

HUMAN RIGHTS STRATEGY

LOS ANGELES 2028 OLYMPIC AND PARALYMPIC GAMES

December 19, 2025

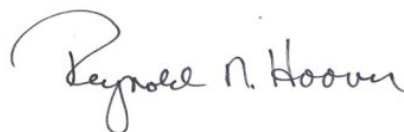
Message from the Chief Executive Officer

The Organizing Committee for the Los Angeles 2028 Olympic & Paralympic Games [LA28] is pleased to present this Human Rights Strategy to the City of Los Angeles as we seek to uphold human rights for the people of Los Angeles and other Games-involved communities during the 2028 Games. To this end, this Strategy identifies key human rights risk areas and priorities, mitigation approaches, and redress mechanisms for those who may suffer abuses despite our combined best efforts.

The Strategy reiterates LA28's efforts to address five priority areas identified by the International Olympic Committee [IOC] in its Strategic Framework on Human Rights: equality and non-discrimination, safety and well-being, livelihood and decent work, voice, and privacy. Similarly, the Strategy reiterates LA28's commitment to uphold human rights principles established by the International Paralympic Committee [IPC] across its policies on non-discrimination, athlete protection and welfare, fair competition, accountability, and related issues.

LA28 developed this Strategy in consultation and collaboration with a wide array of stakeholders, including federal, state, and local officials; international organizations; non-governmental organizations [NGOs]; advocacy groups; labor unions; people with lived experience; and community leaders. Our outreach included Los Angeles community members and local entities dedicated to human rights and social justice. These stakeholders will also be critical to the implementation of this Strategy as we prepare to host the Games and during the competitions.

We aim for the LA28 Games to have a lasting positive impact on Los Angeles and beyond. This Strategy is a crucial element in our planning for the successful delivery of these Games and part of the roadmap to a legacy we hope will endure after the last medal is awarded.

A handwritten signature in black ink that reads "Reynold N. Hoover". The signature is written in a cursive style with a large, looping initial 'R'.

Reynold N. Hoover

Framework for Human Rights Protections

In the IOC's Strategic Framework on Human Rights, the IOC laid out five interconnected human rights priority areas. LA28 is working to uphold these priorities in preparation for hosting the world in 2028, including as follows:

- *Equality and non-discrimination.* The IOC Framework indicates that “the right to equality and non-discrimination is central to the enjoyment of almost every human right.” As addressed in this Strategy, LA28 is working to prevent discrimination based on personal characteristics protected under U.S. and international human rights law. Moreover, in key areas like accessibility, LA28 is taking an expansive view of national and international standards when determining requirements for these Games. In so doing, we aim to raise the bar for future hosts and Games.
- *Safety and well-being.* The IOC notes that “sport can be a key contributor to physical, mental and psychosocial well-being.” We are proud to work with partners to uphold the safety of athletes, fans, and residents during these Games. We are also proud of the LA28 Olympian and Paralympian Fellowship, a pioneering initiative that integrates retired athletes into the Games’ operational teams, providing them with valuable career development opportunities while leveraging their unique insights and experiences for organizing the Games. As far as physical security, the United States as a whole, the City of Los Angeles, venue cities, and LA28 are taking this responsibility very seriously as demonstrated by the Games’ designation as a National Special Security Event in January 2024.
- *Livelihood and decent work.* The IOC Framework emphasizes that “everyone is entitled to an adequate standard of living and to decent work... free from precarious conditions, including modern slavery and child labor.” As outlined in this Strategy, LA28 is demonstrating our commitment to these principles in a wide variety of ways, including labor protections in our contracts and supply chain, and providing opportunities for local jobs, training, and sourcing. We are also teaching youth valuable skills through PlayLA programs that can support their future employment.
- *Voice.* The IOC Framework reiterates universal rights to freedom of speech, association, and peaceful assembly, and calls for organizing committees to engage meaningfully with and consider the perspectives of those who could be affected by the Games. LA28 has taken a wide-ranging approach to representation in these Games through broad outreach to stakeholders, establishment of a community working group on sustainability, and the development of initiatives like the Games

Academy, an accelerator program intended to provide Games- and event-related career development to local communities. Moreover, LA28 has built a storytelling platform around our emblems that allows multiple voices and perspectives to contribute to the story of the Games.

- *Privacy.* The IOC Framework affirms that everyone has the right to protection from arbitrary or unreasonable interference with their privacy, including physical privacy. LA28 has adopted a meaningful privacy policy and made it public to demonstrate our commitment to use individuals' data responsibly and safeguard it from misuse.

The IPC's approach to human rights is aligned in principle with the IOC Framework and is also spelled out in various IPC documents, such as its Athlete Safeguarding Policy, its Code of Ethics, and the IPC Classification Code, to ensure fair competition for Paralympic athletes. LA28 is working closely with the IPC to uphold these and related codes and policies as a means of protecting human rights.

Beyond seeking to sustain these Olympic and Paralympic ideals, LA28 will work to uphold human rights standards set forth in international conventions to which the United States is a party, in federal law, and in California statutes. This global, national, statewide, and local framework of protections provides the context for this Human Rights Strategy for the 2028 Olympic and Paralympic Games in Los Angeles. [See Appendix A to access links to IOC and IPC guidelines and other relevant international frameworks.]

Approach to Developing the Strategy

This Strategy demonstrates LA28’s commitment to uphold critical international standards, such as the UN Guiding Principles on Business and Human Rights [UNGPs], and is informed by other internationally recognized human rights guidelines, including those issued by the International Labour Organization [ILO] and Organization for Economic Cooperation and Development [OECD]. As noted previously, the Strategy aligns with the IOC’s Strategic Framework on Human Rights and the IPC’s Policy on Non-Accidental Violence and Abuse in Sport and the IPC’s Code of Ethics.

To develop this Strategy, LA28 conducted extensive benchmarking on human rights considerations during major international competitions – including Olympic and Paralympic Games and FIFA [Fédération Internationale de Football Association] World Cups – to study their lessons learned. We spoke with officials from organizing committees of previous Games and reviewed past reports and audits of those events, taking note of concrete issues that came up and how they were resolved. LA28 staff attended the 2024 Paris Games and saw first-hand how France managed key operational and human rights aspects of the Games.

We consulted with multiple sources to develop this Strategy, including the governing bodies for these Games, the IOC, and IPC. In addition, we held discussions with international organizations tasked with upholding universal rights and fundamental freedoms, such as the United Nations Office of the High Commissioner for Human Rights [OHCHR], the ILO, and the International Children’s Emergency Fund [UNICEF], and with coalitions such as the Sports and Rights Alliance. We spoke with numerous federal, state, and local officials, and drew from published and online sources about their programs and protections for human rights.

We conferred with officials from other venue cities and with the County of Los Angeles about the Strategy. Finally, LA28 also did wide-ranging outreach with national and local stakeholders, including human rights organizations, advocacy groups, labor unions, local community groups, and people with lived experience, including athletes.

We are grateful to the IOC and the Office of the Mayor of Los Angeles for assisting us in convening and joining many of these discussions. We thank them and the IPC for their contributions to and feedback on this Strategy.

A list of organizations consulted about this Strategy is attached as Appendix B.

Identification of Priority Areas

International sporting events such as the Olympic and Paralympic Games attract massive numbers of spectators from around the world. While these events are global celebrations, they can also create adverse impacts for certain populations.¹

Organizing committees for mega sporting events, including the Paris 2024 Olympic and Paralympic Games and the 2026 FIFA World Cup, among others, have developed strategies to address these risks. The IOC will require all future hosts of Olympic Games to develop human rights strategies such as this one. U.S. sporting bodies such as the National Football League [NFL], Major League Baseball [MLB], and the National Hockey League [NHL] also have human rights and social responsibility strategies.

In coordination with IOC and IPC officials, the U.S. Olympic and Paralympic Committee [USOPC], officials from the City of Los Angeles, other local and federal government partners, stakeholder organizations, and others, LA28 has identified eight priority areas that have the potential for adverse human rights impacts in the context of the 2028 Games. They are:

1. Human Trafficking
2. Labor Rights
3. Accessibility
4. Unhoused Communities
5. Civil Rights and Voice
6. Public Safety
7. Safeguarding Athletes
8. LA28 Staff and Volunteers

¹ In accordance with international human rights law and statements of principle, such groups or populations may include, but are not limited to: indigenous peoples; women; national or racial, ethnic, religious and linguistic minorities; children; persons with disabilities; immigrants; migrant workers and their families; human rights defenders, journalists and media workers; LGBTQIA+ individuals and communities; unsheltered populations; refugees and asylum seekers; the elderly; religious communities; rural and other underserved populations.

