SAFEGUARDING SPORT FROM CORRUPTION: FOCUS ON THE FIFA WORLD CUP 2026 AND THE 2028 SUMMER OLYMPICS IN LOS ANGELES
SAFEGUARDING SPORT FROM CORRUPTION:
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An outcome document of a meeting organized on the margins of the tenth session of the Conference of the States Parties to the United Nations Convention against Corruption, held in Atlanta, Georgia, United States of America
Focus on the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles

One of the areas in which this work is focused is major sports events. The exposure of corruption surrounding these types of events in recent times needs little reiteration, but it is a reminder of the work to be done and of the importance of strengthening the fight against corruption in sport.

This is why detecting and preventing corruption in relation to the FIFA World Cup 2026 and the 2028 Summer Olympic Games, preparation for which is getting under way in Canada, Mexico and the United States of America, is critical. First and foremost, these competitions are blue-ribbon events, the integrity of which must be fully protected, but they also represent a timely opportunity to showcase how anti-corruption action can be delivered. They are a chance to demonstrate how UNODC and its partners, and how greater international, regional, national and local cooperation between government authorities, sports organizations, anti-corruption agencies and other key stakeholders, can help combat corruption linked to major sports events, and in sport in general.

This is the focus of the present report – an examination of the corruption-related risks faced by the FIFA World Cup 2026 and the 2028 Summer Olympic Games in Los Angeles and the presentation of a clear road map of how these threats can be met, so that these events, and future ones, are better safeguarded against corruption and that their capacity to bring people together, to forge new relationships and create lasting legacies remains undiminished.

The FIFA World Cup and the Olympic Games are landmark events on the sporting calendar – historic competitions that are embraced around the world and that showcase the power of sport as an inspiring, unifying force. It is important that they are celebrated, and that they are protected from corruption.

Corruption poses a serious threat to sport, putting at risk its capacity to positively contribute to society and lives. Since the Italian football team of Rossi and Zoff triumphed in Madrid and American sprinter Carl Lewis ran into the history books in Los Angeles, sport has undergone far-reaching changes. Globalization, a huge influx of money at the top level of professional sport, the rapid growth of legal and illegal betting and marked technological advances have transformed the way sport is played and consumed. These factors have also had a major impact on corruption in sport, both in terms of its scale and its forms.

These evolutions have made sports more vulnerable to corruption. Governments, organizations and other stakeholders are taking steps to better protect sport, but in many ways this journey is only in its early stages. This is why, since 2017, the UNODC Programme on Safeguarding Sport from Corruption and Economic Crime has been supporting governments, sports organizations and other stakeholders in their efforts to protect sports against corruption in its many forms. At the forefront of this work is the use of the only legally binding universal anti-corruption instrument – the United Nations Convention against Corruption.

FOREWORD

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One of the areas in which this work is focused is major sports events. The exposure of corruption surrounding these types of events in recent times needs little reiteration, but it is a reminder of the work to be done and of the importance of strengthening the fight against corruption in sport.

This is why detecting and preventing corruption in relation to the FIFA World Cup 2026 and the 2028 Summer Olympic Games, preparation for which is getting under way in Canada, Mexico and the United States of America, is critical. First and foremost, these competitions are blue-ribbon events, the integrity of which must be fully protected, but they also represent a timely opportunity to showcase how anti-corruption action can be delivered. They are a chance to demonstrate how UNODC and its partners, and how greater international, regional, national and local cooperation between government authorities, sports organizations, anti-corruption agencies and other key stakeholders, can help combat corruption linked to major sports events, and in sport in general.

This is the focus of the present report – an examination of the corruption-related risks faced by the FIFA World Cup 2026 and the 2028 Summer Olympic Games in Los Angeles and the presentation of a clear road map of how these threats can be met, so that these events, and future ones, are better safeguarded against corruption and that their capacity to bring people together, to forge new relationships and create lasting legacies remains undiminished.
The present report, “Safeguarding Sport from Corruption: Focus on the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles”, has been prepared by the Corruption and Economic Crime Branch of the United Nations Office on Drugs and Crime (UNODC). UNODC wishes to express its gratitude to the Governments of Canada, Mexico and the United States of America, and the International Olympic Committee (IOC) and the Fédération Internationale de Football Association (FIFA) for their collaboration in the development of this report.

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## CONTENTS

**EXECUTIVE SUMMARY**  

**RECOMMENDATIONS AND FOLLOW-UP ACTIONS**  

**INTRODUCTION**  

**OVERALL AIM, PURPOSE AND OBJECTIVES OF THE REPORT**  

**SCOPE AND METHODOLOGY**  

**BACKGROUND TO THE FIFA WORLD CUP 2026 AND THE 2028 SUMMER OLYMPICS**  

**OVERVIEW OF RISKS RELATING TO CORRUPTION AND OTHER FORMS OF CRIME AND RELATED WRONGDOING**  

**GLOBAL IMPACT OF CORRUPTION OTHER FORMS OF CRIME AND RELATED WRONGDOING ON SPORTS EVENTS**  

**GOOD PRACTICES IN MITIGATING RISKS: LESSONS LEARNED FROM PAST EVENTS**  

**THREATS TO THE FIFA WORLD CUP 2026 AND THE 2028 SUMMER OLYMPICS**  

**CONCLUSIONS**
Building on an overview of the two events, with a focus on their scale and geographic footprint, and of the sports-corruption-risk landscape, highlighting risks relating to major sports events, specific corruption-related threats to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles are examined in detail, while good practices in mitigating risks relating to major sports events are also shared.

The culmination of this analysis is the presentation of a series of recommendations and follow-up actions that are aimed specifically at supporting government authorities, sports organizations, anti-corruption bodies and other key stakeholders in Canada, Mexico and the United States, as well as the IOC and FIFA, in safeguarding the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles from corruption and other forms of crime and related wrongdoing. The recommendations and follow-up actions are presented immediately after this executive summary.

The present report is focused on the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles, and the corruption risks that pose a threat to these centrepiece events and the steps that can be taken to mitigate these risks.

The present report is part of the ongoing work of the UNODC Programme on Safeguarding Sport from Corruption and Economic Crime to strengthen the fight against corruption in sport, which is undertaken in cooperation with a range of partners, including the International Olympic Committee, and is the result of a meeting organized on the margins of the tenth session of the Conference of the States Parties to the United Nations Convention against Corruption, held in Atlanta, United States of America.

