will take measures to ensure transparency and access to information regarding FIFA World Cup 2034™ preparations and impacts
- We will develop a framework to empower the civil society and advance its role and engagement to positively contribute to the preparing and hosting of the competition
- We will verify that our policies and practices enable proper operation of local and international media, and implement any required enhancements
- We will create and distribute guidance materials to educate the Saudi community and other relevant audiences about the potential human rights impacts from preparing and hosting the tournament and how to identify and address any human rights issues that may arise
- We will develop and follow appropriate human rights due diligence processes to ensure activities and decision-making associated with the preparation and hosting of the FIFA World Cup 2034™ are undertaken with due respect for human rights, consistent with FIFA requirements

These efforts will ensure that our strategy meets and exceeds our human rights commitments. Notably, these initiatives will not only strengthen our reputation as a nation ready to host the first 48-team competition but also create a lasting legacy, benefiting future generations through positive and sustainable changes.

## IV. Grievance mechanism

Our goal is to create, with FIFA, mechanisms for all individuals who have been negatively impacted by activities associated with the preparing and hosting of the FIFA World Cup 2034™. These mechanisms shall ensure that affected individuals are informed about their options for lodging complaints and grievances, and they have confidence in the effectiveness of these channels.

To guide our design, we relied on the United Nations Guiding Principles on Business and Human Rights (UNGPs) which include a set of effectiveness criteria:

- **Legitimate:** The mechanism shall enable trust from stakeholder groups for whose use they are intended and shall be accountable for the fair conduct of grievance processes
- **Accessible:** The mechanism shall be known to all stakeholder groups for whose use they are intended; and shall provide adequate assistance for those who may face barriers to access
- **Predictable:** The mechanism shall provide a clear and known procedure with an indicative time frame for each stage and clarity on the types of process and outcome available and means of monitoring implementation
- **Equitable:** The mechanism shall seek to ensure that aggrieved parties have reasonable access to sources of information, advice, and expertise necessary to engage in a grievance process on fair, informed, and respectful terms.
- **Transparent:** The mechanism shall keep parties to a grievance informed about its progress and provides sufficient information about its performance to build confidence in its effectiveness and to meet any public interest at stake
- **Right-compatible:** The mechanism shall ensure that outcomes and remedies accord with internationally recognized human rights
- **An operational level mechanism:** The mechanism shall be based on engagement and dialogue when it consults the stakeholder groups for whose use it is intended on its design and performance and focuses on dialogue as the means to address and resolve grievances
- **A continuous learning source:** The mechanism shall be a source of continuous learning when it draws on relevant measures to identify lessons, to improve the mechanism and to prevent future grievances and harms

We will ensure the mechanism encompasses both the preparation and hosting phases, building upon existing progress and mechanisms and enhancing them for the preparation phase and developing a streamlined system to meet the hosting period's demands efficiently.

Throughout the preparation phase, we will utilize and improve the existing mechanisms. In the Kingdom, numerous pivotal laws and mechanisms are established to safeguard rights and facilitate addressing grievances. These laws include:

- Basic Law of Governance, which serves as a de facto constitution and outlines the rights and duties of citizens, and emphasizes the Kingdom's responsibility to protect human rights
- Law of Criminal Procedures, which provides a framework for criminal justice, ensuring certain rights for the accused, such as the right to a fair trial, the right to legal representation, and the prohibition of arbitrary detention
- Law of Procedure Before Sharia Courts, which regulates judicial procedures for lawsuits and pleadings in Sharia courts, aiming to organize justice, define the rights and duties of the parties involved, and ensure the fair application of Sharia rulings
- Labor Law, which aims to protect the rights of workers, including provisions for fair treatment, proper working conditions, and mechanisms to resolve labor disputes
- Protection from Abuse Law, which provides measures to protect individuals, particularly women and children, from domestic abuse and establishes procedures for reporting and dealing with cases of abuse
- Law on the Rights of Persons with Disabilities, which is a primary legislative framework for safeguarding the rights of individuals with disabilities
- Juveniles Law, which provides protection to juveniles who commit punishable acts
- Anti-Harassment Law, which aims to protect individuals, particularly women, from harassment and abuse and provides mechanisms for reporting incidents
- Child Protection Law, which focuses on protecting children's rights, covering provisions against child labor, abuse, and neglect
- Anti-Trafficking in Persons Law, which criminalizes human trafficking and provides measures for the protection and support of victims
- Law of Eminent Domain and Temporary Taking of Property, which guarantees fair compensation to property owners whose property is expropriated for public use and ensures that the process follows strict regulations and legal recourse

In terms of Grievance Mechanisms, the Kingdom has various mechanisms and channels for addressing grievances, including:

- The Board of Grievances, an administrative court system where individuals can file complaints or seek redress for administrative decisions
- Labor courts, which handle disputes regarding employment contracts, wages, workplace injuries, disciplinary actions, termination, and decisions made by the General Organization for Social Insurance, covering both private and government sectors
- Commercial courts, which handle primary and secondary disputes among merchants including business activities and regulatory violations
- Criminal Courts, which handle cases involving theft, murder, assaults and other crimes
- Human Rights Commission (HRC), which is tasked with protecting and promoting human rights in the Kingdom. Human Rights Commission has in place a mechanism for raising rights-related concerns and challenging alleged violations of human rights.

