



UEFA EURO 2024

Tournament Requirements

Sector 01 — Introduction and Overview



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1 — Introduction

As the world's third largest sports event, the UEFA European Football Championship has the overwhelming ability to awaken emotions, achieve positive change and unite people all over Europe.

The organisation of such an event is very complex and only possible if the host is able to provide the relevant infrastructure (state-of-the-art Stadiums, sufficient and appropriate accommodation facilities, efficient public transport system, etc.) and to satisfy the demands of all relevant stakeholders, such as participating teams, supporters, the UEFA family, media, broadcast partners, sponsors, etc.

The bid requirements are designed to provide all member associations that wish to bid to host UEFA EURO 2024 with the conditions that the Host Associations must fulfil and the basis upon which bidders will be evaluated by UEFA.

In addition, they set out the information and materials that Bidders must provide and guide them in the preparation of their Bid Dossiers.



2 — Glossary

All terms used in the Bid Requirements that are defined in the glossary are written in uppercase.

Ambush Marketing

advertising, marketing, promotional and/or public relations activities (including commercial advertising, street selling, leaflet distribution and product distributions/give-aways) directly and/or indirectly relating to UEFA, the UEFA European Football Championship, UEFA EURO 2024 and/or the other events related to it, which are intended to create a direct or indirect association with UEFA, the UEFA European Football Championship, UEFA EURO 2024 and/or the other events related to it or to otherwise capitalise on its/their goodwill and prestige but which are undertaken by a person not authorised to do so by UEFA.

Authorities

any and all government, police, customs, fire, medical, airport, army and any other local, regional or national authorities (whatever the legal form they have e.g. agency, office) involved directly or indirectly in the staging and organisation of UEFA EURO 2024 and the other events related to it.

Availability Period

the period commencing 4 weeks before the opening match of the Tournament and ending 7 days after the last match at the relevant Stadium.

Bid Dossier

the documents completed by the Bidders and returned to UEFA as part of the Bidding Procedure, being a formal offer of the Host Association to host UEFA EURO 2024 in accordance with the Bid Requirements.

Bid Dossier Template

the documents provided by UEFA to the Bidders as part of the Bid Requirements setting out the guidelines on how each Bid Dossier must be formatted, how the provided forms must be completed, which supplementary documents must be provided and how the agreements must be presented.

Bid Requirements

the documents provided by UEFA to the Bidders setting out the requirements that the Host Association must satisfy to host the Tournament and the basis upon which the Bid Dossiers will be evaluated by UEFA for the selection and appointment of the Host Association which comprise:

1. the Tournament Requirements;
2. the Bid Dossier Template; and
3. the Staging Agreement and Undertakings.

Bidder

each UEFA member association bidding to host the Tournament, from the time such UEFA member association declares its interest to bid.

Bidding Procedure

the entire procedure conducted by UEFA to appoint the Host Association as outlined in the bid regulations. It is divided into an initiating phase, a Bid Dossier development phase and an evaluation phase.

Clean Site Principle

the principle that, throughout a certain exclusivity period, the Official Sites must be: (a) free and clean of any contractual obligations of whatever nature such as (without limitation) obligations relating to sponsorship and advertising agreements, naming rights agreements, leases, reserved seating arrangements, that have not been authorised by UEFA in advance; and (b) otherwise free from any other obligations or restrictions which would limit in any way the ability of: (i) UEFA and/or the Host Association from exercising their rights or performing their obligations in connection with UEFA EURO 2024; and/or (ii) the Commercial Partners from exercising the Commercial Rights. For the avoidance of doubt, during the exclusivity period, no commercial signage of any type should be visible within, or in the immediate vicinity of, the Stadium outer security perimeter unless it is expressly authorised by UEFA.

Commercial Partners

any entity to which UEFA grants any Commercial Rights in relation to the Tournament, which entities will be communicated by UEFA to the Host Association in due course.

Commercial Rights

any and all commercial rights and opportunities in and in relation to the UEFA European Football Championship, UEFA EURO 2024 and the other events related to it, including any and all advertising, promotion, marketing, merchandising, licensing, franchising, sponsorship, association, hospitality, publishing, retailing and all media rights (including all forms of television, radio, digital, wireless and Internet distribution and any other current and/or future media rights).

Confirmation Letter

the letter issued by each relevant Authority, as identified by UEFA during the Bidding Procedure and in accordance with the Bid Requirements issued by UEFA as part of the same process, to confirm irrevocably

the compliancy with applicable laws of the set-up agreed by UEFA and the Host Association for the staging and organisation of UEFA EURO 2024 and the UEFA understanding of the terms of such laws.

Engagement Letter

the letter issued by any Authorities or by any third party identified by the Host Association as having a key role in a domain of the organisation and the staging of UEFA EURO 2024 (and in particular the Host City Authorities), which is not a Guarantee, an Undertaking or a Confirmation Letter, based on the terms of the template engagement letter provided by UEFA as part of the Bid Requirements, and committing irrevocably to comply with the relevant terms of the *UEFA EURO 2024 Tournament Requirements*.

FAME Bid Portal

the UEFA website that provides access to all information and requirements related to the bid.

Fan Zone

an area accessible to the general public which is set up by the Host Cities, at which matches of UEFA EURO 2024 may be transmitted on giant screens and the Commercial Partners may organise a variety of activities, entertainment and displays related to UEFA EURO 2024 according to UEFA's instructions and guidelines.

Guarantee

written guarantees requested by UEFA, as part of the Bid Dossier Template obtained from the competent Host City or Host Country Authorities in relation to the staging and organising of UEFA EURO 2024 and the other events related to it, based on the provided templates.

Host Association

the Bidder that is appointed by the UEFA Executive Committee to host UEFA EURO 2024.

Host City

any city in the Host Country that is to host matches of the Tournament and be entitled to use the title of one of the official Host Cities of the Tournament.

Host Country

the country of the UEFA member association appointed by the UEFA Executive Committee as the Host Association.

Host Site

any city, where an Official Site is located, which is not the Host City.

Local Organising Structure

a (i) non-incorporated, informal working group or a (ii) separate entity, which is specifically created, by the Host Association (alone or with third party(ies)), consisting of the persons representing the Host Association, the Host City Authorities and/or the relevant Host Country Authorities as well as any other third party (including Authorities) the Host Association considers as having to seat in this working group/entity for the purposes of ensuring that all organisational milestones and projects, as well as the Host Association obligations are developed/delivered and that exchange of information between all relevant parties is properly implemented.

Matchday (MD)

the day on which one or more matches of the Tournament take place. "MD-1" is the day before a Matchday and "MD+1" the day after a Matchday.

Official Site

the Stadiums, the training facilities and the sites of any additional UEFA EURO 2024 events in the Host Country.

Stadium

the premises, land, infrastructure and facilities of a stadium where matches of UEFA EURO 2024 will be played, which comprises the entire building of the stadium as usually exploited, as well as all neighbouring land, infrastructure and facilities in and around the stadium building as defined by UEFA and the Host Association for the requirements for UEFA EURO 2024.

Stadium Commercial Perimeter

an area outside the Stadium extending in each direction which will be defined by UEFA on a case by case basis depending on the specificities of the Stadium environment. For the avoidance of doubt, the stadium commercial perimeter includes all airspace above and any waterways around the Stadium.

Staging Agreement

the agreement between UEFA and the Host Association concluded for the hosting of UEFA EURO 2024 which: (i) is based on the template provided by UEFA; (ii) governs the relationship between UEFA and the Host Association with respect to UEFA EURO 2024; and (iii) comes into force when countersigned by UEFA.

Tournament

the final tournament of the 2022-24 UEFA European Football Championship, including all official events and activities related thereto. "Tournament" and UEFA EURO 2024 are equivalent.

Tournament Requirements

the document provided by UEFA to the Bidders as part of the Bidding Procedure, which sets out the requirements for hosting the Tournament, including, organisational, commercial, infrastructure, facilities and financial requirements.

UEFA

the Union des Associations Européennes de Football, whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, which includes UEFA Events SA and may include any existing (or to be created) legal entity in which UEFA is a majority or sole shareholder.

Undertaking

a separate unilateral and irrevocable undertaking (guaranteed by the Host Association) issued by the relevant Authorities in accordance with the terms of the undertaking templates provided by UEFA as part of this Bidding Procedure in connection with the hosting UEFA EURO 2024 and the other events related to it, in which the relevant Authority commits to deliver unconditionally the part of the Bid Requirements falling under its scope of activities.

3 — The Bidding Procedure

Overview

The Bidding Procedure consists of:

1. an initiating phase, during which each of the UEFA member associations can declare their interest to bid;
2. a Bid Dossier development phase, during which each Bidder develops its Bid Dossier based on the Bid Requirements; and
3. an evaluation phase, during which the Bid Dossiers submitted by the Bidders are evaluated by UEFA. Bidders may be required by UEFA to elaborate upon and substantiate their bids as described in their Bid Dossiers, and provide more specific guarantees from time to time throughout the Evaluation Phase.

	Timeline	Activity
Initiating phase	9 December 2016	Official invitation to bid sent out
	3 March 2017	Deadline of the declaration of interest to bid
	10 March 2017	Announcement of the Bidders by UEFA
Bid Dossier development phase	17 March 2017	Bid Requirements made available to the Bidders
	27 April 2017	Opening workshop for the Bidders
	1 February 2018	Bidders get access to their private section in the <i>FAME Bid Portal</i> to upload their Bid Dossier
	27 April 2018, 18:00CET	Bid Dossier submission deadline
Evaluation phase	Mai/August 2018	Potential site visits by UEFA
	September 2018	Appointment of Host Association for UEFA EURO 2024 by the UEFA Executive Committee, countersignature of the relevant Bid Agreements

Note that the timeline detailed above is subject to change by UEFA at any time.

Initiating phase

UEFA sent out a Circular letter on 9 December 2016 inviting its member associations to declare their interest in bidding for UEFA EURO 2024. UEFA member associations intending to submit, confirmed their interest by returning the official application form by 3 March 2017.

As of 17 March 2017, UEFA made available the *UEFA EURO 2024 Tournament Requirements* and *Bid Dossier Template* to the Bidders.

Bid Dossier development phase

As from 17 March 2017, Bidders can start working on their Bid Dossier. Details of the required format are provided in *Sector 01 – Template Guide* of the *UEFA EURO 2024 Bid Dossier Template*.

An opening workshop is planned in Nyon for all Bidders on 27 April 2017. During this event, UEFA will explain the Bidding Procedure and the Bid Requirements as well as provide all information necessary to deliver a complete Bid Dossier. Bidders are encouraged to ask questions and get clarifications on potentially unclear aspects.

Bidders must submit their Bid Dossiers to UEFA by 27 April 2018, 18:00CET (refer to *Sector 01 – Template Guide* of the *UEFA EURO 2024 Bid Dossier Template* for detailed information about the content). Bidders may not submit any additional documents or information, or make any amendment to their Bid Dossiers after this deadline, unless specifically requested to do so by UEFA.

Evaluation Phase

The UEFA administration may, at its own discretion, conduct site visits as from Mai/August 2018. UEFA will provide detailed information to each of the Bidders regarding the requirements and format of these site visits in due course.

The UEFA administration will examine the Bid Dossiers and prepare a written evaluation report concerning each Bidder by beginning September 2018. The bid evaluation will be presented and further discussed by the UEFA National Teams Competitions Committee at its meeting in September 2018.

At its meeting in September 2018, UEFA's Executive Committee will select the Host Association and the UEFA administration will confirm to the successful Bidder in writing its appointment as Host Association.

4 — The Bid Requirements

The Bid Requirements are presented in three parts:

1. the Tournament Requirements;
2. the Bid Dossier Template; and
3. the Staging Agreement and Undertakings.

The Tournament Requirements

The *UEFA EURO 2024 Tournament Requirements* are divided into 12 sectors as follows:

Global Concept	Documents provided
Sector 01 – Introduction and Overview	<i>EURO2024-01IntroductionAndOverview-TR.pdf</i>
Sector 02 – Vision, Concept and Legacy	<i>EURO2024-02VisionConceptAndLegacy-TR.pdf</i>
Sector 03 – Political, Social and Environmental Aspects	<i>EURO2024-03PoliticalSocialEnvironmental-TR.pdf</i>
Sector 04 – Legal Matters	<i>EURO2024-04LegalMatters-TR.pdf</i>
Infrastructure	Documents provided
Sector 05 – Safety, Security and Services	<i>EURO2024-05SafetySecurityAndService-TR.pdf</i>
Sector 06 – Stadiums	<i>EURO2024-06Stadiums-TR.pdf</i>
Sector 07 – Mobility	<i>EURO2024-07Mobility-TR.pdf</i>
Sector 08 – Accommodation and Training Facilities	<i>EURO2024-08AccommodationAndTraining-TR.pdf</i>
Operations	Documents provided
Sector 09 – Telecommunication and Broadcasting Matters	<i>EURO2024-09TelecommunicationBroadcasting-TR.pdf</i>
Sector 10 – Event Promotion	<i>EURO2024-10EventPromotion-TR.pdf</i>
Sector 11 – Commercial Matters	<i>EURO2024-11CommercialMatters-TR.pdf</i>
Sector 12 – Organisational and Financial Matters	<i>EURO2024-12OrganisationalAndFinancial-TR.pdf</i>

Each sector describes a different aspect of the Tournament organisation.

Note that the *UEFA EURO 2024 Tournament Requirements* are only available on the *FAME Bid Portal* in electronic format.

The Bid Dossier Template

This set of documents is provided to the Bidders as part of the Bid Requirements. It sets out the guidelines to which the Bid Dossier must adhere, which questions need to be answered and in what format, and how it must be formatted to be accepted. In particular it provides a set of MS Word documents that the Bidder should readily use to provide the answers to all the questions.

The structure of the *UEFA EURO 2024 Bid Dossier Template* follows the same sector list as the *UEFA EURO 2024 Tournament Requirements*, and provides the following files:

Global concept	Documents provided
Sector 01 – Introduction and Overview	<i>EURO2024-01TemplateGuide-BDT.pdf</i>
Sector 02 – Vision, Concept and Legacy	<i>EURO2024-02VisionConceptAndLegacy-BDT.pdf</i> <i>EURO2024-AAA-02VisionConceptAndLegacy.docx</i>
Sector 03 – Political, Social and Environmental Aspects	<i>EURO2024-03PoliticalSocialEnvironmental-BDT.pdf</i> <i>EURO2024-AAA-03PoliticalSocialEnvironmental.docx</i>
Sector 04 – Legal Matters	<i>EURO2024-04LegalMatters-BDT.pdf</i> <i>EURO2024-AAA-04LegalMatters.docx</i>
Infrastructure	Documents provided
Sector 05 – Safety, Security and Services	<i>EURO2024-05SafetySecurityAndService-BDT.pdf</i> <i>EURO2024-AAA-05SafetySecurityAndService.docx</i>
Sector 06 – Stadiums	<i>EURO2024-06Stadiums-BDT.pdf</i> <i>EURO2024-AAA-06Stadiums.docx</i> <i>EURO2024-AAA-StadiumSpreadsheetA.xlsx</i> <i>EURO2024-AAA-StadiumSpreadsheetB.xlsx</i>
Sector 07 – Mobility	<i>EURO2024-07Mobility-BDT.pdf</i> <i>EURO2024-AAA-07Mobility.docx</i> <i>EURO2024-AAA-MobilityHostCountryInfrastructure.xlsx</i> <i>EURO2024-AAA-HostCityMobilityEnhancements.xlsx</i> <i>EURO2024-lcons.zip</i>
Sector 08 – Accommodation and Training Facilities	<i>EURO2024-08AccommodationAndTraining-BDT.pdf</i> <i>EURO2024-AAA-08AccommodationAndTraining.docx</i> <i>EURO2024-AAA-MarketHotelCapacity.xlsx</i> <i>EURO2024-AAA-HotelReservationForms.zip</i>
Operations	Documents provided
Sector 09 – Telecommunication and Broadcasting Matters	<i>EURO2024-09TelecommunicationBroadcasting-BDT.pdf</i> <i>EURO2024-AAA-09TelecommunicationBroadcasting.docx</i>
Sector 10 – Event Promotion	<i>EURO2024-10EventPromotion-BDT.pdf</i> <i>EURO2024-AAA-10EventPromotion.docx</i>
Sector 11 – Commercial Matters	<i>EURO2024-11CommercialMatters-BDT.pdf</i> <i>EURO2024-AAA-11CommercialMatters.docx</i>
Sector 12 – Organisational and Financial Matters	<i>EURO2024-12OrganisationalAndFinancial-BDT.pdf</i> <i>EURO2024-AAA-12OrganisationalAndFinancial.d.docx</i>

All these documents are available on the *FAME Bid Portal* in electronic format.

See *Sector 01 – Template Guide* of the *UEFA EURO 2024 Bid Dossier Template* for more instructions on how to use these documents for developing your Bid Dossier.

The Staging Agreement and Undertakings

The Staging Agreements and Undertakings include the following:

	Documents provided
1. the Staging Agreement between the Host Association and UEFA	<i>EURO2024-AAA-StagingAgreement.pdf</i>

		Documents provided
2.	the Stadium Undertaking signed by the Stadium and acknowledged by the Host Association and UEFA	<i>EURO2024-StadiumUndertaking.zip</i> comprising: <ul style="list-style-type: none"> • <i>EURO2024-AAA-StadiumUndertaking.pdf</i> • And other files to be finalised
3.	the Host City Undertaking signed by the Host City and acknowledged by the Host Association and UEFA	<i>EURO2024-HostCityUndertaking.zip</i> comprising: <ul style="list-style-type: none"> • <i>EURO2024-AAA-HostCityUndertaking.pdf</i> • And other files to be finalised
4.	the Airport Undertakings signed by each Airport and acknowledged by the Host Association and UEFA	<i>EURO2024-AirportUndertaking.zip</i> comprising: <ul style="list-style-type: none"> • <i>EURO2024-AAA-AirportUndertaking0.pdf</i> • And other files to be finalised

Refer to *Sector 01 – Template Guide* and *Sector 04 – Legal Matters* of the *UEFA EURO 2024 Bid Dossier Template* for more information on the process and content of these documents.

5 — Support process

General framework

UEFA will provide support as necessary to ensure that the Bid Requirements are fully understood and that the Bid Dossier format and content requirements are clear.

To warrant equal treatment of all Bidders, relevant information provided to any Bidder by UEFA will also be made available to the other applicants.

Contacts

The official contacts for any questions regarding the bid for UEFA EURO 2024 are:

- Lance Kelly, Head of National Teams Competitions, UEFA Competitions Division
- Marcello Alleca, Senior EURO and Nations League Competition Manager, UEFA Competitions Division

The electronic mailbox to be used is Bid_EURO_2024@uefa.ch. Using this address will ensure that your mail is answered as soon as possible.

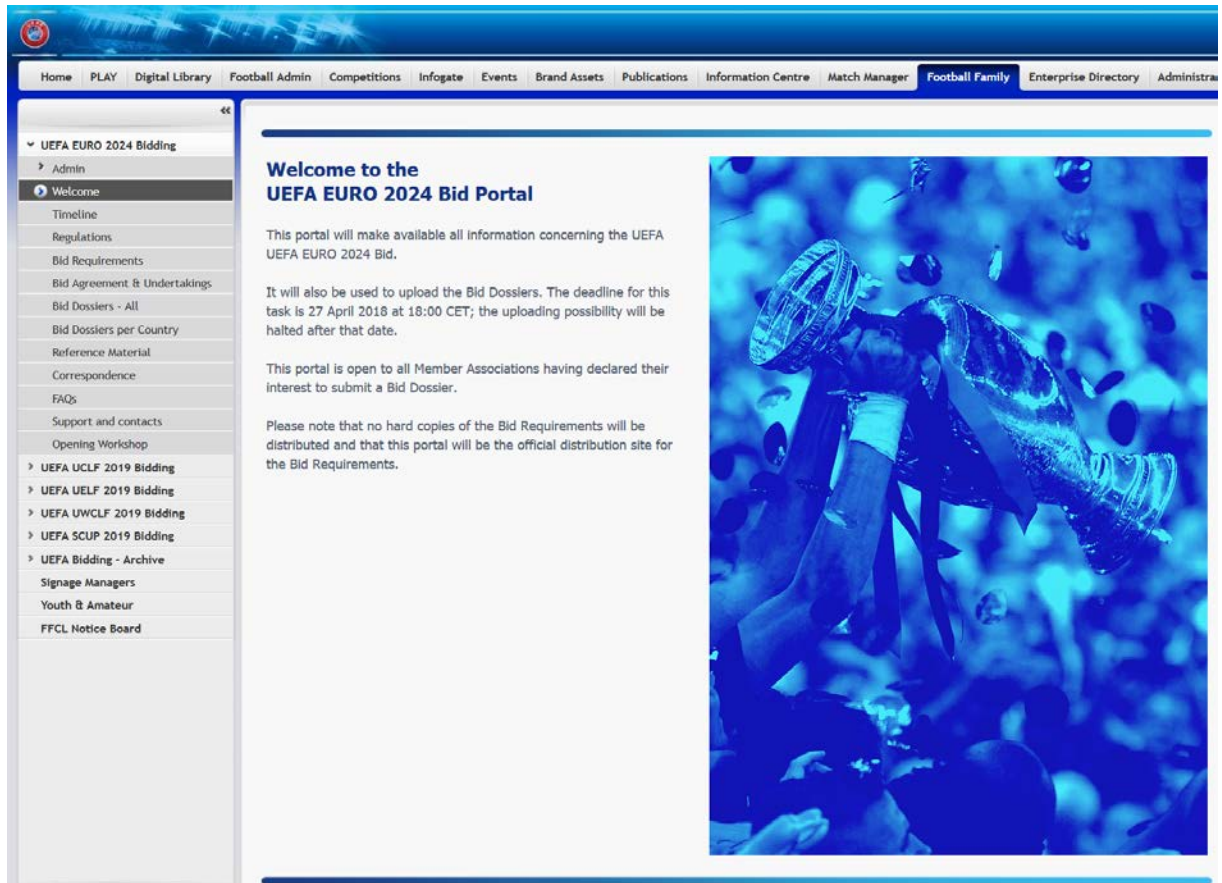


FAME Bid Portal

All information, including the Bid Requirements, is available on the Football Family portal under the menu "UEFA EURO 2024 Bidding".

In case you need to grant access to employees of your association to the Football Family portal not having the necessary access rights, fill in the "Person Registration" form, so that the UEFA Administration can create the needed access rights.

The same FAME section will be used to create your secured private *FAME Bid Portal* for each Bidder which will be opened to the Bidders as of 1 February 2018. UEFA will provide further details on the upload of the Bid Dossiers to all Bidders in due course.



Bid Requirements modifications

Any modifications to the Bid Requirements will be communicated to the Bidders by UEFA.

6 — Regulations and reference documents

List of regulations

Bids must comply with the relevant UEFA and FIFA regulations, including the following:

- *Bid regulations of UEFA EURO 2024*
- *Regulations of the UEFA European Football Championship* (currently only available for 2016; the 2020 and 2024 versions will be developed and published in due time)
- *UEFA Stadium Infrastructure Regulations*
- *UEFA Safety and Security Regulations*

- *UEFA Medical Regulations*
- *UEFA Anti-Doping Regulations*
- *FIFA Laws of the Game*

These regulations are also available to the Bidders as PDF files on the *FAME Bid Portal* under the menu entry *Reference Material*.

Note that the UEFA and FIFA regulations are periodically updated and the Tournament must be staged in line with the regulations in force at the time of the event.

List of reference documents

The reference documents listed below may be of interest to Bidders for developing their Bid Dossier.

The following references are available as PDF files on the *FAME Bid Portal* under the menu entry *Reference Material*:

- Council of Europe. *Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football matches and Other Sports Events*. Council of Europe Treaty Series No. 218. Strasbourg, France: Council of Europe Publishing, September 2016
- Council of the European Union. *COUNCIL DIRECTIVE 98/83/EC of 3 November 1998 on the quality of water intended for human consumption*. Official Journal of the European Communities. 1998.
- Department for culture, media and sport. *Guide to Safety at Sports Grounds, fifth edition*. "Green Guide". United Kingdom: TSO, 2008.
- FIFA. *Football Emergency Medicine Manual 2nd Edition*. Zurich, Switzerland: FIFA, May 2015.
- FIFA. *Football Stadiums Technical recommendations and requirements 5th edition 2011*. Zurich, Switzerland: FIFA, 2011.
- Global Report Initiative (GRI). *Sustainability Reporting Guidelines & Event Organizers Sector Supplement*. Version 3.1. Amsterdam, Netherlands: Global Report Initiative (GRI), 2000.
- Hotelstars Union. *Catalogue of criteria 2015 – 2020*. Hotelstars Union, 2015.
- IFAB. *Laws of the Game 2016/17*. Zürich, Switzerland: IFAB, 2016.
- Philpott, Matthew; Ireland, Robin; Viggars, Michael. *Tobacco-Free Stadia Guidance: Main Guide*. Liverpool, UK: European Healthy Stadia® Network, 2016.
- Scott, Kenny. *Control Rooms*. Nyon: January 2017.
- Swiss Confederation and lebensministerium.at. *UEFA EURO 2008 Sustainability Report*. Bern, Switzerland and Vienna, Austria: Austria: Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW) and Switzerland: Federal Office for Spatial Development (ARE), Federal Office for the Environment (FOEN), Federal Office of Sport (FOSPO), 2008.
- UEFA and CAFE. *Access for all V.01, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience*. Nyon, Switzerland: UEFA, 2011.
- UEFA EURO 2016 SAS. *UEFA EURO 2016 Social Responsibility & Sustainability One-year-to-go report, 2015*. Nyon, Switzerland: UEFA, 2016
- UEFA EURO 2016 SAS. *UEFA EURO 2016 Social Responsibility & Sustainability Post-event report, 2016*. Nyon, Switzerland: UEFA, 2016
- UEFA. *UEFA Guide to Quality Stadiums*. Nyon, Switzerland: UEFA, August 2014.
- UEFA. *UEFA Medical Requirements Edition 2014*. Nyon, Switzerland: UEFA, 2014.
- World Anti-Doping Agency (WADA). *World Anti-Doping Code*. Montreal, Canada: World Anti-Doping Agency, 2015.

- World Health Organization (WHO). *A Guide to Tobacco-Free Mega Events*. Beijing, China: World Health Organization, 2010.

The following references must be acquired:

- European Standards. *CSN EN 50160, Voltage characteristics of electricity supplied by public electricity networks*. 2003.
 - <https://www.en-standard.eu/csn-en-50160-ed-3-voltage-characteristics-of-electricity-supplied-by-public-electricity-networks/>
- International Electrotechnical Commission. *IEC 60364-4-44, Low-voltage electrical installations – Part 4-44: Protection for safety – Protection against voltage disturbances and electromagnetic disturbance*. 2015.
 - <https://webstore.iec.ch/publication/23390>
- International Organization for Standardization (ISO). *ISO 20121:2012 Event sustainability management systems -- Requirements with guidance for use*. International Organization for Standardization. June 2012.
 - http://www.iso.org/iso/catalogue_detail?csnumber=54552
- International Organization for Standardization (ISO). *ISO 7240-16: Fire detection and alarm systems — Part 16: Sound system control and indicating equipment*. International Organization for Standardization. 2007.
 - http://www.iso.org/iso/catalogue_detail.htm?csnumber=42978

Sector 02 — Vision, Concept and Legacy



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1 — UEFA EURO vision

Overview

Every four years, the final tournament of the UEFA European Football Championship gathers together the strongest European national teams and many of the best European footballers to compete for the Henri Delaunay trophy, the ultimate in European international football. Europe has the longest football tradition in the world, while its clubs have the ability to attract the greatest players from all over the planet creating leagues of large global interest. However, there is one competition that perpetually continues and renews the legacy of European international football's different historical identities: the UEFA European Football Championship.

In the era of globalisation and in a multi-ethnic world, national identities, each with their own individual approach to the game, are perceived as a rich asset which needs to be preserved and developed for the wellbeing of football. The specific character of the competition lies in its bringing together of European excellence and with it, the distinctive football and cultural specificities of each nation.

The long-term vision of UEFA EURO 2024 remains to create an enduring legacy for European football: UEFA and the host association should strive to achieve this together by using the tournament as a vehicle to develop football and to increase participation in the game all over Europe (through revenue distribution to all UEFA member associations). From the same perspective, a positive legacy is only possible when unforgettable memories are created for fans everywhere, whether they watch matches in the stadium, fan

zones, communities or at home. The final tournament runs for one month every four years, but its impact extends far beyond this period.

While this objective reaches far into the future, the more immediate purpose of the UEFA European Football Championship final tournament is to bring together nations and traditional European adversaries to celebrate their shared passion for the beautiful game.



Key motivations of the host and integration into the vision of UEFA EURO

Good cooperation with and strong support from the host countries and the host cities are key factors in the successful organisation of an event of such magnitude. In this respect, the bidder's motivation for hosting UEFA EURO 2024, what it aims to achieve and how it plans to attain those goals in a measurable way will be of key importance to securing necessary support from all relevant stakeholders. Each bidder must therefore have a clear and convincing sense of motivation and a comprehensive vision of its aims. The vision thereby needs to be integrated into UEFA's vision and philosophy.

Fan expectations – UEFA EURO Speaks Football

Fans engage with the UEFA European Football Championship across three key elements: Football, Festivity and Culture. The standard of football is expected to be high and many fans appreciate the power of football to unify different types of people behind a common cause. UEFA EUROs are seen as an opportunity to celebrate with family and friends during the tournament, therefore it is important that the experience feels inclusive and can unite fans from all over the world. In addition it is an opportunity for host nations to showcase their culture to an international audience, and to reinforce or restore national pride and pride in the national team.

Uniting these three elements around the tournament will be the key to success to developing a compelling fan engagement opportunity.



2 — Overall tournament concept

The 2022-24 UEFA European Football Championship will consist of a qualifying competition and a final tournament.

For the qualifying competition, named the European Qualifiers, all UEFA member associations are eligible to compete for one of the 20 places in the final tournament. Qualifying competition matches will commence on 23 March 2023 and conclude on 21 November 2023. Each participating UEFA member association is responsible for the organisation of its home matches.

To complete the field of 24 finalists, the 3 remaining spots will be filled through the European Qualifiers play-offs expected in March 2024.

The final tournament is expected to take place in June/July 2024. The exact dates will be fixed after the appointment of the host associations.

Please note that the competition format is subject to change.

Possible direct qualification of the host team

The decision regarding the qualification for the final tournament will be made after the appointment of the host country(ies) and be part of the UEFA European Football Championship 2022-24 competition regulations. In order to ensure compatibility with the competition sporting and commercial format:

- Only for a single host or a maximum of two joint host associations the automatic qualification of the host(s) shall be guaranteed, as always implemented in the past.
- In case of more than two joint host associations, the automatic qualification of all the hosts cannot be guaranteed and shall be subject to a decision to be made in conjunction with decisions concerning the qualifying competition.



Tournament format and match schedule

The exact final tournament format is to be confirmed. No significant deviations should however be expected in comparison with the 2016 edition:

- Teams: 24
- Matches: 51
- Duration: up to 32 days (depending on the match schedule, which will be confirmed after the bidding procedure)
- Number of Stadiums: 10

Number of Stadiums and capacities

The required capacities for the 10 Stadiums are as follows:

- 3 Stadiums with at least 50,000 net seating capacity (preferably one of which with at least 60,000 net seating capacity)

- 3 Stadiums with at least 40,000 net seating capacity
- 4 Stadiums with at least 30,000 net seating capacity

The net seating capacity means the number of seats actually available to the public, excluding all media infrastructure and not counting seats which cannot be sold for reasons of view obstruction.