Major sports events face a set of unique corruption risks, at the heart of which are common threats that undermine the integrity and enjoyment of sport on a sector-wide scale. The present report is focused on the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles, and the corruption risks that pose a threat to these centrepiece events and the steps that can be taken to mitigate these risks.
Sound legal and regulatory frameworks are important to effectively tackle the different manifestations of corruption and other forms of crime in sport because they are integral to protecting the significant public and private investment that underwrites major sports events, and they ensure the intangible benefits of a wider legacy from such major events are protected from reputational damage.

1. It is recommended that competent authorities including sports authorities in jurisdictions involved in the hosting of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles consider, where appropriate, reviewing and updating legislation, rules and regulations to address corruption and other forms of crime and sport-related wrongdoing.

Follow-up actions for consideration to support the implementation of recommendation 1 include:

- Promoting and disseminating the following publications among relevant criminal justice authorities and/or anti-corruption bodies, policymaking and legislative bodies and sports governing bodies at the local and the national levels:
  - UNODC, *Global Report on Corruption in Sport* (Vienna, 2022), section 2 on applying the United Nations Convention against Corruption to sport (also available in Spanish)
  - UNODC, IPACS and IOC, *Legal Approaches to Tackling Bribery in Sport* (2023) (also available in Spanish)
- Organizing and delivering workshops and/or events for relevant local and national level criminal justice authorities and/or anti-corruption bodies, legislative bodies and sports governing bodies to raise awareness
of relevant legal and regulatory frameworks and to improve understanding of their application to tackling corruption in sport, in jurisdictions involved in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

2. It is recommended that competent sports authorities in jurisdictions involved in the hosting of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles consider reviewing and, where appropriate, updating rules and regulations to effectively address the manipulation of sports competitions and illegal betting.

Follow-up actions for consideration to support the implementation of recommendation 2 include:

» Promoting and disseminating the following publications among relevant criminal justice authorities and/or anti-corruption bodies, legislative bodies and sports governing bodies at both the local and the national levels:

- UNODC and IOC, Legal Approaches to Tackling the Manipulation of Sports Competitions: A Resource Guide (Vienna 2021) (also available in Spanish and French)

» Undertaking a legal gap analysis and developing a corruption risk assessment report for each host country, that analyses the existing legal framework relating to the manipulation of sports competitions and illegal betting, and contrasts national practices with international good practices and frameworks determined by UNODC, the IOC and other relevant sports organizations.

» Organizing and delivering workshops and/or events for relevant local and national level criminal justice authorities and/or anti-corruption bodies, legislative bodies and sports governing bodies to raise awareness of legal and regulatory frameworks and their application in order to effectively tackle the manipulation of sports competitions and illegal betting in jurisdictions involved in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

3. It is recommended that criminal justice authorities and/or anti-corruption bodies, sports governing bodies and relevant stakeholders, at the local, national and regional levels, nominate focal points for coordination and cooperation, including to tackle corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

Follow-up actions for consideration to support the implementation of recommendation 3 include:

» Conducting a mapping exercise of competent criminal justice authorities and/or anti-corruption bodies, sports organizations and relevant stakeholders with mandates at the local, the national, the regional and the international levels to tackle corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles, for the purpose of developing an overview of their capacity in this regard (such as those linked to the prevention, detection, investigation, prosecution and sanctioning of corruption and other forms of crime and related wrongdoing in sport).

» Establishing dedicated ad hoc mechanisms (such as specialized commissions, units, national platforms,
task forces and working groups) with standard operating procedures, roles and responsibilities to support coordination and cooperation at the local, the national and the international levels between and among criminal justice authorities and/or anti-corruption bodies, relevant local authorities, private sector and sports organizations in charge of the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles as well as the respective international sport organizations. These mechanisms could include focal points from:

- Relevant criminal justice authorities and/or anti-corruption bodies from each of the cities where sports competitions will take place
- Local authorities which provide services in relation to the delivery of the events, such as public works, security, tourism and the issuance of construction permits, etc.
- Relevant private sector representatives, such as those involved in sponsorship, stadium renovations and urban infrastructure
- Relevant sports governing bodies at the national, the regional and the international levels (national football associations, national Olympic committees, the Confederation of North, Central America and Caribbean Association Football, FIFA, IOC, etc.)
- Relevant international organizations (UNODC, the International Criminal Police Organization (INTERPOL), etc.)

4. It is recommended that criminal justice authorities and/or anti-corruption bodies, sports organizations and relevant stakeholders support, organize and develop programmes, platforms and projects, and take active participation in task forces, expert groups and other initiatives, that promote and enhance cooperation and the exchange of information and good practices among and between criminal justice authorities and/or anti-corruption bodies, sports governing bodies and relevant stakeholders, through the provision, where feasible and if possible, of human, financial and technical resources.

Follow-up actions for consideration to support the implementation of recommendation 4 include:

- Creating a list of existing programmes, projects, task forces, expert groups and initiatives that promote and enhance cooperation and the exchange of information and good practices among and between criminal justice authorities and/or anti-corruption bodies, sports governing bodies and relevant stakeholders.
- Developing a calendar of events in which criminal justice authorities and/or anti-corruption bodies, sports organizations and relevant stakeholders involved in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles could take part in order to facilitate the informal exchange of information, cooperation and collaboration with the aim of tackling corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.
- Organizing meetings on specific thematic issues (such as competition manipulation, illegal betting and corruption linked to procurement associated with organizing major sports events) for criminal justice authorities and/or anti-corruption bodies, sports governing organizations and relevant stakeholders involved in the organization of the 2026 FIFA World Cup and the 2028 Summer Olympics in Los Angeles. The aim of the meetings would be to share information, discuss specific cases and build informal, personal and institutional relationships, and to provide opportunities to further strengthen international cooperation through the sharing of good practices, exchanges of views, lessons learned and available tools for the various stages of investigating cases of corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.
Developing a unified approach to preventing and tackling corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles can be an effective way to mitigate the impact of such risks on the events. The development and application of strategies, policies and practices in this regard can be highly effective and can also be integrated as part of broader national anti-corruption strategies adopted in Canada, Mexico and the United States, as well as by the IOC and FIFA.

