

# PLANNING FOR THE 2026 WORLD CUP

## Lessons Learned from Recent Games

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# Presenters



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# Sponsor Entitlements

# “Standard” Entitlement Issues

- Official sponsor of World Cup 2026 (Event).
- Category exclusivity: “Energy Drink,” “Domestic Beer” “Truck”. Need to be clear.
- Programming exclusivity: Event broadcasts only? Streaming? In venue?
- Exclusivity apply on .coms? Social media platforms?
- Rights to use Event Marks.
- Brand Guidelines? Event approval? Timing concerns?



**UNITED2026**

# TV Entitlements – TV Broadcast Benefits

- Examples of Graphics and Audio entitlements during a particular contest:
  - Four (4) minimum graphic and audio mentions;
  - Additional five (5) audio-only mentions;
  - Three (3) minimum animated locators (full-screen logo wipe with audio);
  - Dominant on-course signage during entitled event;
  - On-course integration including signage around competition start.

# TV Entitlements – TV Broadcast Benefits (*cont.*)

- Four (4) sponsored athlete profiles:
  - Vignettes to be 30–45 seconds in length to air in content;
  - Placed at production’s discretion;
  - No additional Sponsor audio or logo.
- Commercial-free telecast “Presented by Sponsor”:
  - One (1) execution per game;
  - Duration: 20–30 minutes in length;
  - One (1) minimum graphic and audio mention;
  - One (1) minimum animated location.

# Digital Entitlements – In-Venue Examples

“Concourse Spectaculars LED Display Signage” means rotational signage via one-half of the in-Venue digital LED wall/column displays located on the street level concourses.

“Corner Board LED Signage” means rotational signage via one (1) of two (2) LED “partner” panel signs of each of the four (4) video board displays located in the upper-level corners of the Venue. Such “partner” panel signs are shown simultaneously.

# Digital Entitlements – App Rights Example

- “Push Notification Advertisement” means a digital advertisement in the form of a mobile alert through the Team App delivered to those individuals who have “opted in” to receive messages from the Team App.
  - Example: “For each Contract Year, Sponsor shall receive three (3) Push Notification Advertisements.”





# Digital Entitlements – Social Media Examples

- Means one (1) text, graphic, video, or some combination thereof posted via one (1) official Team or Venue social media platform (e.g., X (formerly known as Twitter), Facebook, or Instagram) (if applicable, a particular social media platform is set forth in the applicable schedule of this Agreement).
  - Example: For each Contract Year, on a biweekly basis during the Team regular season, Sponsor shall be the presenting partner of a dedicated segment tentatively titled “Working Title” featuring Team “Legends”/broadcasters during the “TeamHQ” show aired via the official Team regional sports television network and flagship radio station, and shall also be made available via [www.TEAM.com](http://www.TEAM.com). Sponsor shall also receive eight (8) social media posts per month during the Team regular season regarding the segment.

# Social Media Entitlements (*cont.*)

- All-Access Instagram Story:
  - Content: Behind-the-scenes all access instagram story on-site at Event;
  - Inventory: 1x @Event Instagram Story;
  - Sponsor Integration:
    - Paid Partnership w/ @Sponsor on opening and closing tiles;
    - Sponsor Branded Card on opening and closing tiles (:03).