In the internal selection process and in view of allocating final tournament matches to the Stadiums, the Bidders must take into account the two following constraints:

- A sufficient number of larger Stadiums with net seating capacities of 35,000/40,000 and above should be available in order to better fulfil the demands of the decisive knock-out round matches (quarter-finals, semi-finals and final) and in order to ensure sufficient recovery between these matches, in particular the two semi-finals and the final should be played in three different stadiums;
- In the case where several Stadiums are concentrated in the same Host City or region: the match schedule will necessarily contain tight sequences of matches, in particular during the group stage, and it must therefore be possible to allocate matches with overlapping MD-1 and MD operations to venues that share certain infrastructures and services.

Qualifying, play-off and final draws

The qualifying draw, determining the 10 groups of the European Qualifiers, will mark the first major event of the Tournament and is therefore an important milestone in the implementation of the promotional strategy for UEFA EURO 2024. It is expected to take place in December 2022 at the conclusion of the league phase of the UEFA Nations League 2022-23.

The play-off draw is planned for Friday 24 November 2023, immediately after the conclusion of the European Qualifiers group stage. Of smaller scale than the qualifying draw and the final draw the play-off draw is still a key event on the road leading up to the final tournament.

Upon the completion of the European Qualifiers group stage, the final draw is planned for December 2023 to determine the composition of final tournament groups. Although the remaining teams qualifying through the play-offs will only be known in March 2024, the final draw will already determine the group position assigned to the future play-off winners.

The final draw is the most important pre-tournament event as it creates excitement and suspense prior to the final tournament and opens the crucial preparation phase for the organisers as well as the participating teams.

It is worth mentioning that in addition to these draws, there are a number of pre-tournament events that mark the road to the final tournament, for example the mascot and logo launch, workshops with the participating teams, sponsors and broadcasters as well as various PR and media events. At this stage, the Bidders are not required to make proposals: UEFA will discuss the detailed venue requirements of the draws and the pre-tournament events in due course with the appointed host.

Appointment

The appointment of the successful Bidder to act as Host Association for UEFA EURO 2024 is subject to the receipt of the signed Staging Agreement. The Staging Agreement sets out the principles for hosting and organising UEFA EURO 2024 and its related events, the rights and obligations of UEFA and the Host Association, as well as the duties of several entities providing support to UEFA and the Host Association, among which the national and local Authorities. The Staging Agreement will also provide for a payment to the Host Association in return for the fulfilment of its responsibilities.

In due course, UEFA will make the Staging Agreement available to the Bidders. Each Bidder will be required to submit a signed Staging Agreement to UEFA as part of its Bid Dossier and UEFA will countersign the Staging Agreement submitted by the successful Bidder upon their appointment as Host Association.

Planning for UEFA EURO 2024 will commence in due time following the appointment of the Host Association. A specific project plan will be drawn up for all activities and events up to the end of UEFA EURO 2024 and cover the various stages of the project.

Please note that the planned organisational model as outlined in this document may, at UEFA's sole discretion, be changed for any reason including as a result of the information provided by bidders in their bid dossiers.

3 — Tournament legacy

Long-term development

For the credibility of the entire project, it is important to ensure that the planning of the Final Tournament of UEFA European Football Championship is based on a long-term legacy in the context of sustainable development.

The legacy-related aspects should be taken seriously by the Bidder as this will be perceived as an important factor in the evaluation process. Lasting benefits as part of UEFA EURO 2024 can be produced in several areas:

Stadium and general sports infrastructure

Modern sports infrastructure has the potential to increase the football level in the country and to attract more supporters to national competitions.

However, in order to produce lasting benefits, the development of the Tournament Stadiums and the sports infrastructure in general, in line with the requirements of UEFA EURO 2024, should include plans for

enduring exploitation and be an active part of the growth of the football movement in the country and of the enhancement of its competitions.



Football culture

A variety of football-based events such as exhibitions, school activities, neighbouring initiatives and festivals can be linked to the platform offered by the UEFA European Football Championship and significantly promote football and its social, historical, national and festive aspects.

Tourism development

A Final Tournament of the UEFA European Football Championship reaches a large number of people who travel to the Host Country and Host Cities during the event or who might plan a later visit.

The Tournament itself will therefore have a significant instant impact on the touristic industry; however initiatives should be planned to ensure a long-lasting effect that would boost tourism in the country for the years to come.

Economic development

The main area of economic development would certainly be tourism, although new ideas may also be developed in the fields of event hosting, sports facilities or new marketing trends.

Infrastructures

Stadium development and the influx of visitors to the Host Country often require the improvement of transport and other infrastructures. This offers the opportunity to develop infrastructures that would result in further modernisation of the country.

Further information regarding long-term development can be found in *Sector 03 – Political, Social and Environmental Aspects* and *Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements*.

Sector 03 — Political, Social and Environmental Aspects



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1 — Political and Economic Aspects

Introduction

The political and economic situation in the Host Cities and Host Country will significantly influence the success of UEFA EURO 2024, not only from an organisational perspective, but also in terms of the future development of the UEFA European Football Championship.

A number of political and economic evaluations are readily available through independent reviews. UEFA plans to use these impartial sources as part of its evaluation of the Bid Dossiers.

Below is the list of aspects which will be evaluated. It should be noted that, in most cases, three different perspectives will be considered: that of the Host Cities, that of the Host Country and that of the national association.

Political and football structures

Relevance

Given the high degree of backing required (from the Host Country Authorities, regional and local Authorities, Host City Authorities), the political organisation of the Host Cities and the state, as well as the

distribution of powers and responsibilities among different bodies influence the preparations and the staging of UEFA EURO 2024.

Scope

To have a clear view of the operational and organisational framework, UEFA needs to understand the political structures of the country at national, regional and local/city level. In particular, there must be a detailed description of how the national and Host Cities' political systems work and how the powers are distributed between central and regional/local Authorities.

In addition, the political and organisational structure of the football association must be described, including its relations with any of these Authorities and in particular the Host Cities and the state.

Political and football climate

Relevance

As UEFA EURO 2024 is a long-term project, the political climate in the country, the Host Cities and the football association may have a major impact on the smooth running of the preparations. Stability of the institutions is paramount in order to guarantee that all undertakings are met and this should be achieved even if there are shifts in the balance of political power. A successful delivery of the Tournament is achieved not only through a steady governmental environment at all levels, but also through stability within sporting institutions.

Scope

UEFA needs to understand the range of political parties in the Host City and in the Host Country, their respective strength and their position regarding the possible hosting of UEFA EURO 2024. UEFA also needs to understand the structure of football's stakeholders.

As a change in government (national and/or local) may have a major impact on the approach to UEFA EURO 2024 organisation and the relationships between national/local administrations and UEFA, the Host Association and/or the Local Organising Structure, UEFA needs to be aware of any elections planned for the coming years.

As regards the football association, the same questions are asked in relation to the position of the association's main stakeholders (including the public opinion on cities and national level) and any elections planned in the coming years.

Public investment projection

Relevance

Public infrastructure is a key factor in the successful organisation of an event of such magnitude.

Scope

UEFA needs to understand what investments are planned at Host Country, Host City and other relevant territory level in relation to the hosting of UEFA EURO 2024.

2 — Social Responsibility and Sustainability

Overview

Background

The term 'social responsibility and sustainability' encompasses the environmental, social and economic dimensions of UEFA EURO 2024, as well as human rights. The pro-active involvement of all stakeholders (including workforce, suppliers, contractors, volunteers, spectators, Commercial Partners, governments, non-governmental organisations, media and special interest groups and stakeholders such as children) is the most crucial component.

In the following sections we refer to specific sustainability indicators inspired by the Event Organizers Sector Supplement (EOSS) reporting methodology developed by the Global Reporting Initiative (GRI), which we ask the Bidders to also refer to. UEFA EURO 2016 received ISO 20121 certification (Event sustainability management systems). UEFA aim was to render its operations effective and efficient, socially responsible and sustainable.

Benefits and challenges

The UEFA EURO 2024 concept incorporates social responsibility and sustainability expertise from previous UEFA events. The challenge is to organise the Tournament in a socially responsible and sustainable way, leaving a lasting legacy, minimising the environmental footprint and making it inclusive. In order to achieve this, special attention has to be paid to aspects such as waste management/the circular economy, reuse and recycling of materials and energy, water and electricity optimisation, responsible sourcing and smart mobility.

Accessibility for disabled supporters in the spirit of 'Total Football, Total Access' and the creation of a healthy tobacco-free Matchday environment should also be part of the legacy.

Setting these standards for the Tournament will be a challenge, but it is hoped that they will result in a positive legacy and will foster innovation, change and best practices beyond the Tournament.

Strategy

UEFA EURO 2024 should integrate social responsibility according to the latest international standards by including sustainable considerations and human rights at all stages, from planning to implementation and the post-event legacy. UEFA strives to host its Tournaments in the most socially responsible and sustainable way possible. Clear key objectives and measures should be specified in the strategy prepared for the Tournament. The budget should include specific social responsibility and sustainability measures, as well as social responsibility, sustainability and human rights reporting.

UEFA would welcome Bidders who, within their strategy for the Tournament have included or would consider adopting industry certifications such as ISO 20121 (Event sustainability management system).

For initiatives related to Stadium accessibility, see the *Access for all V.01, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience*. For more information regarding stadium accessibility, please refer to section *Location, accessibility and orientation of Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements*.

The Bidders are also invited to apply for anti-corruption standards, for which the reference framework can be found in documents published by UNODC "A Strategy for Safeguarding against Corruption in Major Public Events".

Sustainability - key considerations

The following sections indicate key considerations that must be taken into account when integrating social responsibility and sustainability into the Tournament strategy proposed by each Bidder:

- implementing sustainable event management system and reporting, including obtaining industry-recognised certification (e.g. ISO 20121: Event sustainability management systems and reporting according to Event Organizers Sector Supplement (EOSS));
- ensuring that sustainability is applied across all functional areas related to the organisation of the event;
- taking measures to minimise the impact of the event (in relation to energy, water, waste, etc.);
- maximising the positive post-event legacy and sharing good practices and lessons learned;
- reporting transparently on sustainability according to international guidelines;
- promoting sustainable means of transportation within the Host City for fans attending the Tournament;
- minimum requirements for disabled people (for more information, please refer to section *Accessible facilities for disabled spectators* of *Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements*):
 - accessible transport links in the city and to and from the Stadium;
 - accessible drop-off and pick-up points and disabled parking at the Stadium;
 - accessible signage and way-finding at the Stadium;
- optimising use of resources (energy efficiency and water optimisation);
- implementing circular economy model based on the waste minimization principles: "Reduce → Reuse → Recycle";
- ensuring advanced waste sorting and recycling facilities are available.

Accessibility

- Provide an accessible environment for disabled people, ensuring the full Matchday experience is open to all.
- Meet good practice criteria in terms of the quantity and quality of accessible seats with good sightlines on Matchday and the post-event use of infrastructure (hard legacies).

Requirements

- Provide a minimum number of wheelchair-user, easy-access and amenity seats with clear sightlines.
- Provide a minimum number of toilets and sanitary facilities for disabled people (for more information, please refer to section *Spectator welfare*, sub-section *Sanitary facilities* of *Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements*).
- Indicate the accessible environment for disabled fans in the Host Cities (hotels, restaurants) and accessible transport means to and from the Stadium.
- Provide an audio-description commentary service in the local language for partially sighted and blind people.
- Provide a signal to capture live radio commentary via smart phone in the languages of the playing teams.
- Conduct a CAFE access audit of the Stadium infrastructure and facilities 24 months ahead of the Tournament.
- Provide accessible way-finding and signage.

Indicators

- Number of wheelchair-user, easy-access seats and amenities.
- Number of sanitary stations available for disabled people.

- Audio-description commentary position and system for partially sighted and blind people.
- CAFE report on access audit of Stadium infrastructure and facilities (24 months ahead of the Tournament).
- Stadium map of accessible way-finding and signage.
- Stadium map of wheelchair-user, easy-access seats and amenities.

Healthy lifestyle

- Create a tobacco-free environment on Matchday.
- Provide spectators with healthy food and beverage options.
- Promote healthy and active lifestyles.

Requirements

- Tobacco-free policy in the Stadium perimeter (past the turnstiles).
- Healthy and balanced food and beverages options at the Stadium.
- Promote a healthy, active lifestyle choices (e.g. cycling or walking to/ from the Stadium).

Indicators

- Number of no-smoking announcements made.
- Stadium map of no-smoking signs.
- Number of staff trained (stewards and volunteers).
- Healthy Stadium assessment provided 24 months ahead of the Tournament.

3 — Human rights

The Bidders have the obligation to respect, protect and fulfil human rights and fundamental freedoms, with a duty to respect human, labour and child rights during the Bidding Procedure and, if appointed, until the end of the dismantling of UEFA EURO 2024.

'Human rights' refers to the set of rights and freedom to which all human beings are considered to be entitled to, whatever their nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, religion, language, age, or any other status. These rights are all interrelated, interdependent and indivisible.

As mentioned in the United Nations' *Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework*, an authoritative list of the core internationally recognised human rights is contained in the *International Bill of Human Rights* (consisting of the 'Universal Declaration of Human Rights' and the main instruments through which it has been codified: the 'International Covenant on Economic, Social and Cultural Rights' and the 'International Covenant on Civil and Political Rights'), coupled with the principles concerning fundamental rights in the eight ILO fundamental conventions as set out in the *Declaration on Fundamental Principles and Rights at Work and its Follow-up*. In addition, United Nations' *Convention on the Elimination of All Forms of Discrimination against Women*, as well as the United Nations' *Convention on the Rights of the Child* are to be taken into consideration. The Bidders and then the Host Association must be in compliance with the texts mentioned above.

In order to respect at best human rights, the Bidders should aim at:

- culturally embedding human rights;

- proactively addressing human rights risks;
- engaging with relevant stakeholders and implementing means of reporting and accountability.

Reporting indicators could for instance be:

- Measures to prevent child labour in supply chains involved in UEFA EURO 2024 delivery or to prevent labour rights violations, in particular when building or renovating the Stadiums.
- Evidence of meaningful consultation of stakeholders and vulnerable groups affected by UEFA EURO 2024.
- A complaint mechanism and effective remedies for human rights infringements (including labour standards and corruption due diligence) in direct relation with the organisation of UEFA EURO 2024.

Compliance indicators could be:

- ethic code comprising basic values;
- comprehensive risk assessment with regard to corruption, fraud and any other criminal acts and unethical behaviour;
- compliance management system according to the risk assessment and in line with international standards, including:
 - code of conduct;
 - guidelines on gifts, invitations, conflict of interest;
 - secure reporting system (including mechanism to protect and secure the anonymity of whistleblowers and complainants who do not want to be publicly identified).

4 — References texts, codes and standards

The following references are available as PDF files on the *FAME Bid Portal* under the menu entry *Reference Material*:

- International Labour Organisation. *Declaration on Fundamental Principles and Rights at Work and its Follow-up*. Switzerland: ILO Publishing, 2010.
- Mega-Sporting Events Platform for Human Rights (MSE Platform). *Remedy Mechanisms for Human Rights in the Sports Context, Sporting Chance White Paper 2.4*. January 2017
- Organisation for Economic Co-operation and Development. *OECD Guidelines for Multinational Enterprises*. France: OECD Publishing, 2008.
- United Nations. *Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework*. Geneva: Publishing Service, United Nations, 2011.
- United Nations. *International Bill of Human Rights*. Geneva: United Nations publication, February 2003.
- United Nations. *A Strategy for Safeguarding against Corruption in Major Public Events*. Austria, United Nations Office Publication, September 2013.
- United Nations. *Convention on the Elimination of All Forms of Discrimination against Women*. December 1979.
- United Nations. *Convention on the Rights of the Child*. November 1989.

Sector 04 — Legal Matters



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1 — Public interest

UEFA European Football Championship final tournaments are events of worldwide interest that have a significant impact on football in all UEFA member countries and on the economy and image of the host countries. The successful staging of UEFA EURO 2024 is dependent on a complex preparation and organisation strategy requiring intense, high-level cooperation between a large number of private and public partners at international, national and local levels. In order to ensure the timely and efficient staging of UEFA EURO 2024 in accordance with UEFA's requirements, all relevant public Authorities must consider UEFA EURO 2024 as a matter of major public interest with international importance.

UEFA therefore requires the relevant Authorities and in particular the Host Country and the Host City Authorities to declare that UEFA EURO 2024 (including the preparatory and planning phases as well as UEFA EURO 2024 itself and the dismantling phase) is a matter of major public interest (or of a similar nature) in order to ensure that the organisation of UEFA EURO 2024 takes priority over competing interests in particular private, public, national and/or local interests. The format of such declaration is left at the discretion of the relevant Authorities but shall be enforceable in case of conflicting – private or public – interests.

2 — Intellectual property

UEFA will develop significant intellectual property in connection with UEFA EURO 2024 including names, word marks, designations, brands, insignias, slogans, logos, emblems, symbols, devices, mascots, designs, visual identities and/or intellectual property. This intellectual property, together with existing UEFA intellectual property, will be used by UEFA to organise, promote and advertise UEFA EURO 2024. Such intellectual property will be owned at all times by UEFA. However, UEFA may grant licences to use such intellectual property to its Commercial Partners and certain other licensees in order to permit them to associate their goods and/or services with UEFA EURO 2024.

In order to ensure that UEFA can control the look, feel and public perception of UEFA EURO 2024 and to preserve the commercial value of rights of association with UEFA EURO 2024 which are granted to Commercial Partners, UEFA must be sure that it will be able to assert its ownership of such intellectual property and to prohibit unauthorised people from using it in all relevant markets including, most importantly, in the Host Country. UEFA will undertake an extensive programme of intellectual property registrations around the world.

Given that UEFA has experienced difficulties with the registration of its intellectual property in certain countries and due to the extent of infringements that are anticipated in the Host Country, UEFA requires from the Host Country that the national legislation ensures as a minimum the following:

- Reservation of the use of UEFA's intellectual property for UEFA without risk of revocation;
- Prohibition of the registration of any (a) business name or designation of any corporate body or other entity or (b) names, word marks, designations, brands, insignias, slogans, logos, emblems, symbols, devices, mascots, designs, visual identities or any other intellectual property rights, where it reproduces or imitates in whole or in part any name, word mark, designation, brand, insignia, slogan, logo, emblem, symbol, device, mascot, design, visual identity and/or other intellectual property which is reserved for UEFA and/or which is referring to UEFA EURO 2024 or which is similar to any such name, word marks designations, brands, insignias, logos, emblems, symbols, devices, mascots, designs, visual identities and/or intellectual property; and
- Prohibition of the direct or indirect use, by any means, without UEFA's authorisation, of any name, word mark, designation, brand, insignia, slogan, logo, emblem, symbol, device, mascot, design, visual identity and/or intellectual property which is reserved for UEFA and/or which is referring to UEFA EURO 2024 or which is similar to any such name, word mark, designation, brand, insignia, slogan, logo, emblem, symbol, device, mascot, design, visual identity and/or intellectual property.

Notwithstanding the existence of such legislation, UEFA will apply for registrations in the Host Country under its intellectual property registration programme. As a result, it must be possible to register such intellectual property in the Host Country. The relevant Authorities shall confirm that the following designations and other intellectual property related to UEFA EURO 2024 can be protected with immediate effect in their country:

- UEFA;
- EUROPEAN FOOTBALL CHAMPIONSHIP/CUP 2024;

- EURO 2024;
- "Host City name and 2024" (e.g. "NYON 2024");
- "Host Country name and 2024" (e.g. "SWITZERLAND 2024");
- any designation or abbreviation used in the Host Country to refer to UEFA EURO 2024 (e.g. EK 2024 in Holland); and
- the official logo, mascot(s), mascot name(s), slogan(s), visual identity and any other signs and/or emblems to be created by UEFA relating to UEFA EURO 2024.

All intellectual property registrations in the Host Country must be administered promptly and efficiently.

The relevant Authorities will have to appoint a dedicated set of examiners that will administer all intellectual property applications related to UEFA EURO 2024. Any such registration should benefit from an expedited process and, in any event, be completed within six months of receipt of the relevant application. The relevant Authorities should monitor all applications for intellectual property registrations in order to quickly identify and reject applications which conflict with any UEFA application or registration. Any action initiated by UEFA to oppose or invalidate conflicting applications or registrations should also benefit from an expedited process administered by a dedicated set of examiners.

The laws and regulations in the Host Country must:

- grant robust protection to UEFA's intellectual property rights and ownership rights in relation to UEFA EURO 2024 of the UEFA European Football Championship; and
- recognise that UEFA is exclusively entitled to licence third parties the right to operate public screening events in relation to the matches comprising UEFA EURO 2024; and
- ensure effective measures to counter conflicting intellectual property applications, counterfeits and Ambush Marketing.

The relevant Authorities will be required to provide a written Guarantee with respect to these measures.

UEFA may consider inserting into the marks of UEFA EURO 2024 figurative elements relating to the Host City or Host Country, such as architectural elements, public monuments, well-known buildings. The relevant Host Country Authorities (including Host City Authorities) will be required to provide specific authorisations to allow the unrestricted right for UEFA and its Commercial Partners and licensees to use and register such elements.

3 — Customs

UEFA, UEFA subsidiaries (including UEFA Events SA), any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, UEFA Member Associations, and any individuals or entity contracted by them (including employees, independent contractors, carriers, haulage firms, shipping agencies and any other parties involved in moving goods across borders and/or executing the import/export formalities for them) must be able to import into the Host Country all goods which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2024 without any restriction and without any customs duties or other taxes or liabilities being imposed thereon.

These legal persons must also be able to export such goods without any restriction and without any customs duties or other taxes being imposed thereon.

This free and unrestricted import and export of goods must be ensured for a period of time beginning not later than 1 January 2020 and running until at least 31 December 2025 and shall extend to the following goods of designated legal persons:

- personal effects;

- sporting equipment;
- medical supplies and instruments;
- pharmaceuticals and food supplements;
- food and beverages;
- photographic and audio-visual equipment and supplies;
- broadcasting (including television) equipment and supplies;
- computers, electronic devices, data carriers, data processors and other office equipment (whether electronic or not);
- documents, printed matter, gifts, awards, trophies, medals, flags, signage, decoration material and promotional material;
- uniforms, costumes and other clothing;
- products that Commercial Partners intend to distribute as promotional items; and
- products of Commercial Partners, which are supplied to UEFA, UEFA subsidiaries or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, in connection with the organisation and staging of UEFA EURO 2024 (including automobiles).

The related procedures must be clear, simple and expeditious.

None of the above goods will be subject to sale in the Host Country. Therefore, these goods should either benefit from a temporary import or a duty-free import into the Host Country, provided that such goods can be either consumed in the Host Country, disposed of (other than by sale, i.e. either destroyed (e.g. signage) or distributed for free (e.g. promotional items, match material, legacy to Stadiums and other competition sites, etc.)) or exported within a reasonable period of time following the conclusion of UEFA EURO 2024.

The relevant Authorities within the Host Country will be requested to provide a written Guarantee with respect to the free import and export of goods and the implementation of simplified and expeditious procedures.

4 — Ticketing and accreditations

In order to ensure the safety and security of people attending UEFA EURO 2024 and to protect the value of the rights which are granted to its Commercial Partners, UEFA must be confident that it will be able to restrict the unauthorised sale, transfer or offer for sale or transfer of tickets to UEFA EURO 2024 matches and to enforce the terms and conditions applicable thereto.

Accordingly, if such law is not already in place, UEFA requires specific legislation to be enacted in accordance with the Host Country's constitution, before 1 January 2022, that:

- prohibits any unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes to any UEFA EURO 2024 match or related events, whether such sale, transfer or offer for sale or transfer of the tickets or accreditation passes takes place inside or outside the Host Country (including via the Internet, digital media and/or social networks);
- prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2024 match or related events as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including "hospitality") or any other commercial package; and
- allows the immediate seizure of the relevant tickets or accreditation passes and provides for sanctions against the company and/or individual committing and/or facilitating such infringement.

The laws of the Host Country must provide for rapid and effective enforcement of such prohibitions and of the UEFA EURO 2024 ticketing terms and conditions.

In connection with any existing or new legislation, a written Guarantee from the relevant Authorities will be required with respect to the enforceability in the Host Country of certain key terms and conditions of tickets and accreditation passes to UEFA EURO 2024 matches and related events and confirming that all necessary legal measures will be taken:

- a) to ensure that the Host Country's legislation:
 - prohibits any unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes to any UEFA EURO 2024 match or related events, whether such sale, offer for sale or transfer of the tickets or accreditation passes takes place inside or outside the Host Country (including via the Internet, digital media and/or social networks);
 - prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2024 matches or related events as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including "hospitality") or any other commercial package; and
 - allows the immediate seizure of the relevant tickets or accreditation passes and provides for sanctions against the company and/or individual committing and/or facilitating such infringement.
- b) to enforce such legal restrictions and rights.

5 — Prevention of Ambush Marketing and rights protection committee

Ambush Marketing

It is likely that many companies or individuals may attempt to undertake Ambush Marketing activities in relation to, or at, UEFA EURO 2024.

Ambush Marketing activities undermine the value of the sponsorship and other official rights of association granted by UEFA in respect of UEFA's competitions to the detriment of UEFA and the Commercial Partners. The effectiveness of efforts to tackle these Ambush Marketing activities will, to a large extent, be dependent on the strength of the laws in the Host Country and the co-operation of the relevant Authorities mainly in the Host Cities with UEFA's rights protection programme.

It is also likely that massive distribution of products infringing UEFA's intellectual property rights ("Counterfeits") will take place in the Host Country before and during UEFA EURO 2024.

The relevant Authorities in the Host Country and in the Host Cities (including, city Authorities, police, legal prosecutors or courts, customs and the IP and trade mark office) must be enabled and empowered to protect UEFA's intellectual property rights, UEFA and the Commercial Partners against Ambush Marketing and Counterfeit activities. In particular, the relevant Authorities in the Host Country and in the Host Cities must take all necessary actions (whether before, during or after UEFA EURO 2024) to prevent Ambush Marketing and Counterfeit activities including by preventing:

- the undertaking of commercial, promotional, marketing and distribution activities in "clean zones" around the Official Sites (including in the airspace and waterways around such Official Sites) without UEFA's authorisation. These activities would include, for example, commercial advertising, street selling, leafleting, product give-aways and political and/or religious demonstrations;
- the unauthorised use of UEFA's intellectual property rights;
- the production, sale or distribution of Counterfeits related to UEFA EURO 2024; and
- unauthorised public viewing events.

and shall ensure that, where violations have occurred, they are dealt with quickly and effectively.

Rights protection committee

In order to ensure efficient implementation of the rights protection programme, UEFA will require the set-up of a committee (the "rights protection committee") composed of representatives from all of the relevant Authorities. The representatives on the rights protection committee for each Authority shall be responsible for ensuring that all of their nominated representatives taking part in on-site anti-Ambush Marketing and anti-Counterfeits activities are properly briefed and for ensuring that UEFA has all necessary means of enforcement and prevention at its disposal. It is intended that the administration and operation of the rights protection committee should be undertaken by the Host Country and that the Host Country shall be responsible for ensuring the attendance of the representatives of the relevant Authorities.

The first meeting of the rights protection committee shall take place as soon as reasonably practicable following the appointment of the Host Country (and in any event within three months of such appointment). If UEFA considers (whether as a result of discussions with the rights protection committee or otherwise) that the relevant local legislation is, or may be, insufficient to enable an effective and efficient anti-Ambush Marketing and anti-Counterfeits programmes to be undertaken, the relevant Authorities shall issue such additional laws, decrees, orders, instructions, etc. as are within their relevant competencies or remits so as to ensure that UEFA receives the relevant levels of support and assistance as are contemplated by this section.

Closer to UEFA EURO 2024, sub-rights protection committees shall be required to be set-up in each Host City.

Enforcement

The Host Country and all relevant Authorities in the Host Cities shall take all necessary enforcement action to prohibit, restrict and prevent Ambush Marketing and Counterfeits in the Host Country (including their public building squares and other large public spaces) or otherwise at or around any Official Sites or at any major transportation points (for example, airports, metro and train stations) as well as at the main access routes to the Stadium and the main routes connecting the main airports and main railway stations and in the city centre. The relevant locations and measures to be taken shall be discussed and validated during the rights protection committee meeting(s).

Without prejudice to the above, the Host Cities must ensure, during the exclusivity period, that no key locations of the Host Cities such as iconic sites, monuments, major buildings and landmarks are used by third parties in particular competitors of the Commercial Partners to undertake any large scale promotions for their brands, products or services or to undertake any large scale football related campaigns without UEFA's prior written approval.

In order to assist with the anti-Ambush Marketing and anti-Counterfeits activities being conducted in and around the Stadium, an additional Stadium Commercial Perimeter will be created around the Stadium. As a general rule, the Stadium Commercial Perimeter shall extend to 500m around the Stadium and may be extended by UEFA on a case-by-case basis depending on the specificities of the Stadium environment and UEFA EURO 2024 mobility plan or concept. For the avoidance of doubt, the Stadium Commercial Perimeter shall include all airspace and any waterways around the Stadium.

Within this Stadium Commercial Perimeter, the Host Cities shall ensure the following during the exclusivity period:

- pre-reservation of all existing – or to be created – advertising space; and
- no temporary licences are granted in relation to the undertaking of any activities that could result in Ambush Marketing (for example, commercial advertising, street selling, leafleting, product give-aways and political and/or religious demonstrations) or the undertaking of any activities in relation to the distribution of Counterfeits.

Existing fixed businesses may remain and continue to operate their usual (normal) business activities in the Stadium Commercial Perimeter in the ordinary course of trade using their standard (everyday) facilities. Any 'unusual' business activities including, the use of any and all alternative or additional equipment or facilities for events at the Stadium such as extended bar terraces, giant TV screens and branding materials shall be subject to UEFA's prior written approval even if they are used from time to time for other events held at the Stadium. In no event may such existing businesses in the Stadium Commercial Perimeter conduct any Ambush Marketing activities and/or Counterfeits.

6 — Immigration, visa and work permits

During the preparations and during UEFA EURO 2024 itself, there will be a heavy demand for entry into and stay in the Host Country by foreign nationals. The entry and stay of these foreign nationals will be vital to the success of UEFA EURO 2024. The process by which all foreign nationals are permitted to enter and exit the Host Country in connection with UEFA EURO 2024 should be clear, simple and expeditious.

All foreign nationals with a valid passport attending UEFA EURO 2024 should be permitted to enter and exit the Host Country and should be granted any relevant visas without reservation (other than in relation to public safety and security) without any cost (other than a minimal processing fee) and at short notice.

UEFA EURO 2024 will not be able to function without the presence of the participating teams, UEFA's employees and officials, Commercial Partners, representatives of the media and other individuals to be accredited by UEFA, UEFA subsidiaries (including UEFA Events SA) or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024. These individuals with a valid passport must therefore be permitted to enter and exit the Host Country as many times as needed, for the necessary period, being from 1 January 2020 until 31 December 2025 in order to fulfil their functions in relation to UEFA EURO 2024. Such entry(ies) should be guaranteed, with any required visas, work permits or other permissions being granted at no cost and in accordance with simplified and expeditious procedures, implemented as of the start of the above-mentioned period of time.

In addition to individuals who will need to enter the Host Country immediately prior to and during UEFA EURO 2024, UEFA may consider it necessary or desirable for certain of its employees and other individuals to enter and exit as many times as needed in the Host Country for up to four (4) years prior to the scheduled commencement of UEFA EURO 2024 and up to one (1) year after its conclusion in order to work on the organisation of UEFA EURO 2024 or to stay permanently in the Host Country for this whole period. UEFA must be sure that such people will be granted any necessary work permits at no cost and in accordance with simplified and expeditious procedures and shall not be deemed to have residence or become domiciled in the Host Country, unless they formally apply for such residence or domicile.