Potential Adverse Impacts, Mitigation Measures, and Redress Mechanisms

LA28 recognizes its responsibility to respect the human rights of all individuals and is particularly focused on addressing potential impacts on vulnerable populations. Depending on the foreseeable impact, different entities are responsible for directing prevention, mitigation, and remediation efforts. This Strategy identifies measures available federally, statewide, locally, and under the direction of the IOC and IPC. LA28 will also pursue additional efforts with a range of stakeholders, including government authorities and civil society organizations, and will address potential human rights impacts related to the Games either with, or as, the lead entity. We are also taking steps to prepare our staff and volunteers to help address these impacts, as needed.

Despite our best efforts and planning for human rights protections during the 2028 Games, adverse impacts may still occur. As part of our support for human rights in the run-up to and during the Games, LA28 intends to publicize redress mechanisms for individuals to raise concerns and seek remediation. LA28 will also maintain a reporting hotline and website for individuals or groups to report, including anonymously, Games-related problems for which other reporting mechanisms do not exist. The LA28 reporting channels will be well-publicized and accessible.

1. HUMAN TRAFFICKING

Description of Priority: Human trafficking is the exploitation of human beings through force, fraud, or coercion for the purposes of forced commercial sex or labor, including in such sectors as construction or street vending. Some high-profile sporting competitions have been known to exacerbate human trafficking risks, as criminals seek to profit from cheap labor and coerced commercial sex work. Stakeholder organizations have indicated to LA28 that trafficking for forced labor is more likely than trafficking for sex workers in the context of mega events, but prevention and protection measures are needed for all forms of human trafficking. California – a populous state with a significant immigrant population and, by some measures, now the world's fourth largest economy – has existing human trafficking challenges. California has one of the strongest national and international systems for addressing such abuses. Tackling these risks requires broad cooperation between federal, state, and local authorities, including law enforcement officials and social service providers, advocacy groups, community organizations, informed bystanders, LA28, and its partners. It also requires public education and information campaigns, protection measures, and other support. LA28 will build on strong existing U.S. and local frameworks for countering human trafficking and on best practices from other international sporting events to address these concerns at these Games.

Mitigation Measures: U.S. federal authorities have enacted a broad range of laws, regulations, and programs to reduce the risk of human trafficking. For example, the Department of Homeland Security's [DHS] Homeland Security Investigations [HSI] unit runs the Victim Assistance Program to support victims of federal crimes,

including human trafficking, child exploitation, and sex tourism. The program includes victim assistance specialists, forensic interviewers, and special agents trained in trauma-informed approaches. The Department of Justice runs the Office for the Victims of Crime that provides comprehensive services for victims of human trafficking, including housing, legal aid, mental health care, and services for specific populations (e.g., youth) among multiple resources for Human Trafficking victims and organizations that support them. The federal government funds anti-trafficking initiatives, such as programs for Preventing Trafficking of Girls and Integrated Services for Minor Victims.

For their part, California and Los Angeles have a strong tradition of working to prevent trafficking, protect victims, and prosecute abusers. Indeed, Los Angeles played a critical role in the development of national anti-trafficking protections when the discovery of a forced labor case in El Monte in 1995 became the first recognized instance of modern-day slavery in the United States and informed the passage of the federal Trafficking Victims Protection Act.

The California Penal Code and multiple California state bills seek to protect and assist human trafficking survivors. Authorities and stakeholders coordinate closely and continuously to enforce these laws and regulations. In February 2025, the Los Angeles Police Department (LAPD) hosted a Human Trafficking Awareness & Resource Summit focused on raising awareness about human trafficking; strengthening prevention strategies; fostering collaboration among law enforcement, nonprofits, social service agencies, and community leaders; and providing survivor-centered care and education on identifying trafficking victims. The LAPD also has instructors who train law enforcement officials on managing these issues.

Key local entities involved in fighting human trafficking include:

- The Los Angeles County Sheriff leads the LA Regional Human Trafficking Task Force, the largest co-located task force in the United States. It combines one mission, under one roof, to support investigative strategies and comprehensive service provision for victims of human trafficking. It is co-led by the Saving Innocence NGO, and works with 80 federal, state, and local agencies, communities, and non-governmental organizations to prevent trafficking and protect victims.
- The LAPD Human Trafficking Unit is responsible for investigating crimes involving the sexual exploitation of human beings. The Unit works to reduce the vulnerability of children to sexual criminal activity and strengthen the capabilities of law enforcement officials.
- The City of Los Angeles' Commission on the Status of Women has organized educational campaigns on human trafficking and child labor.
- Local and locally-based NGOs including groups like Saving Innocence, the Coalition to Abolish Slavery and Trafficking (CAST), the Thai Community Development Center, ZOE International, the Sunita Jain

Network, and other Los Angeles–based nonprofit organizations work to end modern slavery and human trafficking through comprehensive services for survivors, including transportation, shelters, crisis response and coordination, case management and advocacy, trauma-informed workshops, victim testifying support, counseling and other legal assistance, and advocacy for supportive policies and legislation.

As noted previously, these Games have been designated as a National Special Security Event [NSSE]. [See section on Safety and Security]. In this context, local, state, national, and international law enforcement agencies will ramp up information sharing and coordination. Law enforcement personnel will be visible at event venues, transportation hubs, and popular gathering places and will contribute to the effort to prevent human trafficking more effectively during the Games.

Public awareness campaigns are essential for combating human trafficking, and LA28 plans to work with multiple partners to educate spectators and local communities about the risks and how to report concerns. Informational materials, such as brochures, posters, and/or digital content, will be available at event venues, non-Games venues, and online. For example, hotels, motels, and inns are required to post notices to combat human trafficking in conspicuous locations. Bystanders will be able to report concerns to authorities and other stakeholders with technology tools like multilingual hotlines to facilitate reporting and assistance for trafficking victims or others who have suffered human rights violations.

LA28 is already implementing policies for staff, vendors, and at venues to address human trafficking risks, and intends to pursue other measures to combat human trafficking ahead of and during Games Time, including:

- Providing due diligence guidelines for vendors, sponsors, and contractors that outline their human rights responsibilities, including preventing human trafficking. [Also see section on Labor Abuses].
- Requiring background checks and vetting processes for key individuals and organizations involved in the event.
- Establishing clear protocols for responding to trafficking incidents, including victim support and legal actions.
- Working collaboratively with support organizations that identify and support possible victims and survivors.

Redress Mechanisms: Victims and others may contact multiple hotline numbers to report suspected human trafficking; these mechanisms will be publicized widely, including at transportation hubs, hotels, Games venues, and in other locations across the city. Specifically, persons seeking to report possible trafficking violations in the run-up to or during the Games should call the National Trafficking Hotline at [888] 373-7888 or text “Help” to the Be Free line [233-733]. These services are available 24/7, confidential and free, and accessible in over 200 languages. Persons seeking to

report child sexual exploitation should contact the Saving Innocence 24/7 hotline at [888] 373-7888. The Coalition to Abolish Slavery and Trafficking (CAST) also runs a 24/7 confidential hotline, [888] KEY-2-FREE [888-539-2373], that is not affiliated with law enforcement and can provide support in 240+ languages. It is open to all survivors of labor and sex trafficking, regardless of age, gender, or legal status.

Victim-focused, trauma-informed redress mechanisms are essential for survivors of human trafficking. Advocacy groups work independently or closely with law enforcement agencies to deliver justice to violators and assist victims in multiple languages to pursue redress and protections. Multiple stakeholders also offer robust legal services for such victims. LA28 is in touch with groups that help support survivors in connection with this Strategy.

Foreign victims of trafficking may apply to federal authorities for permission to remain temporarily in the United States through the “T visa” program, designed to provide relief to victims of severe human trafficking, including both labor and sex trafficking. Local advocacy groups can help victims access this program.