It should be noted that there is no “one-size-fits-all” approach to the development of strategies, policies and practices aimed at preventing and tackling corruption and other crimes in sport. This is especially true given the unique nature of both the FIFA 2026 World Cup and the 2028 Summer Olympics in Los Angeles.

5. It is recommended that competent criminal justice authorities and/or anti-corruption bodies, policymaking bodies and sport governing bodies develop a comprehensive set of policies and/or action plans to prevent and tackle corruption and other forms of crime and related wrongdoing linked to the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

Follow-up actions for consideration to support the implementation of recommendation 5 include:

- Establishing dedicated strategy development teams from relevant authorities within jurisdictions to develop and draft respective strategies or policies. These teams would:
  - Include representatives of relevant policymaking bodies, criminal justice authorities and/or anti-corruption bodies, sports organizations and relevant stakeholders, at the local, the national and the regional levels
  - Establish a collaborative forum (group) for effective cooperation to develop synergies when drafting strategies and policies, in particular regarding drafting preliminary diagnosis and situation analysis, formulating anti-corruption measures, ensuring effective implementation, monitoring, evaluating and reporting
- Promoting and disseminating the following publications as reference materials among relevant criminal justice authorities and/or anti-corruption bodies, policymaking bodies and sports organizations at both the local and national levels:
  - UNODC, The United Nations Convention against Corruption: A Strategy for Safeguarding against Corruption in Major Public Events (Vienna, 2013) (also available in French)
Focus area: Preventing and detecting corruption and other forms of crime and related wrongdoing linked to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

Governments and sports governing bodies have crucial roles to play in the prevention and detection of corruption and other forms of crime and related wrongdoing linked to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles, including by enacting and implementing legislation that protects reporting persons from retaliation and abuse, and by developing and implementing reporting mechanisms to support the reporting of incidents by reporting persons. The private sector can also play an important role by providing prevention and detection services, such as those used to monitor legal betting markets for the possibility of competition manipulation and by monitoring social media platforms for open-source intelligence purposes.

Additionally, ensuring the accountable and transparent use of public resources in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles should be a central element of the anti-corruption strategy. Accountability and transparency are key to strengthening public trust in the use of public funds for the events.

6. It is recommended that criminal justice authorities and/or anti-corruption bodies, sports governing bodies and relevant stakeholders involved in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles conduct a comprehensive mapping of the existing reporting mechanisms for preventing and detecting corruption and other forms of crime and related wrongdoing in sport.

Follow-up actions for consideration to support the implementation of recommendation 6:

» Conducting a mapping exercise of the existing sports-related reporting mechanisms in jurisdictions and operated by sports governing bodies involved in the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles in order to develop an overview of the main characteristics of these mechanisms (e.g., their guiding principles, the scope of wrongdoing that they cover, the target audience, the type of interfaces used, the information, advice and support provided to reporting persons, how reports are handled and the assessment and classification of the information reported) and their effectiveness.

» Considering the development of ad hoc reporting tools and channels specifically for the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles respectively, with links to competent operative authorities. Such tools and channels should also be further promoted in order to foster a culture of reporting.

» Creating a digital platform to facilitate access to documentation related to public funds used for the organization of the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles (e.g., public procurement, public work contracts, among others).

» Promoting and disseminating the following publications among relevant criminal justice authorities and/or anti-corruption bodies, policymaking bodies, in particular among law enforcement agencies, at both the local and national levels:

- UNODC, Global Report on Corruption in Sport, section 4 of the on detecting and reporting corruption in sport (Vienna, 2022) (also available in Spanish)
- UNODC and IOC, Reporting Mechanisms in Sport: A Practical Guide for Development and Implementation (Vienna, 2019) (also available in French and Spanish)
7. It is recommended to ensure that the capacities of investigators, prosecutors and relevant officials from criminal justice authorities and/or anti-corruption bodies are developed to effectively investigate and prosecute corruption, other forms of crime and related wrongdoing linked to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

Follow-up actions for consideration to support the implementation of recommendation 7:

- Organizing awareness-raising and capacity-building activities for investigators, prosecutors and relevant officials from criminal justice authorities and/or anti-corruption bodies who are handling complex cases involving corruption, other forms of crime and related wrongdoing in sport, in which good practices and experiences on how to investigate and prosecute such cases can be shared.

- Ensuring that national law enforcement authorities agree to share, at the appropriate moment, information related to any violation of national criminal law with the relevant sports organization in the event that such a sports organization has disciplinary power over the person involved, in order to facilitate the disciplinary sanction (which may be Promoting and disseminating the following publications among relevant criminal justice authorities and/or anti-corruption bodies and policymaking bodies at both the local and national levels:

- UNODC, Global Report on Corruption in Sport (Vienna, 2022), section 8 on understanding the manipulation of sports competitions (also available in Spanish)

- UNODC, INTERPOL and IOC, Investigation of Cases of Competition Manipulations: A Practical Guide (Vienna, 2023) (also available on French and Spanish)

- UNODC and IOC, A Practical Guide to the Prosecution of Cases of Competition Manipulation (Vienna, 2023)
Although major sports events have become an integral part of modern society, several recent and high-profile scandals in relation to alleged corrupt processes in the awarding of hosting rights for major sports events, and relating to flawed internal governance policies within sports organizations, have shaken public confidence in the ethical standards of these organizations and in the integrity of the major events that they oversee.