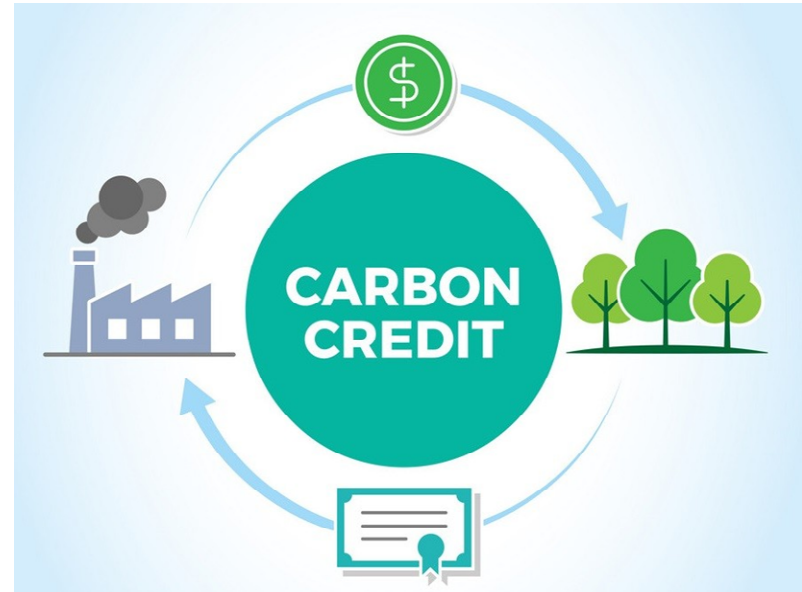




# Decarbonization and Environmental Attributes

# Carbon Offsets: An Overview

- Carbon offset: an instrument that represents a permanent reduction in greenhouse gas (GHG) emissions or increase in carbon removal or storage that is used to compensate for emissions that occur elsewhere.
- Other environmental attributes:
  - Renewable Energy Certificate;
  - Renewable Identification Number;
  - Carbon Credit.



# Types of Projects That Generate a Carbon Offset

- Forest Management and Conservation.
- Methane Destruction.
- Carbon Removal Projects.
- Renewable Energy Development.



# Carbon Offset Markets

- Mandatory Compliance Carbon Markets
  - Cap-and-trade programs that require sources of GHG emissions to meet regulatory GHG emission caps.
- Voluntary Carbon Markets
  - Markets that allow carbon emitters to offset their unavoidable emissions by purchasing carbon offsets.

# Carbon Offset Key Issues

- Variability in standards used to verify the offset.
- Permanence of carbon reduction or removal.
- Additionality of project that generated the offset.
- Registration and retirement of the offset.



# Commercial Considerations When Transacting Carbon Offsets

- What standard or methodology applies to the carbon offsets?
- How will the offsets be verified?
- Do the offsets reflect the permanent removal of or reduction in GHG emissions?
- Have the carbon offsets been double-counted or already claimed?



# Potential Regulatory Oversight of Carbon Offsets

# Commodity Futures Trading Commission (CFTC)

- CFTC
  - Regulator of the derivatives market, but holds anti-fraud and anti-manipulation authority over the underlying market
  - CFTC-regulated exchanges have future contracts that reference carbon offsets
  - CFTC commissioners have raised concerns about fraud in the voluntary carbon markets
- June 2022 Voluntary Carbon Markets Convening
- CFTC Request for Information on Climate-Related Financial Risk
- Potential Second Voluntary Carbon Markets Convening



# Types of Fraud

- What types of carbon offset transactions could constitute fraud?
  - Transactions where there is a risk of fraudulent selling of carbon offsets that do not exist or that do not belong to the seller
  - Transactions where different methodologies are used to quantify the carbon being avoided or reduced
  - Transactions where conflicts of interest between traders and investors could lead to traders manipulating prices by issuing buy/sell recommendations to their customers while doing the opposite with their own credits
  - Transactions where there are unclear and misleading communications around buyers' use of offsets



# Securities and Exchange Commission

- Proposed Rule: The Enhancement and Standardization of Climate-Related Disclosures for Investors
- Would require companies that use carbon offsets as part of their plan to achieve climate-related targets or goals to disclose certain information about the carbon offsets, including:
  - The amount of carbon reduction represented by the carbon offsets
  - The source of the carbon offsets
  - A description and location of the underlying projects, and any registries or other authentication of the offsets
  - The cost of the offsets

# Workplace Violence

A large, empty stadium at night. The field is a vibrant green, and the stands are filled with rows of seats, though no spectators are visible. Bright stadium lights are visible along the top edge of the stands, creating a strong contrast against the dark sky. The overall atmosphere is somber and quiet.

# Workplace Violence

- July 20, 2023, Auckland, New Zealand (AP) — A gunman opened fire on terrified workers on a construction site in downtown Auckland early Thursday, killing two people hours before New Zealand hosted the first game of the Women's World Cup.