All applications for permission to enter into, exit from or work in the Host Country in relation to UEFA EURO 2024 should be considered without regard to the applicant's national or ethnic origin, colour, religion, sex, sexual orientation, political or other opinion, age or mental or physical ability.

The Authorities in the Host Country will be requested to provide a written Guarantee in respect of the entry of foreign nationals into the Host Country and the granting of necessary work permits and the implementation of such simplified and expeditious procedures.

7 — Employment law

UEFA may employ a significant number of employees and contract workers to assist in the on-site organisation of UEFA EURO 2024.

UEFA must understand any financial obligations in respect of such employees and contract workers pertaining to employment, salaries (e.g. minimum wage) and to other administrative, social or financial obligations (e.g. pension, accident and health insurance, social security contributions). The same applies in relation to volunteers.

In addition, UEFA must be aware of any requirements under the laws of the Host Country pertaining notably to the following subjects:

- mandatory employment regulations of public policy;
- applicable collective bargaining agreements;
- restrictions on working time;
- overtime compensation;
- holiday entitlement;
- illness and injury of employees;
- employer and parent company liability for acts of its employees;
- health and safety obligations;
- legal requirements relating to the secondment of employees; and
- social security obligation for employees and contractors.

Furthermore, the Host Association shall identify any area (and explain the details of them), which can affect directly or indirectly the human resources dedicated to the delivery of UEFA EURO 2024.

Finally, as most of these employees and contract workers will no longer be needed following the completion of UEFA EURO 2024, UEFA must understand the procedure by which the employment/contractual relationship of such employees and contract workers may be terminated and UEFA's financial and other obligations in respect thereof under the laws of the Host Country. Such procedure and obligations must be expeditious, efficient, fair and implemented as of the start of the preparations of UEFA EURO 2024. Such information shall be duly taken into account with respect to any specific workforce dedicated to the delivery of UEFA EURO 2024.

8 — Foreign exchange

No restriction should exist in the Host Country on the import or export, in the context of UEFA EURO 2024, of money of any currency by any legal person including, individuals to be accredited by UEFA, UEFA subsidiaries (including UEFA Events SA) or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 and such transactions must not be subject to any withholding tax, tariff or other deduction. Similarly, foreign exchange transactions in the Host Country involving any currency must occur at market rates and must not be subject to any restriction or to any withholding tax, tariff or other deduction.

The relevant Authorities will be requested to provide a written Guarantee with respect to foreign exchange transactions and the free import and export of money.

Furthermore, the relevant Authorities are requested to establish and implement simplified and expeditious procedures in respect of import and export of money and shall appoint a dedicated team or person provided with the necessary power to act.

9 — Anti-doping and medical

Anti-doping

In order to conduct its anti-doping programme, UEFA must be able to apply the *UEFA Anti-Doping Regulations* (as amended, supplemented or replaced from time to time) in the Host Country, while any anti-doping laws in the Host Country must be consistent with such application.

It is the responsibility of the Host Association to ensure:

- a) UEFA is provided with the facilities and infrastructure necessary to implement its anti-doping programme (and apply its anti-doping regulations); and
- b) urine and blood doping control samples can be transported safely and securely within its territory and across the borders thereof and without delay according to the *UEFA Anti-Doping Regulations*.

Furthermore, the Host Association shall ensure that no other anti-doping Authority than UEFA:

- a) will be responsible for anti-doping operations during the in-competition period, as defined in the *UEFA Anti-Doping Regulations*, and
- b) shall have jurisdiction to test competing players during the in-competition period.

Medical requirements

It is the responsibility of the Host Association to comply with UEFA's requirements for medical provision at matches, as defined in the *UEFA Medical Regulations* and any instructions made under them.

All relevant Authorities will be requested to provide a written Guarantee confirming that they agree to comply with the above anti-doping obligations.

Medical requirements for players team officials, referee team and match officers

It is the responsibility of the Host Association to comply with UEFA's requirements for medical provision for players, team officials, referee team and match officers as defined in the *UEFA Medical Regulations* and any instructions made under them. All relevant Authorities will be requested to provide a written Guarantee confirming that they agree to comply with these medical obligations.

10 — Taxation

Tax system

UEFA must have a full understanding of the tax system in the Host Country (direct and indirect taxes and other duties and levies) and of how that system and the various taxes levied in the Host Country at national and local levels will affect the organisation and staging of UEFA EURO 2024 and the related revenues.

UEFA requires that the information provided by any Bidder concerning the taxation system in the Host Country is confirmed in writing by a firm of accountants of international standing that practises in that country.

Tax Guarantees

The organisation and operation of UEFA EURO 2024 will require a large number of foreign nationals to work in the Host Country, including UEFA employees, officials and appointees, the participating teams, members of the media and other individuals to be accredited for UEFA EURO 2024.

Such individuals may receive payments in connection with the work, activities or services they perform in the Host Country in relation to UEFA EURO 2024, including salaries, fees, bonuses, reimbursement of expenses and daily allowances.

Individuals accredited for UEFA EURO 2024 (other than those who are already permanent residents of the Host Country for tax purposes before their involvement in UEFA EURO 2024) must not be subject to taxation in the Host Country in relation to such payments.

UEFA will operate in a form to be defined at a later stage in the Host Country in order to assist with the preparation, organisation and operation of UEFA EURO 2024. Regardless of the organisational model, UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 shall not be liable to taxation on their income, turnover or capital or to any corporation income, nor subject to other similar taxes (including any withholding tax) in the Host Country as a result of the staging of UEFA EURO 2024 or its related operations.

In particular, revenues generated by UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, in any country, including any consideration, whether cash or value-in-kind, to be paid to UEFA in connection with the sale of UEFA EURO 2024 media, marketing, licensing and other commercial rights, shall not be subject to any tax, withholding or other deduction in the Host Country at any level.

In relation to UEFA EURO 2024, UEFA may receive payments by way of royalties, service fees, management fees, dividends, distributions on winding-up or other distributions coming from the Host Country. On the other side, UEFA may provide loans or similar financial supports to (pre)finance costs to any entity involved in the organisation of UEFA EURO 2024 located in the Host Country. It is of prime importance that such payments are used entirely for the benefit of UEFA EURO 2024 and they shall not be subject to any tax, withholding or other deduction in the Host Country at any level.

If not exempted, UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 may need to register for indirect taxes in the Host Country.

Any necessary registration in the Host Country for indirect taxes, which is purely in connection with UEFA EURO 2024 shall be accepted irrespective of whether resident or not in Host Country.

UEFA requires that VAT and any other taxes on goods and services in the Host Country are ideally exempted or reduced to a minimum, that there is no double taxation and that UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 shall be entitled to the refund of such taxes, if any, based on an easy and fast refund procedure.

The Bidder must explain the possibilities for UEFA, UEFA subsidiaries (including UEFA Events SA), any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 and UEFA Member Associations, irrespective of whether resident or not in Host Country, to be exempt from or to reduce and reclaim such taxes on goods and services (including input and output VAT) in the Host Country. Such possibilities should be confirmed in writing by a firm of accountants of international standing that practises in the Host Country.

The following written Guarantees from each of the relevant Authorities in the Host Country must be provided:

1. Guarantee on Direct Taxes for Legal Entities;
2. Guarantee on Direct Taxes for Individuals; and
3. Guarantee on VAT and other indirect taxes (available in version EU or version Non-EU).

Simplified and expeditious procedures

The Authorities in the Host Country that are responsible for administering relevant taxes must establish and implement simplified and expeditious procedures in respect of their dealings with UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 and UEFA Member Associations. As part of these expeditious processes, such Authorities must appoint and keep at UEFA's disposal during the whole preparations, the staging and following the conclusion of UEFA EURO 2024 a dedicated team of specialists to administer applications, inquiries, payments and refunds by or to UEFA, UEFA subsidiaries (including UEFA Events SA), UEFA Member Associations and any entity and individuals referred to in the written Guarantees.

11 — Insurance

General Obligations

Everyone involved in UEFA EURO 2024 is responsible for its own insurance cover. The participating national associations are responsible for adequately insuring themselves.

Any and all third party liability and property insurance must cover terrorism risks, co-insurance of mutual claims between co-insured parties (cross liability), liability claims under foreign law (worldwide cover) and shall be non-cancellable policy (other than due to non-payment of premium).

The insurance policy(ies) of the Host Association should not only cover the period of UEFA EURO 2024, but also include the entire preparation period before and the dismantling period after the UEFA EURO 2024. The reason for this is to cover injuries, damages or other incidents that are only discovered afterwards but which occurred in the preparation, during or in the dismantling period of UEFA EURO 2024. Moreover various contracts (e.g. with suppliers) will need to be concluded well in advance of UEFA EURO 2024 and thus any risks associated thereto shall be covered as from the execution of any such contract.

The Bidder shall ensure that UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 are included (as a minimum) in the insurance cover as co-insured parties.

Furthermore, any insurance must be concluded with reputable, international insurers and will need to comply with the highest international insurance standards.

UEFA obligations

As it deems appropriate, UEFA will cover the risks of UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 (umbrella insurance) including the Host Association as follows:

- third party liability claims;
- accidents involving UEFA staff, officials, delegates and appointees;
- spectator claims; and
- any other appropriate or necessary insurance cover.

UEFA will coordinate, assess and approve the final insurance framework based on Bidders' information and risk assessment in light of UEFA EURO 2024.

Bidder obligations

The Bidder shall provide UEFA with the description of insurance obligations in the Host Country, insurance covers in place with the Bidder at the time of the bid and an initial and comprehensive risk analysis of UEFA EURO 2024.

As a consequence, it is the responsibility of the Bidder:

- to conduct an initial and comprehensive risk analysis of UEFA EURO 2024;
- to assess any specific risks of staging UEFA EURO 2024 in the Host Country;
- to assess its obligations and liabilities with respect to national and local legislation;
- to evaluate insurance cover and make proposals that will be in line with the above mentioned risk analysis; and
- to report in details the outcome of the above mentioned obligations in its Bid Dossier.

The Bidder will be solely responsible for providing comprehensive insurance coverage from reputable insurers for itself (with co-insured parties as mentioned above) and all persons involved locally (including its delegation, Stadium owners and operators, other Official Sites to be used) in connection with UEFA EURO 2024 that is necessary or otherwise advisable or appropriate, based on the risk assessment.

The Bidder must ensure that all relevant Stadium owners/operators and other Official Sites owners/operators have (or will have) their own adequate insurance cover in place and will each sign a release of liability document in favour of UEFA, UEFA subsidiaries (including UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024.

In particular, the Bidder must assess and report if all Stadium owners/operators and other Official Sites owners/operators have already secured or will secure adequate general third party liability insurance, in particular to cover their status as owners/operators of property (landlord's liability), ground, infrastructure and installations. UEFA can request from the Bidder copy of any existing insurance policies mentioned in the Bid Dossier.

In addition, adequate property insurance cover must be provided (to include as a minimum fire, explosion, theft, water and vandalism) by Stadium owners/operators and other Official Sites owners/operators. The Bidder must assess and report if all Stadium owners/operators and other Official Sites owners/operators have already secured or will secure such adequate insurance.

If a Stadium owner/operator and /or other Official Sites owners/operators does not have or does not conclude appropriate third party liability and property insurance, the Host Association will be responsible for providing such (additional) cover (or including in its own cover) at its own costs. In such a case, the Bidder shall describe how it intends to proceed (either to have covers provided or to conclude such a cover).

The Host Association will have to ensure that all local contractors conclude their own adequate insurance cover according to the risks induced by their services.

The Bidder has to assess its own costs for comprehensive insurance cover of the risks of hosting UEFA EURO 2024 and such of its main contractual partners (e.g. Stadium, security and services) and include a high level evaluation into its Bid Dossier.

The placement of insurance cover must be undertaken well in advance of UEFA EURO 2024, but at the latest with the start of the preparation activities. The sooner this is done, the better the situation is for the Host Association and UEFA, as it helps to secure favourable insurance premiums.

Sector 05 — Safety, Security and Services



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1 — Introduction

Very high spectator attendance, global media exposure and multi-layered operational dimensions of the final tournaments of the UEFA European Football Championship require adequate and robust but proportionate safety and security measures at the Stadium and event-related areas in the different Host Cities over a rather short but very intense period of time. In order to deliver a safe and secure event, all parties involved in the organisation of such an event (public or private) need to work in a close and transparent partnership to prepare and implement full-scale integrated safety and security operations – always taking into account the festive nature of the event.

The base of a successful operation is a jointly developed 'Integrated Safety and Security Concept' that defines operational missions and tasks, procedures and responsibilities for each of the safety and security partners: Host Association (with the support of UEFA), Stadium operator, safety and security companies on the private side and police, fire brigade, emergency and specialised agencies on the public side on the Host Country and Host Cities.

2 — Roles and responsibilities

UEFA

UEFA as the event owner is responsible for providing information gathered during previous UEFA EUROs on the Tournament operations in general and event specific safety and security requirements, data and guidelines necessary to develop jointly an 'Integrated Safety and Security Concept' for UEFA EURO 2024.

UEFA will support the Host Association in the process of developing and implementing mutually agreed tasks and missions. During Matchday operations UEFA's safety and security officers and experts will support the local project management and the event-related private and public safety and security entities in the delivery of the Tournament.

Host Association

The Host Association, as the party assuming all the obligations imposed to the event organiser by the applicable laws will have full and exclusive responsibility for all aspects of safety and security (including licences and permits) related to UEFA EURO 2024, as defined in the Staging Agreement.

The Host Association, together with the Authorities and the support of UEFA, will have to develop and ensure the implementation of the 'Integrated Safety and Security Concept' for UEFA EURO 2024 that addresses the situation across all event operations and at each Official Site and other event-related sites.

Although the Host Association has full responsibility for safety and security, it is acknowledged that it will not be able to fulfil such responsibilities without the close cooperation and proactive involvement of the relevant Authorities in the Host Country and Host Cities.

Therefore the Host Association needs to get the relevant guarantees from the national and local Authorities and submit them as an integral part of the Bid Dossier (see the *Sector 05 – Safety, Security and Services* of the *UEFA EURO 2024 Bid Dossier Template*).

Government and Authorities

All relevant public Authorities and related agencies must take any necessary measures to guarantee the safety of all people attending Tournament-related events in the Host Cities and Host Country throughout the period of the Tournament. These measures must comply with local laws and regulations and with the recommendations laid out in the *Council of Europe Treaty Series No. 218 – Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football matches and Other Sports Events* and other locally identified good practices.

Each of such Authorities have to guarantee to the Host Association that they will bear all costs associated to their measures taken in favour of a safe and secure Tournament, in particular all measures on the public domain.

3 — Integrated safety and security concept

The 'Integrated Safety and Security Concept' must detail the various roles and responsibilities of all the parties involved, such as national and local Authorities, police and other law enforcement and emergency services, Stadium management, private security personnel, stewards and volunteers. Evidence of a coordinated and integrated approach to safety, security and service is of paramount importance.

The integrated concept should take into account the Host Country's and relevant Host City's security-related experience from previous major events (whether sports-related or not) held in each Host City or

region. Furthermore traditions and proven practices of previous tournaments, identified good professional practices as well as the security laws, regulations and guidelines applicable locally and nationally have to be considered. Finally, UEFA strongly recommends that the recommendations laid out in the *Council of Europe Treaty Series No. 218 – Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football matches and Other Sports Events* apply.

The 'Integrated Safety and Security Concept' must address the following areas:

1. risk analysis;
2. capabilities to host UEFA EURO 2024 and related events;
3. organisational structure;
4. command and control and lines of communications;
5. crisis management;
6. action plan; and
7. budget

The concept must cover all event-related areas in the Host Country such as, airports, railway stations and other major transport hubs, access routes, the Stadium and adjacent event infrastructures, the team hotels, the UEFA headquarters and staff hotels, as well as the other Official Sites including the Fan Zones in each Host City and the international broadcast centre (IBC) if located in the Host Country.

Furthermore, the 'Integrated Safety and Security Concept' must address the topics listed below:

- a) Legislation (restraints/constraints)
- b) International cooperation
- c) Judicial system
- d) Counterterrorism and protective security
- e) Policing and law enforcement
- f) Public health and safety
- g) Stadium safety management
- h) Competence and preparedness
- i) Supporter empowerment
- j) Safety management of public viewing areas
- k) Impact of the mobility concept on safety and security

After the appointment of the Host Association for UEFA EURO 2024, UEFA's project management team will support the Host Association in defining the steps on how to develop and implement the 'Integrated Safety and Security Concept' in close cooperation with the relevant public Authorities and the private safety and security partners.

4 — Medical requirements

Introduction

For UEFA EURO 2024 to be a safe and successful event, effective and comprehensive medical care for everyone involved in the event is essential. It is the responsibility of the Host Association to ensure that the medical services meet the expectations of the wide range of target groups, including elite sports professionals, staff and VIPs, and those visiting the Host Country as spectators.

Objectives

The objectives for the provision of medical care and services for UEFA EURO 2024 are:

- comprehensive, expedient and simple access to high quality medical care and services in the Host Country for all UEFA target groups from arrival until departure day;
- simple but comprehensive organisational structure in each Host City for medical services accessible 24/7 in case of emergencies;
- state of the art medical infrastructure and equipment in each Host City including;
 - one reference emergency hospital for the two teams (minimum requirement);
 - one identified local imaging facility (MRI, X-ray, ultrasound) for the two teams;
 - available general practitioner, dental and emergency services for all visitors;
 - appropriate Stadium medical services for the two teams, VIPs, staff and the general public.

Roles and responsibilities

Host Association

In cooperation with the government, ministry of health and local health Authorities, the Host Association has the responsibility for ensuring that a medical care concept fulfilling all requirements set by UEFA in accordance with the Staging Agreement, is provided for all identified UEFA target groups. Based on their national laws and the recommendations described in FIFA's *Football Emergency Medicine Manual 2nd Edition*, the Host Association will provide a concept to UEFA detailing all medical services within due time after the appointment of the Host Association.

Government and local Authorities

The government is responsible for ensuring the safety of the event for all attending persons, including players, officials, staff, VIPs or members of the public. Suitable emergency medical services must be available such that the public health system can cope with the mass gathering during the Tournament.

The local Authorities are responsible for the coordination with the national health agency in the preparation and development of plans for emergency and non-emergency medical services in the Host Cities.

Stadium medical operator

The Stadium medical operator is responsible for the overall medical services at the relevant Stadium, including provision of services for the two teams and referees, VIPs, UEFA family and spectators. This operator may be the existing medical services provider at the Stadium or a private company contracted by the Host Association to provide medical services specifically for the Tournament, including set-up and dismantling operations. The Stadium operator must plan in coordination with the relevant local Authorities, so as to ensure a joined approach to emergency services, particularly with regards to mass casualty situations.

UEFA target groups

The medical services for UEFA EURO 2024 must be designed to accommodate the medical needs of the following UEFA target groups at each Stadium:

- teams (players and participating staff);
- referees;
- match officials;
- guests and VIPs;

- staff and UEFA family;
- service providers at the Stadium;
- media at the Stadium; and
- general public at the Stadium.

5 — Conclusions

Bidders are expected to demonstrate their understanding and their agreement with the scope and challenges of UEFA EURO 2024 safety, security and service operations by signing the Guarantees provided in *Sector 05 – Safety, Security and Services* of the *UEFA EURO 2024 Bid Dossier Template*. Bidders should be realistic about potential areas of weakness and be aware of their need for continuous improvement of their capabilities on their roadmap to a safe and secure UEFA EURO 2024.

In addition, the competent Authorities in the Host Country must confirm in writing that all necessary steps to inform the relevant persons within the competent Authorities have been implemented.

Sector 06 — Stadiums



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1 — Introduction

This section describes the spatial, functional and technical requirements of the Stadiums to be used for the Final Tournament of the 2022-24 UEFA European Football Championship.

Each chapter outlines the main requirements with regard to the Stadiums in terms of permanent and non-permanent infrastructure, space, services, utilities and management support.

Given the dynamic nature of technological developments it is important that these requirements are preliminary and will need to be adapted prior to the Tournament.

Aim and ambition for the Stadiums

Considering the importance of UEFA EURO 2024, it is UEFA's aim that the Tournament will be played in appropriate Stadium facilities, which

- provide first-class sports facilities to enable the players to perform top-class football;
- contribute to developing football in the Host Country;
- provide a safe, secure and comfortable environment for all participating teams, match officials, spectators, VIPs, sponsors, media, staff and other target groups;
- provide compelling visitor experiences to all target groups in the Stadium;
- help to provide an exciting experience for television viewers;
- help to optimise income and to reduce costs from hosting the Tournament;
- significantly contribute to a positive image of UEFA and UEFA EURO 2024;

- create an enduring legacy after the Tournament for the Host Country and the Host City in particular.



Type of Stadiums to be proposed

Three types of Stadiums can be proposed for UEFA EURO 2024:

Type 1

existing Stadiums that are already being used for other UEFA competitions (such as the UEFA Champions League) and which only require minor modifications in order to meet the UEFA EURO 2024 Stadium requirements;

Type 2

existing Stadiums which need major renovation and upgrading in order to meet the UEFA EURO 2024 Stadium requirements;

Type 3

new Stadiums to be developed, with a deadline of four years before the Tournament for the construction of any new Stadium to start.

For stadiums proposed in types 2 and 3, additional information must be submitted with regard to the current status of these projects at the time the bid dossier is submitted.

Newly built or completely renovated stadiums need to be completed 24 months prior to the start of the tournament in order to have sufficient time to achieve the requested level of operational excellency for EURO Final Tournament operations.

In Stadiums that are undergoing partial renovation works, the works shall be completed at the latest 4 months before the start of the Availability Period (see chapter *Stadium capacity, number of Stadiums and availability* on page 9).

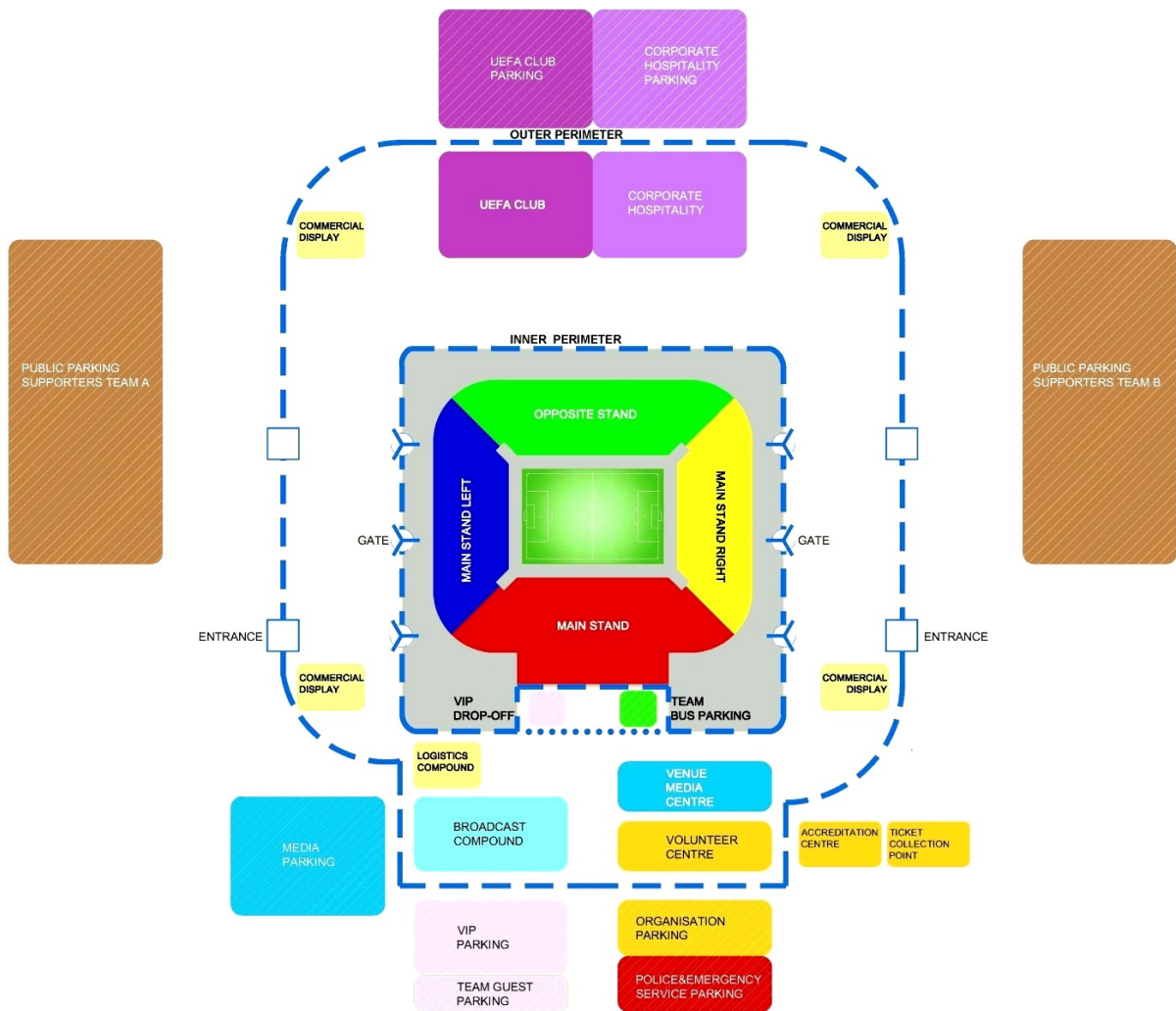
2 — The UEFA EURO Stadium

A UEFA EURO Stadium has a much bigger footprint than a stadium which is used for regular league games, European club competition or international matches. The Stadium needs to accommodate and facilitate additional needs of media and broadcast operations, hospitality and commercial activities as well as logistics and transport undertakings.

Therefore the regular operational perimeter of the Stadium will be extended to encompass all exploited adjacent areas for tournament purposes. This perimeter is called the outer (security) perimeter and is physically marked by a fenced-off line: during the exclusivity period it is under UEFA's sole control.

During the set-up phase all the necessary adaptations and upgrades to the existing and temporary built infrastructure are made, changes to operational procedures are agreed and implemented in order to establish the so-called "UEFA EURO overlay" on the Stadium which facilitates smooth and efficient operations and ensures the provision of the required service levels to the different target groups on-site.

The following scheme illustrates a generic organisation of the Stadium overlay with the outer security perimeter:



The scheme indicates as well which facilities and operational areas need to be included within the inner or outer perimeters. Areas and facilities adjacent to the outer perimeter must be made available and an

integral part of the bidding dossier. Exceptionally public parking areas might be located at some distance from the Stadium.

To get an impression of the footprint of the Stadium with a fully implemented UEFA EURO overlay, refer to the aerial view of the stadium for UEFA EURO 2016 in Marseille (67,000 seats capacity) below.



3 — General infrastructure and services

Must-have requirements

In order to host the Tournament matches, the Bidders need to ensure the provision of the following Stadium infrastructure and services (management and operations) directly related to the Stadium and its adjacent areas.

Must-have requirements for the Stadium:

Infrastructure	Services (management and operations)
<ul style="list-style-type: none"> • Stadium capacity and availability • Location, orientation and accessibility • Safety and security infrastructure and equipment • Spectator welfare • Pitch • Players and match officials • Hospitality • Media & broadcasting • Technical services • Management and Stadium services • Parking areas and access management • Environmental aspects 	<ul style="list-style-type: none"> • Stadium management, administration and project management • Safety and security services including medical services • Facility management/housekeeping • Cleaning and waste management • ICT services • Pitch maintenance and ground keeping • Stadium concessionaire services • Giant screen operations

Must-have requirements for the outer perimeter:

Infrastructure	Services (management and operations)
<ul style="list-style-type: none"> Additional space for temporary facilities within or around the Stadium 	<ul style="list-style-type: none"> Facility management support/all-rounders Upgraded Stadium cleaning, sanitary facilities and waste management Parking management

The above listed requirements are all "must requirements" and each Stadium needs to comply fully with these requirements. The provision of this infrastructure and services must be covered by the Stadium fee.

UEFA EURO overlay requirements

Additional and/or upgrade requirements for temporary infrastructure and services specific for UEFA EURO 2024 operations listed below need to be provided or facilitated by the Stadium, the Host City or third parties depending by whom it is owned. This means that any Stadium taken into consideration by the Host Association needs to have the capacities to establish and put into operations these additional requirements:

UEFA EURO overlay requirements:

Infrastructure	Service (management and operations)
<ul style="list-style-type: none"> Increased safety & security requirements (outer security perimeter fence) In-house staff and media working facilities EURO specific safety & security requirements EURO specific spectator welfare facilities Accreditation and ticket collecting facilities EURO specific ICT & technical infrastructure Outside hospitality facilities EURO specific TV & media facilities 	<ul style="list-style-type: none"> EURO specific safety and security services Spectator way finding support Access control & ticketing management Team and match officials' liaison management VIP protocol and hospitality services Accreditation services TV & media services Stadium entertainment & ceremonies Marketing & sponsor activities

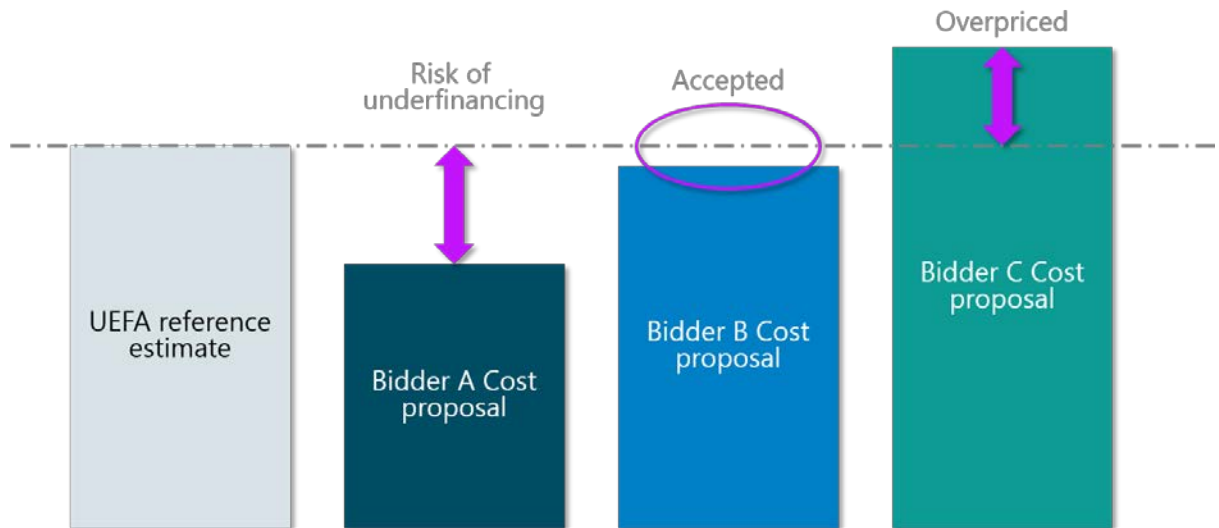
Quality and quantity of "must-" and "EURO overlay requirements" are described in the next chapters of this document.

Financial cost proposal

Bidders need to provide a financial cost proposal regarding Stadium rental fee and operating expenditures which encompasses the above mentioned requirements. In order to make these proposals as transparent as possible, bidders are required to calculate these costs (see *Sector 06 – Stadiums of the UEFA EURO 2024 Bid Dossier Template*).