In recent years, the need to comprehensively respond to the challenges posed by corruption to sport has been increasingly recognized at the international level, including by the Conference of the States Parties to the United Nations Convention against Corruption, in its resolutions 7/8, on corruption in sport, and 8/4, on safeguarding sport from corruption. Several other international frameworks and tools, including General Assembly resolutions, the political declaration entitled “Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthen international cooperation”, adopted by the General Assembly at its special session against corruption held in 2021, and the G20 High-Level Principles on Tackling Corruption in Sport, complement these international calls to action.²


In addition to corruption, other serious crimes, including trafficking in persons, can affect the sports industry, particularly in relation to major sports events. In this regard, in its resolution 77/27, the General Assembly called upon Member States and the sport sector to enhance their efforts to prevent and fight trafficking in persons, in particular of children and women, as well as forced labour, sexual exploitation, abuse and harassment, and all forms of violence in sport. Furthermore, in its resolution 78/228, on improving the coordination of efforts against trafficking in persons, the General Assembly expressed concern about the increasing reports of trafficking in persons in sport, which often involves transnational organized crime groups exploiting people in vulnerable situations, especially children, and in this regard recognizing the need to address the knowledge gap around this issue through support for and engagement in data-gathering on trafficking in persons in sport in order to ensure that responses are evidence-based.³


The organization and hosting of the FIFA World Cup 2026 by Canada, Mexico and the United States of America, and the organization and hosting of the 2028 Summer Olympics in Los Angeles by the United States provides a timely opportunity to identify ways to effectively prevent, detect, investigate and sanction these threats in a coherent and effective manner, and to ensure a positive legacy for the events.
The overall aim of the present report is to contribute to efforts aimed at supporting Canada, Mexico and the United States as well as the International Olympic Committee (IOC) and the Fédération Internationale de Football Association (FIFA) in safeguarding the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles from corruption, other forms of crime and related wrongdoing.

Included in the present report is a brief overview of major corruption risks associated with the hosting of the FIFA World Cup 2026 and 2028 Summer Olympics, and future events. It also includes a summary of wider and long-term trends, case studies and policy considerations on how to respond to the various challenges that have been identified.

The report builds on the exchanges and discussions held during a meeting organized by the United Nations Office on Drugs and Crime (UNODC) Programme on Safeguarding Sport from Corruption and Economic Crime. This meeting was held on 12 December 2023 on the margins of the tenth session of the Conference of the States Parties to the United Nations Convention against Corruption, held in Atlanta, Georgia, United States. The participants of the meeting included representatives of the relevant government entities of Canada, Mexico and the United States as well as representatives from UNODC, the IOC and FIFA. The agenda of the meeting and a list of participants are included as an annex to the present report.

The overall objective of the meeting was to facilitate a greater understanding of specific and cross-cutting corruption and economic crime risks linked to hosting and organizing the FIFA World Cup 2026 and the 2028 Summer Olympics. These include:
- Infiltration by organized criminal groups
- Corruption linked to procurement
- Competition manipulation
- Illegal betting
- Money-laundering
- Fraud

The 36 participants included officials from national anti-corruption bodies, law enforcement agencies, sports agencies and sports organizations from Canada, Mexico and the United States.

During the meeting, speakers and experts from UNODC, international organizations, sports organizations, Governments, criminal justice authorities and/or anti-corruption bodies and the private sector contributed to fruitful exchanges. Participants identified priority areas and shared information on key themes, including challenges and opportunities with regard to the fight against corruption and crime in sport in the region. There was a specific session dedicated to jointly developing recommendations.

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The following considerations were identified by the participants as priorities for future attention and action, both at the national and regional levels.

- Developing mechanisms for open and confidential reporting of all forms of wrongdoing in sport, on the broadest possible scale, including stakeholders from outside of sport, where appropriate. Specific mechanisms should be developed in such a way to protect the identity and safety of reporting persons, witnesses and suspects; to respect data privacy requirements; and to ensure that the mechanisms are based on principles enshrined within the rule of law. Such mechanisms should allow both law enforcement agencies and sport authorities to exchange information and to carry out follow-up in their respective domains (public prosecution and disciplinary actions).
- Developing and implementing policies and regulations (which are clear, transparent and publicly accessible) that address conflicts of interest at all stages of major sports events.
In order to develop the analyses presented in this report, the following resources and publications were used as a basis:

» G20 Anti-Corruption Working Group, G20 Accountability Report 2022 (Vienna, 2022)
» UNODC, Crime, corruption and wrongdoing in the transfer of football players and other athletes (Vienna, 2022)
» UNODC, Global Report on Corruption in Sport (Vienna, 2021)
» UNODC and IOC, Legal Approaches to Tackling the Manipulation of Sports Competitions (Vienna, 2021)

After the above-mentioned meeting organized by the UNODC Programme on Safeguarding Sport from Corruption and Economic Crime on the margins of the tenth session of the Conference of the States Parties to the United Nations Convention against Corruption, a follow-up questionnaire was developed by UNODC and sent to participants. The responses received have helped inform this report. The questionnaire is attached as annex III to the present report.

The report takes a multidisciplinary approach and is based on data from official sources, academic journals, studies and articles. The examples used in the report are based on adjudicated cases.
BACKGROUND TO THE FIFA WORLD CUP 2026 AND THE 2028 SUMMER OLYMPICS

The FIFA World Cup 2026 will be the 23rd edition of the tournament and the first to feature 48 teams and three host countries: Canada, Mexico and the United States. Canada has previously hosted a FIFA Women’s World Cup (2015) and a FIFA Under-20 World Cup (2007), but this is the first time it will host the men’s senior tournament. Mexico and the United States have both previously hosted men’s World Cups, with Mexico set to become the first country to host three men’s senior tournaments (1970, 1986 and 2026). Of the 80 games to be contested in the tournament, 60 will be played in the United States, 10 in Canada and 10 in Mexico. A total of 16 stadium venues across the three countries will host games.

On 13 September 2017 at the 131st IOC Session, held in Lima, Peru, it was confirmed that Paris, France and Los Angeles, United States would host the summer editions of the Olympic Games in 2024 and 2028, respectively. Los Angeles will host the summer edition of the Olympic Games for a record-equalling third time (it previously hosted the Games in 1932 and 1984). At the 141st IOC Session, held in Mumbai, India, five sports were proposed by the Los Angeles 2028 Organising Committee to be included as part of the 2028 Summer Olympics programme. These are baseball/softball, cricket (T20) and lacrosse (sixes), which will return to the Summer Olympics programme, and flag football and squash, which will make their Olympic debuts. The proposal was approved by IOC, which means that the 2028 Summer Olympics programme will feature 33 sports. Accordingly, the final quota for the number of athletes expected to compete at the 2028 Summer Olympics is likely to reach a record number.

OVERVIEW OF RISKS RELATING TO CORRUPTION AND OTHER FORMS OF CRIME AND RELATED WRONGDOING

Corruption and other forms of transnational crime and related wrongdoing have emerged as a complex and multifaceted threat to the integrity of sport. The sports sector has undergone comprehensive changes in recent decades. Globalization, a large influx of money at the elite level of professional sport (mainly as a result of lucrative media rights contracts and, more recently, through private equity) and marked technological advances (including in relation to sports betting) have transformed the way sport is played, organized and consumed.