In California, the State Labor Commissioner’s Office of Enforcement, the Bureau of Field Enforcement, and other authorities support redress mechanisms for human labor trafficking victims. [Also see section on Labor Abuses.] The California Victim Compensation Board [CalVCB] is a state program dedicated to providing reimbursement for crime victims; California Assembly Bill 62 authorizes the Board to provide compensation for loss of income or support incurred as a direct result of human trafficking.

2. LABOR RIGHTS

Description of Priority. In preparation for the 2028 Olympic and Paralympic Games in Los Angeles, LA28 is developing a plan to prevent the types of labor abuses that can accompany large-scale events. Worker-related issues may arise in certain contexts, including the construction of temporary facilities or renovation of existing facilities, or in the provision of goods and services. To address these concerns, this Strategy prioritizes collaboration among key stakeholders, including the LA28 team; federal, state, and local government agencies and officials; labor unions; employers; and advocacy groups. Leveraging legal frameworks already in place, we will focus on safeguarding workers’ rights and safety and supporting fair labor practices in our operations, contracts, and supply chain.

Mitigation Measures: Both U.S. federal laws and California statutes provide multiple protections and rights for workers, including, but not limited to:

- **Child Labor:** Both federal and state law establish criteria to safeguard minors from exploitation and ensure that employment does not harm their health, education, or well-being.

- **Minimum Wage:** Federal, state, and local laws govern minimum wages for workers.
- **Workplace Safety:** The Occupational Safety and Health Act seeks to reduce workplace dangers by establishing and enforcing safety and health guidelines.
- **Protection from Discrimination:** A wide variety of U.S. and California statutes protect workers from employment-based discrimination.
- **Rest and Reasonable Limitation of Working Hours:** California law provides for meal breaks and mandatory rest breaks after four hours of work.
- **Freedom of Association and Right to Collective Bargaining:** Federal law guarantees private-sector employees the right to form or join unions, collectively bargain with employers, and provide mutual aid or protection. California law protects workers from retaliation for union activity.
- **Harassment and Abuse:** The Civil Rights Act of 1964 prohibits workplace harassment based on various criteria; employers may be held liable if they fail to prevent or correct harassment. California law offers further protections through its Fair Employment and Housing Act.
- **Benefits:** Qualifying individuals in the United States accrue Social Security retirement benefits, unemployment insurance, and parental leave benefits during their employment.

The U.S. Department of Labor enforces federal labor laws related to minimum wage, overtime pay, and child labor. The Department of Labor also oversees key agencies that administer worker safety requirements. Other federal entities like the Equal Employment Opportunity Commission and National Labor Relations Board work to uphold worker rights against illegal discrimination.

Local authorities also play key roles in addressing workers' rights. The California Labor Commissioner enforces state labor laws related to issues like minimum wage, overtime, child labor. For example, the City of Los Angeles' Bureau of Contract Administration, Los Angeles County's Department of Consumer and Business Affairs, and the State of California's Department of Industrial Relations encourage workers to report labor abuses through hotlines, web portals, and information posted on worksites.

U.S. and California labor laws protect employees' collective bargaining rights to form, join, and assist labor unions. Employers are prohibited from interfering with employees' exercise of these rights. Employers are required to post notices about many of these rights in prominent places, under both federal and state laws.

U.S. and California laws provide further protections, including for non-payment of wages and overtime, or failure to provide rest and/or meal periods, itemized wage statements, or workers' compensation insurance. Laws also govern sectors such as child labor, farm labor contractors, garment manufacturing, and unlicensed contractors. Authorities and entities across the United States,

State of California, County of Los Angeles, City of Los Angeles, and the LA28 Organizing Committee all have responsibilities to uphold labor rights during the Games.

LA28 is committed to upholding fundamental principles and rights of work in the delivery of the Games and has representatives from organized labor on our Planning Boards and Board of Directors. Most of the proposed permanent Games venues have unionized labor representation.

LA28 conducts broad-based hiring and effective management of our staff and volunteers, striving to uphold ethical employment practices. LA28 employees benefit from protections offered to workers in the United States across multiple fronts. All staff, contractors, and volunteers may report violations of their rights or other concerns without retaliation under the terms of the LA28 whistleblower policy. LA28 encourages reporting of illegal, unethical, or policy-violating actions. [Also see section on LA28 Staff and volunteers.]

LA28 expects our contractors and subcontractors to uphold labor rights. The Responsible Sourcing Guidelines for Service Providers require all suppliers and subcontractors to comply with all applicable legislation pertaining to human rights, including working conditions, health and safety requirements, and guidelines in international texts including the UNGP's, and to permit LA28 to conduct audits of their compliance. LA28 is also proud to work with partners, sponsors, suppliers, and other commercial stakeholders that are independently working to uphold the UNGPs throughout their own operations and supply chains.

Our guidance for Responsible Sourcing for Vendors establishes criteria to support global fair labor practices, promote human and worker rights, and protect civil rights throughout the supply chain, including a requirement to follow internationally recognized codes of conduct, conduct audits and inspections for transparency, protect whistleblowers, and support global fair labor practices. Vendors must also commit to permitting compliance audits. The Sourcing Code reiterates the mutual responsibility of LA28 and vendors to uphold human rights as laid out in international texts, including the UNGPs and the OECD Guidelines for Multinational Enterprises. The work of LA28 suppliers to meet these requirements could also contribute to a lasting benefit for workers beyond the Games.

Advancing economic empowerment to local communities is a critical part of our approach for delivery of the Los Angeles Olympic and Paralympic Games. Part of the intended legacy of these Games is increasing and broadening opportunities for Los Angeles residents to benefit from training, new jobs, Games-related procurement, and other opportunities. LA28 has created three community working groups to advance Local Hire and Workforce Development, Community Business and Procurement, and Sustainability. We are collaborating with the City of Los Angeles'

WorkSource Centers on local job opportunities and with the City's BusinessSource Centers to promote local procurement. In addition, we are working with the City of Los Angeles on initiatives like the PlayLA youth sports program. These lines of effort are detailed in the LA28 Impact and Sustainability Plan published in August 2025.

Upholding labor rights in all aspects of Games delivery will be a critical aspect of their success. To this end, LA28 is promoting strong partnerships between government, employers, labor unions, community-based organizations, and others. LA28 has initiated discussions with all these stakeholders to collaborate on upholding wage, safety, contract, collective bargaining, and other rights for individuals involved in our delivery of the Games, and we intend to continue those discussions in the run-up to 2028.

Redress Mechanisms: A list of federal and California worker protections and redress mechanisms, by category, follows at Appendix C.

LA28 discussions with labor union leaders and employers will address approaches for monitoring compliance and providing redress for violations of worker rights and protections. In addition, the LA28 reporting hotline will be available to receive complaints about Games-related labor abuses and seek resolution of concerns.

3. ACCESSIBILITY

Description of Priority. LA28 is committed to creating an inclusive, accessible environment for all athletes, fans, and other stakeholders, including individuals with disabilities or other accessibility needs, during both the 2028 Olympic and Paralympic Games. Our goal is to enable everyone, regardless of their disability, to fully participate in and enjoy this global event by making the Games accessible for all participants and spectators. This includes physical access but also accessible communications, concessions, ticketing, transportation, accommodations, sanitation facilities, accommodation for service animals, and emergency preparations and response. True accessibility must also include providing opportunities for persons with disabilities to be involved in contracting, employment, volunteering, and other economic and social benefits associated with the Games, such as participation in youth sports and elite sports. The Strategy seeks to empower individuals living with disabilities and to drive lasting improvements in accessibility standards and infrastructure.

Mitigation Measures: LA28 is working closely with the City of Los Angeles and venue cities, disability advocacy groups, community members with lived experience, accessibility experts, and specialized architects to make the 2028 Games truly accessible, drawing on the IPC Accessibility Guide as a framework. This work will build on a solid existing foundation under U.S. laws, including the Americans with Disabilities Act (ADA), Sections 504 and 508 of the

Rehabilitation Act, the Fair Employment and Housing Act, and other relevant standards such as the Web Content Accessibility Guidelines. These frameworks prohibit discrimination based on disability in employment, state and local government, public accommodations, commercial facilities, transportation, and telecommunications. Agencies such as the Department of Health and Human Services (HHS) and the Social Security Administration enforce disability protections under federal law and support people living with disabilities.