The UEFA bid evaluation group will compare and validate the submitted proposals and check the "financial feasibility" (over-/under-pricing) of the Stadium rental fee and operating expenditures. To do so, UEFA will calculate its own "reference estimate" per Stadium based on previous on-site experiences and data available. If the cost proposals of the proposed Stadium is too high compared to UEFA's estimate or if there is a risk of "underfinancing" of the required provisions, UEFA will review the financial proposal jointly with the relevant Bidder during the evaluation period.

Excellent performance against fair compensation



The validation of cost proposals will be done individually Stadium by Stadium and in reference to the particular UEFA estimate. The purpose of the validation process is not to identify the cheapest Stadium cost proposal but to ensure that "promised" provisions are not underfinanced or overpaid.

4 — Stadium capacities and availability

Stadium capacity, number of Stadiums and availability

Stadium seat capacity

The net seat capacity is indicative and should reflect the seats available after removal of seats due to need of space for temporary installations such as enlarged media tribune, pitch view studies, camera platforms, etc.

Number of Stadiums to be proposed

The Tournament will be played in 10 Stadiums. The Bidders have therefore to propose 10 Stadiums meeting the UEFA EURO 2024 Stadium requirements. Per Host City several Stadiums can be proposed if Bidders are able to demonstrate that the requirements for accommodation, mobility (especially public transport and airport capacities) and security for all UEFA target groups can still be met in case of multiple matches overlapping MD-1 and Matchday (see specific questions in *Sector 07 – Mobility* and *Sector 10 – Event Promotion* in the *UEFA EURO 2024 Bid Dossier Template*).

Stadium availability

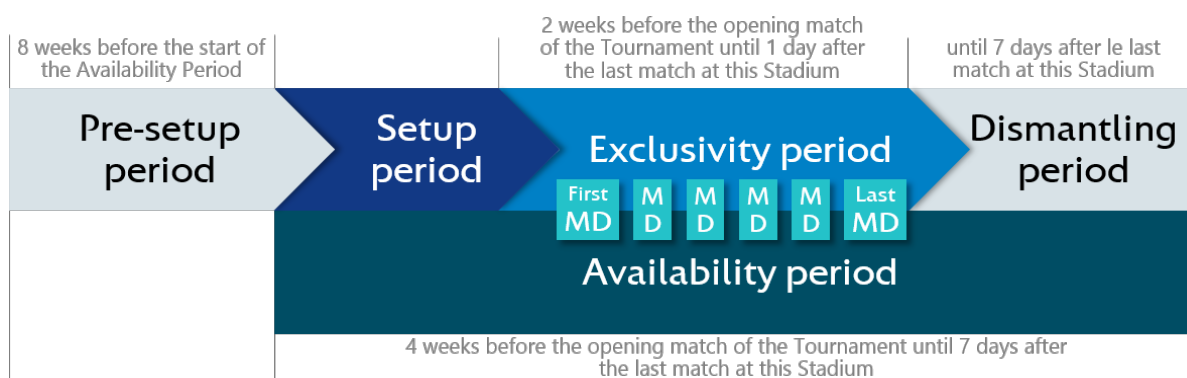
The Stadium and its adjacent areas need to be made available over the periods specified in the table below:

Match type	Availability period	Exclusivity period
Group or round of 16 matches	53 days	33 days
Group or quarter-final matches	59 days	39 days
Semi-final matches	63 days	43 days
Final match	66 days	46 days

In relation to the different possibilities, the maximum period of availability may extend up to 66 days. Note that number of days per period may differ by up to 2 days. As a reference, the availability period starts 4 weeks before the opening match of the Tournament.

Each UEFA EURO 2024 Stadium would have to accommodate 5 or 6 matches depending on the match schedule which will be fixed at a later stage. The Stadium accommodating the final may even host 7 matches.

The Stadium and the necessary adjacent areas need to be made available over the periods specified below:



In order to plan, prepare and implement the infrastructure required for running UEFA EURO matches the different areas in and around the Stadium need to be made available according to the table below.

Period	Stadium	Outer perimeter	Stadium management	Stadium staff
Set-up period	<ul style="list-style-type: none"> Offices for UEFA / LOS staff available Pre-installation of temporary infrastructure Regular Stadium operations possible 	<ul style="list-style-type: none"> Space to store material / equipment for temporary facilities Pre-installation of temporary infrastructure Some parking facilities required 	<ul style="list-style-type: none"> Temporary availability during regular working hours 	<ul style="list-style-type: none"> Temporary available during regular working hours
Availability period	<ul style="list-style-type: none"> Installation of temporary infrastructure inside Stadium structure and stands Pitch to be prepared, no matches or events in pitch area Skyboxes and other commercial facilities may be used until the start of the exclusivity period 	<ul style="list-style-type: none"> All additional space / facilities must be available Build-up and operations of temporary infrastructure Outer perimeter fence installed and guarded Parking facilities need to be available 	<ul style="list-style-type: none"> Fully available during regular working hours Stand-by outside regular working hours MD-1 and MD available as required (24hrs) 	<ul style="list-style-type: none"> Fully available during regular working hours Stand-by outside of regular working hours MD-1 and MD available as required (24hrs)
Exclusivity period	<ul style="list-style-type: none"> Stadium at full exclusivity of UEFA / LOS 	<ul style="list-style-type: none"> Fully operational 		

Period	Stadium	Outer perimeter	Stadium management	Stadium staff
Dismantling period	<ul style="list-style-type: none"> Gradual handover of facilities To be concluded until 7 days after last MD 	<ul style="list-style-type: none"> Gradual handover of space / facilities Outer perimeter fence operational until 5 days after the last Matchday To be concluded until 14 days after the last Matchday 	<ul style="list-style-type: none"> Fully available during regular working hours 	<ul style="list-style-type: none"> Fully available during working hours

Several installations however require a longer preparation. Therefore the Stadium needs to agree to certain installations before the set-up period such as TV pre-cabling and containers. Furthermore, the Stadium needs to provide certain areas already, e.g. parts of the TV compound to allow UEFA appointed suppliers to install containers already from March 2024 onwards.

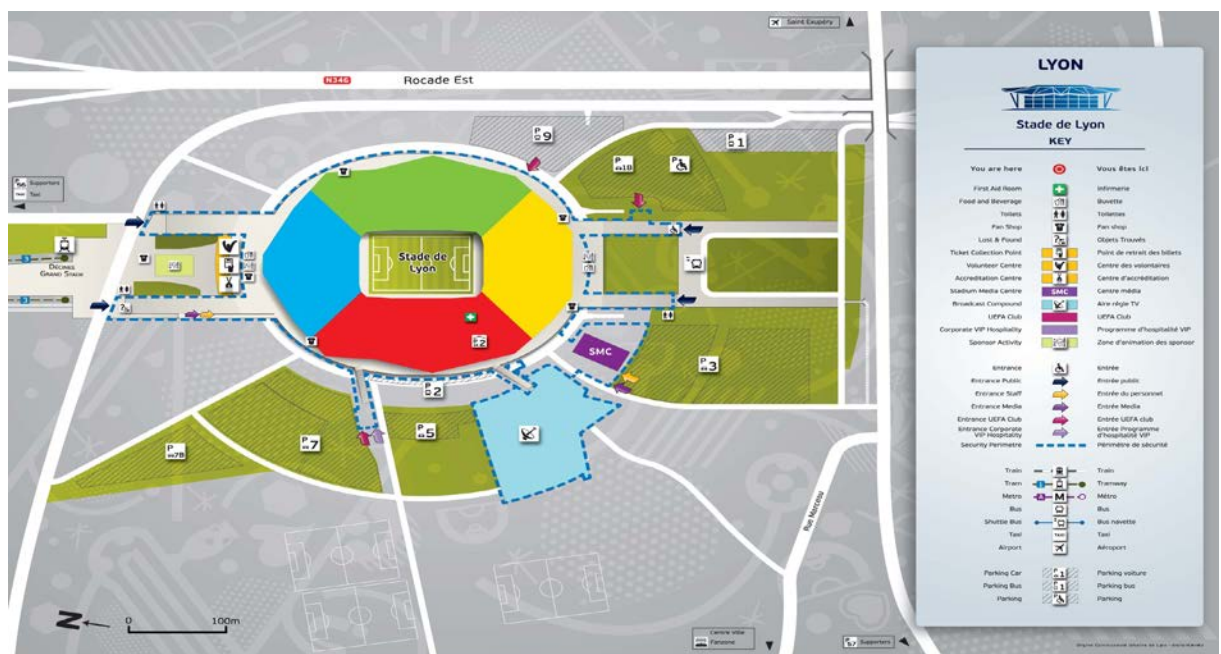
5 — Location, accessibility and orientation

Location and accessibility

The UEFA EURO Stadium must be well connected to public transport hubs, such as trains, metros, trams and buses, in order to handle a spectator flow of up to 75% of the total Stadium capacity and minimise the environmental impact of fan transportation. Efficient public transport should be put forward and seen as the first way for fans to travel. Spectators coming by car or bus can have the possibility to use a park-and-ride shuttle system less than 30 minutes walking distance from the Stadium. Smart mobility must be promoted such as carpooling, taxi sharing and soft mobility (e.g. fan walks, bicycles).

Good access to main roads and motorways must be provided, including routes to the nearest airport, which must be within a two-hour drive from the Stadium. At least three main roads from different directions should lead to the Stadium. Furthermore, sufficient walkways should be available. In this respect, public transport and fan walks must be planned for.

Stadium last kilometre transport operations – Matchday:



Crossovers between routes taken by the various target groups (VIPs, Commercial Partners, media and fans) should be minimised at all times. Furthermore, crossovers between routes used by different means of transport, in particular large groups of pedestrians and cars, must be avoided. Dedicated access routes for VIPs, media, players and officials, disabled fans and public transport must be considered.

Field of play orientation

Great care must be taken regarding the orientation of the field of play in relation to the sun and prevailing weather conditions. A north-south orientation of the field of play is considered ideal.

Provision must be made to accommodate the main television camera positions in the west stand (main stand) to avoid problems with the glare of the sun.

The orientation of the Stadium and field of play must not deviate by more than 15° from the north-south axis.

6 — Safety and security requirements

The safety and security of all those using the football Stadium must take priority over all other considerations in the design, planning, operation and management of Stadium. The Stadium must comply with the *UEFA Safety and Security Regulations* as well as with all local standards and related laws applicable in the Host Country. UEFA refers to the *Guide to Safety at Sports Grounds* ("Green Guide") as a good practice reference document.

Structural building safety

Building and safety standards and requirements vary from country to country but it is essential that, within the relevant framework, the most stringent safety standards are applied to the Stadium.

As a minimum, all recommendations laid out in the *Guide to Safety at Sports Grounds* (also known as the "Green Guide") must be met. If local standards are more stringent, then local standards must be fulfilled. Prior to the Tournament, a valid safety certificate issued by the relevant Authorities must be submitted to UEFA.

Fire safety

Fire safety must meet all codes issued by the local fire service and local Authorities.

Consideration should be given to employing specialists within the design team to look at the fire safety concept. Fire safety is an integral part of the safety certificate to be issued by the local authorities prior to the tournament. UEFA refers to the Green Guide with regard to fire safety.

Stadium safe capacity

The Stadium safe capacity is the minimum between the Stadium capacity and the maximum number of spectators who can safely leave the Stadium through the entrances, exits and emergency exits within a time period defined by the local Authorities. Note that the Stadium safe capacity can be lower than the gross seating capacity of the Stadium. Since temporary infrastructure might be set up at the Stadium, the Stadium safe capacity must be re-approved by the relevant Authorities prior to the Tournament.

Steward centre

The steward centre is the main area for all security staff; stewards will be briefed, they will receive their equipment and spend their breaks there. Furthermore the management of the stewards will be done in these offices. In all Stadiums, the steward centre should have 400m² in total and needs to be located inside the outer security zone but with easy access to the Stadium and the security perimeter.

Outer security perimeter

The outer security perimeter marks the secure zone around the Stadium and serves as the first security checkpoint, including a ticket check, bag and body search. The area within this zone falls under UEFA's exclusive control. The outer security perimeter fence must be installed by the Stadium latest on MD-1 and must be in operations on Matchday and MD+1. This area includes:

- all areas to be used by accredited members of the media in connection with the Tournament including, without limitation, media working rooms and the TV compound;
- commercial display areas for Commercial Partners;
- outside hospitality areas;
- any other facilities at or close to the Stadium that are owned or controlled by the Stadium and used for the Tournament;
- the exterior of the Stadium extending to, and including, perimeter fences;
- any other facilities that are required to comply with the Clean Site Principle.

The outer security perimeter must be secured by a fence at least 2m high, taking into account dressing of the fence with 60% wind resistance or other forms of security barriers which are agreed with UEFA. The outer security perimeter must be situated sufficiently far from the Stadium building to accommodate the above facilities and allow spectators and emergency vehicles to circulate safely at all times.

Access, egress and evacuation

For the Tournament, an access strategy must be provided, allowing safe, controlled access to the Stadium in total security and with an instant counting systems. Evacuation routes must be clearly signposted throughout the Stadium. Egress and evacuation procedures must meet the UEFA requirement that all spectators should be able to exit the Stadium and reach a safe location within a maximum of eight minutes.

At the outer security perimeter, a first (visual) ticket or accreditation check will take place and spectators will undergo an initial search before they proceed to the Stadium entrances. The objective is to ensure that only people with the appropriate tickets or accreditation obtain access, prohibited objects are removed and congestion around the Stadium entrances is prevented.

Areas set aside for searches will need to be designed so that they do not become overcrowded, particularly during the last few minutes before the start of the event. At all entry gates, it is necessary to make provision for the safe storage of confiscated items and personal belongings (such as umbrellas) which are not permitted inside the Stadium but which should be returned after the event. Dedicated storage facilities need to be allocated outside the perimeter fence.

A second security check will take place at the Stadium turnstiles, ideally located in the Stadium facade, after which the inner security perimeter starts. These controls are necessary to prevent unauthorised entry that could lead to the Stadium (or more likely one sector) becoming overcrowded. The access control systems are positioned at the second security checkpoint. An appropriate queuing system in front of each turnstile block must be provided to prevent overcrowding and congestion. Consideration should be given to the position of turnstiles in relation to crowd flows and queuing systems.



A third ticket check will take place at the vomitory head leading to the seated terrace. This is a cursory checkpoint, to be manned by stewards in order to ensure that individual blocks are not overcrowded.

An overview of the various entry checkpoints and types of security check is shown in the table below:

Security checkpoint	Type of check	Type of entry	Other functions
Outer security perimeter	visual ticket/ accreditation check	gates	search process
Inner security perimeter (Stadium facade)	electronic ticket/ accreditation check	full height turnstiles	optional 2 nd search process
Vomitory head	visual ticket check	(not applicable)	stewarding function

While the entry process may be spread over an hour or more, everyone would like to leave more or less at the same time. Therefore, the egress concept must take into account sufficient space both inside and outside the Stadium to achieve a safe and comfortable exit for all spectators. All exit doors must open in the direction of egress routes to allow easy egress.

Evacuation routes must be clearly signposted throughout the Stadium. As mentioned previously, Stadium designers should ensure that all spectators can evacuate to a safe location within a maximum of eight minutes.

Segregation

The Stadium design needs to ensure flexible, risk-based segregation of sectors within the Stadium. Each sector must be self-contained in terms of welfare facilities, access, egress and evacuation. A flexible segregation system (segregation netting) is recommended.

UEFA has decided that the matches must be played in fence-free Stadiums. The Stadium interior must therefore be free of any fences separating spectators. Only low barriers with a maximum height of 110cm may be used. Alternatively, segregation may be achieved through the use of fire-retardant netting to cover seats.

Pitch security

UEFA's fence-free Stadium concept is also applicable to the pitch security zone. There must therefore be no fences separating the spectators from the pitch. This also includes safety nets. Only low barriers with a maximum height of 110cm may be used.

In order to ensure that players and others on or around the pitch area are protected from invasion by spectators, the preferred solution is the use of stewards or security staff.

Stadium control room

The Stadium must have a state of the art control room with an overall view of the inside of the Stadium and equipped with a public address system, access control counting systems as well as closed circuit TV screens.

The size, configuration and furnishing of the control room should be based on current best practices. The control room must provide space for Stadium safety and security management as well as emergency services staff, without any partitions.

A separate meeting room measuring at least 20m² must be provided, directly connected to the Stadium control room. Ideally, the Stadium control room should be fully self-contained with its own welfare facilities. For guidance, refer to the short best practices document *Control Rooms*.



Closed circuit television system (CCTV) surveillance

The Stadium must be equipped with internal and external public surveillance television cameras which are mounted in fixed positions. These cameras will monitor all the Stadium approaches and all public areas inside and outside the Stadium.



The best possible closed circuit TV system must be provided, including:

- a digital system;
- full colour cameras;
- remote pan, tilt and zoom cameras;
- all cameras capable of digital recording, playback and transfer of moving and still pictures.

The following areas must be fully covered by the closed circuit TV system:

- outer security perimeter;
- Stadium perimeter;
- all turnstiles and Stadium entrances;
- all public concourses;
- all seating areas;
- access to dressing rooms and Stadium control room.

Public address systems

The Stadium must be equipped with a certified, state of the art public address system capable of communicating with all spectators inside and outside the Stadium, covering all turnstiles, toilets, concourses (including gates) and terraces.

The system should be zoned to cover all areas inside and outside the Stadium and override all other sound and entertainment systems, nevertheless the system should be adjustable in the media and VIP stand.

Emergency power supply

An emergency power supply must be provided, sufficient at the very least to enable emergency lighting, the public address system, access control systems (including data storage), the CCTV system and all other life safety systems to function normally for at least three hours. The emergency power supply must therefore also be provided with additional back-up power. Refer to chapter *Technical requirements* on page 38 for further information.

Communication systems

Professional advice and expertise needs to be sought regarding the provision of management and emergency services personnel communication systems. A logging system must be provided to record all incidents at each event. For good practice refer to the *Guide to Safety at Sports Grounds* (also known as the "Green Guide").

7 — Spectator welfare

Modern football Stadiums should be designed in such a way that all spectators are safe and comfortable and have easy access to quality welfare facilities, in order to provide a first-class Matchday experience.

Roofing



The Stadium must be covered by a roof in order to protect all spectators from weather conditions such as rain, wind, sun, etc. Roof access is required for maintenance, rigging and signage purposes.

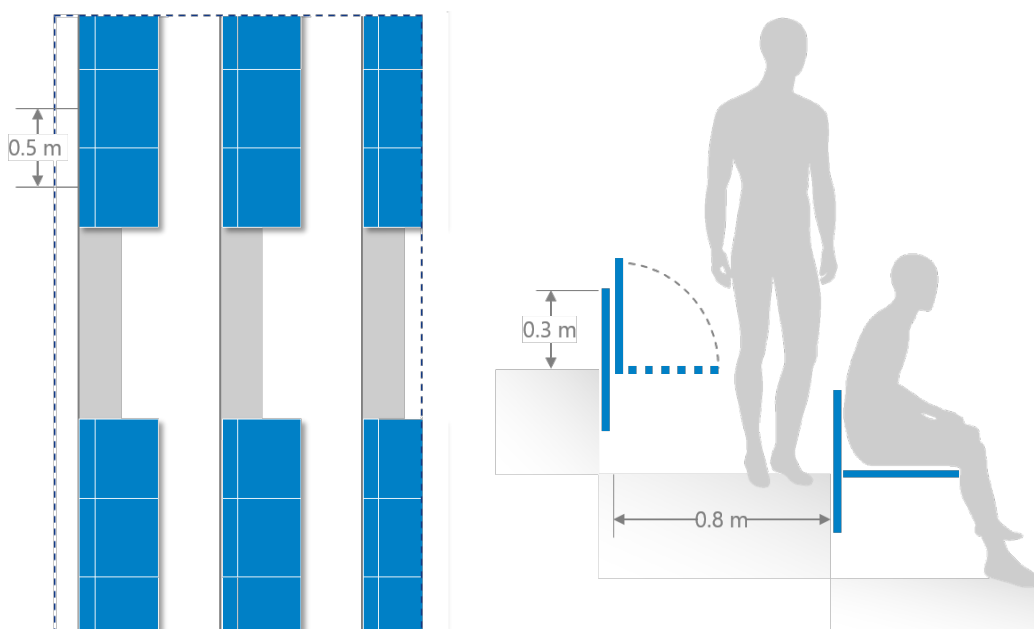
The roof structure should ideally not have a negative impact on the growth of healthy high-quality grass for the pitch. From a sustainability perspective, solar panels and rain water harvesting are encouraged.

Seating

Seating arrangements must comply with the *UEFA Safety and Security Regulations* and the *Guide to Safety at Sports Grounds*. This implies that:

- all spectators must have an assigned seat;
- no non-seated spectators will be permitted;
- no provisional or temporary seating installations will be permitted;
- all seats must be individual, preferably fixed to the riser, comfortably shaped with backrests with a minimum height of 30cm, unbreakable, recyclable, UV-protected and certified by the relevant local authorities with regard to fire regulations;
- all seats and rows should be numbered in a way that makes them clearly, easily and immediately identifiable;
- tip-up seats are recommended to allow easier movement of spectators between rows;
- careful consideration should be given to the number of seats in a row for even distribution to exits.

Illustration of the layout and cross section of seating requirements for regular seats:



The following seat widths and terrace tread depths must be applied:

Seating category	Tread depth	Centre-to-Centre seat width
VIP seats	1,000mm	600mm
Skybox seats	1,000mm	600mm
Regular seats	800mm	500mm

Stadium concourses must provide sufficient space in order to:

- safely evacuate the Stadium in case of an emergency;
- ensure a smooth flow of people before, during and after an event;
- ensure that visitors can comfortably reach welfare facilities, particularly when spectator activity is at its busiest;
- provide recycling bin systems.

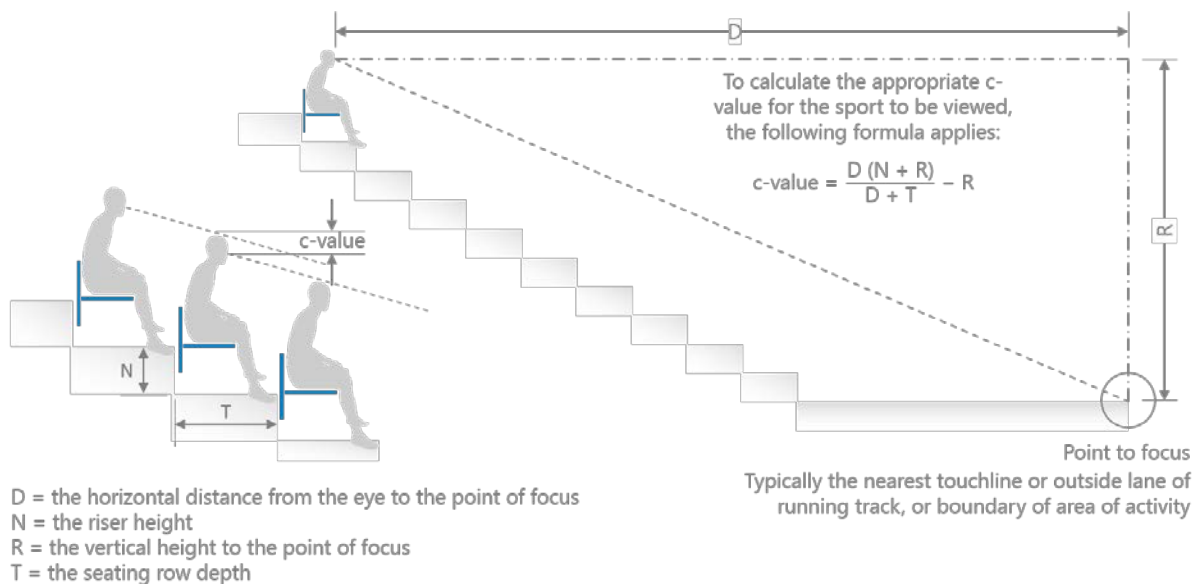
This space should be designed in accordance with current best practices and relevant documents, such as the *Guide to Safety at Sports Grounds* ("Green Guide"). The finish of the floor should be of a non-slip surface even when wet.

Sightline and viewing distances

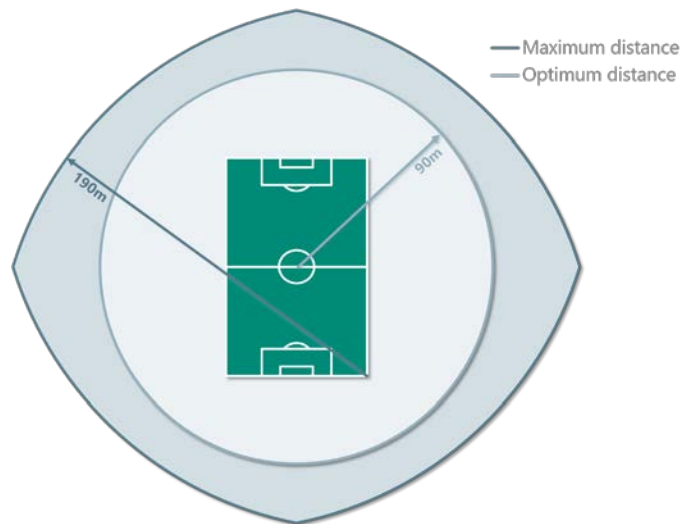
All seats must have an unobstructed view, not hindered by columns, barriers, railings, etc.

Consideration should be given to adopting a policy whereby no seats have a viewing distance of more than 190 m and a c-value of less than 90 mm. Obstructed view seats, seats with a c-value of less than 90 mm or with a viewing distance to the far corner of the pitch of more than 190 m cannot be included in the net capacity.

Sightlines (c-values) for seated spectators:



Maximum viewing distance:



Concourses

Stadium concourses must provide sufficient space in order to:

- safely evacuate the Stadium in case of an emergency;
- ensure a smooth flow of people before, during and after an event; and
- ensure visitors can comfortably reach Welfare Facilities, particularly when spectator activity is at its busiest.

The floor should be of a non-slippery surface even when wet.

Public catering facilities

Each sector of the Stadium must have a sufficient number of fully equipped public catering facilities, with at least 7m of sales counter per 1,000 visitors. The catering outlets must be evenly spread within the sector. The size and configuration of the catering outlets, storage areas, etc. should be part of the design strategy of the catering concept for the Stadium and include adequate recycling infrastructure. Reusable consigned cup concept should be implemented. Particular attention must be paid to the fire strategy of the catering outlets.

UEFA reserves the right to operate the concessions. However, UEFA may decide to attribute the rights to a third party. In addition, UEFA reserves all pouring rights at the Stadium for its Commercial Partners to exercise at the relevant concessionaire points-of-sales at the Stadium, in relation to any relevant product category.

First aid rooms

A central first aid room must be provided and located in a position that allows for easy access from inside and outside the Stadium for spectators and emergency vehicles. It must be self-contained and accessible to wheelchairs. The central first aid room must be permanently staffed by at least one emergency doctor and one nurse or paramedic from the Stadium opening until closure.

Every sector of the Stadium must have its own (satellite) first aid room so that spectators do not have to cross sectors in case of an accident or injury. First aid rooms must:

1. provide a comfortable environment;
2. have doors and passageways allowing access by stretcher or wheelchair;
3. must be permanently staffed by at least one nurse, paramedic or doctor from the Stadium opening until closure; the nurse or doctor must either speak sufficient English to manage emergency medical cases or must be permanently allocated a volunteer who is able to translate;
4. have walls and floors made of an easily cleanable material;
5. contain sufficient storage space for first aid equipment; and
6. must be clearly signposted from all areas of the tribune.

The number, location, size and equipment of these rooms should be agreed in consultation with the local health Authorities. The FIFA *Football Emergency Medicine Manual* recommends the following minimum medical services provisions for Stadiums:

Spectators	Ambulance + 2 staff	Fixed: BLS staff	Mobile: 2xBLS staff	Advanced life support (doctor, nurse, paramedic)
25,000 to 49,999	Minimum 4 on-site	8	16	4
50,000 to 75,000	Minimum 4 on-site + 2 off-site (5 minutes)	8	20	4

Sufficient emergency medical equipment including defibrillators must be distributed evenly throughout the Stadium at easily accessible locations. Useful guidance on first aid room design can be found in *Guide to Safety at Sports Grounds* ("Green Guide").

Ambulances

Ambulances must be provided in suitable locations at the Stadium, which will allow spectators to be quickly and easily evacuated in the event of emergency. All stewards and medical staff on duty must know the location of the nearest ambulance and the agreed medical emergency evacuation routes. The planned ambulance operation at the Stadium should be sufficient to deal with a mass casualty situation.

Sanitary facilities

Sufficient high-quality sanitary facilities must be provided in all sectors inside the Stadium for both men and women. As a reference, the ratio of 65% male to 35% female must be applied to calculate the number of sanitary facilities required. The sanitary facilities must be evenly spread within the sector. The minimum requirement for sanitary facilities based on the above ratio is as follows:

Type	WC	Urinal	Washbasin
Male	1 for 200 seats	1 for 85 seats	1 for 200 seats
Female	1 for 50 seats	-	1 for 125 seats
Accessible (wheelchair)	1 for 15 seats	-	1 for 15 seats

Accessible toilets should be located close to disabled spectator seating areas. In each toilet block, sufficient provision needs to be provided for the ambulant disabled spectators (non-wheelchair users). At least one toilet per cubicle should be fitted with handrails and an outward opening door. In addition, facilities for children should be provided. One urinal in each toilet should be no higher than 500mm above floor level. In addition, sufficient sanitary facilities for both men and women and disabled spectators must be provided inside the outer security perimeter.

Environmental-friendly solutions should be explored (e.g. electric hand-dryers, use of rainwater for toilets, eco-cleaning products) and paper from sustainable sources (for example FSC certified) must be used.

Accessible facilities for disabled spectators

Provision should be made to accommodate disabled spectators and to ensure accessible facilities and services to meet their specific requirements. The following categories of disabled spectators can be distinguished and Stadium facilities must be designed with these groups as beneficiary:

- wheelchair users;
- people with limited mobility;
- partially sighted and blind people;
- hard of hearing and deaf people.

Reference to good practice for the design of Stadium facilities suitable for disabled people can be found in *Access for All, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience*.

Facilities for disabled people should be provided in all seating categories, including the VIP stand. There should also be a choice of accessible viewing areas for disabled spectators in all areas and including elevated positions with no more than 25% located at pitch-side, accessible amenities and refreshment areas and 1 accessible toilet for every 15 wheelchair users with a horizontal travel distance of no more than 40m.

Particular attention must be paid to facilities for wheelchair users, including safe access points, good viewing positions (these should have a C-value of at least 90mm above a standing person of 180cm), vertical transport, signage, welfare facilities and support devices. Each wheelchair position must be provided with an additional seat for a personal assistant, adjacent to each wheelchair space and never in front or behind of the wheelchair user.

In addition to wheelchair user positions, amenity and easy access seats must be provided for other disabled spectators who have specific access needs. Those seats should include a mix of easy access seats (for example standard Stadium seats at the end of rows, near exits and with limited or no stepped access) and amenity seats with removable armrests and extra leg room for people with limited mobility who use walking aids or cannot bend their legs and for disabled persons with guide or assistance dogs.

For partially sighted and blind people, an audio descriptive commentary service needs to be provided which should be available at any seat in the Stadium via wireless headsets. Audio-frequency induction loops for those who are hard of hearing or deaf should also be provided at all customer service points.