With regard to the proliferation of sports betting, including in relation to major events, although sports betting in general is not a problem, with a well-regulated and controlled sports betting market able to further engage sports fans and stimulate interest and enthusiasm towards sport, there are numerous risks that arise from the deep involvement of sports betting with the sports sector, including in relation to major events and sponsorship agreements.

These factors have also had a major impact on corruption in sport, both in terms of its scale and its forms, and on the role played by international organizations, Governments, and supranational sports bodies in combating this activity. Corruption within sports organizations has been exposed on a broad scale, not least with regard to the awarding and implementation of hosting rights of major sports events, which is the principal concern of the present report.

The role of organized criminal groups in corruption in sport and the infiltration of sports organizations by these criminal groups has grown noticeably, mainly because of the recent enhanced commercialization of sport. Organized criminal groups have exploited vulnerabilities linked to the weaknesses of legislative and regulatory frameworks that govern activities and areas directly and indirectly linked to sport. These vulnerabilities include various phases in the hosting of major sports events, from the bidding process and procurement of infrastructure, goods and services to construction and ticketing arrangements.

There is a need to strengthen legislative and regulatory frameworks, supplemented by the development of capacities and comprehensive policies to assess the risks related to corruption and other forms of crime and related wrongdoing, including those linked to the organization of major sports events.

Although the administration of sport remains largely autonomous in nature, with regard to major sports events (which in the case of the FIFA World Cup 2026 takes place across three jurisdictions), there is a need to use a multi-stakeholder approach to fighting corruption and other forms of crime, both in terms of cooperation between government entities (e.g. at the state and the municipality levels) and promoting enhanced public-private cooperation.
GLOBAL IMPACT OF CORRUPTION OTHER FORMS OF CRIME AND RELATED WRONGDOING ON SPORTS EVENTS

Overviews of key issues relevant to corruption and other forms of crime in major sports events tend to focus on four distinct stages in relation to the planning and delivery of a major sports event: conceptualization; planning and implementation; legacy ownership transfer; and post-event operations and governance.

These stages require a wide range of expertise and resources to address the complex, geographically diverse and long-term factors relating to major sports events, including:

a. The processes through which potential host cities and countries bid for and are awarded hosting rights of major sports events

b. The internal governance systems of the bidding authority and the delivery authority of a major sports event

c. The external relations of the event delivery authority in connection with the management of its procurement practices with third-party suppliers of goods and services (including the construction of event-related infrastructure) in relation to the organization of a major sports event

Given that the bidding processes for the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles have been completed, the present report is focused on (b) and (c):

» The level of transparency and accountability of the various stakeholders involved in a major sports event, including those who are acting in relation to internal financial management, accounting and reporting and audit systems

» The extent of external monitoring that is needed at all stages of the life cycle of a major sports event, including the post-event disposal of assets and the transfer of ownership of venues

The failure to put in place governance measures to mitigate the risks of corruption linked to the delivery of a major sports event may lead to economic damages, financial loss, cross-jurisdictional tension between co-hosts (where applicable) and ultimately to political instability. Furthermore, given the critical levels of media attention and public scrutiny associated with major sports events, mismanagement caused by corruption or other forms of crime and related wrongdoing may cause lasting reputational damage for the host cities and/or countries as well as for sports organizations (in particular if they are the event owners) and other stakeholders (host organizations, sponsors, sports federations, etc.).

Major sports events pose unique budgeting and planning challenges for organizers. Changes in political, social, financial and environmental circumstances can result in significant changes to the budgets and plans of major sports events, with a higher risk of cost overruns and, at times, of the creation of underused legacy infrastructure. Typically, there are five major areas that are associated with the proper management of finances in the organization and delivery of major sports events, namely:

» Budgeting and planning
» Internal audits
» External audits
» Risk management
» Financial transparency

International sports federations and other supranational agencies have acknowledged (and learned from) the corruption-related vulnerabilities in the above-mentioned areas in relation to the holding of major sports events.

Since the 2002 Winter Olympics in Salt Lake City, United States of America, the IOC has developed a multifaceted and well-resourced system aimed at safeguarding the integrity of major sports events and the Olympic Movement from corruption. The IOC Ethics Commission, comprised of independent members, and the IOC Ethics and Compliance Officer share responsibility for the oversight and promotion of compliance with the Basic Universal Principles of Good Governance of the Olympic and the Sports Movement and the IOC Code of Ethics that apply to the IOC and its affiliate organizations. The Principles were initially published in 2009 and upgraded in 2022, following approval by the IOC Executive Board. Moreover, the IOC and the Organisation for Economic Co-operation and Development (OECD) have developed a document on good practices and guidelines for the Olympic Movement, entitled “Procurement of Major International Sport-Events-Related Infrastructure and Services”.

In 2013, UNODC published A Strategy for Safeguarding against Corruption in Major Public Events to support States considering organizing a major international event. In the publication, the relevant provisions of the United Nations Convention against Corruption are referred to and good prevention and risk management practices are identified. The practical measures include a recommendation that organizers of major public events undertake a comprehensive,
strategic risk assessment in the planning phase, using the corruption prevention checklist included in the publication as a starting point. The publication is complemented by a training package.

In 2017, IPACS created a dedicated task force (IPACS Task Force 1) with the objective of mapping procurement standards to the specific context of sport and of developing actionable guidelines and targeted tools aimed at managing procurement risks, including corruption risks in the public procurement of sporting events. The risks identified in the accompanying report, *Mapping of procurement standards and risk management activities in the construction of infrastructure for sporting events*, included:

- Failures to properly record and store information on the procurement of sports-related infrastructure resulted in the loss of institutional memory, undermining the development of informed procurement risk management strategies
- Enhanced risks arising from public and private interactions in the procurement of sports infrastructure
- Risks affecting the procurement of sporting events are higher in sports-related infrastructure because of the pressure to deliver projects on time

In 2020, with a view to ensuring integrity in the selection of major sports events, with an initial focus on managing conflict of interest, IPACS published a report entitled “Good practice examples for managing conflicts of interest in sport organisations.”