In keeping with its obligations under these legal frameworks, the City of Los Angeles does not discriminate on the basis of disability and, upon request, provides reasonable accommodations for persons with disabilities to ensure equal access to its programs, services, and activities. ADA requirements apply to venues, stadiums, indoor and outdoor facilities, whether public or privately-owned, including for modifications, communications, and access. The City of Los Angeles has created a Major Games Accessibility Advisory Committee and the Games Mobility Subcommittee to address accessibility issues. In July 2025, the Mayor of Los Angeles signed an official Host City Games Accessibility Commitment to ensure the delivery and legacy of the Games are inclusive of people with disabilities, undertook to develop and oversee implementation of a Games Accessibility Plan, and appointed the first-ever Accessibility Chief within the Office of Major Events. The City's Department on Disability offers services to persons living with disabilities that can contribute to how they experience the Games. DiscoverLA has prepared an accessibility guide for residents and visitors to Los Angeles, including key information for arrivals through the Los Angeles International Airport (LAX), using public transportation, and accessibility at some of the region's signature venues.

LA28 partnered with an accessibility expert for two years to conduct a comprehensive gaps analysis and venue accessibility audits to help develop an optimized Games Plan for both the Olympic and Paralympic Games. These assessments reviewed the IPC accessibility Games standards and best practices, together with existing federal, California state, and local regulations, to identify the most robust requirements for full accessibility. They included in-person audits of multiple existing venues to document current conditions and available services, identify critical risks (including sport-specific gaps aligned with the LA28 Games Plan), and highlight opportunities to go beyond regulatory compliance to enhance the overall experience for all Games stakeholders. The accessibility expert has since joined the LA28 team as a full-time staff member to support the Games.

We will be conducting the remaining venue accessibility audits in coming months, including tabletop and in-person evaluations of current infrastructure and services against both compliance requirements and IPC Accessibility Standards. The assessments will help provide a clear understanding of existing conditions, identify key risks, gaps, and sport-specific issues, and inform venue design development to ensure accessibility is fully integrated across all Games planning.

In parallel, LA28 also held multiple listening sessions with stakeholders to get input on key topics, such as accessibility planning, sports venues, urban infrastructure, service levels, and overall participant and spectator experience. Feedback from these sessions is factoring directly into Games planning. Looking ahead, LA28 will develop and implement a formal Accessibility Working Plan to promote an Olympic and Paralympic Games that are inclusive, barrier-free, and aligned with domestic and international best practices.

To this end, LA28 is working with the City of Los Angeles, venue owners, employers, and other stakeholders to develop plans to address a wide range of accessibility needs, including:

- **Venues:** Working with Olympic and Paralympic venues to provide accessible entrances, seating, restrooms, family rooms, sensory-friendly rooms or pods [where possible], and other facilities that meet or exceed current standards.
- **Information and Communication:** Providing information related to the Games, such as websites, mobile apps, and printed materials, and services in accessible formats, including assistive listening devices and sign language interpretation.
- **Transportation:** Working closely with transportation agencies as they enhance accessibility on public transportation, including buses, trains, and shuttles, within the public right-of-way and along venue approaches.
- **Accommodations:** Partnering with hotels and other lodging providers to increase the availability of accessible rooms and services.
- **Technology and Digital Platforms:** Facilitating accessibility of public-facing digital services [e.g., ticketing, schedules, maps, apps] through the integration of assistive technology features, such as compatible screen readers, captioning, and scalable user interface.

LA28 also promotes contracting, employment, volunteering, and other economic and social benefits associated with the Games for persons experiencing disabilities. For example, to build healthy communities and encourage more youth participation in sports, LA28 is on track to support 2 million total youth sports program enrollments through PlayLA and other youth sports partnerships. The PlayLA program offers more than 40 sports for children and youths of all abilities between the ages of 3-17. Young people with disabilities can access a variety of adaptive sports programming and equipment through the program at low to no cost.

Redress Mechanisms: Complaints relating to violations of the ADA may be filed with the U.S. Department of Justice “www.ada.gov, [800] 514-0301 [voice], or [800] 514-0383 [TTY].”

In California, individuals can report disability rights violations to the Civil Rights Department (CRD) through the California Civil Rights System (CCRS) portal, or by mail or email, by downloading and completing the appropriate intake form from the CRD website. Complaints can address discrimination in areas like public accommodations and access to facilities with service animals.

The City of Los Angeles ADA Compliance Officer is responsible for ensuring that City programs, services, and activities are accessible to individuals with disabilities. They may be reached via email at dod.contact@lacity.org, phone at (213) 202-2764; or TTY: (213) 202-3452.

The City of Los Angeles Department of Disability's Mediation Program provides mediation services to persons with disabilities or those whose conflicts involve a person or persons with disabilities.

Individuals experiencing Games-related accessibility issues in the lead-up to and during the Games will be able to report their concerns to the LA28 reporting hotline for follow-up and resolution. LA28 and our accessibility partners will review and update our plans and facilities during the preparation phase and throughout the Games, address potential issues promptly, and adapt our strategies as needed to create a welcoming atmosphere for all.

4. UNHOUSED COMMUNITIES

Description of Priority: As stipulated in our Games Agreement with the City of Los Angeles, LA28 is committed to work closely and collaboratively with stakeholders “to compassionately and responsibly protect the rights of local unhoused communities at sites hosting the 2028 Games and 2028 Games-related events.” The prospect of relocating unhoused residents due to construction or redevelopment of land into sporting venues is reduced in Los Angeles because no major construction of permanent facilities is needed to host these Games. If the need arises to relocate individuals due to safety requirements, LA28 will inform key stakeholders, like City and County authorities and advocacy groups, that have the expertise, resources, and authority to work with unhoused communities, with as much advance notice as practicable, so that they can take appropriate actions in support of these individuals. LA28 will advocate for all interactions with unhoused communities to take into account the civil rights, dignity, and individual agency of community members, with the goal of facilitating access to services that can enable a longer-term change in their circumstances.

Mitigation Measures: A critical need for unhoused populations is an adequate supply of shelter and housing. The City and County of Los Angeles are prioritizing building permanent supportive housing, providing temporary housing to bring people off the streets, and working with individuals facing housing instability to bring them safely indoors. The 2025 Homeless Point-In-

Time Count showed a decline in homelessness in the City of Los Angeles for the second year in a row, a first, plus historic reductions in street homelessness, with a 17.5% increase in the number of people moved off the streets. Permanent housing placements in the City of Los Angeles are also at an all-time high. Meanwhile, local officials have told LA28 they are focused on the need to prevent illegal evictions or rent gouging by landlords who wish to profit from the surge of visitors to the City in connection with the Games, and they are discussing the best approaches to mitigate these risks. The City of Los Angeles' "We Are LA" program has played an important role in supporting housing stability for residents at risk of eviction.

The County of Los Angeles works across its 88 incorporated municipalities to provide services for unhoused populations, including case management, mental health services, substance use treatment, employment support, and assistance in transitioning into permanent supportive housing. In 2025, the County created a new Emergency Centralized Response Center to better coordinate services across all municipalities. The County is preparing a regional master plan to address homelessness in the context of major sporting events, including the 2028 Games. In the context of the County's new strategic Plan, the Framework to End Homelessness, a new County Department of Homeless Services and Housing [HSH] was established in 2025.

Both the City and County receive funding from the State of California's Homeless Housing, Assistance, and Prevention Program [HHAP], for shelters, outreach, and housing navigation. Over 1,300 stakeholders, including people with lived experience, participated in listening sessions to shape the FY 2025–26 HHAP funding plan. The most recent state budget continued funding for HHAP, and its priorities will be aligned with the Framework to End Homelessness. The Bringing Families Home Program, which targets homeless families involved in the child welfare system, provides housing assistance and supportive services to stabilize families.

The City of Los Angeles utilizes federal, state, and local general funds to support outreach, street services, overnight shelters, interim housing, the production of permanent supportive housing, and affordable housing to support homeless populations. These services have included: overnight shelters; Inside Safe – a program that moves people from encampments into hotels or motels and then into permanent housing; and secure overnight parking for people living in vehicles, with access to restrooms and services. Through the Inside Safe program, the City offers access to showers, meals, restrooms at temporary housing sites and service centers, mental health and substance use support, and mobile outreach services. To help unhoused individuals transition to life off the streets, the City also provides job training and placement programs and legal assistance to clear minor citations.