Of the overall Stadium car parking capacity, 6% must be allocated for disabled spectators. In case car parking lots are not in the vicinity of the Stadium a shuttle service must be provided. In addition an accessible drop-off point must be provided close to the disabled spectators entrances.

An accessible Stadium includes also accessible signage and way-finding, designated entrances, accessible toilets, catering and first aid facilities as well good vertical transport and safe evacuation routes for all disabled persons. For details, refer to *Access for All, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience*.

The following number of disabled spectator positions/seats must be provided (or more if required by local law):

Stadium size	Wheelchair positions + companions	Amenity and easy access seats
90,000	310+310	310+310
80,000	290+290	290+290

Stadium size	Wheelchair positions + companions	Amenity and easy access seats
70,000	270+270	270+270
60,000	250+250	250+250
50,000	230+230	230+230
40,000	210+210	210+210
30,000	180+180	180+180

Signage

All public passageways, concourses and stairways must be clearly marked. In particular, all evacuation routes must be unmistakably indicated. All direction signs inside and outside the Stadium must be provided in internationally understandable graphic symbols. Exit signage must be clearly visible under emergency conditions (automatically lightened).



Clear, comprehensive signposting should be provided at the Stadium approaches, around and throughout the Stadium in order to indicate the routes to the different sectors. Prominent, clearly visible signage that guides spectators to welfare facilities, exits and other customer services should be provided. Stadium rules must be clearly displayed outside all entrances into the Stadium. Preference should be given to generic and non-branded signage in order to be reused. Consideration on the choice of eco-friendly materials and end-of-life must also be done. Recycle bins should be labelled using pictograms.

Commercial display area

The Stadium must have an area of minimum 1,500m² (2,500m² to 3,000m² for opening, semi-finals and final matches) for Commercial Partners in the Stadium ideally within the outer security perimeter that can be made available to Commercial Partners wishing to display their products and entertain spectators with interactive activities. Adequate recycling infrastructure must be provided.



8 — Sporting area requirements

Pitch

The pitch is the focal point for players, officials, spectators and television audiences. Fundamental decisions must be taken about the pitch area, from the type of grass to the best way of ensuring that players can perform without disruption from spectators.

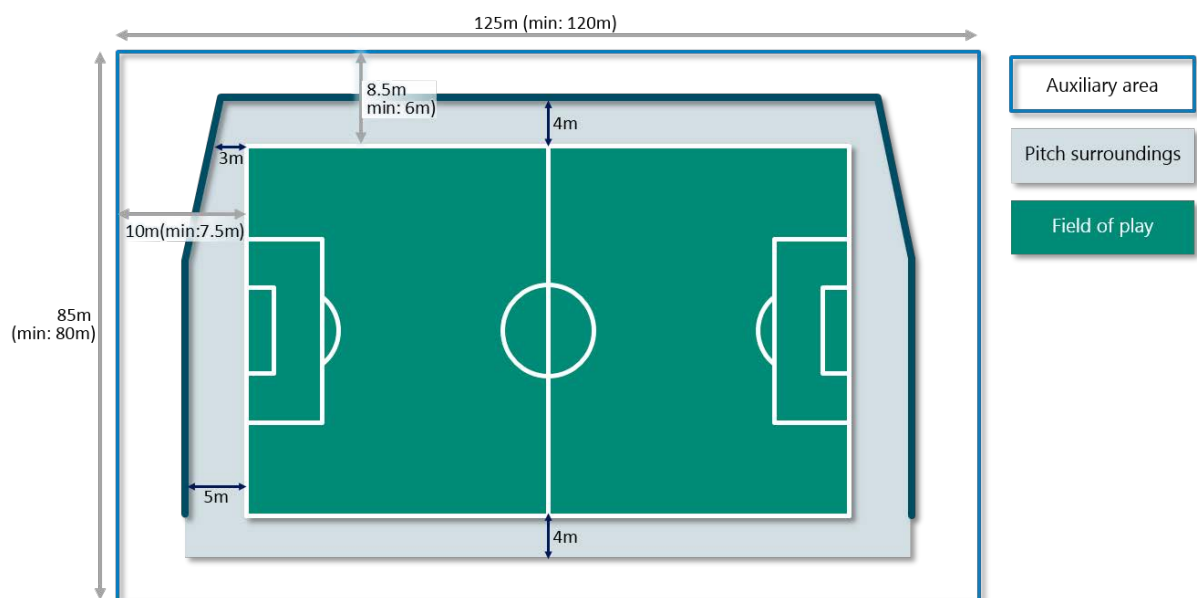


Dimensions

The field of play must have the standard dimensions of 105m x 68m and respect the *IFAB Laws of the Game*. The area around the field of play up until the perimeter boards (but a minimum of 3m) must be flat and consist of natural grass (or high quality artificial turf).

The overall distance between the field of play and the edge of the spectator seating area must be at least 7.5m (preferably 10m) behind each goal and at least 6m (preferably 8.5m) along the touchlines.

This space is needed in particular for the substitutes' benches, the camera positions, microphones, photographers and advertising boards. This results in a minimum overall available area of 120m x 80m and a preferred overall area of 125m x 85m. LED advertising boards with a height of 950mm will be used. The Stadium is required to provide power for the LED system, according to chapter *Technical requirements* on page 38.



Type of pitch, usage and preparation

The Stadium must have a natural grass pitch, installed at least one year prior to the Tournament that is absolutely smooth and levelled.

To ensure that the playing surface at the Stadium is of the highest quality and suitable for a first-class international football event such as UEFA EURO 2024, the Stadium must ensure that no events other than football matches take place on the playing surface for two months prior to the Tournament and that no events, including football matches, take place on the playing surface during one month immediately preceding it.

Machineries and maintenance

All relevant maintenance equipment must be provided by the Stadium and the Stadium must submit a detailed maintenance programme six months before to the Tournament

In order for the correct maintenance procedures to be carried out at the Stadium at all times and in view of the workload during the Tournament, a qualified groundsman (and ideally a deputy groundsman) has to be appointed by the Stadium. UEFA will provide assistance if the maintenance programme needs to be modified to improve the pitch condition.

Irrigation, drainage, heating, composting

A proper, fully automated drainage system must be available. In addition, the pitch must have a proper irrigation (sprinkler) system that covers all areas of the pitch. Water optimisation should be encouraged, for example by using rainwater.

Composting of grass-clipping is a must and usage of environmental-friendly fertiliser should be looked into.

Quality checks and contingency plan

As part of the preparations for the Tournament, UEFA will provide further and more detailed instructions regarding the quality of the pitch by mean of sharing a so called "UEFA Pitch Quality Guidelines" document. The Stadium and turf farm will undergo quality assurance checks by expert pitch management consultants appointed by UEFA.

Six months prior to the start of the tournament, the Stadium must submit a detailed maintenance programme. As part of this maintenance programme, approx. 800m² of reserve turf of the same quality and composition must be provided in the vicinity of the Stadium for re-turfing purposes.

Depending on the pitch condition, UEFA may request, at the costs of the Stadium, a total returfing (approximately 7,000m² of the same quality and composition) in a short time-frame. The Stadium must be able to comply with this requirement.

Substitutes' benches and bench for UEFA officials



Benches covered by heat reflecting/minimising plexiglass and with a minimum height of 1.6 m must be provided above ground level along the touchline for:

- substitutes, technicians and officials of each team (each bench accommodating 23 persons); and
- UEFA officials supervising the match (covered bench accommodating at least four people) which should be positioned between the two team benches.

Two stretchers and supporting medical crews must be provided close to the UEFA officials on the main touchline. Each stretcher crew (up to 6 people) requires space of approximately 8m².

For details regarding the Technical Area, refer to the *Laws of the Game*.

Warm-up area

The players of both teams must have access to one warm-up area measuring 90m² (30m x 3m), taking into account that a corridor up to 1m wide must be reserved for the first assistant referee just behind the touchlines. Ideally, the position is behind the first assistant referee or, alternatively, behind the advertising boards and photographer positions behind the goal(s).

The warm-up surface should be the same as the playing surface. Alternatively, a FIFA Quality Pro certified artificial turf, securely fixed to the ground must be provided.

Players' and officials' safety

In the interest of the safety of the players, match officials and other officials, the Stadium must provide unhindered, protected access to the pitch from the dressing room area (using a telescopic tunnel, for example). This protected access must be at least 4m wide.

The area immediately adjacent to the playing surface must be safe for players and match officials. If the Stadium is used for other sporting events, such as athletics, additional high-quality FIFA certified artificial turf around the field of play, securely fixed to the ground may have to be installed.

When access lids and service boxes are located in the players' safety zone, they have to be well covered with a material that is similar to (if not the same) and matches the colour of the surrounding natural grass (such as artificial turf). These must not constitute a trip hazard.

Protocol flags

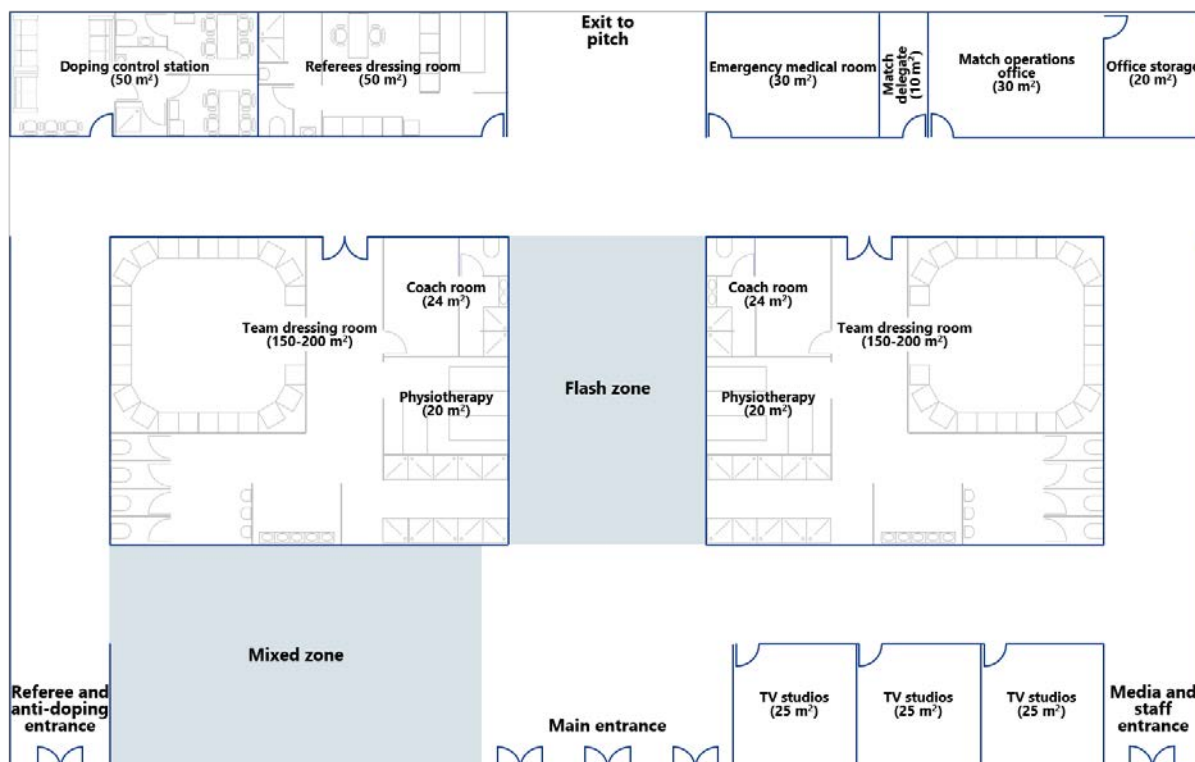
Sufficient space and erecting options to accommodate a minimum of six flags on the roof of the opposite main stand must be provided by the Stadium. These flags must be easily changeable (without climbers) and include the UEFA, FIFA, UEFA Respect, UEFA EURO 2024 and the flags of the two playing teams.



Team and match officials' facilities

A modern Stadium must provide spacious and high-quality dressing rooms and other facilities to ensure that players and match officials can carry out their activities in comfort and safety.

The Stadium must have the following technical rooms in the dressing room area of the main stand, with direct access to the pitch. All areas must be properly ventilated with heating and air-conditioning. In addition, the dressing room area must be fully secured to prevent entry by unauthorised people. The functional relationship between the various rooms in or adjacent to the dressing room area is schematically depicted below:



The layout of the dressing room area should be properly coordinated to allow an efficient flow of players and officials in this area.

Arrival and parking of teams, referees and officials

Dedicated and secure access to the dressing room area must be provided for teams, referees and officials. A drop-off point inside the Stadium should be available. For team parking requirements, refer to the chapter *Parking and traffic access management* on page 81.

Ideally, a separate exit route should exist for kit staff and referees to avoid the flash interview area and the mixed zone after the match.

Team dressing rooms

Two soundproof team dressing rooms measuring 150-200m² each, both of equal size, style and comfort, must be provided for the teams. Each dressing room must contain:

- seating and lockers for at least 28 persons;
- 1 table;

- 10 showers, 3 WCs, 3 urinals and 5 washbasins with mirror;
- 3 power sources;
- 3 IT connections;
- 2 electric shaving points;
- 2 hair dryers;
- 1 refrigerator;
- 1 ice machine;
- clock, whiteboard and tactical demonstration boards;
- TV (with cable TV connection), DVD/USB player;
- A bell warning system sounding in each of the team dressing rooms to alert the teams of the time to take to the pitch should be foreseen.



Coach room

Within each team dressing room area, a soundproof coach dressing room with minimum size of 24m² must be provided. These dressing rooms must contain:

- seating and lockers for at least 5 persons;
- 3 lockers,
- 1 table, 2 chairs;
- 2 showers, 1 WC, 1 urinal and 2 washbasins with mirror;
- 1 power source;
- 1 IT connection;
- 1 refrigerator;

- 1 tactical demonstration boards;
- 2 electric shaving points
- 2 hair dryers
- TV (with cable TV connection), DVD/USB player.

Physiotherapy / massage area

Adjacent to or within (if space allows) each team dressing room area there must be a physiotherapy / massage area of a minimum of 20m². Each area must contain:

- 3 massage tables;
- 1 ice machine.

Referee dressing room

Two dressing rooms with access to playing field and bus / drop-off parking, one measuring at least 30m² and the other measuring at least 16m² must be provided for the referees.

The dressing room with 30m² contains:

- 7 seats / benches and 7 lockers;
- 1 urinal, 1 WC, 2 showers and washbasin with mirror;
- 1 table and 2 chairs;
- sink for cleaning boots;
- tactical demonstration board;
- TV (with CATV connection), DVD/USB player;
- electric shaving point, hairdryer;
- 1 refrigerator.

A bell warning system sounding in each of the team dressing rooms should be foreseen (to alert the teams that it is time to leave the dressing rooms to start the match).

The dressing room with min. 16m² contains 1 massage table and 2 lockers and should ideally be next to the other dressing room.

Match delegates' room

The Stadium must provide one match delegates' room measuring at least 16m², to accommodate the UEFA Match Delegate, UEFA Referee Observer and the UEFA Security Officer.

The room must contain:

- 3 desk/table;
- 5 seats;
- 1 WC;
- 1 power source;
- 1 IT connection;
- 1 refrigerator;
- 1 recycling bin.

Emergency medical room

One emergency medical room measuring at least 30m², large enough to allow stretcher access must be provided for players and referees as close as possible to the teams' dressing rooms (same level) and with easy access to the outside entrance, in particular in such a way that an injured person can be directly and expediently transported to the players and officials' ambulance. The room must contain:

- 1 examination and treatment table/couch;
- 2 seats;
- 1 WC;
- 1 mirror;
- 1 sink with running water;
- 1 power source;
- 2 recycling bins.

The emergency medical room must be equipped as a minimum according to the *UEFA Medical Regulations*.

Doping control station

One dedicated doping control station measuring at least 50m² must be provided by the Stadium. It must be near the players' dressing rooms and inaccessible to the public and the media. The doping control station must be clean, sufficiently lit and temperature controlled, and must consist of the following separate rooms:

Testing room 1

A testing room for urine with:

- 1 table;
- 4 chairs;
- 1 sink with running water and toiletries (soap, towels, etc.);
- 1 lockable cabinet;
- toilet cubicle or room which must be adjacent to the urine testing room or within the room itself. The cubicle should have direct and private access from the urine testing room and should contain a fixed body-length mirror on either side wall and on the toilet wall directly above the toilet (where feasible);
- shower cubicle (may be contained in toilet cubicle);
- 1 recycling bin.

Testing room 2

A testing room for blood with:

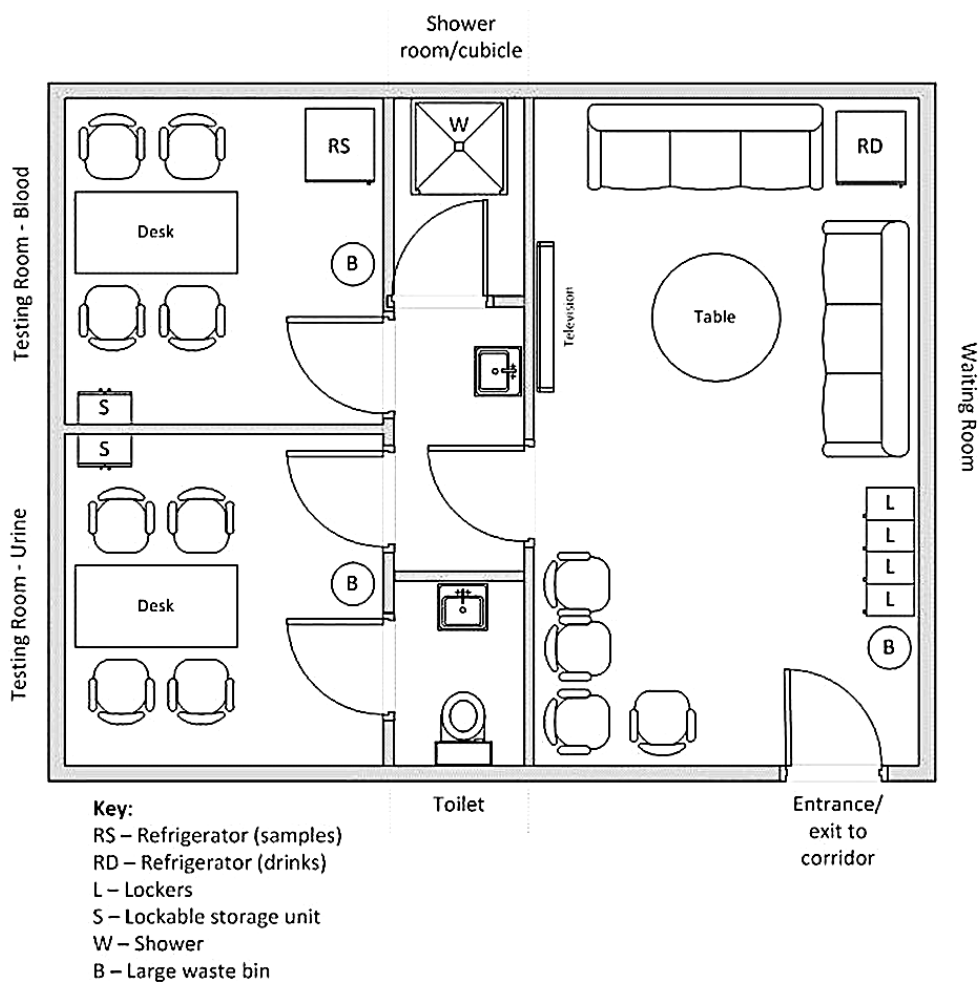
- 1 table;
- 4 chairs;
- good lighting (an additional portable lamp should be provided if necessary);
- 1 sink with running water and toiletries (soap, towels, etc.);
- 1 lockable cabinet;
- 1 lockable refrigerator for samples;
- 1 recycling bin.

Waiting room

The waiting room which must be immediately adjacent to the testing rooms – a partition dividing the two areas is also acceptable – with:

- sufficient comfortable seating for eight;
- clothes-hanging facilities or lockers for four;
- TV (with cable TV connection), DVD player;
- refrigerator;
- 1 recycling bin.

The doping control station must be equipped as a minimum according to the *UEFA Anti-Doping Regulations*.



9 — VIP and hospitality requirements

Providing a high-quality hospitality experience for guests, Commercial Partners and corporate clients has become one important aspect of the tournament experience and is an increasingly valuable component of the tournament's income.

Guiding principles

A major component of UEFA's spatial requirements is the accommodation of the hospitality facilities required for VIPs, UEFA Club and corporate hospitality. Some of these spatial requirements are specific to UEFA EURO 2024 and do not usually form part of the existing Stadium set-up. For this reason, some of these facilities may be provided using temporary structures or existing facilities outside the Stadium building, but always within the outer security perimeter.

Hospitality village for UEFA Club and corporate hospitality

If the Stadium itself does not have sufficient space to cope with the large hospitality requirements of UEFA EURO 2024, these facilities may be provided outside the Stadium but within the outer security perimeter. These temporary structures, known as the hospitality village, should be erected as close as possible to the Stadium and must be fenced off separately. It should preferably be on the opposite main-stand side of the Stadium and must have easy and direct access to the turnstiles and Stadium entrances.

The hospitality village should be built on a single piece of flat ground with a reinforced surface suitable for the erection of temporary facilities, free of any legal and physical constraints (such as trees, buildings, etc.).



The site must be capable of accommodating access and parking for 43-ton trucks and it must be possible to drill into the surface of the hospitality village to a depth of 2m in all areas. Sufficient drainage must be provided. The Stadium must support UEFA in regards to availability of emergency exits, easy access for fire brigade trucks as well as any other applicable health and safety measure.

In addition, there must be direct and easy access to the parking facilities for the various target groups. All hospitality facilities (including parking areas, accesses from parking to hospitality facilities and from hospitality to Stadium) must conform to the Clean Site Principle and, hence, be free from all kinds of commercial messages.

Description of the various hospitality levels

Three different levels of hospitality can be distinguished for UEFA EURO 2024:

1– VIP hospitality: inside the Stadium

The VIP guests are guests of UEFA. Participation is by invitation only and the packages are not for sale. Guests are from the football family, governments, royalty, etc. A first-class service in an informal environment (i.e. not a restaurant-type service) must be provided.

Very quick, comfortable and easy access must be provided from the parking area to the VIP hospitality area and from there to seats centrally located in the main stand. Given the high profile of the guests, adequate security measures must be taken. Usually, the VIP hospitality area is open from when the gates open until one hour after the match, including at half time.

2– UEFA Club: in the hospitality village within the outer security zone or, if sufficient space is available, inside the Stadium

The UEFA Club guests are business guests of UEFA, representatives of the tournament sponsors, partners and broadcasters. The profile of the guests varies from business managers to top CEOs, board members or show business celebrities.

An informal environment with a very large entertainment area will be offered. Covered and outdoor areas are expected. Quick, comfortable access must be provided from bus and car parks to the hospitality area and from there to the seats (in the main stand and/or in the opposite stand). UEFA Club hospitality is usually open from three hours before the match until up to three hours after the match. Ideally, an open area should be provided for the construction of a temporary facility which offers the flexibility needed.

3– Corporate hospitality: in the hospitality village within the outer security zone or, if sufficient space is available, inside the Stadium

These packages are open for general sale. The main target is the business community. The clients use this product for business purposes. Outdoor entertainment areas are required. Acceptable access must be provided from car parks to the hospitality area and from there to the seats (many in the opposite stand and some in the main stand). Corporate hospitality is usually open from three hours before match until up to three hours after the match. Ideally, an open area should be provided for the construction of a temporary facility which offers the flexibility needed.

All hospitality facilities within the Stadium must be provided with fully equipped kitchens. Upon request, the existing equipment and decoration (including kitchen equipment, bars, television screens, tables and chairs) must be made available or removed. All temporary external hospitality facilities must be supplied with all necessary utilities, such as power, water, waste water, etc. in sufficient capacities.

Due to the extension of the hospitality village, UEFA asks the Stadium to setup an underground pipes network to guarantee a proper linking to the following:

- N-1 power supply system
- connection to proper operation- and protection earth system
- fresh water (drinking water) city network
- waste water main sewage

The dimension of these pipes has to be in line with the local legislation in regards to the dimensions and to the distances with other services.

VIP stand and UEFA VIP hospitality

The Stadium must have a VIP stand in the centre of the main stand (between the 16m lines). It should have a private entrance from outside which is segregated from all public and media entrance points. The VIP stand must be completely separated from the other seating areas and the seats must be upholstered, have a centre-to-centre seat width of at least 600mm, a terrace tread depth of at least 1,000mm and generally be of higher quality than the regular seats in the Stadium.

Appropriate space must be available to accommodate hospitality facilities for VIPs. Hospitality space for VIPs must be located inside the Stadium and must comply with the Clean Site Principle. The hospitality space must be located as near as possible to the VIP stand in the main stand with easy access from the VIP parking area.

The VIP stand and VIP hospitality area should accommodate the number of guests shown in the form below, calculated on the basis of 2.5m² net area per person (excluding kitchens, storage, etc.).



The UEFA VIP area must contain adequate kitchen and sanitary facilities, including for disabled guests. The following areas must be integrated or adjacent to the VIP hospitality area:

- presidential office / head of state office of 20m² close to the main lounge areas;
- 3 VIP interview positions, each measuring 2m wide and 3m depth with clear height of 3.5m;
- 2 radio interview positions, each measuring 1.5m wide and 1.5m depth;
- VIP first aid room measuring at least 10m², clearly signposted from the main hospitality areas, duly equipped as per *FIFA Football Emergency Medicine Manual*;
- VIP reception area measuring 40m²;
- dedicated toilets access;
- waiting area for drivers and bodyguards measuring 80m² (100m² for semi-finals and final) with toilet access and TV, close to the drop-off zone and prior to the entrance control;

- VIP hostesses changing room close to VIP area measuring 40m²;
- VIP storage area measuring 20m²;
- main kitchen and other preparation areas.

The following requirements are to be fulfilled for VIP hospitality:

Type of match	VIP stand capacity	VIP hospitality area
Group or round of 16 matches	250-350 guests	875m ²
Quarter-final matches	450 guests	1,125m ²
Semi-final matches	550-600 guest	1,500m ²
Final match	850-900	2,250m ²

UEFA Club

If the UEFA Club facilities cannot be provided within the Stadium or an adjacent facility, they must be located in temporary facilities within the outer security perimeter, separately fenced off within this zone. The necessary space must be free of charge, flat, without any obstacles (e.g. trees) and capable of accommodating access for 43-tonne trucks. For anchoring the tents it must be possible to drill into the surface to a depth of 2m in all areas.



The following ratios should be used in order to calculate the space required for the UEFA Club:

- 2m² per person net area if existing lounges are being used inside the Stadium;
- 4.5m² per person gross floor surface if temporary structures are being used outside the Stadium.

Corporate hospitality programme

If the corporate hospitality facilities cannot be provided within the Stadium, they must be located in temporary facilities within the outer perimeter. Walking distance to the Stadium should not exceed 300metres. The hospitality area must be fenced-off separately within the outer perimeter. The necessary space must be free of charge, flat, without any obstacles (e.g. trees) and capable of accommodating access for 43-ton trucks. For anchoring the tents it must be possible to drill into the surface to a depth of 2m in all areas.

The following ratios should be used in order to calculate the space required for the corporate hospitality facilities:

- 2m² per person net area if existing lounges are being used inside the Stadium;
- 4.5m² per person gross floor surface if temporary structures are being used outside the Stadium.



The form below provides an overview of the range of hospitality requirements for UEFA Club and corporate hospitality. The final total allocation of tickets to the hospitality programme will be decided by UEFA but may vary between 8% and 15% of Stadium net capacity at each match.

Type of match	UEFA Club	Corporate hospitality
Group or round of 16 matches	1,000 persons / 4,500m ²	1,500 persons / 3,000m ²
Quarter-final matches	1,000 persons / 4,500m ²	1,500 persons / 3,000m ²
Semi-final matches	5,000 persons / 22,500m ²	2,000 persons / 4,000m ²
Final match	5,000 persons / 22,500m ²	6,000 persons / 12,000m ²

Skyboxes

For the Tournament, all skyboxes in the Stadium must be made exclusively available to UEFA for the corporate hospitality programme and must comply with the Clean Site Principle. As a result, all skyboxes must be free of any existing rights in respect to their allocation or the allocation of related seating.

Skyboxes must have at least 10 seats situated on an outside terrace and provide a minimum net space inside the box of 2.5m² per person. The skybox seats must be completely separated from the other seating areas and the seats must be upholstered, have a centre-to-centre seat width of at least 600mm, a terrace tread depth of at least 1,000mm and generally be of higher quality than the regular seats in the Stadium. The skybox should be equipped with TV sets (connected to the cable TV system) and a refrigerator. Ideally there should be finishing kitchens for 1 to 5 boxes.

Stadium capacity	Minimum number of skyboxes	Minimum number of seats
70,000+	100 skyboxes	1,000 seats
60,000+	80 skyboxes	800 seats
50,000+	80 skyboxes	800 seats
40,000+	50 skyboxes	500 seats
30,000+	40 skyboxes	400 seats

The final total allocation of tickets to the corporate hospitality programme will be decided by UEFA but may vary between 5% and 6% of the Stadium net capacity.

Staff bistro

For all staff, media, volunteers and suppliers, a bistro facility must be provided within the outer security zone. The bistro provides all-day cold and hot food. The following capacity and size requirements apply to the bistro:

Type of match	Minimum seating capacity at the same time	Size
Group or round of 16 matches	350 persons	1,000m ²
Quarter-final matches	500 persons	1,300m ²
Semi-final or final matches	550 persons	1,400m ²

10 — Technical requirements

Essential installations are required to support the Stadium infrastructure and operations. A wide range of technical installations are necessary to operate the Stadium infrastructure. This chapter only covers some of these essential items. It does not include the services required for the general day-to-day running of the Stadium, such as catering and extraction systems, general lighting, general utilities, etc.

Power supply

A stable and reliable power supply is imperative for trouble-free performance of high class sporting events like UEFA EURO 2024. Furthermore modern TV recording and broadcast engineering demands a specific Stadium electrical power supply network in a complex and highly sensitive ICT environment. All electrical systems in a Stadium work as a big system irrespective of their direct galvanic contact. There are many possibilities of interference for mobile, temporary and fixed installations.

With regard to the quality of planning and operations of technical installations and equipment as well as their maintenance in the Stadium – in particular electrical installations – UEFA naturally assumes that advanced, state of the art designs are the basis for all existing and future operations.

Grid power operation / high and medium voltage supply

The aim of the high and medium voltage supply is, that the Stadium can be fully re-powered within a maximum of one minute in case of a single feeder blackout. For some categories and areas an interruption gap of 10 minutes is sufficient. High and medium voltage grid systems have to be constructed at least as n-1 systems for medium voltage respectively as n-2 systems for high voltage.

The Stadium must be supplied by at least two independent medium-high voltage lines; these lines should be solely dedicated feeders from their corresponding sub-stations without any further supply function for any other client. These two supply lines must be led by locally different paths to the Stadium.

All sub-stations and switching sub-stations must be equipped with contemporary digital control and protection devices; switching processes for operation and for fault clearance should be executed in a sub-station control room that is automated as much as possible.

Telecontrol of essential parameters like switching state, voltage, current and fault indication is the basis for quick reaction for any operational condition. Unmanned sub-stations must be equipped with an access control system.

A black-out test (power to be switched off on the grid power primary supply side) is required in advance to the event (between 12-8 days before the 1st Match) to test and confirm the service levels and to train the operation in case of a power black-out. The execution of the black-out test includes the provision of necessary experts/technicians who are part of the Stadium rental fee.