- Ma3an lil Rasd app at MHRSD, which enables workers to report labor law violations in the private sector directly through the application
- The Unified Contact Centre at the Ministry of Human Resources and Social Development (19911) handles customer complaints and suggestions in 9 different languages, including those related to labor law violations.
- The domestic violence reporting service at MHRSD, which handles domestic violence cases, ensuring victim protection, and providing necessary support.
- Kollona Amn app, which enables citizens, residents and visitors to report various incidents and crimes directly through the application to the relevant authorities in the Kingdom
- Unified Security Operations Center (911) which manages and coordinates emergency responses across various regions, ensuring swift and appropriate actions are taken
- National Society for Human Rights, which receives human rights abuses and violations and provides potential solutions and recommendations

We will strengthen the capacity of all these laws and mechanisms to address human rights issues via preventive measures as well as responsive measures to handle complaints during the preparatory phase for the FIFA World Cup 2034™. This entails bridging gaps, establishing necessary procedures, and ensuring its efficacy to handle issues and complaints specific to the event's scale and complexity.

This overhauled grievance mechanisms will consider the following dimensions:

- **Accessibility:** Validating that the grievance mechanisms are easily accessible to all individuals, through multiple channels such as online platforms, hotlines, and physical offices, and implementing refinements where needed
- **Clarity:** Validating and enhancing the clarity of the mechanisms, including procedures, timelines, and criteria for handling complaints, and communication with the complainants
- **Capacity Building:** Training staff members involved in the grievance mechanisms on key topics relevant to grievances in the context of hosting FIFA World Cup 2034
- **Community Engagement:** Fostering active engagement with local communities and relevant organizations to raise awareness about the grievance mechanisms, build trust, and encourage reporting of human rights violations
- **Collaboration:** Enhancing engagement and collaboration channels with relevant stakeholders, including government agencies, FIFA, international organizations, and NGOs, to strengthen the grievance mechanisms
- **Adaptability:** Ensuring flexibility and responsiveness in adapting the grievance mechanisms to changing circumstances and emerging human rights challenges throughout the preparation period
- **Monitoring and Evaluation:** Establishing robust monitoring and evaluation procedures to assess the effectiveness of the grievance mechanisms, identify shortcomings, and implement necessary improvements



- **Reporting and Data Analysis:** Advancing data collection and reporting methods and processes to provide timely and accurate information on competition-related grievances and incidents (e.g., statistics, progress updates, etc.) to FIFA and relevant stakeholders when needed

During the hosting phase, we will implement and further enhance the mechanisms to meet the needs and complexity of the tournament. These enhancements will include:

- **On-site Accessibility:** Expanding the number of physical venues within host cities, such as stadia and dedicated facilities like Fan Zones, to ensure greater access and convenience for attendees during the FIFA World Cup 2034™
- **Rapid Response Teams:** Establishing specialized rapid response teams tasked with promptly addressing urgent or high-priority grievances during the competition staging. These teams will be trained to handle diverse issues ranging from security concerns to human rights violations and be empowered to take immediate action when necessary
- **Technology Integration:** Leveraging technology to streamline the grievance processes and improve response times. This could involve implementing digital grievance submission platforms, mobile apps for reporting incidents, and real-time monitoring systems to identify and prevent potential issues and address arising complaints effectively
- **Joint-Response Protocols:** defining clear procedures and responsibilities for various stakeholders involved in handling complaints or incidents that arise during the event to ensure rapid action and information sharing
- **24/7 Support:** Ensuring that the grievance mechanisms operates 24/7 during the competition staging, with round-the-clock support available for attendees to report incidents or seek assistance. This includes providing emergency contact numbers and establishing procedures for handling urgent grievances outside of regular business hours.

In summary, our proposed grievance mechanisms represent a comprehensive and proactive approach to addressing human rights concerns during the preparation and hosting phases of the FIFA World Cup 2034™. By prioritizing accessibility, clarity, capacity building, community engagement, collaboration, adaptability, and monitoring and evaluation, we are committed to preventing potential human rights issues and ensuring that all individuals feel empowered to report grievances, with their concerns addressed promptly and effectively. With these enhancements in place, we are confident in our ability to uphold our commitments to human rights and promote a safe and inclusive environment for all attendees during this historic event.

## V. Stakeholder engagement

Stakeholder engagement is an essential part of the development journey of a strategy, and is one of the key requirements of the FIFA hosting guidelines. Reflecting this requirement, we engaged with various stakeholders at the national and international levels to assess and validate human rights risks related to the hosting of the FIFA World Cup 2034™ and designed relevant initiatives to prevent and mitigate those risks.