Armed New Zealand police officers stand at a road block in the central business district following a shooting in Auckland, New Zealand. (AP Photo/Abbie Parr)

# Workplace Violence (*cont.*)

- October 2, 2022. A stampede at a soccer match has killed at least 125 people in Indonesia.



Supporters evacuate a man due to tear gas fired by police during violence after the football match between Arema vs Persebaya at Kanjuruhan Stadium, Malang, East Java province, Indonesia, October 2, 2022. REUTERS/Stringer

# Workplace Violence (cont.)

- OSHA Definition: Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site.
- Risk Factor: Providing services and care where alcohol is served may also impact the likelihood of violence.





# Workplace Violence – OSHA Guidance

- One of the best protections employers can offer their workers is to establish a zero-tolerance policy with respect to workplace violence.
- OSHA believes that a well-written and implemented workplace violence prevention program, combined with engineering controls, administrative controls and training can reduce the incidence of workplace violence in both the private sector and federal workplaces.



# OSHA Guidance – Enforcement Instruction 1/10/2017

- Were the employer's own employees exposed to a foreseeable, hazardous workplace condition or practice?
- Was the hazard recognized?
- Did the incident occur in an OSHA-recognized high-risk industry?
- Does the evidence suggest the employer or the employer's industry was aware of the hazard of workplace violence?
- Enforced under General Duty Clause.

# OSHA Guidance – Enforcement Instruction 1/10/2017 (*cont.*)

- Workplace Violence Prevention Program
  - Effective procedures for the employer to accept and respond to reports of workplace violence.
  - Assessment procedures to identify and evaluate risk factors for every facility/location.
  - Procedures to correct workplace violence hazards in a timely manner.
  - Procedures for post-incident response and investigation.

## Workplace Violence



**is unbearable...  
Look out for each other!**

**A Message from:  
Your Co-workers and  
The Workplace Violence Prevention Program**

# Heat Illness

A wide-angle photograph of a large stadium at night. The foreground is a lush green field. The middle ground shows the stadium seating, which is filled with spectators. The background features a dark sky with some clouds and a row of bright stadium lights along the top edge of the seating bowl.

# Heat Illness

- Proposed Rule.
- National Emphasis Program.
- Some States (e.g., California) Have Standards Already.



# Heat Illness – Written Program



# Heat Illness Prevention

- Monitor temperature(s) and levels of exertion at the work site.
- Supply unlimited cool water.
- Require additional breaks for hydration.
- Schedule rest breaks.













# Heat Illness Prevention (*cont.*)

- Provide access to a shaded area.
- Allow time to acclimate (20% rule).
- Have “buddy” system in place for hot days.
- Enact administrative controls (earlier start times, employee/job rotation).