A close cooperation to the grid power company is required to:

- discuss services levels provided to the Stadium on mid- and high-voltage side;
- visit the sub-station supplying the Stadium, if requested by UEFA;
- plan and operate the black-out test;
- plan and operate the event.

It is in the Stadium's responsibility to liaise between the grid power supplier and UEFA.

Low voltage system design

To guarantee a faultless TV broadcasting the low voltage supply system for the Stadium must supply power with a low harmonic distortion. Preferably, the system must be designed consistently as a TN-S standard from each feeding source to any end distribution under strict observation of rules of the electromagnetic compatibility as described, among others, in *EIC 60364-4-44, Low-voltage electrical installations – Part 4-44: Protection for safety – Protection against voltage disturbances and electromagnetic disturbance*.

For the main points, see below:

- strict usage of TN-S IEEE 1394 ("FiveWire") system in any low voltage application from each feeder point starting to any end distribution;
- consequent compliance of the concept of single neutral termination to protecting earth in each supply segment;
- complete implementation of surge protection devices in a coordinated concept with the lightning protection design of the building;
- complete and consequent protective equipotential bonding in the whole building and surroundings with full documentation;
- complete and consequent mesh earth system concept with full documentation and sufficient connection points for all UEFA temporary operations within the outer security perimeter;
- separation of loads with electromagnetic disturbance and extra supply segments as far as possible;

- complete implementation of residual-current device protection in any end distribution to avoid earth leakage caused by residual current.

In general, the complete system must be designed and operated to guarantee power quality at least according to *CSN EN 50160, Voltage characteristics of electricity supplied by public electricity networks*.

The area, defined by UEFA as TV compound must be equipped with a meshed underground earth system with sufficient aboveground connection points. This system must be well connected with the Stadium earthing system to follow the principle of 'one Stadium – one earth'.

Power supply levels and back-up solutions

To ensure a safe and trouble-free event, UEFA has defined four energy supply service levels:

Service level	Definition
A	uninterrupted power supply
B*	power interruption maximum 2 seconds
C	power interruption maximum 1 minute
D	power interruption maximum 10 minutes

* if level B cannot be supplied (running stand-by generator), supply level A is requested instead of supply level B.

The following table shows all service levels for main consumer groups during a match day requested by UEFA:

	Service level A	Service level B	Service level C	Service level D
Emergency systems lights (all areas, according to local legislation and certificates)	✓*			
Public address system for entertainment		✓		
Giant screen (UEFA usage)		✓		
Pitch floodlight	✓			
Domestic power supply TV compound			✓*	
Power supply outside hospitality				✓
Power supply inside hospitality			✓	
Accreditation centre			✓	
Stadium media centre			✓	
Pitch spider cam (aerial cam system)		✓		
LED pitch boards	✓			
Main telecom room	✓*			
Volunteer centre (if inside Stadium)			✓	
Stadium offices			✓	
Public toilets			✓	

	Service level A	Service level B	Service level C	Service level D
Other public services			✓	
Stadium TV system (UEFA usage)			✓	
CCTV surveillance system	✓			
Turnstiles	✓			
Access system	✓			
Firefighting lifts	✓			
Smoke extract fans	✓			

* 24/7 available during the Availability Period.

In order to provide these levels, two different methods are possible:

UPS backup system

In principle, the uninterrupted power supply "UPS" (service level A) must be designed as "ride-through" uninterrupted power system. This must override the interruption gap between grid and backup-generators.

Generator backup, running in parallel to the grid

A continuous parallel operation between grid and generator(s) to achieve the service level A is a very critical process, especially considering any grid loss detection and uncoupling operation regarding voltage quality. This concept can only be accepted after proof of function by extensive testing.

In general, the Stadium power back-up system must be designed and operated to guarantee the requested service levels (A-D) under consideration of all possible operation conditions described in *CSN EN 50160, Voltage characteristics of electricity supplied by public electricity networks*.

Additional power requirements

In principle the split of responsibility between Stadium and UEFA to provide power is described in the following table:

	Capacity	Remark
TV compound	350kVA	
Outside hospitality areas	0.6kVA	per person (air conditioning included)
Inside hospitality areas	0.3kVA	per person (air conditioning excluded)
Staff bistro	160kVA	if in an existing building with lights and air condition
	250kVA	if in a temporary structure
Accreditation centre	20kVA	if in an existing building with lights and air condition
	160kVA	if in a temporary structure
Ticket collection points (each)	20kVA	if provided as container
Stadium media centre	500kVA	if in a temporary structure
	20kVA	if in existing building with lights and air condition

	Capacity	Remark
Volunteer centre	100kVA	if in a temporary structure
LED pitch boards	240kVA	pitch opposite side
Pitch spider cam (aerial cam system)	4 x 20kVA	one plug in each corner
Press conference room	20kVA	
Public address system in the roof	6 x 20kVA	if needed (refer to section <i>Sound system</i> on page 45)
Main telecom room	20kVA	for IT equipment
	10kVA	for additional air condition
Concessions (additional F&B)	300kVA	inside the outer security perimeter, several areas
Commercial display areas	80kVA	inside the outer security perimeter, several areas

* all specifications refer to an operating voltage of 230/400 V, 50Hz

The table above shows additional power requirements in addition to the Stadium operations for normal football matches. Location of handover points must be defined during the planning phase according to allocation of temporary structures. Physical execution of the handover point must be agreed between the Stadium and UEFA during the planning phase.

Note that the list might not be exhaustive. Minor power requirements are listed in the different chapters themselves. Wherever requirements are not listed, neither in the chapter nor in this list, a standard amount of fixed installed 230V / 16A "Schuko"-type plugs must be available.

The incoming electrical supply needs to be powerful enough to service the Stadium under maximum load with a built-in spare capacity of at least 20%. A proper load balance and calculation is the general basis.

An electrical engineer, who is familiar with the Stadium, has to be available on request at the Stadium. From the start of the temporary installations until the end of the dismantling process, two maintenance electricians must be on-site seven days a week to assist with the set-up and maintenance of the temporary installations. Refer to the chapter *Stadium management and service requirements* on page 78 for further information.

For all broadcast operations inside and outside the Stadium temporary "TV broadcasting power" will be provided by UEFA. These installations consist of generators, distribution cabinets and cabling. The Stadium is requested to provide:

- space to place generators with sufficient cable access;
- a permission to run the generators;
- a permission for a short-time changeover synchronisation of generator with the grid;
- a permission to use fuel tank;
- a permission to operate the generators 24/7 in terms of noise.

Water

In the Stadium, drinking water must be available wherever it is needed. In the outside areas, drinking water with a standard flow between 1.5 and 2m/s and with a water pressure of at least 2.5 bars is required:

- for the TV compound, Stadium media centre and staff bistro, at least 1.5m³/h;
- for the outside hospitality areas at least 30m³/h.

Quality tests must be carried out well in advance of all Matchdays, with the initial results to be known at least three days before the first match. Non-drinking water (service water) could be used for flushing toilets and other non-drinking uses.

A Stadium plumber is needed to connect all additional temporary equipment within the Stadium.

Outside the Stadium:

- at the TV compound, a plumber is requested to connect all additional temporary equipment;
- at all other facilities, like the volunteer centre or the Stadium media centre, a plumber is requested to connect all additional temporary equipment;
- at the hospitality areas, a company appointed by UEFA will connect all additional temporary equipment. However, a plumber is needed to connect the temporary system to the city grid;
- the drinking and non-drinking water (service water) distribution circuit must be clearly identified;
- drinking water must be kept under 24°C.

All installations must comply with the Host Country regulations and the *COUNCIL DIRECTIVE 98/83/EC of 3 November 1998 on the quality of water intended for human consumption*. The usage of the existing water infrastructure, outside connection points and the provision of the service (plumber) are part of the chapter *Stadium management and service requirements* on page 78.

Waste water

In the Stadium, a Stadium plumber is requested to connect all additional temporary equipment and outside the Stadium access to the main sewer canal must be provided with pipes measuring at least 20cm in diameter from the hospitality areas and the TV compound and all other areas that are neither in a building nor in the Stadium but need a waste water connection.

Inside and outside the Stadium, a connection must be provided for any temporary additional waste water producer, such as temporary kitchens, toilets or concessions.

The usage of the existing waste water infrastructure, outside connection points and the provision of the service (plumber) are part of the chapter *Stadium management and service requirements* on page 78.

Waste management

The Stadium must have an adequate amount of waste collection areas to fulfil UEFA's requirements, as described below.

Sorting should be carried out in the Host Country and must conform, at least, to the relevant city/country regulations. The ratio between the distance-emissions and level of sorting/recycling must be taken into account in order to optimise the environmental impact of waste treatment. However, the Stadium must define a sorting system in order to comply with the sustainability programme. A 50% recycling target must be measured and attained.

Sorting schemes

As part of the sustainability strategy (see *Sector 03 – Political, Social and Environmental Aspects of the UEFA EURO 2024 Tournament Requirements*), a general waste management concept ("Reduce → Reuse → Recycle") must be presented to UEFA as part of the Bid Dossier. 24 months before the event, a detailed operational manual (including reporting) must be presented to UEFA. The standard given below is the minimum. Adequate infrastructure (bins) and signage (pictograms) must be displayed.

Target group	Generic Waste	Organic	PET	Paper	Aluminium	Glass
Public	X		X (recycling bin)			
Offices and rooms	X		X	X		X
Hospitality areas	X		X (recycling bin)			
Kitchens	X	X	X	X	X	X
Stadium media centre	X		X	X		X
TV-media tribune	Half time cleaning/segregation					
Accreditation centre	X		X	X		
Volunteer centre	X		X	X		
Catering, concessions and kitchens	X	X	X	X	X	X
Merchandising	X		X (recycling bin)			
TV compound	X		X (recycling bin)			X
Ticket collecting points	X		X (recycling bin)			
Competition area	X		X (recycling bin)			
Channel systems	X		X (recycling bin)			

Note that UEFA will require a full measurement report and summary calculations at the end of the event, which show the amount of sorted and unsorted waste collected during the event and the amount per sorted waste type that has been recycled. The usage of the existing waste infrastructure and the waste management operations are part of the chapter *Stadium management and service requirements* on page 78.

Lighting outside the Stadium

The list below gives the minimum level of lighting for each area:

- public and delivery gates: 100lux;
- public area within the Stadium perimeter: 50lux;
- public area within the outer security perimeter: 30lux;
- VIP and disabled parking: 50lux;
- main cable bridge: 100lux;
- TV compound: 50lux.

Energy saving LED light should be used wherever possible and feasible.

Floodlighting

This section describes the illuminance requirements and should be in line with the UEFA floodlighting guidelines.

The Stadium must have a primary floodlighting system that provides a minimum of 2,000lux across the entire playing surface (this corresponds to the vertical illuminance towards fixed cameras, calculated at 1

metre above ground level). Lighting must uniformly cover every area of the playing field, including the corners.

The lighting system should be designed in order not to adversely affect the performance of players, referees or officials. In the event of a power failure, an uninterrupted changeover to a 100% full floodlight operation is mandatory. In case of an emergency, the light intensity has to follow the national regulations for emergency and evacuation.

For detailed technical requirements for the floodlighting system and to calculate and demonstrate the appropriate lux level, refer to chapter 9 of FIFA's *Football Stadiums Technical recommendations and requirements*. Energy saving LED light is preferred.

Note that UEFA will require a full measurement report and summary calculations as described in this document one year before the tournament.

Giant video screens

Two giant video screens must be provided within the Stadium to provide instant action replays or other televised video entertainment. The screens should be able to display a 16:9 aspect ratio. The usage of the existing screens including control equipment and the provision of video engineers/technicians to maintain and to operate are part of the *Stadium rental fee*.

The ideal positions for the screens are in two diagonally opposite corners or one behind each of the goals. The size of the screens depends on the Stadium capacity and design in respect to the viewing distance of the spectators. The principal determining factors for the best position of the screens are:

- providing optimal viewing for all spectators;
- minimising the impact on Stadium net capacity by seat loss;
- avoiding any risks to spectators and spectator interference with them;
- displaying various signals coming from OB vans, in-house cameras, graphic editors and video players.

The giant screens should be driven by a HD-SDI vision mixer in order to feed all needed areas; the control room for the video screens should be based on HD-SDI equipment. The screen sizes must be as follows in order to comply with the broadcast production ratio (with a minimum of 720 pixels horizontally and 405 pixels vertically):

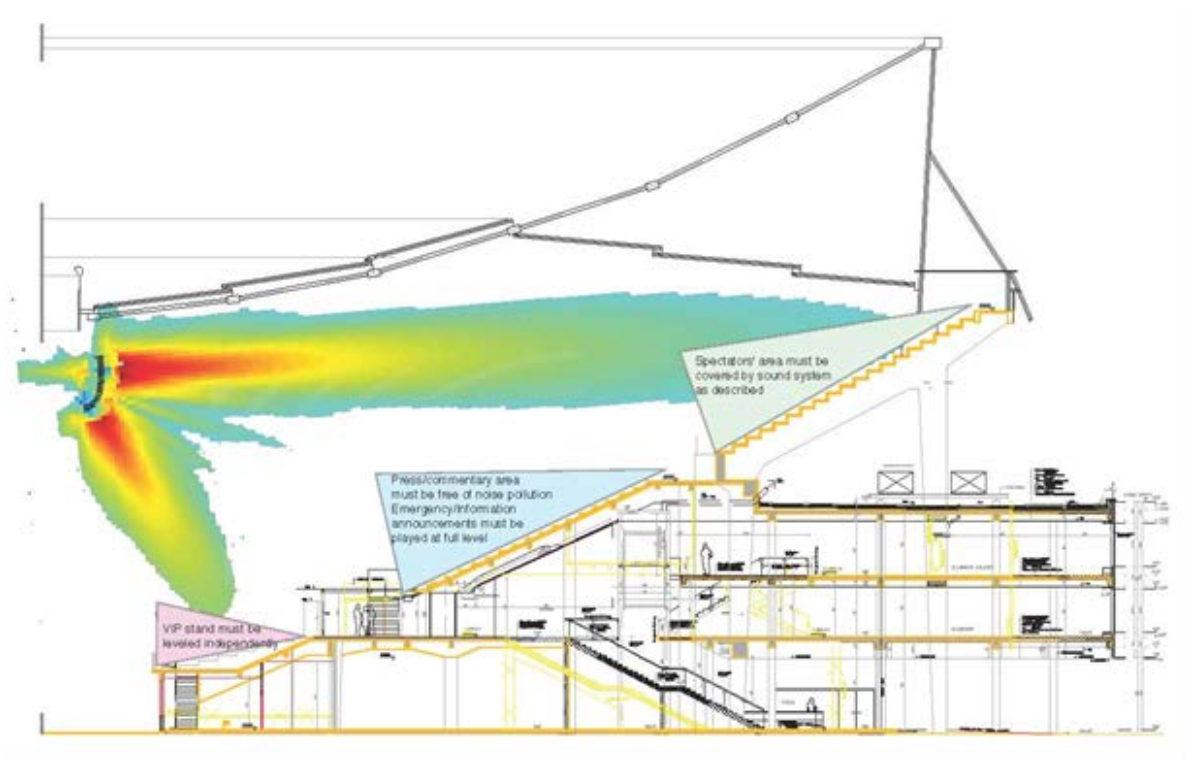
Pixel pitch	Horizontal	Vertical	Surface	Diagonal	Viewing minimum	Distance maximum
12mm	8.6m	4.9m	42.0m ²	9.9m	22m	79m
16mm	11.5m	6.5m	74.6m ²	13.2m	30m	106m
20mm	14.4m	8.1m	116.6m ²	16.5m	37m	132m
30mm	21.6m	12.2m	262.4m ²	24.8m	56m	198m
40mm	28.8m	16.2m	466.6m ²	33.0m	74m	264m

Sound system

The Stadium must have a sound entertainment system, either in addition to or integrated with the PA system used for evacuation in case of emergency. The sound system should meet the following minimum requirements:

- Intelligibility: STI/RSTI of 0.7/0.65 (measured in a full Stadium);
- Sound pressure level:

- SPL difference between the spectators most and least exposed to the loudspeakers must not exceed 6dB SPL(A);
- sound pressure level: minimum 120sec with a level of 110dB SPL(A);
- Sound quality:
 - frequency range: ± 8 dB in the 160Hz-12kHz band;
 - the system must be free of distortion, hiss and hum;
- Diffusion zones: the system must cover all spectator areas with the possibility to exclude the media and pitch areas from the entertainment programme.



In case UEFA should decide to upgrade or replace the existing system, the Stadium is requested to:

- support UEFA in the design process;
- provide rigging points for the temporary system including all static studies of the roof, eventually calculation and permission after receiving the design documentation from UEFA;
- provide permission for UEFA's appointed company riggers to access the roof and to install a temporary system;
- liaise the temporary system and the existing system to ensure an 'override' of signals in case an emergency announcements must be done during the entertainment system is in operation;
- liaise the existing system with the temporary in case the existing system can be used partially for the entertainment part but needs to be upgraded (for example in the low end frequency range).

The Stadium is requested to grant the usage of existing signal ways, for example from the main control room to the pitch or to the roof (catwalk).

The usage of the existing sound system infrastructure, including existing cable ways and the provision of audio engineers and technicians during rehearsals and the final are part of the chapter *Stadium management and service requirements* on page 78.

Late night rehearsals with maximum sound level must be guaranteed by the Authorities, including permissions to do so (where applicable).

Vertical transport

A sufficient number of elevators and escalators need to be provided for:

- spectators with mobility problems, including wheelchair users;
- medical services, including stretcher use;
- VIPs;
- media (on the main stand side);
- back of house use for catering distribution, waste management, etc.

Consideration should be given to providing dedicated and clearly separate vertical transport for the above groups. Heavy-duty lifts should provide access to the UEFA VIP area. Programming of floor stop priority.

Climate control systems

Provision must be made for climate control systems sufficient to guarantee a temperature of 21°C (in case of cooling or heating the facility) in the areas listed below. If the outside temperature exceeds 27°C, the climate control system must be able to lower the temperature by a minimum of 5°C for:

- dressing room area;
- all media and relevant broadcast facilities, including the Stadium media centre;
- offices;
- hospitality areas inside the Stadium;
- skyboxes;
- Stadium control room;
- accreditation centre;
- commentary control room;
- main telecom room needs to be equipped with a climate device to keep the room temperature on a level of 18°C constantly. Additional heating capacity of 20kW inside the room needs to be considered.

Air circulation must be based on 5-7 volumes per hour. Also heating must be possible. It should be noted that the above rooms will be used differently during UEFA EURO 2024 than at normal events (different room functions, higher capacities, more equipment, etc.) and that this will affect the capacities required for the climate control systems.

For example, all hospitality areas inside the Stadium, exposed to direct sunlight must be equipped with a cooling capacity of at least 200 W/m².

Hospitality areas inside the Stadium without exposure to sunlight must be equipped with a cooling capacity of at least 150 W/m².

As another example, the hospitality village outside the Stadium, which is exposed to direct sunlight by nature, must be equipped with a cooling capacity of at least 350 W/m².

All temporary outside facilities (tents), wherever under the responsibility of the Stadium, must be equipped with sufficient temperature control system for cooling / heating. Selecting energy optimised solutions is preferred.

The usage of the existing climate control systems and the provision of technicians to maintain and to operate during the availability period of the Stadium management and service requirements.

Stadium TV system

UEFA will create, install and operate additional Stadium TV channels for certain target groups in order to entertain and provide dedicated information with an exclusive TV programme. These additional channels will be integrated and distributed through the existing Stadium TV system of the Stadium.

The following infrastructure should be provided:

- about 10m² of working space in or next to the giant screen control room, 1 desk about 1.5m wide, 2 chairs, 2x 230V or 1 x 16A 400V (3 phase) connector, distributed to dedicated circuits on the same supply as the giant screen control (ideally UPS buffered);
- option to feed additional MPEG-4 encoded full HD-signals into the Stadium-wide DVB (coax) or IPTV (LAN) TV distribution system;
- access to L band signals through the Stadium satellite reception system;
- possibility to connect additional TVs and set-top boxes via coax or LAN to the existing TV distribution system;
- pre-cabling with DVB (coax) or IPTV (LAN) into every room and area that can hold a temporary TV set;
- discrete pre-cabling with power and signal outlets at multiple locations that could hold additional TVs in high-profile areas (UEFA VIP area, hospitality areas, dressing room area);
- pre-cabling (or preparation of cableways) for single-mode fibres from giant screen control to the MTR (main telco room) and the Stadium TV head end, and from there to temporary event areas (TV compound, Stadium media centre, accreditation centre).

The usage of the existing Stadium TV infrastructure and Stadium TV engineers and technicians to liaise the temporary system with the existing as well as to operate the existing system during the Availability Period are part of the chapter *Stadium management and service requirements* on page 78.

Frequency management

UEFA EURO 2024 demands a massive number of broadcast and entertainment wireless audio and video transmission in the Stadium, around the Stadium and in the Host City on Matchdays but also before and after Matchdays.

To ensure a smooth and failure free wireless transmission of audio and video content the following services are requested:

- the Bidder is requested to support the frequency management process by liaising between the national frequency Authorities and UEFA;
- the national frequency Authority is requested to:
 - meet UEFA and give a proper briefing which frequency bands are notifiable;
 - agree with UEFA on an application process and define timelines;
 - create and hand over a document in English which can be used for a briefing towards UEFA clients and suppliers;
 - create a link dedicated to the Tournament on their homepage, where applicants can find the explanation of the application process, the application form (in English), fees, timelines and "frequently asked questions";
 - announce under the above mentioned link a contact where applicants can address questions either via e-mail or telephone and in English;
 - establish an on-site operation process (cost for on-site operations covered by the Bidder);
 - operate the frequency management on-site including monitoring, frequency coordination, labelling system for confirmed devices (via stickers) and last minute changes and requests.

11 — ICT services and access control requirements

Guiding principles

Most areas in a Stadium require ICT services and therefore connectivity during the Tournament. The Stadium will have to ensure that the following ICT infrastructure is provided within the Stadium:

- access control;
- accreditation centre;
- ceremony room;
- concessions;
- fleet office;
- hospitality areas;
- log point;
- main telecom room;
- outer security perimeter;
- offices, meeting rooms and working areas;
- pitch;
- press conference room;
- Stadium media centre;
- ticket collection point;
- TV compound;
- TV-media tribune;
- volunteer centre;
- hospitality & VIP areas;
- public area.

Physical infrastructure

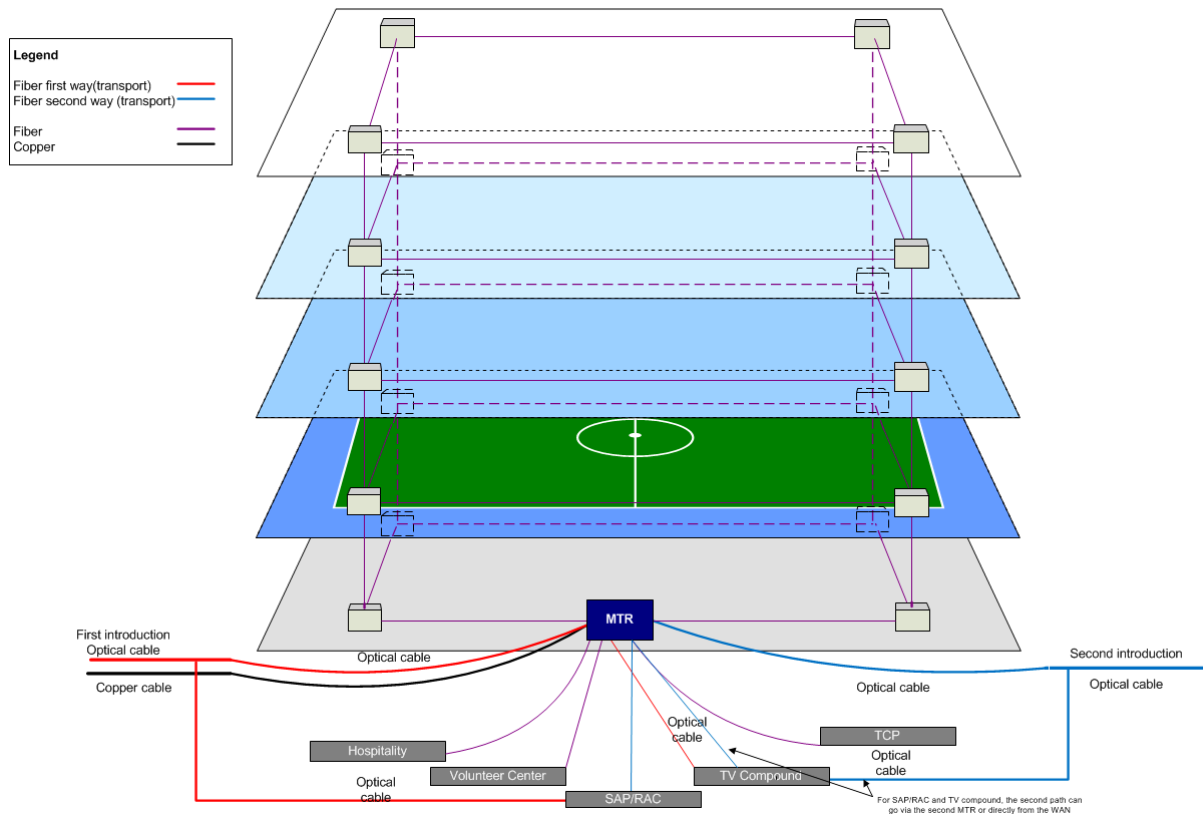
As a general remark, UEFA will use as much as possible the existing ICT Stadium infrastructure, such as Wi-Fi access points, core switches, horizontal and vertical cabling, network sockets, copper and fibre cabling.

UEFA ICT has exclusive rights of the Stadium existing ICT infrastructure which is a mandatory part of the Stadium rental fee.

Two separate introductions and ducts from the Stadium perimeter up to the areas where the core ICT equipment will be located are requested.

This means, redundant cable paths to areas such as the offices, the accreditation centre, the TV compound, the TV-media tribune, the Stadium media centre and the pitch - just to mention a few.

The image below shows a generic ICT connectivity example:



The above diagram shows that the Stadium has two telecom entry points terminating into the main telecom room (MTR). The fibre will use each of these two entry points. Coppers can use only one of them. Each floor will be equipped with a cable duct forming a ring. Each ring is connected via four verticals. Starting from the main telecom room, it is therefore possible to connect most of the rooms on each floor easily and redundantly. Specific and diverse paths must be available between the MTR, the CCR, TV compound, accreditation centre, pitch, TV-media tribune, media centre and all the various offices that UEFA will use during the event.

If not existing cable ducts have to be installed to enable connectivity to all locations outside of the Stadium building, such as but not limited to the hospitality areas, volunteer centre, TV compound and accreditation centre.

Main telecom room

Detailed requirements for the main telecom room (MTR):

- at least 15 to 20 m²;
- raised floor;
- redundant access for any telecom cables;
- minimum dual power of 10kW including UPS
- no sprinkler or water pipe but rather appropriate ICT equipment fire suppression (gas, powder);
- adapted air conditioning system to maintain stable and homogeneous temperature of 18-20°C (note that the dissipation of the equipment has a heating capacity of 20KW).

The active infrastructure includes access switches, aggregation switches, core switches, routers, wireless access points, wireless controllers, security devices and other devices useful for the proper conduct of the Tournament.

This room must provide all the active equipment to create and manage multiple VLANs and to propagate them in the different Stadium areas used by UEFA.

From the server room, the Stadium must provide IP connectivity to all Stadium areas:

- inside the Stadium: all offices, media areas, pitch, hospitality areas, skyboxes;
- outside the Stadium: turnstiles, the hospitality areas, TV compound, transport offices, ticket collection points, potential E-ticket validation in the outer security perimeter.

Services

The following services will be provided by telecom companies but it has to be included in a partnership project between the relevant Authorities, the Stadium and UEFA.

Internet protocol

The IP service has to provide connections from a large number of areas in the Stadium to internet or the UEFA infrastructure. The relevant authorities will provide the active and passive infrastructure of the LAN network.

Meanwhile, a minimum of 10 Gbit/s internet bandwidth with two paths to the MTR will be provided by two different telecom providers by using different POPs.

The active infrastructure includes access switches, aggregation switches, core switches, routers, wireless access points, wireless controllers, security devices and other devices useful for the proper conduct of an event such as the UEFA EURO Tournament.

The passive infrastructure includes all the wiring, whether it's optical fibre or copper cable, from the core devices to the end devices spread across all connected areas of the perimeter of the Stadium.

Connections needs by type of Stadium:

	> 30,000 seats	> 50,000 seats	> 60,000 seats	> 70,000 seats
Overall	1800	2100	2200	2600

Connections needs by specific area:

	> 30,000 seats	> 50,000 seats	> 60,000 seats	> 70,000 seats
Media tribune including photographers	510	510	575	830
Stadium media centre	380	380	520	660
Pitch	120	120	120	160

Some areas have to be covered by wireless.

Connections needs by type of Stadium:

(quantity of concurrent devices / ratio per device high-density Wi-Fi coverage or 5G Mobile coverage including minimum 10 Gbit/s bandwidth and DHCP to handle IP addresses required)

	> 30,000 seats	> 50,000 seats	> 60,000 seats	> 70,000 seats
Office space	500	600	700	800
Media tribune	1,500	1,500	2,000	3,000
Stadium media centre	1,200	1,200	1,500	2,500
Press conference room	200	200	300	500
CCR	20	20	30	50
Technical areas	100	100	200	300
VIP areas	= capacity	= capacity	= capacity	= capacity
Hospitality areas	= capacity	= capacity	= capacity	= capacity
Concessions	= capacity	= capacity	= capacity	= capacity
Accreditation centre	100	100	200	200
Ticket collection point	100	100	200	200
Volunteer centre	500	500	750	1000
Outer security perimeter	250	250	400	500
Public area	= capacity	= capacity	= capacity	= capacity

A public wireless with high density coverage for supporter areas (stand, concessions, etc.) is also required to be enabled or disabled on UEFA's discretion / requirements.

Voice protocol

In all media and broadcasters areas, right-holders (TV and Radio) can request IP voice services only.

Photo agency network

Main photo agencies might request a specific network set-up around the pitch, in the photo tribunes, in the photo working area and other locations. They might ask for a dedicated VLAN where they can install their own router or active equipment.

This service needs to be provided.

Radio communication system

UEFA will bring and install its own radio communication system. If the Stadium is already operating such an infrastructure, it has to share all its technical specifications to avoid interferences.

When possible and relevant, UEFA might reuse part of the existing infrastructure.

Technical support

The Stadium must provide all the necessary workforce to ensure a smooth running of the network. It includes the following tasks:

- set-up;
- network and infrastructure configuration;
- network and infrastructure management;

- network and infrastructure supervision;
- network and infrastructure trouble shooting; and
- dismantling.

Access control systems

The Stadium must be equipped with an electronic ticket access system at all entrances, in order to assist with crowd management.

The access control system should comprise hardware and software including, but not limited to, turnstiles at each Stadium entrance, dedicated electric and data networks, a local server with data storage capacity, full monitoring of all components and data network interfaces, ensuring secure communication between the system, the internet and UEFA's own data network, ticketing and seat allocation systems.



The Stadium's data network should be physically accessible by UEFA's own data network. The system should also comprise all necessary standard or custom-made software with the associated licences issued by the rights holders covering the original programmes and any updates to the most recent and/or appropriate version. The network architecture should be documented and all components should be high end (example: no cascading of hubs or cheap switches, but one managed switch, etc.).