LA28 will work with stakeholders providing support for unhoused persons affected by these Games. Collaboration between LA28, venue hosts, public safety planners, and local agencies and outreach workers that possess the expertise to deliver support is

critical to assisting individuals experiencing homelessness. As needed, LA28 intends to coordinate with local officials, service and local outreach providers, and other stakeholders as they develop plans for supporting homeless populations impacted in connection with the Games. In the event LA28 is informed by a delivery partner that a relocation may be necessary, LA28 will work with the delivery partner to notify responsible authorities as far in advance as practicable, allowing them time to prepare plans for providing emergency services and housing support. LA28, in coordination with delivery partners, will work with service providers to notify qualified displaced individuals of openings to participate in Games-related economic opportunities.

Redress Mechanisms: Unhoused persons may file complaints with the U.S. Department of Housing and Urban Development if they face discrimination in obtaining housing based on race, color, national origin, religion, sex, familial status, or disability.

Unhoused individuals also may seek redress for rights violations in California and Los Angeles. For example, they may file complaints with the California Department of Fair Employment and Housing (DFEH) for discrimination. They have been able to seek redress for service-related issues from the Los Angeles Homeless Services Authority (LAHSA); with the partial phasing out of LAHSA, these redress options may shift to another organization in the future.

Many non-profit legal aid and community service organizations provide free legal support for unhoused individuals, helping them address concerns like unlawful evictions, discrimination, and access to public benefits.

5. CIVIL RIGHTS AND VOICE

Description of Priority: As we prepare for the Olympic and Paralympic Games, LA28 seeks to ensure both that athletes and fans from more than two hundred nations and territories feel welcome in Los Angeles and that City residents feel heard and included in the planning. The success of the 2028 Los Angeles Games will be measured not just by the quality of the competition and the enjoyment of spectators, but by how residents and visitors to the City experience the Games. To this end, LA28 is focusing on a range of issues that will affect that experience. LA28 will work collaboratively with federal, state, and local officials, community leaders, and relevant stakeholders to prevent discrimination during the upcoming Games, and to protect civil rights, including freedom of expression and privacy rights.

The Games will bring major economic benefits to the City but will also require support from residents for temporary disruptions associated with public safety and security provisions, traffic changes and road closures, and increased demands on core infrastructure. LA28 seeks to give communities

meaningful opportunities to provide public input, participate in, and benefit from the Games.

Mitigation Measures: Upholding equality and non-discrimination are a priority for the 2028 Los Angeles Olympic and Paralympic Games. LA28 has adopted policies against discrimination in its hiring, contracting, and procurement, as described in other sections of this Strategy. In a first for an organizing committee, LA28 has deployed multiple emblems to represent our pride in the legacy of the Games and the wide variety of voices in Los Angeles.

Many other entities also play a role in upholding non-discrimination for the Games. The IOC, IPC, and individual sports International Federations direct participation, equality, and non-discrimination frameworks and protections for athletes in international competitions. The U.S. federal government has a series of anti-discrimination statutes, including the Civil Rights Act of 1964. The City of Los Angeles, meanwhile, has a program of activities focused on reducing bias and injustices through community engagement, initiatives to increase representation, and discrimination enforcement. [Note: Protections against workplace discrimination are covered in the Labor Rights section.]

Freedom of speech, association, and peaceful assembly are bedrock American values, protected by the First Amendment to the U.S. Constitution. The Supreme Court has upheld these protections in numerous cases. Advocacy organizations work to defend and preserve these rights and freedoms in practice.

The City of Los Angeles is committed to protecting rights to free speech and assembly, freedom of the press and protection of journalists, media workers, and human rights defenders. The City has a long tradition of peaceful protest and activism. During the Games, the City plans to provide free speech zones at each site hosting Games events and at other locations across the City, where communities will be able to freely express their views [excluding hate speech] and/or protest peacefully. Before the Games, the City of Los Angeles has indicated it intends to host “days of dialogue” with communities and with the Consular Corps resident in Los Angeles to reinforce its commitment to allowing residents and visitors to express their views peacefully.

Residents of Los Angeles have multiple avenues for expressing their views to and through their elected officials, as well as to appointed Boards and Commissions. Community members may attend public meetings of the City Council, Boards, and Commissions. Los Angeles’ Council system helps keep City government responsive to the needs and lifestyles of Los Angeles’ varied communities. LA28 leadership and staff engage regularly with City Council members and with the Ad Hoc Committee on the 2028 Olympics and Paralympic Games, participating in multiple meetings and hearings of that Committee as well as the full Council, and hearing public comments during those sessions.

LA28 representatives have also testified before the California State Legislature and the U.S. Congress about the 2028 Games.

LA28 is committed to receiving input from residents about how they would like to experience the Games in other forums as well, and to incorporating public suggestions into our planning. As noted previously, in 2023, LA28 convened three community working groups to gather expertise and guidance for Games planning around Community Business and Procurement, Local Hire and Workforce Development, and Sustainability. The working groups are comprised of a broad set of regional stakeholders ranging from community-based labor organizations to academic institutions. Initiatives like the PlayLA youth sports program and other outreach initiatives provide additional forums for discussions on Games-related topics.

In terms of privacy rights, the United States and California have a strong framework of laws designed to protect individuals' personal information. LA28 organizers will align our information processing activities with applicable federal and state privacy regulations and handle personal data collected for security, ticketing, and accommodations with care, as outlined in LA28's Privacy Policy.

Redress Mechanisms: The Federal Bureau of Investigation [FBI] investigates civil rights violations under various federal statutes. The FBI has relationships with state and local law enforcement agencies, prosecutors, non-governmental organizations, and community and minority groups as part of this effort. The FBI works with partners to, for example, prevent and address hate crimes and "color of law" violations.

The California Victim's Bill of Rights provides the ability for victims to get restitution for property losses, medical expenses, lost wages, and other losses, as well as orders from the court, such as protective orders or legal fees. The California Department of Fair Employment and Housing enforces California's civil rights laws, including unlawful discrimination in employment, hate violence, and human trafficking. The office accepts claims from victims of hate violence or threats of violence. The California Victim Compensation Board has a list of LGBTQIA+ community centers that can assist LGBTQIA+ victims with their needs, including applying for compensation for crime-related expenses. The California Attorney General's Office's Victims Services Unit offers support to hate crime victims and their families. They can be reached by phone at (877) 433-9069 or online at <https://oag.ca.gov/hatecrimes>.

The City of Los Angeles' Civil Rights Office has the authority to enforce the City's Civil and Human Rights Law, which prohibits discrimination in the private sector areas of commerce, education, employment, and housing.

U.S. federal and California state laws provide options for individuals to seek justice and compensation for privacy violations.

The LA28 reporting hotline will be available for those who wish to raise potential Games-related civil rights violations. Credible accusations reported through this hotline will be brought to the attention of responsible authorities for resolution.

6. PUBLIC SAFETY

Description of Priority: In our commitment to delivering an event on the world stage that is safe, secure, and welcoming, federal, state, and local authorities will implement safety protocols and security measures that endeavor to be as respectful and as non-intrusive as possible, while remaining effective. To this end, LA28 will work with federal, state, and local security and law enforcement officials and participate in broad-based outreach to local communities and stakeholders about safety and security issues related to the delivery of the Games.

Mitigation Measures: Ensuring the safety of athletes and all stakeholders in the lead-up to and during the Games is critical to create a positive environment for all. LA28 is working with partners to proactively identify specific safety and security risks and build environments to protect athletes, spectators, and local community members, with a particular emphasis on more vulnerable communities like children, the elderly, or persons with disabilities.

LA28 will ensure that the continuity and access to medical services for the Los Angeles community is maintained during the Games. Capacity issues shall be addressed during the planning phase to optimize community-based health resources and appropriate level of care for the community and Games stakeholders.

LA28 internal operational planning includes safeguarding measures like “lost children” protocols at all Games sites and provision of safe spaces for persons with special needs, such as children or elderly persons, at many venues, and we will publicize these measures in numerous ways. We are preparing to provide hydration stations; adequate numbers of restrooms; cleaning of facilities; and access to sufficient food and beverages for spectators, athletes, and the workforce at sites. LA28 is arranging emergency medical care at competition and LA28 non-competition venues, including on-site ambulance services at Games venues. We are coordinating with local hospitals, advising them to prepare for the potential influx of private ambulances carrying people needing care. Our planning includes emergency preparedness measures and coordination with federal, state, and local authorities, agencies, and organizations to develop natural disaster plans, including evacuation routes.