The new FIFA human rights requirements for its major tournaments, which were developed in consultation with a wide range of stakeholders and with the technical support of the Office of the United Nations High Commissioner for Human Rights, were implemented for the first time in relation to a major event during the bidding process for the FIFA World Cup 2026. As part of the bidding process, host cities and host countries were required to commit to, among other things, their obligations under the Guiding Principles on Business and Human Rights and to develop respective strategies. FIFA also required candidate host cities to engage with local stakeholders and to carry out the necessary due diligence and risk assessments.

Since the 2026 bidding process took place, FIFA has further enhanced its bidding process for major events to include additional integrity measures, such as the appointment of an independent audit company to monitor the compliance of FIFA with the principles and procedures of the bidding process and a requirement for each bidder to appoint a Bid Compliance and Ethics Officer to monitor their compliance with the bidding process.

The Olympic Host Contract for the 2024 Summer Olympics in Paris contained, for the first time, a contractual obligation for the host city (and other related lead organizations for the Games) to adopt anti-corruption and human rights compliance measures. Clause 13.2. (c) of the contract requires the host city, the national Olympic committee and the organizing committee for the Olympic Games to “refrain from any act involving fraud or corruption, in a manner consistent with any international agreements, laws and regulations applicable in the Host Country and all internationally recognised anti-corruption standards applicable in the Host Country, including by establishing and maintaining effective reporting and compliance.”

The Government of France supplemented the above commitments with the National Multi-Year Plan to Fight Corruption (2020–2022), in which the promotion of integrity in sports organizations and in relation to events is prioritized. This approach is threefold in nature:

a. The systematic mainstreaming of corruption prevention and detection systems in legislation governing the organization of major sports events and in the bodies overseeing or taking part in the event organization (in France, this included the evaluation

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4 FIFA, “Human Rights – Key Focus for FIFA World Cup 2026TM”, 20 July 2022.
5 For example, see FIFA, “FIFA Women’s World Cup 2027TM – Bidding process”, 22 May 2023.
6 IOC, Host City Contract Principles: Games of the XXXIII Olympiad in 2024 (2017).
7 IOC, Host City Contract Principles: Games of the XXXIII Olympiad in 2028 (2017).
CASE STUDY: MEXICO

In Mexico, a guide to implementing measures to prevent corruption and promote integrity in sport was launched in 2018. It was developed by the Sports Appeal and Arbitration Commission. The guide has a broad scope of application, including persons employed in the federal sports sector, states and municipalities, the social and private sectors, national sports associations and other sports organizations. It contains information on basic concepts, regulatory frameworks, actions and specific integrity policies for the different stakeholders.

In 2020, the “Prevention of Corruption in the Sports Sector in the United Mexican States” project was launched in Mexico. The project was developed by the Executive Secretariat of the National Anti-Corruption System and UNODC for the purpose of developing strategies and mechanisms aimed at strengthening the capacities of public and private agencies, organizations and institutions, societies, associations and national councils that are members of the sports sector in the United Mexican States to prevent and combat corruption. The tools and activities that are part of the project are helping entities in the sports sector to improve their risk management capabilities.

Mexico has a comprehensive anti-corruption legislative regime, including the General Law of Administrative Liabilities and the General Law of the National Anticorruption System as well as the National Program to Combat Corruption and Impunity and to Improve Public Management 2019–2024, the National Development Plan 2018–2022, the Policy of Transparency, Open Government and Open Data of the Federal Public Administration 2021–2024, the National Anticorruption Policy and the Implementation Program of the National Anticorruption Policy. The anti-corruption laws, programmes and policies are designed for and should be enforced by the agencies and authorities that are part of local anti-corruption systems and the National Anticorruption System.

Notably, according to article 25 of the General Law of Administrative Liabilities, legal entities, including sports organizations, must have an integrity policy. Furthermore, sports organizations must abide by transparency and accountability principles, in that information on their activities should be publicly available, even if the organization is a private sector entity.
GOOD PRACTICES IN MITIGATING RISKS: LESSONS LEARNED FROM PAST EVENTS

Drawing on information in the present report, as well as from the Global Report on Corruption in Sport and the G20 High-Level Principles on Tackling Corruption in Sport, good practice in mitigating corruption and crime-related risks in the hosting of sports events includes the following actions:

For the organization of major sports events, host city contracts are signed between the international sport organization, the owner of the event and the local organizer (private and/or public entity). This contract defines the respective responsibilities of the local organizer and the international sports organization.

Considering the importance of such events, in terms of risk (including security-related risks) and of revenue and benefits for the city and/or country, public authorities are necessarily involved, even though they may not have been part of the signature process of the contract. Consequently, the Government has to ensure the safest anti-corruption environment.

Government-led good practice

» Identifying and mapping the roles and responsibilities of stakeholders in the delivery of sports infrastructure, including implementing agencies, construction suppliers and other private stakeholders in the procurement cycle, such as architects and project managers.

» Using procurement award criteria that incorporate both quality and price components tailored to the scale and complexity of the sports infrastructure, as well as the results of market studies, to identify the best value for money, and putting in place governance mechanisms to ensure amendments to contracts benefit from strong oversight.

» Ensuring that during the planning and implementation stage, the entity responsible for the eventual disposal of assets, transfer of ownership and post-event operations is actively engaged with the host community about the readiness of the community for the eventual use of the facilities.

Sports-led good practice

» Conducting thorough and accurate needs assessments in the planning stages of hosting a major sports event, and maintaining the integrity of such assessments by ensuring that no external (or inappropriate internal) stakeholders influence the results.

» Identifying positions and functions within and around the delivery authority/organizing committee or entity, and within its partner organizations, that are most vulnerable or susceptible to corruption.

» Developing a coordinated and efficient governance system applicable to all local and national stakeholders, both public and private, within the major sports event ecosystem (including the local organizing entity, the public bodies of host cities or countries, sponsors, suppliers of goods and services, sports federations and other sport-related organizations).

» Developing and implementing a code of conduct to guide the behaviour of the various national stakeholders involved in the delivery of a major sports event to assist them in adhering to the principles of efficiency, transparency and objectivity.

» Using existing principles, tools and guidelines to enhance internal governance (e.g., Basic Universal Principles of Good Governance and IPACS Good Governance benchmarks).