The system should be flexible and expandable through the addition of temporary turnstiles, turnstiles for disabled spectators and hand-held devices used either for ticket verification or troubleshooting at entry gates. Therefore the electric and data network should be expandable as well. Stadium Wi-Fi and network should cover all perimeter gates and accesses, including extra entrances created for the event. The access control Wi-Fi needs to be secured and dedicated to access control. It cannot be used for other usages such as office usage or guest Wi-Fi.

The Stadium must offer unrestricted use of the access control system for interfacing with UEFA's network and software tools, in particular (but not limited to) ticketing and seat allocation systems, reporting and tournament information systems and possibly the accreditation system. The access control equipment and system rules should be fully configurable according to UEFA's needs including (but not limited to) lighting, text messages, sounds, timing of opening and closing, number of entries and rules according to ticket types.

Further than that the Stadium must provide staff to facilitate tests of the access control system and to operate the access control system on Matchday similar to the use during regular matchdays. UEFA has already built interfaces to certain access control providers. The Stadium must provide the exact version of their access control system and the contact to UEFA to evaluate if an interface is already existing. In case UEFA does not yet have an interface to this particular access control system, the Stadium must, on their costs, request its provider to build an interface to UEFA's standard access control interface. Such interface should be allowing live data transactions and must permit bi-directional synchronisation (ticketing -> access control: new barcodes and invalidated barcodes; access control -> ticketing: scanned barcodes).

The electronic access control system, at a minimum, should be able to scan one-dimensional barcodes (for example Code 128) and two-dimensional ones (like QR code or Data Matrix) of several standards and on different supports (paper ticket, print@home, smartphone screen, etc.) as well as RFID-enabled devices. Near field communication (NFC) capability is desirable. The system needs to be able to run checks against a whitelist as well as a blacklist.



All checks must be possible in on-line mode as well as in off-line mode. The Stadium must describe, which disaster recovery processes are in place in case of a loss of connectivity between either the ticketing system and access control server or the access control server and turnstiles. The access control system should be equipped with back-up power supplies (for example UPS) and sufficient memory to log entries and ticket scans during potential network loss. Once the network and the system go back to the normal mode after

a network loss, all tickets and scans done during to incident should be automatically recovered by the central processing unit.

The access control system must also include a troubleshooting tool, which provides clear troubleshooting information regarding the status of a ticket by entering either block/row/seat or the barcode/ticket number. The Stadium needs to illustrate the set of access control reports which can be provided after the match. As a minimum, UEFA requires to receive the list of successful entries with the time and place (gates, turnstiles or handheld device number) and the list of blocked entries with the time and place.

Turnstiles at the entrances for general ticket holders must ideally be of full height. Turnstiles must be equipped with a mechanical and electronic pulse counting system, which should be independent of the ticketing system, to count the number of spectators admitted via that turnstile. This number needs to be relayed back to the Stadium control room.

At least one turnstile must be provided for every 500 to 660 people in each Stadium section in order that the Stadium can be filled within one hour. All Stadium sectors must have approximately the same ratio of turnstiles in order to avoid longer queues for certain sectors. A public address system and closed circuit television system (CCTV) coverage must be available at each turnstile bank.

12 — Media and TV broadcasting requirements

The provision of optimum working conditions for all areas of media and broadcast must be a priority for any world-class sports event. The specific needs of host broadcaster, TV and radio rights-holders and non-rights-holders, written press, web journalists and photographers must each be individually catered for in terms of facilities and services, while simultaneously providing millions of viewers, listeners and readers around the world with the best-possible experience. The objective is to embrace technological advances and evolving media working practices while maintaining the levels of consistency and quality that the media have come to expect at UEFA competitions.

The following requirements may be subject to modification as a result of technological developments and other factors.

Stadium media centre

The Stadium media centre (SMC) serves as the main working area for written press and photographers, and is also accessible to editorial personnel from rights-holding broadcasters. Preferably the SMC is located inside the Stadium, using existing media areas wherever practical. It must have sufficient power and temperature control, according to UEFA's technical requirements. It must be within easy reach of the media parking and the access to other media areas such as the TV-media tribune, press conference room, mixed zone and pitch access point.

The Stadium media centre (SMC) serves as the main working area for written press and photographers. The SMC may be located inside the Stadium or separately fenced off within the outer security zone and accessed only with a media accreditation. It must have sufficient power (e.g. generator for temporary structures) and temperature control. It must be within easy reach of the media parking and the access to other media areas such as the media tribune, press conference room, mixed zone and pitch access point.

The central element of the SMC is the working area for written press and photographers, with desks equipped with power supply and internet connections (both cabled and Wi-Fi). The press and photographer working area can be a shared space or different areas according to the Stadium size and configuration. The SMC must also include several service desks (welcome desk, SAD distribution desks, information desk), a media café, toilets and lockers.

See example below:



The SMC must provide office and storage space of at least 100m². The SMC must be equipped with a temperature control and waste management facilities.

The following requirements are applicable for the SMC:

Type of match	Media working area			Photographers working area			SMC office & storage	Media café	Total size
	Size	Capacity (persons)	Desks (2 positions)	Size	Capacity (persons)	Desks (2 positions)			
Group or round of 16	650m ²	260	130	300m ²	120	60	100m ²	150m ²	1,200m ²
Opening match or quarter-final	1000m ²	400	200	400m ²	160	80	100m ²	150m ²	1,650m ²
Semi-final	1,100m ²	500	250	400m ²	160	80	100m ²	200m ²	1,800m ²
Final	1,300m ²	600	300	400m ²	160	80	100m ²	200m ²	2,000m ²

In case of temporary structures an additional 200m² ground space is required.

TV-media tribune

The Stadium must have a TV-media tribune in a central position in the main stand where the main television camera platform is located. In principle this is a single block of seats but UEFA may decide to split the

layout between TV and radio commentary positions and media desks according to the Stadium configuration.



The TV-media tribune must be fully covered by the roof, well-lit and provide quick access to the SMC, press conference room and mixed zone, as well as to the Indoor TV studios and flash interview area. It must be completely separate from all other seating areas and must be centrally located on the halfway line, between the two 16m camera positions, in a position that provides an unobstructed view of the entire field of play without the possibility of interference from spectators.

UEFA will manage the installation of the TV-media tribune infrastructure, if the existing does not meet UEFA's requirements. However, the Stadium must ensure that the required space is prepared in line with UEFA's instructions, as described in the chapter *Stadium set-up costs*, which includes some or all of the following works:

- removal and storage of seats;
- removal, relocation or storage of steps;
- removal or covering of exposed screws or bolts;
- drilling of holes to fix platforms;
- removal or adaptation of railings, barriers or fences;
- removal, relocation or installation of power and ICT cabling;
- cleaning of the area prior to the installation and after match before dismantling starts;
- granting of permission to UEFA or its suppliers to carry out additional works (for example the drilling of holes) where required for the installation.

The TV-media tribune will have the following minimum capacities:

Type of match	TV/radio commentary positions	Written press with desks	Written press without desks	TV observer seats
Group, round of 16, or quarter-final matches	90	240	100	150
Opening match	105	300	120	150
Semi-final matches	105	400	120	200
Final match	135	450	150	200
Description	3 seats per position	3 written press working positions per desk		

Photographer positions in the TV-media tribune

The TV-media tribune must include a minimum of for photographers, which are in principle normal spectator seats, either right in front or behind the TV-media tribune and will be equipped with cabled internet connections.

The positions must always have a clear and unobstructed view of the whole pitch. They can be standing or seated but must not cause view-obstructions to other media seated behind. The Stadium may be asked to remove or modify railings to improve the sightlines for photographers, within the relevant safety regulations.

Due to the fact that photographers need to store a lot of equipment, one position can take up an equivalent of up to two seats depending on the tribune layout.



Photographer positions at the pitch

A minimum of positions will be installed around the pitch. These individually numbered positions will be positioned behind the advertising boards along the goal-lines and touchline(s). The Stadium must provide seats for photographers. Each photographer position will be equipped by UEFA with cabled internet connections. The Stadium must be prepared to adapt the space surrounding the pitch (e.g. by constructing platforms) to ensure that all photo positions are afforded an unobstructed view of the full pitch.



Press conference room

The size of the press conference room must be as follows:

Type of match	Press conference room size
Group or round of 16 matches	300m ² (150 persons)
Opening or quarter-final matches	350m ² (200 persons)
Semi-final matches	400m ² (250 persons)
Final match	400m ² (300 persons)

In the event that a temporary structure is required, an additional 100m² must be provided. The press conference room must be free of any columns or other sight obstructions, with a clear height of 4m. It must be air-conditioned, carpeted and sound-isolated against outside noise.

A podium with a top table large enough to accommodate up to 5 persons must be erected at the end of the room that is closest to the access door from the dressing rooms. It should be approximately 40cm in height.

The room must also have space for a main camera platform at the rear.

The press conference room must have at least two entrances: one providing the players and coaches with quick access to the dressing room area and the other providing media representatives with quick access to other media areas.

The press conference room must be equipped with microphones and loudspeakers, TV lighting and audio split boxes. It must be possible to isolate the press conference room from any public address messages in the Stadium. The precise technical set-up would be defined by UEFA during the preparation phase.



Flash interview area

Space inside the Stadium should be designated close to the route from the pitch to the dressing rooms where TV flash interviews with players and coaches can be conducted. There must be enough space to erect backdrops and conduct interviews without obstructing the access route.

For group stage and round of 16 matches 8 TV positions plus 2 radio positions are required, for all other matches 10 TV positions and 2 radio positions. Each position must have the minimum dimension of 2.5m x 3m x 3m (w x d x h).



Mixed zone

The Stadium must have a mixed zone on the way from the dressing rooms to the team buses, where accredited members of the media can interview players following the match. The mixed zone should be easily accessible from the dressing rooms, Stadium media centre, flash interview area, Indoor TV studios and TV-media tribune.

The mixed zone must have a minimum of three access points: a players' entrance from the dressing room area, a players' exit to the bus, and a media entrance/exit. The mixed zone must be covered, well-lit (with additional lighting in the broadcast section), column-free and inaccessible to the general public. The Stadium must be prepared to undertake additional works to minimise noise interference in this area. Sturdy barriers separate the players and media.

If the Stadium building itself does not have sufficient space to cope with the above requirements, the mixed zone must be erected as a temporary structure outside.



The minimum size of the mixed zone is as follows:

Type of match	Mixed zone size
Group or round of 16 matches	300m ²
Opening or quarter-final matches	350m ²
Semi-final matches	400m ²
Final match	400m ²

VIP interview positions

Up to 3x VIP interview positions will be installed in the UEFA VIP area to enable broadcasters to conduct interviews with VIPs. Each position will require 3m x 3m space with a minimum height of 2.5m. The appropriate spot will be agreed during the planning phase between UEFA and all relevant parties and this area must be cordoned off using retractable belt barriers or similar devices. One official event backdrop for each position will be provided by UEFA. The television lighting will be provided by the host broadcaster. Power must be available with a minimum of 3 x 230V / 16A each "Schuko"-type plugs.

Indoor TV studios

Provision should be made in the Stadium building for studios should be easily accessible from the dressing room area following matches.

Indoor TV studio specifications:

- studios should be located adjacent to one another;
- walls and ceilings should be of solid construction;

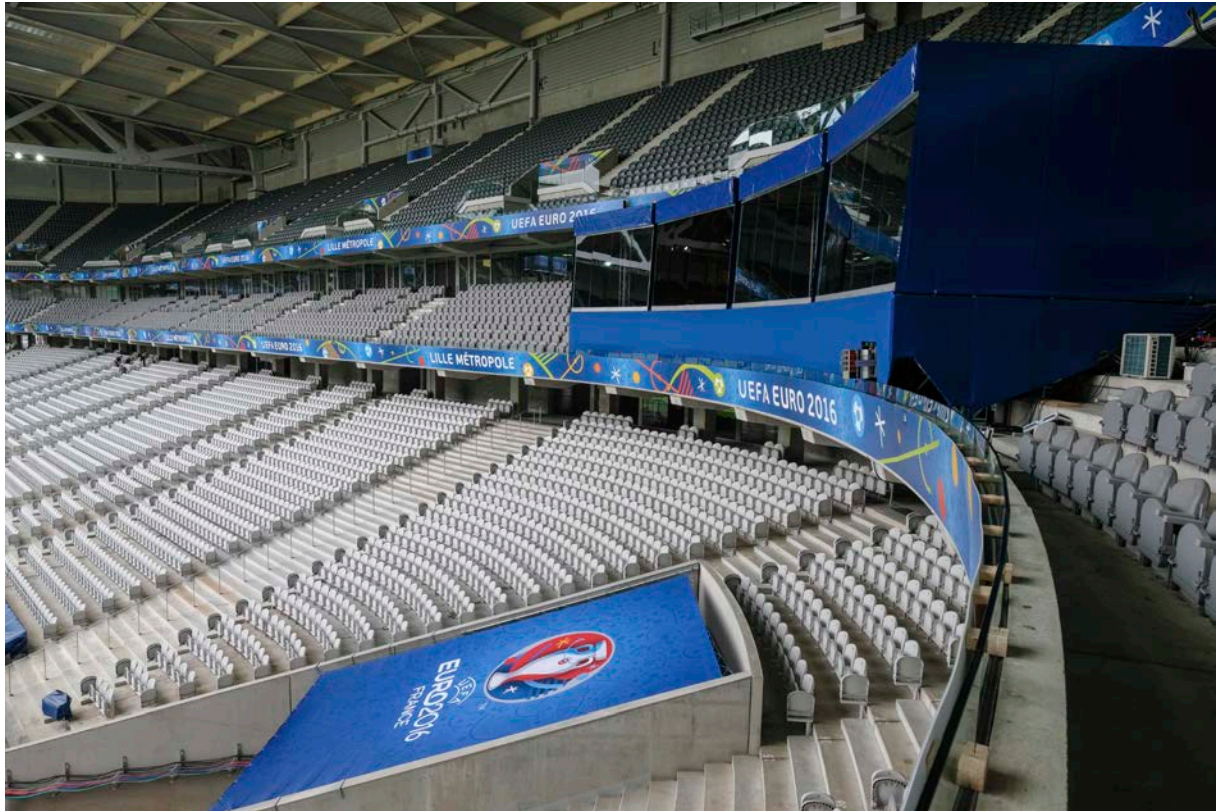
- acoustically clean, soundproofed environment (walls of studio may require acoustic insulation);
- appropriate floor covering (commercial carpet);
- sufficient cable holes in walls to accommodate cabling and separation;
- climate control system must be available, according to UEFA technical requirements;
- house/working lights;
- an "on-air" light at the outside of the studio.



Pitch-view studios

Two (2) for all group stage matches (excluding opening match), R16 & QF. Four (4) needed for the opening match. Six PVS for the SF and 6+ for the final match with an unobstructed view of the pitch, with a minimum

of 20m² (5m length x 4m width) in size and, in order to accommodate television equipment and lighting, with a minimum height of 3m.

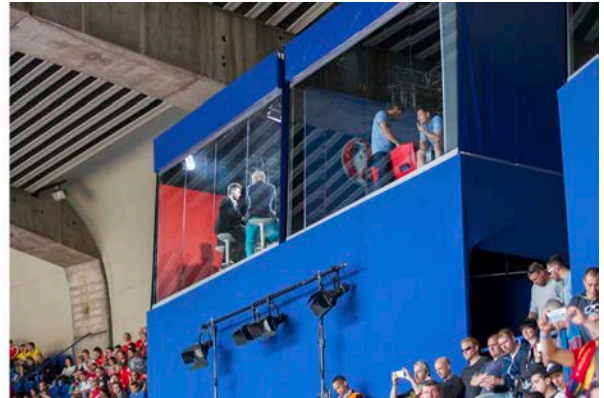


Below, an example of a pitch-view studio within an existing structure:

Pitch-view studio requirements:

- solid walled structure with entrance at rear of studio;
- front wall of studio facing pitch to be of clear glass (no joins or frames) offering unobstructed view of the pitch (acoustically clean, soundproofed environment, walls of studio require acoustic insulation), height of the glass must be at least 2.5m, ideally from the floor, the front glass should be slightly angled to avoid light reflections from the TV lighting;
- appropriate floor covering (commercial carpet);
- climate control system must be available, according to chapter *Technical requirements* on page 38;
- house/working lights;
- a ceiling grid suitable for broadcasters to install television lighting or other equipment;
- sufficient cable holes in the walls to accommodate cabling and separation;
- an "on-air" light at the outside of the studio.

In terms of security, the Stadium is required to secure access for staff and equipment to the pitch-view studios.



In regards to pitch-view studios (see above), tribune presenting positions and camera positions (see below), UEFA will in principle use the existing inventory whenever it meets UEFA's requirements. Wherever additional studios or positions have to be built temporarily, it is within UEFA's responsibility to do so as the location of these facilities are determined by UEFA.

However, the Stadium may be required to undertake works to allow for the installation of the required facilities.

Tribune presentation positions

Two tribune presentation positions will be required to provide broadcasters with an alternative to the pitch-side presentation positions and pitch-view studios. A tribune presentation position is a large platform (approximately 4m wide by 4m deep) built in the stand, on which broadcasters can conduct interviews or pieces to camera in the period around the match.

The presentation positions can either be platforms within the existing structure that are adapted to work as presentation positions, or new constructions in the stands. The platform should be constructed to the standard camera platform specifications and should have an unobstructed view of the pitch.

Announcer platform

One announcer platform will be required. The Announce platform position is a large platform (approximately 6m wide by 4m deep) built in the stand, on which UEFA (or alternatively the UEFA appointed unilateral services provider) will offer fully equipped interview services in the period around the match.

The Announce platform can either be platforms within the existing structure that are adapted to work as presentation platform, or new constructions in the stands. The platform should be constructed to the standard camera platform specifications and should have an unobstructed view of the pitch.



Camera positions

The production of the TV signal will require a large number of camera positions within the Stadium, some of which will entail the construction of platforms in the stands and a corresponding loss of seats. It is vital that all camera positions have unobstructed views of the pitch.

In order to guarantee a consistently high level of television coverage of the Tournament, it is essential to provide at least the following fixed television camera platforms in the Stadium (see also the figure below):

- main camera platform (22m width x 2m depth), situated in the main stand exactly in line with the halfway line, covered and facing away from the sun;
- in order to ensure optimum picture quality, the platform should be free of any vibrations and at a height from which such cameras, when focusing on the centre spot of the pitch, have an angle with the horizontal plane of 13-16°, but this may vary depending on the Stadium layout;
- two platforms accommodating two 16-metre cameras each (2x 2m x 2m) situated in the main stand, in line with the 16m lines and at the same height as the main camera platform;

two platforms accommodating a 6-metre camera each (2m x 2m) situated in the main stand in line with the outer edge of the goal area, and at a lower level than the main camera platform;

- high behind goal cameras (2x 2m x 2m left goal and 2x 2m x 2m right goal) at a height that permits an unobstructed view of the penalty spot from above the crossbar;
- reverse angle high camera in the stand opposite the main stand (12m width x 2m depth); this platform must be situated exactly in line with the halfway line.

Additional cameras will need to be rigged in the Stadium roof, along with the surround-sound microphones. This will require permits from the relevant authorities to comply with local construction and safety legislation.

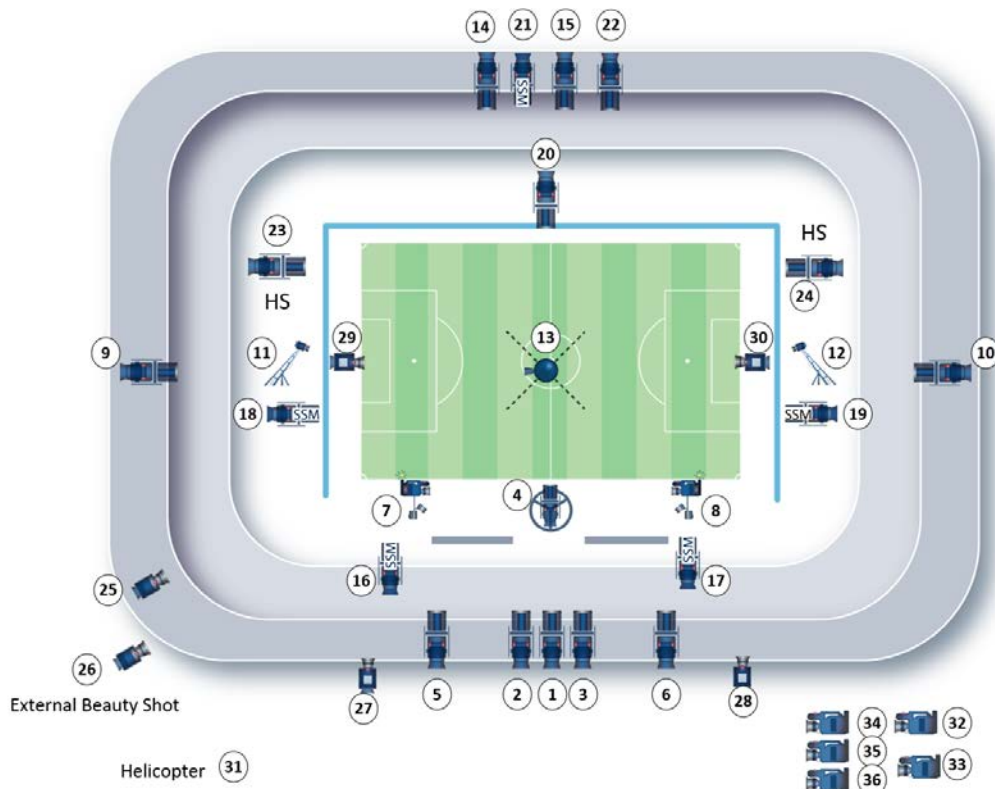
These cameras include:

- box cameras and other special cameras;
- tactical camera;
- beauty cameras;
- aerial camera system:
 - this camera requires for pulleys and special mounts to be installed in each corner of the Stadium roof.
 - the aerial camera system operations/control position and the four winches will be placed pitch-side.

In addition to the above camera positions located in the stands, other camera positions are required. UEFA will use the existing Stadium camera positions inventory whenever it meets UEFA’s requirements and is responsible for the installation of additional camera positions, when deemed necessary. In this case, the Stadium may be required to undertake works to allow for the installation of these camera positions.

On pitch level, the Stadium must be prepared to adapt the space surrounding the pitch (for example for constructing platforms if there is a significant slope) to ensure that all camera positions are afforded an unobstructed view of the full pitch.

The layout below will form the basis of a multilateral camera plan for the Tournament:



Main camera platform:



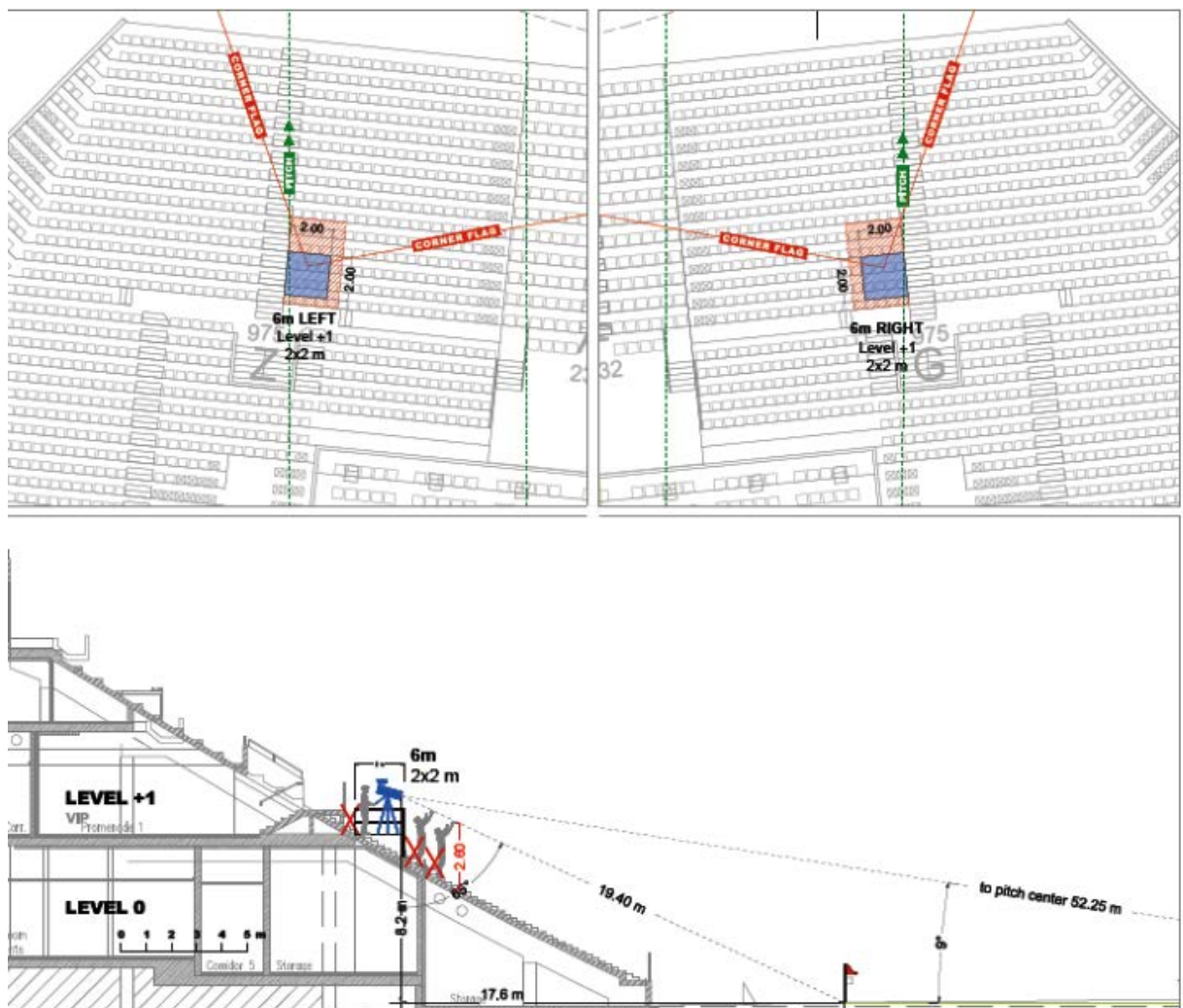
Reverse angle high camera platform:



Camera construction and specifications

All required fixed television camera platforms must be provided by the Stadium. Sizes are mentioned in section *Camera positions* on page 66. A standard platform or position for a hard, cabled camera should measure at least 2m wide by 2m deep. Requirements are:

- the base of the platform should be solid and non-vibrating;
- the surface of the base of the platform must have a smooth, yet non-slip surface;
- diagonal bracing should be used to ensure the stability of the platform;
- safe and stable access must be provided to every platform,
- access to the platforms (including any steps up to it) must be kept clear at all times and must not be blocked by seats, spectators, security or any other obstruction,
- lifting apparatus should be provided for equipment that cannot be carried up on to the high platforms.



A central steel eyelet should be provided on the platform in each position for the tie-down of a camera tripod or base. The platform should have a kickboard on all sides which is a minimum of 75mm high.

Platforms will need to have adjustable rails and posts on the field of play side of the camera, allowing a clear view of the entire pitch from the camera.

In order to ensure a clear field of vision for cameras located in seating areas, the seats located in front of the required field of vision of the camera shot should be 'killed' such that the floor of the first row of seating below the position is at least 3.2m below the lens height for the main camera platform and at least 2.6m below all other cameras.

This is to ensure that the shot is not blocked in the event of spectators or Stadium personnel standing up in this area. UEFA will determine the required number of seat-kills required around each broadcast position. Below is an example of camera shot clearance:

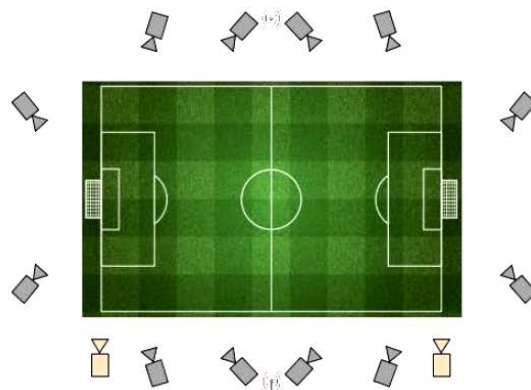
Platforms for the host broadcasters that are part of the multilateral coverage should be built separately from platforms that are for unilateral use by broadcasters, even when the positions are directly adjacent to one another. This is vital to ensuring that there is no vibration or movement on the multilateral camera shots. If there is a requirement for a link platform or position (for example to accommodate a receiver for a wireless camera such as side-line steady cams) this space and/or structure will also have to be provided by the Stadium to the same specifications as a camera platform.

The power requirements for camera positions will be identified by UEFA in the planning phase and communicated to the Stadium as part of the overall broadcast power requirements plan. Where a truss is required from which to hang a camera or microphone or related piece of broadcast equipment, this will be identified by UEFA in the planning phase, and provided by the Stadium as part of the broadcast requirements infrastructure.

All platforms should be complete in their entirety (construction and access) a minimum of 20 days before the Tournament. UEFA will inspect and sign-off all platforms, to ensure that they meet the requirements laid down. The platform construction team should be kept available on site beyond this date to allow for any changes that may be required if the specifications have not been met.

Goal-line technology

Goal-line technology (GLT) systems are used to verify whether a goal has been scored and to support the decisions of the referee and officials. GLT was used at all UEFA EURO 2016 matches and is currently used in UEFA Champions League matches, throughout the competition as well as in the final. The current system used in UEFA competitions is a camera based system which is licensed under FIFA's "Quality Programme for Goal-Line Technology" to meet the requirements of IFAB. This system involves the installation of 14 cameras inside the Stadium. The most common locations are on the roofs, at the back of the stands or on catwalks and gantries that overlook the pitch.



The images from each of these cameras are fed back to a central processing unit on-site allowing the ball to be tracked within the goal area in real time. As soon as the GLT system detects the ball has crossed the

goal line, the system instantaneously sends a signal to the official's GLT watch. Once a goal line incident has occurred a replay is available showing the definitive angle.

Below summarises the 4 phases associated with the installation of the GLT system. Once the initial site visit has taken place, phases 2/3/4 can run concurrently or separately depending on the installation schedule agreed between the GLT provider and the Stadium.

Phase	Activity	Duration
1	site visit	3-4 hours
2	installation of the cabling infrastructure, camera brackets and break out cabinet enclosures	3-4 days
3	installation of the GLT hardware (cameras, cabinet contents, etc.)	2-3 days
4	calibration and testing	1-2 days

The site visit should involve all relevant Stadium personnel (Stadium electrician or equivalent) to agree on the plan and to walk around the Stadium to confirm the camera locations and the cabling routes from the cameras and break-out cabinets within the Stadium to the TV compound.

Technical drawings and information relating to illumination levels in each of the goal areas must be provided in advance or on the day of the site visit when an installation plan is agreed alongside confirmation of an installation date.

During the installation phase:

- phase 2:
 - the Stadium must install a dedicated technical backed-up power source from a generator/UPS at each of the GLT break-out cabinets positioned in the Stadium, each with a maximum power requirement of 5A and 240V.
- phase 3 and 4:
 - a dedicated parking position for the GLT vehicle near the location of the GLT break-out cabinet installed in the TV compound;
 - access to a 32A 3-phase female power socket (CEE-type) in the TV compound to power the GLT operational vehicle;
 - pitch access and goal frames installed in match conditions.

Commentary control room

The commentary control room (CCR) must be located as close as possible to the TV-media tribune. All commentary feeds are routed through the CCR, which is the hub for connecting all commentary circuits to the telecommunications network and to the TV compound.