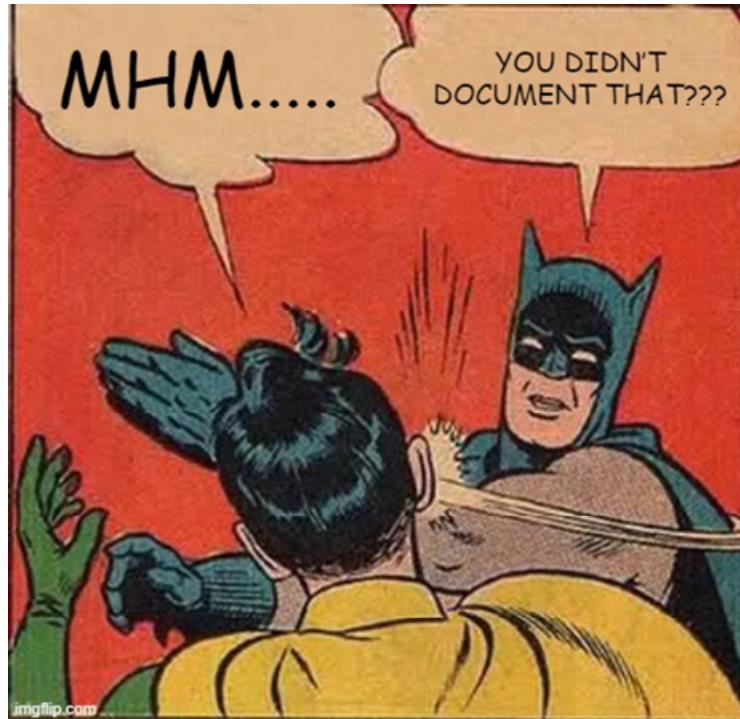




# Training

HEAT EXHAUSTION	OR	HEAT STROKE
Faint or dizzy 		Throbbing headache 
Excessive sweating 		No sweating
 Cool, pale, clammy skin		Body temperature above 103°  Red, hot, dry skin
Nausea or vomiting 		Nausea or vomiting
Rapid, weak pulse 		Rapid, strong pulse 
Muscle cramps 		May lose consciousness 
<ul style="list-style-type: none"><li>• Get to a cooler, air conditioned place</li><li>• Drink water if fully conscious</li><li>• Take a cool shower or use cold compresses</li></ul>		<h2>CALL 9-1-1</h2> <ul style="list-style-type: none"><li>• Take immediate action to cool the person until help arrives</li></ul>

# Documentation



# New “Walk-Around” Rule

A **nonemployee union representative** will make an “important contribution to a thorough and effective inspection” because of (1) their **experience** or skill in evaluating similar working conditions at different plants; (2) their **ability to facilitate interactions** between the Certified Safety and Health Official (CSHO) and non-English speaking employees where the individual speaks another language; or (3) **their ability to make employees feel comfortable** when talking with the CSHO.

## New “Walk-Around” Rule (*cont.*)

OSHA says new rule will “clarify the right of workers and certified bargaining units to specify a worker or union representative to accompany an OSHA inspector during the inspection process/facility walk around, regardless of whether the representative is an employee of the employer, if in the judgment of the Compliance Safety and Health Officer such person is **reasonably necessary to an effective and thorough physical inspection.**”

# National Emphasis Program – Falls (May 1, 2023)







# Social Justice and Human Rights Considerations

# Workers' Rights Concerns

- Lessons from Qatar
  - Migrant workers
  - Pay and safety
- FIFA's Human Rights Requirement
  - Human rights stakeholder engagement process
- Other Anticipated Challenges
  - COVID-19
  - Historical injustice
  - Economic inequality
  - Child labor





# Labor in the Spotlight

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A majority of Americans, including **77% of young people and 67% of Gen Z**, support the right to join a union

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There is a growing **national sentiment** that changes are needed to support workers' rights and ensure that the economy works for all people

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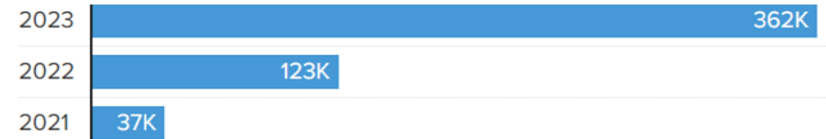
Americans are more pro-union (and anti-big business) than at any other time in decades

# Record-Breaking Labor Activity

- 2023 is on track to be the biggest year for labor activity in four decades
- Workers covered by the NLRA have the right to strike, regardless of whether they are part of a labor union, without being fired or discriminated against for participating
- Workers have engaged in strike activity across all sectors

## U.S. labor strikes take off in 2023

Number of workers



Note: For the periods from Jan. 1 through Sept. 15

Source: Cornell University School of Industrial and Labor Relations  
Data as of September 2023

# Sports and Labor Intersect

- This past June, unionized Dodger Stadium game-day workers protested and threatened to strike while demanding wage increases and changes to healthcare plans
- The AFL-CIO issued a communication challenging FIFA to commit to minimum labor standards and “protect workers and communities”

AFL-CIO

## FIFA: Don't Leave 2026 World Cup Workers Behind

FIFA has failed to do enough to protect the workers who make the World Cup possible.

At this moment, FIFA is selecting the cities across the U.S. that will host the 2026 World Cup. Given the history of horrendous conditions and human rights violations tied to prior World Cup tournaments, we are calling on FIFA to commit to minimum labor and human rights standards for 2026.

Take action today to send an email to FIFA President Gianni Infantino to demand that FIFA protect workers and communities.