» Developing, publishing and enforcing a clear code of conduct or codes of ethics, including rules specifically relating to conflict of interest, in order to prevent conflicts of interest from tainting the decision-making of sports organizations in the selection process for awarding hosting rights for major sports events.

» Developing strategies and action plans based on sustainability principles to ensure that only required infrastructure is built and ensure legacy planning for local communities and national sports entities.

» Adopting and publishing a clear set of criteria that
Conduct targeted trafficking in persons awareness

The establishment of a federal commission to

Regarding the prevention of the manipulation of

Enhanced efforts to educate and inform athletes,

Engage in an early assessment of the risk of

Strategic planning and implementation should

The creation of an independent Sport Integrity Unit

A review of relevant sections of the Canadian

CASE STUDY: CANADA

In 2013, Public Safety Canada funded a study into possible increases in transnational and domestic trafficking in persons in British Columbia in connection with the 2010 Winter Olympics and 2010 Paralympics in Vancouver. The research provided contrary evidence about whether there were indications that trafficking of persons had occurred prior to and during the 2010 Olympic Games. While the study did not rule out the possibility that trafficking of persons for the purposes of labour and sexual exploitation might have evaded detection, the study concluded that there was no concrete and verifiable evidence of trafficking in persons for the purposes of sexual or labour exploitation linked to the Games. The report included several recommendations for the future hosting of major sports events in Canada:

» Engage in an early assessment of the risk of trafficking in persons in the host city/country/region using an evidence-based approach and develop appropriate prevention strategies accordingly. Labour trafficking should receive equivalent attention to trafficking in persons for the purpose of sexual exploitation, and prevention initiatives, including guiding principles for employers, should be initiated during the infrastructure and venue construction phase.

» Strategic planning and implementation should include the development of a clearly defined trafficking in persons prevention plan with milestones and benchmarks; the fostering of partnerships, networks, coordination and information-sharing among relevant government agencies and enforcement bodies, and with non-governmental organizations; and the establishment of appropriate investigative protocols and referral mechanisms to monitor the situation on the ground and to respond to the support needs of trafficked persons. Key partnerships and consultations on strategic planning should also involve Indigenous, youth, sex worker and migrant worker organizations/advocates as well as grassroots community-based groups.

» Conduct targeted trafficking in persons awareness training of enforcement personnel (police officers and immigration and border officials), criminal justice officials, labour inspectors, first responders and non-governmental organization partners, as well as private sector employers and employees in such areas as construction, hospitality services and transportation. Provide the training in their communities and through specific anti-trafficking interventions.

Since the 2010 Winter Olympics in Vancouver, the capacity of Canada to undertake ethical or integrity-related assessments of major sporting events has been supplemented by the establishment of the Canadian Centre for Ethics in Sport, an independent, national, not-for-profit organization that works collaboratively to ensure Canadians have a positive sport experience. Through its programmes, the Centre manages unethical issues in sport, protects the integrity of Canadian sport and promotes True Sport to activate values-based sport on and off the field of play. In 2019, the Centre, in collaboration with McLaren Global Sport Solutions, published a white paper entitled “Match Manipulation and Gambling in Sport: A Growing Threat to Canadian Sport Integrity”, in response to the International Symposium on Match Manipulation & Gambling in Sport. In the white paper, the following was recommended:

» The establishment of a federal commission to examine the issue of match manipulation in sport in Canada and to provide recommendations for action.

» A review of relevant sections of the Canadian Criminal Code should be undertaken, including amendments to address the prosecution of corrupt practices focused specifically on match manipulation in Canadian sport.

» Enhanced efforts to educate and inform athletes, coaches, officials and sport organizations about the risks associated with match-fixing in sport.

» The creation of an independent Sport Integrity Unit in Canada.

In general, and as noted above, examples of risks associated with major sports events include the manipulation of host selection processes (including through major conflicts of interest), financial kick-back schemes involving the use of public funds in the development of event-related infrastructure, conflict of interests, reselling of event tickets by event organizers for personal gain, and corruption linked to sponsorship opportunities and the acquisition of media rights.

In particular, the bidding process for the hosting rights of major sports events and the organization and delivery of these events, both for bidding cities and countries and for the international sports organizations that select the hosts, have been frequently highlighted by the media and at the Government and sports organization levels as the most frequent and unique corruption risks. They remain relevant threats to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles.

Sports betting also constitutes a potential risk to major sports events. This is particularly pertinent to the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles because significant changes have been made to the sports betting regulatory frameworks in Canada and the United States in recent years, introducing a greater degree of sports betting market liberalization.

Consideration should also be given to the infiltration of these events by organized criminal groups. As noted in section six of the Global Report on Corruption in Sport, it is possible to distinguish two general ways in which organized criminal groups exploit sport for illicit gain:

» By direct affiliation to, or infiltration into sport, often through internal actors, such as senior officials of sports organizations, coaches, referees, athletes and intermediaries

» By indirect affiliation to sport, by external and established organized criminal groups (including mafia-type organizations) that require the collaboration of internal actors inside sport to enact their illicit activities

In many of the reported cases involving organized criminal groups (reported in section 6.3 of the Global Report on Corruption in Sport), the activities of these groups include a strong transnational element. They make use of networks and mechanisms across different jurisdictions, often intermingling illicit funds with legal economic activities.

According to the Global Report on Corruption in Sport, the limited systematic collection of relevant information makes it difficult for criminal justice authorities and/or anti-corruption bodies to estimate the scale of the problem and to assess the exact impact of organized crime on sport. Nevertheless, the involvement of organized crime in illegal betting, the manipulation of sports competitions and corruption linked to major sports events suggests that such activities would put the total value of such illegal activities on a par with that generated by groups involved in illegal drug trafficking, trafficking in persons and trafficking in arms.

From a sports perspective, it is noted in the Global Report on Corruption in Sport that the vast amounts of money involved in sport, the weak or complex governance structures of some sport organizations (in particular for the local organizing entity, which by definition is a temporary one) and the rise in the popularity of sport and its economic dimension has made it increasingly attractive to organized crime groups as a vehicle to be exploited for illicit financial gain.