LA28 plans to communicate with spectators and local communities ahead of events, including specific messaging to ticket holders, about what to expect and how best to participate in Games-related events. LA28 staff, volunteers, and contractors [including private security staff], as well as events services staff, will receive training

on how to manage contingencies or crises. Staff and venue partners will be prepared to either provide trauma-informed support to victims, liaise with law enforcement or security officials as needed, contact interpreters to assist non-English speakers, or direct victims to those who can provide such support.

Security is also a consideration, as large gatherings can create opportunities for accidents or challenges for upholding order during the Games. Effective, rights-respecting security measures that are as unobtrusive as possible will be essential to protect lives and property, maintain order, prevent disruptions, and ensure the success and safety of the 2028 Games.

Los Angeles has a variety of initiatives to promote order and community safety. Los Angeles County's Care First Community Investment initiative directs public funds toward community-based services and alternatives to incarceration, especially for historically marginalized populations. The City promotes community-led safety initiatives like policing in partnership with key communities, including African Americans, Latinos, and other Angelenos, to increase cooperation and reduce violence. The LAPD SAFE PLACE program seeks to enhance the relationship between the LAPD, the LGBTQ community, and local businesses. The City is planning actively to continue crime prevention activities and law enforcement support for communities, even while supporting requirements for delivering the Games.

Los Angeles is home to a dozen professional sports teams and safely hosts multiple large-scale events every month. Public gatherings require security support for purposes of screening, crowd control and management, or intervention to prevent violence or illegal activity and protect the constitutional rights of all persons. Public safety agencies, including the LAPD, have extensive experience in planning, coordination, and delivery of security for such events, and have clear policies for crowd management intervention and control.

As noted previously, the U.S. Department of Homeland Security [DHS] has designated the LA28 Games as a NSSE, as it has done for other major events in the past. As a result of this designation, DHS and other federal agencies have signaled they will provide significant resources, staff, and technology in support of these Games. The federal government, with the assistance of appropriate state and local public safety and law enforcement agencies, has the responsibility to coordinate operational security as well as contingency planning to ensure the safety and security of those participating in the Games, attending the Games, and in the communities where Games-related events take place.

As part of this NSSE designation, federal, state, and local public safety agencies, along with LA28, and their counterparts within privately-owned venues throughout Los Angeles, will collaborate on security matters. They will form a unified command to jointly plan, prepare for, and support the Olympic and Paralympic Games. The incident command structure will include support from federal authorities including the U.S.

Secret Service [USSS], the FBI, the Federal Emergency Management Agency, and other public safety departments and agencies.

LA28 planning for training, testing, and readiness encompasses the development of comprehensive policies and procedures designed to equip all security staff with the necessary tools and training to serve our primary stakeholders. LA28 will work collaboratively with local law enforcement and LA28-contracted firms to deliver appropriate security-related training and readiness routines to address the potential escalation of situations quickly and smoothly. LA28 is also developing policies to manage specific situations, such as screening and management of altercations and crime at venues or Games-related events.

When planning public safety and security measures, security and safety officials, together with LA28 staff, intend to consult with impacted community-based organizations, including human rights advocates and representatives of the public. These plans will be developed and evolve in the run-up to the Games. Collaborating with partners, LA28 will promote effective safety and security protocols to protect athletes, fans, and residents to enable concurrent safety, security, and enjoyment of the Games.

Redress Mechanisms: The Los Angeles Office of the Inspector General for the Los Angeles Board of Police Commissioners performs civilian oversight of the LAPD and reports directly to the Board. This office investigates incidents of excessive use of force, which could lead to officer discipline or removal. Individuals may submit a complaint to the civilian Office of the Inspector General by calling (213) 893-6400, emailing oigcompl@lapd.online, or submitting online at <http://oig.lacity.org>.

Individuals may file claims by mail or in person for damages due to abuse or negligence by a public agency in Los Angeles through the Los Angeles County Executive Office or the Los Angeles City Attorney's Office.

The LA28 reporting hotline will be open to receive and facilitate resolution of reports about Games-related safety and security concerns. LA28 is committed to working with relevant authorities, as needed, to investigate complaints or reports from patrons, including any potential claims of wrongdoing involving contracted staff.

7. ATHLETES SAFEGUARDING

Description of Priority: Providing for the physical and mental health and wellbeing of athletes, safeguarding them, and protecting the integrity of the competition are critical requirements. The IOC and IPC have the primary responsibility for safeguarding athletes in connection with the Games. LA28 is committed to adhering to IOC, IPC, and International Federation policies, procedures, and proven best practices for safeguarding athletes. We will assist the governing bodies, namely the National Olympic Committees [NOCs] and National Paralympic Committees [NPCs], in

giving special attention to the unique vulnerabilities of athletes who are minors and athletes with special needs, ensuring they receive additional protections as needed. This approach seeks to create an environment where all athletes can focus on their performance without fear of harm or exploitation.

Mitigation Measures: The IOC, IPC, NOCs, and NPCs have the ultimate responsibility for assuring the safeguarding of athletes during the Games, and providing access to trauma-informed care, guidance, and support for athletes. Multiple authorities collaborate in these efforts. In addition to the governing bodies, LA28 and U.S. federal, state, and local officials can support safeguarding athletes, depending on the circumstances. LA28 is collaborating closely with these authorities, key stakeholders like the U.S. Center for SafeSport, the International Centre for Sport and Human Rights, and others to create an environment where athletes can compete and experience the Games free from emotional, physical, and sexual abuse and misconduct.

The Rules of Procedure of the IOC Code of Ethics provide a framework for safeguarding athletes. To help protect athletes and other participants during Games time, the IOC recently updated the IOC Games Time Framework for Safeguarding Athletes and Other Participants from Harassment and Abuse in Sport (Games-time Period), and it is developing a new International Safe Sport Framework that aims to be in place by the time of the LA Games. The IPC athlete safeguarding measures are covered in the IPC Policy on Non-Accidental Violence and Abuse in Sport. These measures do not replace any applicable laws or regulations of the Host Country, international sports federations, or National Olympic Committees, or other codes and regulations such as the Olympic Charter or the IOC Code of Ethics. Rather, they provide specific information and guidance to promote a safe and supportive environment for all accredited Participants.

The IOC has developed several initiatives to foster a safe sporting environment. These include Consensus Statements on harassment, abuse, and mental health of elite athletes, as well as the IOC Toolkit for international sporting federations and National Olympic Committees to create and implement safeguarding policies. The IOC's Safe Sport Unit oversees implementation of safeguarding measures and mental health initiatives. The IOC provides training, educational resources, and awareness programs to educate athletes, coaches, and officials about safeguarding issues. The IOC runs a "Mentally Fit Help Line" for athletes staffed by trained counselors who provide confidential support in up to 70 languages, available during and after Games.

Similarly, the IOC and IPC work together on other welfare initiatives. They are both focused on cyber abuse and threats, to include threats of physical and sexual violence against athletes or their family members, using artificial intelligence tools to identify abusive messages. Responses include providing psychosocial support for those threatened or abused online, having threats and abusive messages that violate community guidelines taken down, and/or referring cases to law enforcement for follow-up when they reach the criminal level.

During the Games, the IOC and IPC oversee implementation of a range of safeguarding mechanisms. They work with the NOCs and NPCs to facilitate accreditation of welfare officers as well as chaperones for athletes under the age of sixteen. At the Olympic and Paralympic Village, the IOC, IPC, and LA28 publicize safeguarding procedures and inform athletes of their rights with signage and phone messaging. Athletes receive phones preloaded with these mechanisms and other useful information like venue maps for use during the Games. Athletes and witnesses are encouraged to report any incidents of harassment and abuse directly to the Safeguarding Officers on duty at the Olympic and Paralympic Village, or to contact the IOC's Integrity and Compliance Hotline or the IPC's welfare officer system. In addition, LA28 plans to recognize and accredit NOC Welfare Officers who will be responsible, in coordination with the IOC Safeguarding Officers, for preventing and responding to abuse, harassment, and exploitation within the Game environment, and supporting athletes, officials, and other team delegation members who may be at risk.