These engagements were conducted following the AA1000 Stakeholder Engagement Standard which focuses on defining the purpose and scope of the engagements and identifying the relevant stakeholders. We will continue to adhere to this standard in our future engagement with stakeholders.

### **Purpose of the engagement**

Our purpose for engaging with stakeholders for the FIFA World Cup 2034™ was to develop our human rights strategy. This included assessing and validating risks, identifying best practices, refining processes to prevent and mitigate adverse human rights impacts, and discussing effective grievance mechanisms. This engagement had broad support and was empowered by our government through the creation of a dedicated human rights working group comprising the Human Rights Commission (HRC), the Ministry of Human Resources and Social Development (MHRSD), the Ministry of Sport (MoS), the Ministry of Foreign Affairs (MoFA), the Ministry of Justice (MoJ), the Ministry of Interior (MoI), the Ministry of Economy and Planning (MEP), the Ministry of Finance (MoF), the Ministry of Municipal and Rural Affairs (MOMRAH), and the Ministry of Media, among others, which will be crucial to the implementation of this strategy. We will also leverage the expertise, experience and relationships from within this group and beyond to build trust-based relationships with key partners, including the United Nations (UN), the International Labor Organization (ILO), the Saudi National Committee of Workers Committee, and others.

### **Scope of the engagement**

The scope of the engagement for hosting the FIFA World Cup 2034™ was defined by addressing the relevant issues to the event's purpose, focusing on key human rights areas such as labor rights, anti-discrimination, accessibility, security, and safeguarding. It addresses operations within the Kingdom from preparation until execution of the FIFA World Cup 2034™. These engagements include both long-term strategic issues and current concerns, ensuring a comprehensive approach to upholding human rights throughout the entire process and beyond the competition.

### **Mapping and Identifying Stakeholders**

In the development of our human rights strategy for the FIFA World Cup 2034™, we conducted a comprehensive stakeholder analysis to ensure inclusivity and effectiveness. We identified and mapped stakeholders by evaluating their expertise across the human rights, with focus on the five rights topics that commonly arise in connection with preparing and hosting such events: labor rights, diversity and anti-discrimination, accessibility, safeguarding, and security. In addition to the working group mechanism, we engaged in one-

on-one consultations with individuals active in their institutions at the national (e.g., Human Rights Commission, Ministry of Human Resources and Social Development, Ministry of Sports, etc.) and international levels (e.g., ILO). We also engaged international experts with experience in developing and implementing human rights strategies for mega sporting events. These engagements resulted in several positive outcomes, including identification and validation of human rights risks in the Kingdom, recommendation of standards and best practice to use, and proposition of potential initiatives to further promote and protect human rights in the context of the FIFA World Cup 2034™.

Should we be granted the privilege of hosting the tournament, we will utilize our human rights working group to develop an implementation plan and define a governance structure that will oversee the execution of this strategy. This will also include developing a comprehensive and inclusive stakeholder engagement plan, in accordance with the AA1000 Stakeholder Engagement Standard. We commit to engaging with stakeholders across the lifecycle of the tournament, and our engagement will include local communities, national government entities, foreign partners, local and international organizations and associations, and international sporting federations including FIFA Member Associations.

## VI. Conclusion

Our human rights strategy represents a firm commitment to promote and protect human rights during the preparation and hosting of the FIFA World Cup 2034™. This commitment is underpinned by our dedication to allocate the necessary time, resources, and capabilities to effectively implement this comprehensive strategy. To ensure our approach is robust and inclusive, we will engage with a broad spectrum of stakeholders, including local communities, national government entities and foreign partners. This engagement will not only enrich our strategy with diverse perspectives but also guarantee alignment and cohesion throughout its execution.

We recognize the importance of adaptability in our strategy, committing to regular reviews and updates to respond effectively to new challenges and changes, especially as we are bidding for a tournament that is a decade away. This dynamic approach ensures our strategy remains effective and relevant, safeguarding the rights of all involved and setting a precedent for future global events.

Furthermore, as we progress towards Vision 2030, the ten years leading up to the World Cup, should our bid be awarded with the hosting rights, provides a unique opportunity to align and collaborate during our efforts. By leveraging the goals and resources of Vision 2030, we aim to setting the stage for a World Cup that celebrates sport and to achieve a lasting legacy of human rights advancements that ensures robust protection of human rights in our society.

As we continue on our journey, we will take advantage of upcoming major sporting, entertainment, and cultural events, such as the Asian Cup 2027, the WTA finals from 2024 to 2026, the Asian Winter Olympics 2029 and the Expo 2030, to gather and implement valuable lessons learned. These events, along with insights from the mega-projects currently under construction, will provide practical learnings and proven strategies that will enhance our preparation and refine our approach, ensuring that our World Cup hosting efforts are informed by the best practices and experiences from these significant endeavors.

We sincerely hope to be the first sole bidder to be awarded the privilege and honor of hosting the FIFA World Cup 2034™ in its new expanded version, and we commit to working with FIFA and our national and international partners to help grow the game of football together, and in doing so set a new high standard when it comes to hosting the World Cup and mega sporting events.