From a law enforcement perspective, it is also highlighted in the Global Report on Corruption in Sport how low investigation and conviction rates (by criminal justice authorities) contribute to making sport a profitable and low-risk target for organized criminal groups, and how organized criminal groups use advanced technology and sophisticated methods to exploit sport for illicit gains. This requires criminal justice systems to be equipped with equally advanced means, knowledge and resources.
CASE STUDY: UNITED STATES OF AMERICA

Legislation has been in place at the federal level in the United States since the early 1950s to combat illegal gambling and related fraud. The Federal Wire Act, enacted in 1961, prohibited individuals from using a phone to receive bets or send gambling information. It also criminalized “wagers on any sporting event or contest” made over any wire communication, recognizing that interstate gambling of this nature was an important means of money-laundering for criminal syndicates. In 1970, federal prohibitions specifically targeting illegal gambling businesses were introduced through the Illegal Gambling Business Act. As part of a comprehensive federal regulatory scheme aimed at controlling organized crime (particularly the mafia), the Racketeer Influenced and Corrupt Organizations Act was also passed, focusing on organized criminal activities, such as gambling and bookmaking.

Although there have been considerable changes to gambling law in the United States since then, instruments such as the Racketeer Influenced and Corrupt Organizations Act were central to the proceedings that followed the indictment of 14 FIFA officials and sports marketing executives for racketeering, honest services wire fraud and money-laundering offences, among other offences, by the United States Department of Justice. The indictment was later expanded, resulting in multiple convictions of individuals and corporate entities. As part of the proceedings, many of the defendants were ordered to forfeit assets obtained through their criminal activity. Under federal law, the Department of Justice exercised its authority to distribute the proceeds of forfeited assets through the remission process to victims of crimes (including FIFA) that employed and were defrauded by the corrupt soccer executives.10

In the United States, the legislative approach is supplemented by sport-specific legislation relating to bribery in sport. Title 18 of the United States Code section 224, on bribery in sporting contests, has been law since 1964. It holds that whoever carries into effect, attempts to carry into effect, or conspires with any other person to carry into effect any scheme in commerce to influence, in any way, by bribery any sporting contest, with knowledge that the purpose of such scheme is to influence by bribery that contest, shall be fined under this title, or imprisoned not more than five years, or both.

It is noted in the “Report of the IOC 2028 Evaluation Commission: Los Angeles 2028” that the United States Department of Homeland Security has provided a letter confirming that the 2028 Summer Olympics will receive National Special Security Event designation, which will “provide world-leading security expertise, capabilities and resources to augment existing arrangements at no cost to the OCOG committee.”

The United States Secretary of Homeland Security is responsible for designating National Special Security Event status. The Secretary is assisted in the designation process by the National Special Security Event Working Group, which comprises inter-agency subject matter experts and is co-chaired by the United States Secret Service, the Federal Bureau of Investigation and the Federal Emergency Management Agency. The Working Group is responsible for assessing each event that is considered for National Special Security Event status.

Credentialing is a critical element in the coordination and implementation of the security operations for a National Special Security Event. Although the United States Secret Service issues credentials for venues for National Special Security Events, the process begins with vetting by an event’s host committee, which approves the participants from a particular group or organization, such as media or service industries. Once the host committee approves the participants from a particular group or organization to attend the event, the United States Secret Service begins its background checks.11

CASE STUDY: CANADA, MEXICO AND THE UNITED STATES OF AMERICA

In September 2023, the United States Justice Department announced, alongside its partners from the Federal Economic Competition Commission in Mexico and the Competition Bureau in Canada, the launch of a joint initiative to deter, detect and prosecute collusive schemes related to the provision of goods and services in connection with the FIFA World Cup 2026.

Through this initiative, the enforcement agencies seek to collaborate on outreach to the public and business community about anti-competitive conduct, as well as on investigations, using intelligence-sharing and existing international cooperation tools.12

In the United States, the Procurement Collusion Strike Force of the United States the Department of Justice can be contacted with information regarding market allocation, price fixing, bid rigging or other anti-competitive conduct.


12 Office of Public Affairs, United States Department of Justice, “United States, Mexico, and Canada Launch Joint Initiative to Detect Collusive Schemes Seeking to Exploit the 2026 FIFA World Cup”, 22 September 2023.
CONCLUSIONS

The conclusions from previous UNODC research on major sports events remains relevant: success in preventing corruption in the organization of major events is linked to several interrelated factors.

» The presence of political determination and commitment to address the issue

» A central, singular and accountable authority responsible for the delivery of the event (local organizing entity)

» A shared commitment to prevent corruption among key stakeholders both at the national and international levels

» A sound and transparent governance, organizational and accountability structure

» A strategic approach to corruption prevention based on a systematic and continuous risk assessment process

» Effective leadership in the implementation of a comprehensive risk management strategy

» The presence of effective compliance monitoring schemes

» A commitment to transparency and integrity in public reporting

Major sports events are designed to leave a legacy for the host cities and/or countries. Corruption is one that can be avoided. Major sports events, as products of multi-agency, public-private and cross-jurisdictional cooperation, can be a good opportunity for building a strong anti-corruption legacy. As stated previously by UNODC, the organization of a major event can thus become a laboratory to develop, experiment with and perfect new anti-corruption and risk mitigation strategies and to demonstrate their effectiveness and social benefits beyond sport. 13

Mexico and the United States (and to a lesser extent Canada) have specific legal provisions related to the varying corrupt practices in sport, general anti-corruption provisions, anti-bribery laws and anti-fraud legislation that can be applied to cases involving crime and corruption as they might pertain to major sports events.

Notably, in Mexico, the “Prevention of Corruption in the Sports Sector in the United Mexican States” project, developed by the Executive Secretariat of the National Anti-Corruption System and UNODC, is helping public and private institutions, including sports organizations, to identify strengths and weaknesses with regard to risk management and corruption risks in particular. As a result of this progress, the Executive Secretariat of the National Anti-Corruption System and UNODC are developing a project aimed at creating an integrity policy toolbox for sports organizations.

There is, however, still limited qualitative information on the implementation of laws or the effectiveness and/or challenges of using general anti-corruption, anti-bribery and anti-fraud legislation to prosecute crime and corruption related to major sports events.

13 UNODC, A Strategy for Safeguarding against Corruption in Major Public Events (Vienna, 2013).
Focus on the FIFA World Cup 2026 and the 2028 Summer Olympics in Los Angeles