The Olympic and Paralympic Village will include measures to support athletes' mental well-being, building on lessons learned at the "Mind Zone" at the Paris Games that offered activities such as meditation, yoga, and other means for athletes to decompress. Trained safeguarding [IOC] or welfare [IPC] officials will be on site in the village to assist athletes who may encounter issues, and these officials may refer athletes to licensed mental health providers or others as needed. Both the IOC and IPC mandate clear reporting mechanisms and trauma-informed case management procedures for incidents of harassment and abuse, including psychiatric services.

LA28 supports IOC, IPC, NOC, and NPC efforts and will collaborate with them on additional procedures to assist in safeguarding athletes. For example, rooming assignments at the Olympic and Paralympic Village will include further safeguards for athletes with special needs, such as visually impaired athletes, those with mobility issues, or those who are minors. LA28 intends to deliver training for LA28 staff and volunteers on safeguarding practices, including using established reporting mechanisms for any misconduct, and collaborating with stakeholder organizations to monitor and improve safety protocols.

Redress Mechanisms: The U.S. Center for SafeSport accepts all reports of sexual abuse, child abuse, emotional and physical misconduct (including but not limited to bullying, hazing, stalking, and harassment) within the U.S. Olympic and Paralympic Movement at <https://uscenterforsafesport.org/report-a-concern> or by calling 833-5US-SAFE [587-7233]. At Games time, reports of sexual, emotional, and physical misconduct against athletes from other nations can be reported directly to the NOC, or to IOC or IPC officials.

During the Olympic Games, the IOC Integrity and Compliance Hotline allows athletes and other officials to report incidents confidentially and receive assistance. IOC

Safeguarding Officers are present in the Olympic and Paralympic Village for consultation and to support those who have encountered abuses or need support.

During the Paralympic Games, an IPC welfare officer responsible for managing cases of harassment and abuse will be on site based at the Polyclinic during the Games. Athletes or witnesses can request a private conversation/meeting.

The IOC and IPC have jurisdiction during the Games for individual and team athletes, support personnel, officials, leaders and other members of any delegation, judges and jury members, other accredited people from the media, International Federations, NOCs, NPCs, and other Olympic Movement and Paralympic movement stakeholders. When incidents arise involving individuals under IOC or IPC jurisdiction and someone under local authority [such as volunteers or City residents], a Joint Integrity Unit facilitates a coordinated response.

8. ROLE OF LA28 STAFF AND VOLUNTEERS

Description of Priority: In preparation for the Games, the LA28 Organizing Committee is committed to upholding the highest standards of non-discrimination, safety, and ethical behavior toward our staff and volunteers. These commitments reflect core values and legal obligations under U.S. law and align with expectations set forth in the UNGPs, the fundamental values of the Olympic Charter, and the IOC and IPC Codes of Ethics. Just as we seek to treat every staff member and volunteer with dignity and respect, we will train and empower them to contribute to the broader implementation of this entire Strategy.

Implementation Measures: LA28 is committed to upholding all applicable statutes and protections for staff and volunteers. We have established key policies on topics like preventing corruption and conflicts of interest in and out of the workplace when on company business. LA28's Code of Conduct for staff, contractors, and volunteers emphasizes, among others, integrity and ethical behavior, support for athletes and the Olympic and Paralympic movements, a commitment to environmental sustainability and community engagement, and mutual respect.

We seek to give the LA28 team the best possible experience. One of the most innovative examples of representation in the LA28 Games staff is the integration of athletes into daily business operations through the LA28 Olympian and Paralympian Fellowship Program. They share their expert insights and lived experiences with the Olympic and Paralympic Movement while gaining practical experience to help them gain marketable professional skills. This replicable model will be an important legacy of the LA28 Games for future organizing committees to adopt.

LA28 is also preparing its staff to be active participants in the effort to prevent abuses during the Games. We conduct background checks for staff and volunteers for accreditation and critical Games-time roles. For individuals interacting with minors, we will work with the governing bodies on additional protections. For the

limited youth volunteer tracks (e.g., ball girls and boys), LA28 will establish safeguards and additional protections in accordance with best practices and applicable laws and regulations.

LA28 is working closely with the IOC and other stakeholders to develop and deliver training for staff on human rights issues in the context of major sporting events. This training will address issues such as how to:

- identify potential victims;
- support victims in a trauma-informed manner; and
- refer concerns to the appropriate authorities for investigation and resolution.

This training will also cover issues related to protecting volunteers, and volunteers will receive training to empower them to help protect athletes, spectators, and community members during the Games.

Support for LA28 Staff, Contractors, and Volunteers, and Redress Mechanisms: LA28 staff and volunteers receive broad protection under the whistleblower policy. In keeping with our commitment to maintain a work environment free from harassment or abuse, LA28 will deploy multiple mechanisms to identify and resolve concerns from staff and volunteers during Games-time preparation and operations. They will include, but not be limited to, escalation paths through line managers and the LA28 Human Resources team as well as a confidential hotline permitting anonymous, secure reporting of concerns. LA28 will follow up on concerns to resolve problems in alignment with our values and standards.

LA28 will prioritize helping staff, contractors, and volunteers perform their roles effectively, enjoy the event, and contribute to the delivery of these Games in a way that benefits athletes, spectators, and local community members.

Assessment of Progress and Updating of Strategy

As part of the execution of this Strategy and to contribute to its effectiveness, LA28 intends to review human rights risks encountered, mitigated, and resolved in the lead-up to and during the Games, as well as those that may require further follow-up after the Games. This monitoring process will include regular communication with LA28 staff and volunteers, suppliers and their related coalitions, contractors, venues officials and staff, government officials, labor unions, stakeholder groups, and others as appropriate, to identify concerns and evaluate progress in addressing them. LA28 will continue to monitor opportunities for best practices to inform our approach.

Reports received through the LA28 reporting hotline will be a key component of monitoring efforts, as will reports received from grievance mechanisms supported by our partners.

Conclusion

The completion of this Strategy marks a critical step towards protecting human rights in the delivery of the LA28 Olympic and Paralympic Games. Its successful implementation will require collaboration with a wide range of stakeholders, including IOC, IPC, NOC, NPC, federal, state, and local officials, advocacy groups, and others, in the time that remains before the lighting of the Olympic and Paralympic cauldron and during the Games. Our collective efforts will provide a solid foundation for Games that uphold the highest standards and leave a positive legacy.

Appendix A: IOC, IPC, and Other International Human Rights Resources and Frameworks

The following are links to human rights resources from the IOC, IPC, and other human rights entities that are referenced in the Strategy.

International Olympic Committee Resources

- [IOC Strategic Framework on Human Rights](#)
- [IOC Games Time Framework](#)

International Paralympic Committee Resources

- [IPC Policy on Non-Accidental Violence and Abuse in Sport](#)
- [IPC Code of Ethics](#)
- [IPC Accessibility Guide](#)

Global Human Rights Resources

- [United Nations Guiding Principles on Business and Human Rights \(UNGPs\)](#)
- [International Labour Organization: International Labour Standards and Human Rights](#)
- [Organization for Economic Cooperation and Development \(OECD\) Guidelines for Multinational Enterprises on Responsible Business Conduct](#)

Appendix B: Organizations and Individuals Consulted for Strategy

The following organizations, entities, and others were consulted in the preparation of this Strategy. While comprehensive, this list is not exhaustive. Inclusion of any organization on this list does not imply its endorsement of the Strategy.