# Labor Concerns and the World Cup



- Public Perception
  - Social pressure to utilize unionized workforces
- Crossover of Social Issues and Labor Concerns
- Labor Management Considerations
  - Inability to establish a uniform agreement across cities/venues
  - Work stoppage concerns

# Practical Advice: Suggestions to Minimize Risk



Ensure compliance with local employment laws and World Cup human rights standards



Ensure compliance with NLRA, including work rules and Section 7 rights



Develop positive employee relations programming to engage workforce



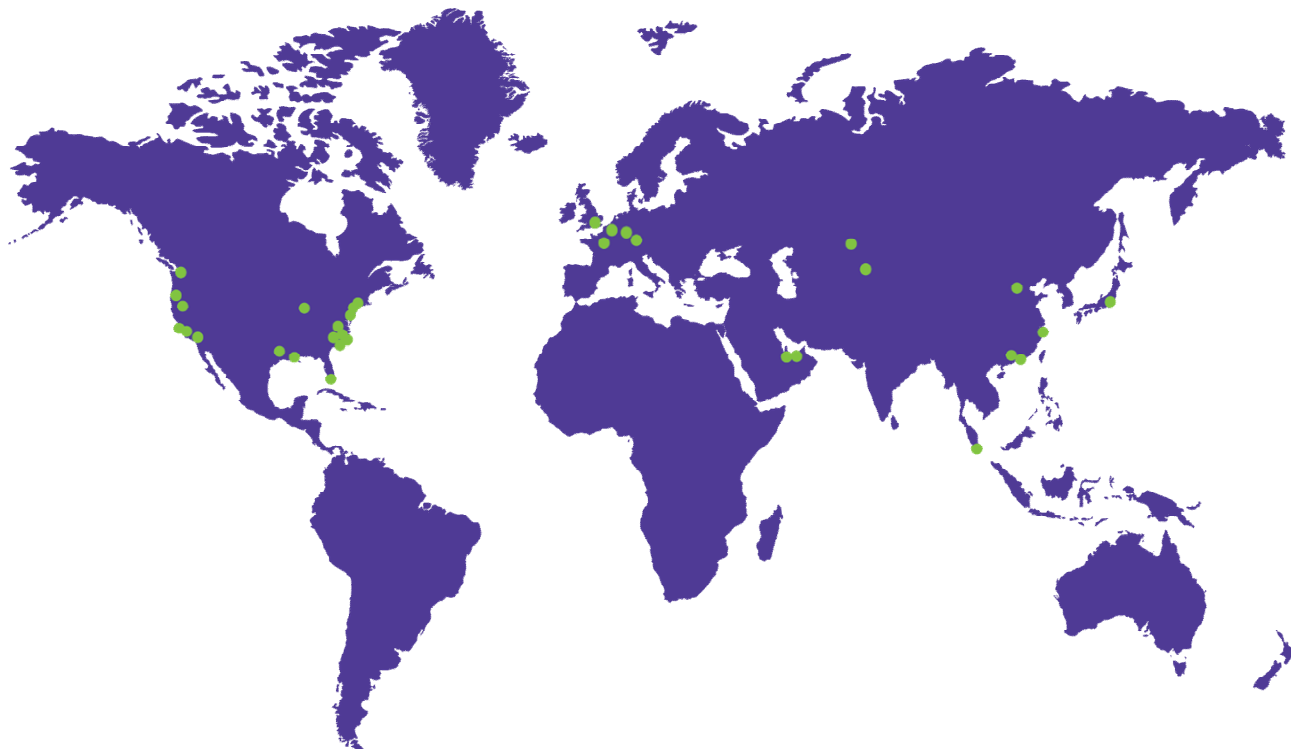
Develop mitigation plans for work stoppages or interruptions, such as demonstrations

## Our Global Reach

Africa  
Asia Pacific  
Europe  
Latin America  
Middle East  
North America

## Our Locations

Abu Dhabi  
Almaty  
Astana  
Beijing  
Boston  
Brussels  
Century City  
Chicago  
Dallas  
Dubai  
Frankfurt  
Hartford  
Hong Kong  
Houston  
London  
Los Angeles  
Miami  
Munich  
New York  
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