Olympic and Paralympic Movements

International Olympic Committee

International Paralympic Committee

U.S. Olympic and Paralympic Committee

Individual retired Olympians and Paralympians from multiple countries

International Organizations

Centre for Sport & Human Rights

Shift

United Nations Children's Fund [UNICEF]

United Nations International Labour Organization [ILO]

United Nations Office of the High Commissioner for Human Rights [OHCHR]

United States Federal Government

Department of State

Department of Homeland Security

Department of Labor

Federal Bureau of Investigations [FBI]

Federal Emergency Management Agency [FEMA]

Homeland Security Investigations [HSI]

U.S. Secret Service

U.S. Congress

Offices of multiple members of Congress

City of Los Angeles

City Council

Office of the Mayor

Civil + Human Rights and Equity Department

Department on Disability

Department of Recreation and Parks

Housing Authority of the City of Los Angeles [HACLA]

Housing Department

Police Department

Los Angeles Homeless Services Authority [LAHSA]

LAHSA Commission

County of Los Angeles

Chief Executive Office – Asset Management Branch
Chief Executive Office – Homeless Initiative (CEO-HI)
Child Trafficking Leadership Team
Commission on Human Relations
District Attorney Labor Justice Unit
Development Authority (LACDA)
Regional Human Trafficking Task Force (LARHTTF)
Sheriff’s Department

Venue Cities

Anaheim – Convention, Sports, and Entertainment Department
Arcadia – Office of the City Manager
Carson – Office of the City Manager
Inglewood – Office of the City Manager and other departments
Long Beach – Office of the City Manager and other departments
Pasadena – Office of the Mayor and other departments
Pomona – Office of the City Manager
Oklahoma City – Office of the Mayor and other departments

Labor Unions

Los Angeles County Federation of Labor and its affiliates

Non-Governmental Organizations and Advocacy Groups

Alliance for a Better Community
Angel City Sports
API Human Trafficking Task Force
Army of Survivors
Brotherhood Crusade
Central City Neighborhood Partners, CCNP
CLUE – Clergy and Laity United for Economic Justice
Community Coalition
Committee to Protect Journalists
Challenged Athletes, Inc.
Diversability
Homeboy Industries
Human Rights Watch
ILGA World
Inclusive Action for the City
International Trade Union Confederation (ITUC)
LA Urban League
Local Initiatives Support Corporation (LISC LA)
Move United
NAACP Los Angeles
Protecting Innocence

Reporters Without Borders
Riverside City College Disability Resource Center
Sex Workers Outreach Project LA
Sports and Rights Alliance
Social Justice Learning Institute
Strategic Concepts in Organizing and Policy Education [SCOPE]
Sunita Jain Anti-Trafficking Initiative
Thai Community Development Center
The Army of Survivors
Thrive Adaptive
UCLA Adaptive Recreation
UCLA Sex Workers' Outreach Project Los Angeles
United Way LA
Urban Peace Institute
World Players Association
ZOE International

Appendix C: Federal, State, and Local Redress Mechanisms for Labor Violations

The following is a non-exhaustive list of federal, state, and local redress mechanisms for individuals to report on potential labor abuses.

Health and Safety Standards

- The Office of Occupational Safety and Health [OSHA] requires employers to post “Job Safety & Health” notices at workplaces [<https://www.osha.gov/publications/poster>]. Anyone who wishes to file a non-compliance complaint may call OSHA at 1-800-321-6742 or visit <https://www.osha.gov/workers/file-complaint>.
- California law requires employers to post notices about Safety & Health Protection on the Job, [<https://www.dir.ca.gov/dosh/PubOrder.asp>]. Complaints may be reported by calling California OSHA at 1-833-579-0927 or online at <https://www.dir.ca.gov/dosh/Complaint.htm>.
- Under California law, Construction and similar industries must post notices providing emergency phone numbers. Complaints may be reported by calling California OSHA at 1-833-579-0927 or online at <https://www.dir.ca.gov/dosh/Complaint.htm>.
- Employers in California are required to post notices [<https://www.dir.ca.gov/dwc/noticeposter.pdf>] about access to compensation for workers injured or who become ill on the job. Complaints may be made to the California Department of Workers' Compensation by calling 1-800-736-7401.
- In addition, certain employers are required to report injury summaries to California OSHA. Complaints may be reported by calling California OSHA at 1-833-579-0927 or online at <https://www.dir.ca.gov/dosh/Complaint.htm>.

Labor and Employment Rules

- Under Department of Labor regulations, federal contractors and subcontractors must post a notice informing employees of their rights under the National Labor Relations Act, and private employers may do so voluntarily. Workers may file complaints in person or on-line [[NLRB E-Filing Portal](#)] if they believe their rights have been violated.
- Employers with 50 or more employees are required to post notices about workers' rights under the Family Medical Leave Act, <https://www.dol.gov/agencies/whd/posters/fmla>. Complaints may be filed by calling the Department of Labor's Wage and Hour Division at 1-866-487-9243; or online at <https://webapps.dol.gov/contactwhd/>.

- California law requires employers to post notices about unemployment and disability insurance [https://edd.ca.gov/siteassets/files/pdf_pub_ctr/de1857a.pdf]. Complaints may be made by contacting the Employment Development Department of California at 1-866-333-4606 or online at https://edd.ca.gov/en/About_EDD/Contact_Us/.
- Under California law, all employers must post notices advising employees of their whistleblower rights [<https://www.dir.ca.gov/dlse/WhistleblowersNotice.pdf>]. Complaints of retaliation may be made by phone to Cal/OSHA at 1-833-579-0927; or online: <https://www.dir.ca.gov/dlse/HowToFileRetaliationComplaint.htm>.
- The City of Los Angeles Bureau of Contract Administration assists with workers with labor complaints: [Labor Compliance | Bureau of Contract Administration](#).
- California requires employers to post notices informing workers of their entitlement for time off to vote, <https://www.sos.ca.gov/elections/time-vote-notices>. Complaints may be made to county elections offices.

Anti-Discrimination Policies

- The Equal Employment Opportunity Commission requires employers to post notices [<https://www.eeoc.gov/poster>] about their employment-related rights. Workers who wish to file a complaint may contact the EEOC by phone at 1-800-669-4000 (TTY: 1-800-669-6820); in person at a local EEOC office; by mail with a signed letter with contact info, employer details, and a description of the discrimination; or online at <https://publicportal.eeoc.gov/portal/>.
- California law requires all employers to post notices about protections for workers against discrimination and harassment [<https://calcivilrights.ca.gov/posters/>]. Non-compliance complaints may be directed to California's Civil Rights Division by phone at 1-800-884-1684 or online at <https://calcivilrights.ca.gov/complaintprocess/>.
- The L.A. Civil Rights Office can be reached on 1-213-978-1845 or by email at civilandhumanrights@lacity.org with complaints about private sector discrimination in employment.
- California law requires employers with more than 5 employees to post notices about their rights related to family and pregnancy leave [<https://calcivilrights.ca.gov/posters/>]. Complaints may be made to the Civil Rights Division by calling 1-800-884-1684 or online to <https://calcivilrights.ca.gov/complaintprocess/>.

Wage and Hour Regulations

- Federal law requires employers to post notices about federal minimum wage requirements [<https://www.dol.gov/agencies/whd/posters/flsa>]. Workers may file complaints with the Wage and Hour Division (WHD) of the U.S. Labor Department by calling 1-866-487-9243 or online at <https://webapps.dol.gov/contactwhd/> if they believe their rights have been violated.
- California law requires employers to post notices on a variety of topics:
 - *California Minimum Wage:* [<https://www.dir.ca.gov/IWC/MW-2024.pdf>] notifying workers of wage requirements. Complaints may be made by phone to 1-833-579-0927 or online at <https://www.dir.ca.gov/dlse/HowToFileWageClaim.htm>.
 - *Minimum wages in different industries:* [<https://www.dir.ca.gov/iwc/wageorderindustries.htm>]. Non-compliance complaints may be filed with Cal/OSHA by phone at 1-833-579-0927 or online <https://www.dir.ca.gov/dosh/Complaint.htm>.
 - *Payday notices:* <https://www.dir.ca.gov/dlse/Paydays.pdf>. Complaints may be made by phone to Cal/OSHA: 1-833-579-0927 or online <https://www.dir.ca.gov/dosh/Complaint.htm>.
 - California law requires employers to post notices about paid sick leave [[https://www.dir.ca.gov/dlse/Publications/Paid_Sick_Days_Poster_Template_\[1\]_2014](https://www.dir.ca.gov/dlse/Publications/Paid_Sick_Days_Poster_Template_[1]_2014.pdf)].pdf]. To report non-compliance, workers may call the Supplemental Paid Sick Leave hotline at [\[855\] LCO-SPSL \[855-526-7775\]](tel:855-LCO-SPSL).
- California law mandates employers notify new hires of their wage rights https://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf. Non-compliance complaints may be made to Cal/OSHA by phone at 1-833-579-0927 or online at <https://www.dir.ca.gov/dosh/Complaint.htm>.
- Complaints on wage theft or other widespread labor law violations may be filed with the California's Department of Industrial Violations online: <https://www.dir.ca.gov/dlse/HowToReportViolationtoBOFE.htm>.