The Stadium must provide a CCR with at least 60m² of operating space and with a minimum height of 2.20m. The CCR needs to have sufficient weather protection and sound isolation. Climate control requirements are specified in chapter *Technical requirements* on page 38. The CCR must be a secure, lockable room. In addition to the operating space, a secure, lockable, storage area of approximately 25m² is required. As this room is equipped with sensitive electronic equipment, the sprinkler system (if existent) must be shut off for a period, defined by UEFA.

The CCR has to be included in the Stadium security plan. There must be a clear pathway providing quick and easy access from the TV compound to the CCR and from the CCR to the commentary positions. Ideally, the CCR should be close to an elevator to facilitate access with heavy equipment.

These pathways should meet the specifications described in section *Cable bridges and cable pathways* on page 72. Nearby the CCR should be at least one direct connection to the equipotential foundation earthing system.



Cable bridges and cable pathways

In order to interconnect the TV compound with every broadcast position in and around the Stadium, a walkable cable bridge and various cable pathways will be required.

The walkable cable bridge provides the main cable pathway from the TV compound into the Stadium building. The walkable cable bridge will be provided by UEFA. However, the Stadium is required to the following:

- provision of space for the cable bridge (emergency exits, flows);
- approval for the cable bridge layout;
- approval for the static calculation (building permission); and
- facilitation of connection between cable bridge and the Stadium façade (opening of façade).

This bridge should be inaccessible to anyone other than TV personnel, as it is the main connection between the compound and the Stadium building, carrying most of the multilateral and unilateral as well as power

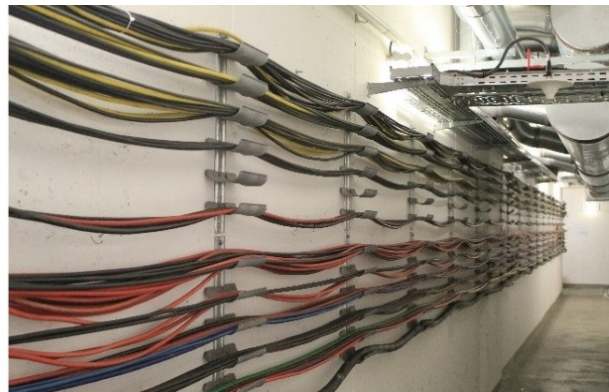
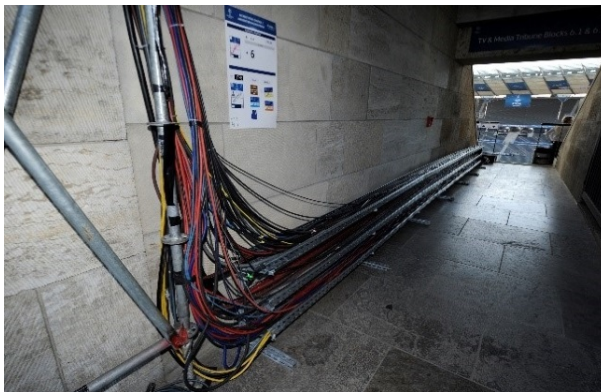
cables which are then distributed once they reach the Stadium, along further cable pathways, to all the broadcast positions and areas within it.



The required cable pathways will be identified in advance by UEFA, and the most appropriate solutions defined in cooperation with the Stadium. The Stadium is required to provide cable hooks, subject to approval by UEFA, and is taking care of the cable hook installation, including the drilling and closing of holes for fire protection. The Stadium is also responsible for the removal of these hooks after the event. The costs for provision, installation and removal of cable hooks are part of the Stadium set-up costs.

The pathways will interconnect the TV compound with all broadcast positions including:

- all camera positions in the tribunes (see camera plan for reference);
- all positions around the pitch;
- Stadium roof for box-cams, audio microphones, aerial and speciality cameras;
- all aerial and speciality camera operator positions;
- player tracking camera positions;
- flash interview areas;
- mixed zone and press conference room;
- all TV studios (pitch-view and indoors);
- tribune presentation positions;
- CCR and all commentary positions;
- VIP interview position;
- pitch-side presentation positions;
- pitch reporter positions;
- Stadium control room, public address control room;
- players' tunnel;
- team arrival.



All cable pathways require a triple path to accommodate multilateral and unilateral cabling as well as power cables separately; these will be identified in the cable pathway planning process by UEFA.

Any cable pathway that has to run through a public area must be out of reach or protected from any possible interference or damage by spectators. This not only protects the cables, but plays a dual role in protecting the public from any potential safety incidents.

Any metal construction has to be connected to the equipotential foundation earthing system of the Stadium to fulfil the regulations of electrical safety and EMC (electromagnetic compatibility).

The final cable pathways will be confirmed by UEFA during the Stadium visits in the planning phase, as camera and audio plans are subject to change. Cable pathways will need to be in place well in advance of the event, as the cabling of the Stadium is an early and critical part of the host broadcaster operations.

UEFA will advise the Stadium of the date when all cable pathways must be in place, along with all other critical timeline requirements.

The following table outlines the weights and specifications for cable pathways at the Stadium:

Cable path	Cable weight	Approximate number and width of hooks/trays
Main bridge to TV house	80 kg/m	3 trays - width 40cm
Fences around TV compound	40 kg/m	3 trays/hook - width 30cm
Main cable bridge/tunnel	120 kg/m	3 trays left and right on either side - width 45cm, total 6 trays
From the TV compound to the CCR	30 kg/m	3 trays/hook - width 30cm
From the CCR to the TV-media tribune	40 kg/m	3 to 4 trays/hook - width 30cm - depending on tribune physical width
All other relevant broadcast positions	20 kg/m	3 trays/hook - width 10cm

All the cable weight can be distributed on the trays/hooks to reach the maximum weight expected.

TV compound

The TV compound is the hub of broadcast operations at the Stadium. It is the area where the host broadcast staff and rights-holding broadcasters park their outside broadcast vehicles and house their technical and production operations.



Mobile trucks such as outside broadcaster vans (OB vans), graphics vans, edit suites, cable and equipment tenders, satellite trucks all line up next to the main host broadcaster OB van. In addition, inside the TV

compound will be located containers for offices and technical operations, waste management streams, power generators and a TV compound presentation platform.

The compound must be located adjacent to the Stadium, on the side of the TV-media tribune, and should be no more than 400m from this stand. It must be located within the outer security perimeter and must have an unobstructed view of the south-western to south-eastern horizon for satellite link vehicles. Detailed satellite visibility will need to be confirmed during a dedicated site visit.

The minimum compound size for all matches should be usable space of 6,000m², and for the final match 8,000m². An additional overflow area close to the main compound should also be provided. This area should be at least 2,000m², secure, fenced and lit.

On-site 24h security will be required from the moment the temporary office container will be set-up within the compound, approximately 3 month prior to the start of the Tournament. The exact time frame before the Tournament will be defined by UEFA in close cooperation with the Stadium in due time before the start of the Tournament.

The TV compound must be fully lit (average of 50 lux) and fully fenced-in with a minimum fence height of 2m. The compound fence must be strong enough to support cable weights of 40kg/m.

The area provided must have a clear, dust-free, solid, flat surface, capable of accommodating access and parking for 43-tonne trucks. The surface should be of compacted road base as a minimum, without loose stones or material, preferably tarmac. It should be able to withstand heavy rain without the risk that vehicle movement of any size is restricted. The compound should have sufficient drainage such that no cables, equipment or vehicles are in danger of being in contact with water.

UEFA will allocate the area needed in the compound for the broadcast set-up as this can vary from Stadium to Stadium. In this period, all cabling will take place including the set-up of the cable bridge, if required. The cabling pathways and rigging schedules will be established in close cooperation with the Stadium. The TV compound must have separate entrances for pedestrians and vehicles.

Likewise the access way from the closest major road to the compound vehicle entry should be wide and flat enough for the trucks to drive on, and turn in, if necessary.

Containers at the TV compound will be provided by UEFA:



Pre-event filming

The evolving broadcast technologies, such as ultra-high definition and virtual reality may require additional needs. UEFA may require to do pre-event drone and helicopter Host City and Stadium filming depending on the availability of the Stadium. For this filming, an empty and commercially clean Stadium is required

as well as floodlight lighting in the evening. UEFA will coordinate and specify the requirements prior to the filming. UEFA or the host broadcaster may require assistance from the Stadium to receive the necessary permission to fly a helicopter and a drone.

Pitch-side presentation positions

Space for pitch-side presentation positions to either side of the substitutes' benches, must be made available to broadcasters, at least 14m x 3m each side. These positions must be available for pre-match, half-time, and post-match presentations. Additional pitch-side presentations may take place prior to extra time and prior to penalties if approved by UEFA.

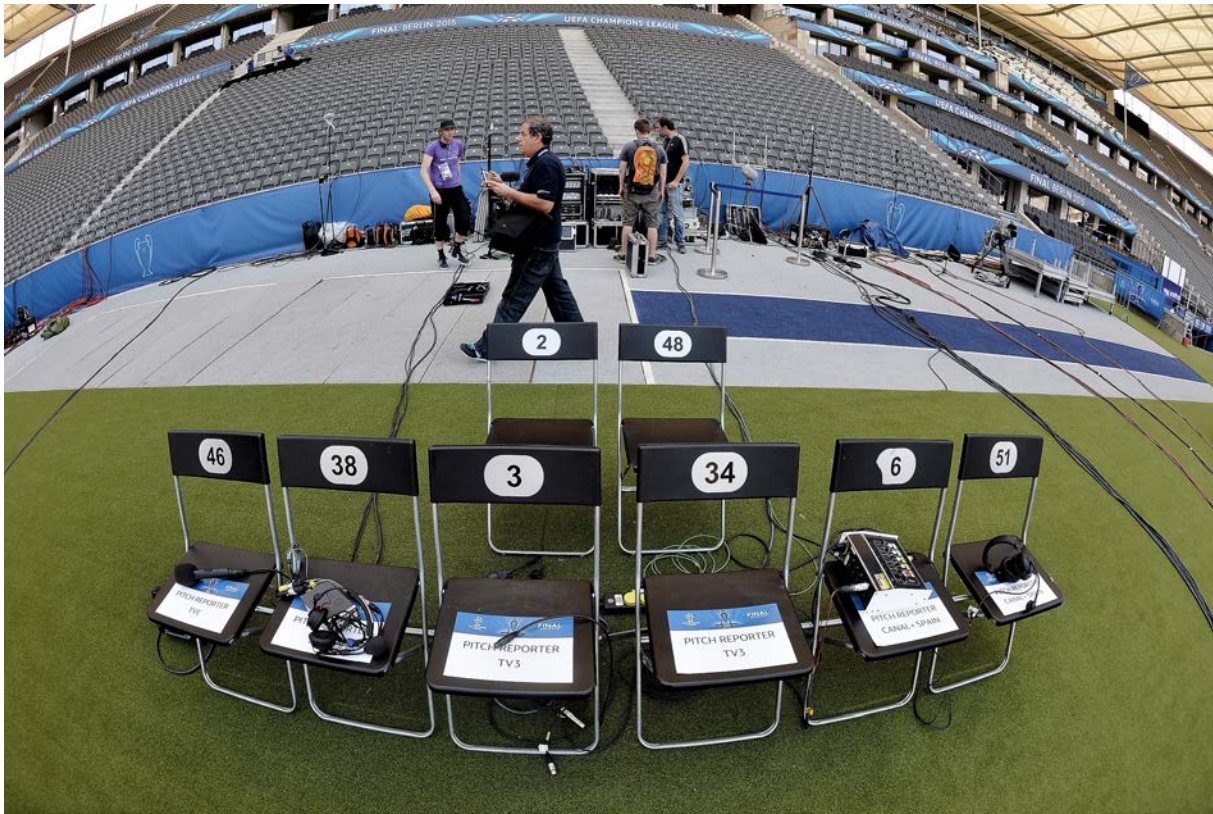
These areas must be safe for broadcasters' staff and guests and must allow for the use of a desk and lighting.



Pitch reporter positions

Two pitch reporter positions (three on each side of the benches) are required for broadcasters with a clear view of the relevant substitutes' bench. These pitch reporter positions should each have space for two people (one reporter and one technical assistant) and must be positioned outside the technical area, in a position approved by UEFA.

Additionally pitch-reporter positions will be required on the opposite side behind the LED boards. 2 positions (for two people each) situated between the two 16m lines.



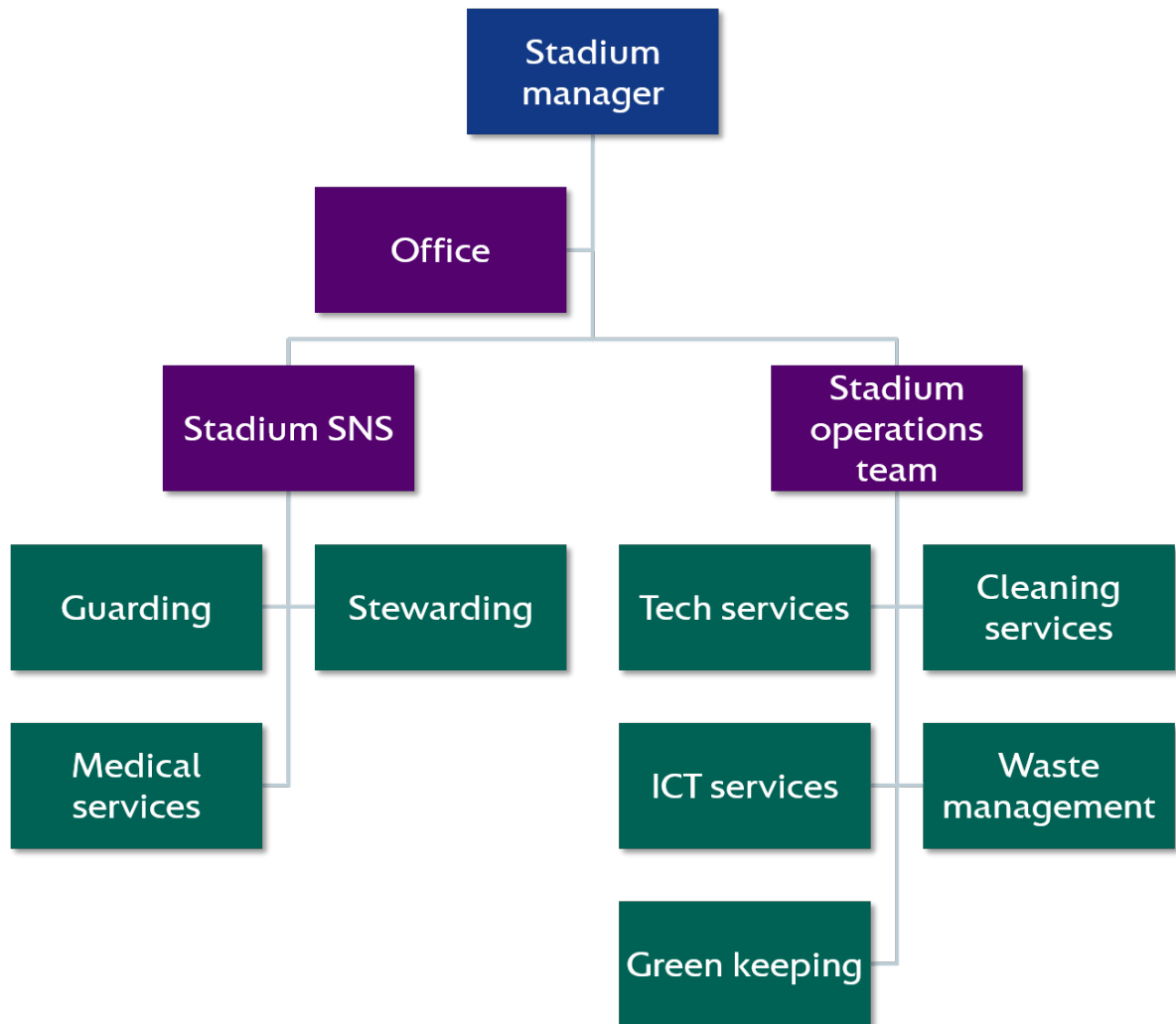
13 — Stadium management and service requirements

In order to successfully conduct the Tournament, it is of utmost importance that UEFA gets familiar with the Stadium and its Stadium management and services. To do so, UEFA will organise an initial site inspection, followed by up to five further site visits.

Before and after the availability period, required staff needs to be available on working days at least from 9 am to 6 pm. During the availability period, required staff needs to be available seven days a week at least from 9 am to 6 pm. For match days, incl. all match days -1 and the first day after the last match at the Stadium, the staff needs to be available 24/7.

For all scenarios one point of contact needs to be available via mobile 24/7 and should nominate a deputy that should be equally available.

Organisation chart of Stadium operator (generic):



Stadium management and services

The following key Stadium staff and services are required by UEFA:

1. Stadium staff:
 - Stadium manager (main contact);
 - Assistant Stadium manager;
 - Security manager;
 - Health and safety manager (approvals and licenses);
 - Medical manager; and
 - Administration/office staff.
2. Basic safety and security services at the Stadium (excludes guarding and stewarding):
 - Training of stewards and supervisors.
3. Facility management:
 - Facility manager;
 - Electrical technicians;
 - Mechanical technicians;

- Maintenance and repair workers;
 - Media/TV/sound managers; and
 - IT manager.
4. Cleaning and waste management for all required facilities at the Stadium during the exclusivity period.
 5. Pitch maintenance and ground keeping (including for any back-up pitch).
 6. Interface of existing access control hardware/software with UEFA ticketing system.

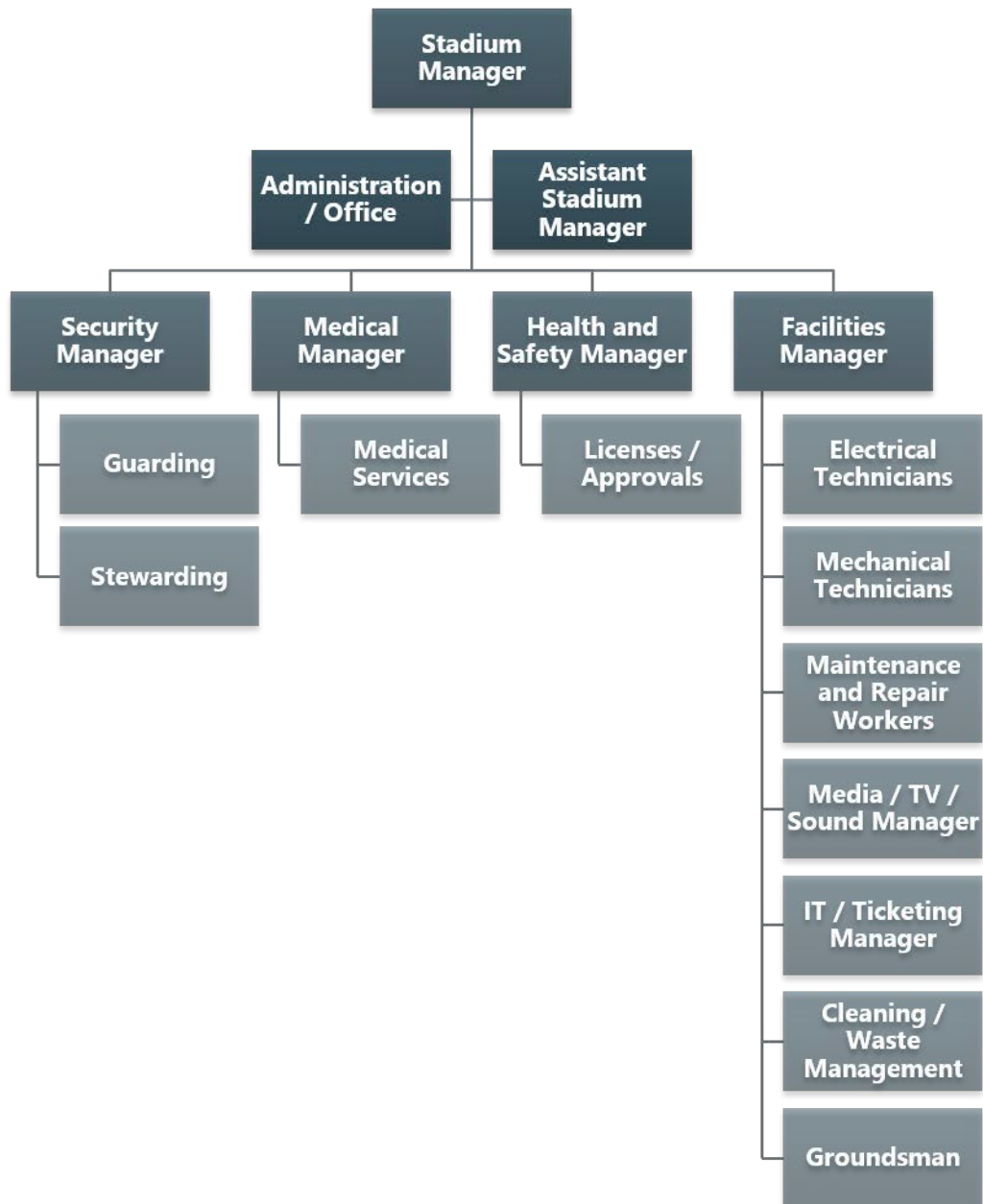
The above mentioned staff and services, if not mentioned otherwise, must be available for UEFA for the preparation, during and following (reporting) site visits in the agreed project plan timeline, as well as during the event delivery phase to support, create, and implement key concepts. Staff and services that don't form part of the Stadium management and services, need to be outsourced by the Stadium.

Safety and security services

The following key services provided by the Stadium are required by UEFA:

1. Stewarding (MD-1 and MD):
 - stewarding for inside the Stadium and Stadium perimeter (entrances);
 - supervision of stewarding;
 - VIP stewards (access control).
2. Guarding:
 - guards (outer security perimeter access control);
 - guards (zoning based on UEFA's accreditation concept);
 - guards (MD-1 and Matchday parking access management); and
 - guards available at the Stadium facilities with some areas requiring 24/7 asset protection – during set-up and dismantling period (based on the number of entry points agreed between UEFA and the Stadium, and protection of UEFA areas and facilities like the hospitality areas, TV compound and other sites as agreed between UEFA and the Stadium).
3. Medical:
 - first aid station with trained first aid staff on duty for the set-up and dismantling period in compliance with *UEFA Medical Requirements*.
4. Normal MD-1 and Matchday set-up for medical services, fire brigade, ticketing and other Stadium operations.

Example of a Stadium organisation chart:



14 — Parking and traffic access management

Different parking areas have to be provided by the Host City or the Stadium for target group parking.

Public parking

The Host City needs to shut down surrounding Stadium public parking facilities in order to promote public transport usage. Spectators coming by car or bus can have the possibility to use a park-and-ride shuttle system above 30 minutes walking distance from the Stadium.

Such concept must allow for the handling of a spectator flow of up to 75% of the total Stadium capacity and must take fan segregation into account.

Target group parking

Sufficient parking spaces for cars, vans and buses must be made available inside or adjacent to the Stadium and in close proximity to the Stadium, in agreement with UEFA.

Parking areas will be allocated to the following target groups:

- teams;
- match officials;
- team guests;
- team supporters;
- VIPs and state protected principals;
- Commercial Partner guests;
- corporate guests;
- organisational staff;
- TV and media;
- suppliers; and
- disabled spectators.

The teams require the following number of parking spaces for the team and the technical staff in a secure area directly adjacent to or inside the Stadium, next to the entrance of the dressing room area:

- 2 cars;
- 4 minivans; and
- 2 buses.

Parking inside the Stadium

When planning parking spaces inside or underneath the Stadium, for security reasons, it is possible that only a few of these spaces will be usable for teams, match officials, VIPs (including state protected principals) and organisational staff.

The number of spaces that can actually be used depends on a number of factors, including the local security policy for bomb screening cars, the number of entrances, and the target groups. Therefore, sufficient alternative spaces directly adjacent to the Stadium must be offered by the Stadium. Also height limitation should be taken into consideration. The minimum height of buses is 4m and of cars 2m.

Overview of the parking requirements

Parking Area	Group or round of 16		Quarter-finals		Semi-finals or final		Additional requirements	
	Bus/coaches	Vans/cars	Bus/coaches	Vans/cars	Bus/coaches	Vans/cars	Least surface quality	Spatial arrangement
Organisational staff	4	60	5	80	10	100	gravel	inside outer perimeter

Parking Area	Group or round of 16		Quarter-finals		Semi-finals or final		Additional requirements	
	Bus/coaches	Vans/cars	Bus/coaches	Vans/cars	Bus/coaches	Vans/cars	Least surface quality	Spatial arrangement
Admission centre pick-up	-	15	-	15	-	15	gravel	adjacent to admission centre
Match officials and teams	4	16	4	16	4	16	tarmac	secured, close to or inside Stadium
VIPs (incl. SPPs)	4	110	6	110	15	250	tarmac	secured and adjacent to Stadium
UEFA/team/sponsor guests	44	480	46	580	110	1,130	tarmac	adjacent to Stadium
HB/media	11	250	11	250	11	350	tarmac	adjacent to Stadium
Team supporters A	80	-	80	-	150	-	gravel	within walking distance to Stadium (<20 minutes)
Team supporters B	80	-	80	-	150	-	gravel	within walking distance (<20 minutes)
Disabled visitors	-	110	-	140	-	160	tarmac	adjacent to Stadium

*Maximum parking requirements, numbers could be decreased depending on the match schedule.

The standard parking requirements for all target groups are shown above. Parking spaces must be designed based on a minimum gross (including access routes within respective parking area) space requirement of 25m² per car and 75m² per bus. If parking areas are planned on blocked roads (bumper to bumper) space requirements should be adapted to 6 linear metres for cars and 15 linear metres for buses, depending on the target group with a tarmac or gravel surface. The areas must be provided secured with low fences or natural barriers, clean, with sufficient lighting and adequate parking assistance (marking and/or stewards).

Parking inside or underneath the Stadium

When planning parking spaces inside or underneath the Stadium, for security reasons, it is possible that only a few of these spaces will be usable for teams, match officials, VIPs and organisational staff. The number of spaces that can actually be used depends on a number of factors, including the local security policy for bomb screening cars, the number of entrances, and the target groups. Therefore, sufficient alternative spaces directly adjacent to the Stadium must be offered.

Drop-off and short-term parking facilities

In addition to parking spaces, the following drop-off facilities must be provided:

- drop-off point at the accreditation centre for 15 cars;
- drop-off inside the Stadium for team buses and car of the match officials;
- 500m² VIP car drop-off point next to the VIP entrance;
- an area for convoys containing state protected principals, directly at the VIP entrance:
 - 30 vehicles for group matches

- 60 vehicles for all knock-out matches
- 100 vehicles for the final.

Drop-off points need to be foreseen for UEFA Club, partners and photographers should their respective parking not be close enough.

Team supporter parking

A team supporter segregation concept should be defined for planning of parking areas. UEFA does not support having both team supporter groups (organised buses) parked within a common parking area. Therefore different team supporter parking areas must be provided which fulfil the following requirements:

- parking areas (or several parking areas) within a 3km-radius from the Stadium;
- toilet facilities;
- pedestrian accesses to the Stadium and the city;
- park-and-ride concept with shuttle bus/tram/train service to the Stadium if parking areas are further away.

Availability of parking areas

The parking area for organisational staff must be made - at least partially - available one year in advance and 1,000m² of the broadcast compound three months before the start of the Tournament. All other target group parking areas must be accessible four weeks before the Tournament (Availability Period).

Two weeks before the tournament all parking areas are exclusively used by UEFA's target groups in the Stadium. During this time the parking areas need to be secured and freed from any other vehicle than UEFA authorised vehicles as of 7:00am until 0:00pm.

Non-authorised vehicles must be removed from the parking areas and the vehicle owner has to bear the towing costs. The exact timings for the usage of all parking areas will be discussed on a case-by-case basis.

Parking stewards

The Stadium must develop, implement and maintain an appropriate stewarding system in accordance with the instructions and guidelines of the relevant Authorities and UEFA, in compliance with the safety and security regulations. Among other responsibilities, the stewards must:

- secure the parking areas, mainly on Matchday and MD-1;
- remove non-authorised vehicles;
- assist UEFA authorised vehicles during arrival and departure times.

Access to parking areas

The mobility plan should ensure easy and unhindered traffic to and from the respective parking areas taking into account UEFA's target group movements as well as local traffic flow (residents).

To avoid traffic jams in case of an accident, at least two lanes should lead to the relevant parking areas. Ideally, these parking areas can be accessed by two different routes. The aforementioned is not required for the parking areas of the team supporters.

Very limited traffic on the access route leading to the main stand is of utmost importance, since this route will be accessed by the teams, match officials, team guests, VIPs, state protected principals and media. Therefore no public transport stop (for example shuttle bus stop or train station) or team supporter parking should be provided nearby the main stand. This will avoid spectator flow crossing with vehicles. UEFA is

responsible for the design, production and distribution of a sufficient number of parking passes (access devices) to each target group according to the developed parking scheme.

Traffic signage

All relevant traffic signage from the highway or city centre to the relevant parking locations are under the responsibility of the Host City and traffic Authorities. This also includes the signage to identify each parking area.

Social responsibility and sustainability requirements

UEFA embraces social responsibility and sustainability and expects the Stadium and Host City to engage in this field. The principal goals are to ensure smart mobility, foster circular economy ("Reduce → Reuse → Recycle"), transit and optimise energy and water consumption and source responsible products and services. Moreover, access for disabled fans and a tobacco-free event are musts for UEFA-organised events.

The Stadium must present a social responsibility and sustainability concept no later than 12 months prior to the Tournament. For specific social responsibility and sustainability requirements, see *Sector 03 – Political, Social and Environmental Aspects of the UEFA EURO 2024 Tournament Requirements* and the *UEFA EURO 2016 Social Responsibility & Sustainability Post-event report*.

15 — Office and organisation requirements

Offices, meeting rooms, working areas and storage space

The Stadium must have sufficient administrative rooms for use as offices, meeting rooms, working areas and storage space. All administrative rooms must be lockable, soundproof and fulfil power and climate control requirements (see chapter *Technical requirements* on page 38). Also they must have convenient access to a sufficient number of toilet facilities. Furniture, such as tables and chairs, an adequate amount of bins, lockable boxes and sufficient daylight must be provided by the Stadium. The split or merge of offices will be based on the available rooms in the Stadium.

These rooms, working areas and storage spaces must be available to UEFA, based on the set-up schedule but not earlier than the commencement of the Availability Period, with the exception of the following areas: one office for 8 persons as well as a small storage room and the small meeting should be available from July 2019 on, another office for 8 persons from January 2020 on.

The following ratios are applicable when determining power demands:

- 1 laptop per person;
- 1 printer/copier for every twenty people.

If the existing facilities at the Stadium are not sufficient to satisfy these office requirements, the Stadium must provide a temporary solution. Hence, sufficient space must be available for the installation of suitable temporary facilities outside the Stadium, but in close vicinity to it.

The table below gives an overview of the total need of office and meeting spaces:

Room	Persons	Size	Location
Stadium management office	7	35m ²	in the general office area, centrally located with quick access to the Stadium exterior
Logistics office	8	40m ²	inside the Log Compound

Room	Persons	Size	Location
Protocol office	4	20m ²	part of the UEFA VIP area
Ticketing office	5	20m ²	centrally located, ideally in the main office
Hospitality office	6	30m ²	centrally located, ideally in the main office
Commercial operations and marketing office	9	40m ²	centrally located, ideally in the main office
VIK Management offices	18	80m ²	centrally located, ideally in the main office
Merchandise office and cash counting room	2	20m ²	easy accessible from outside the Stadium
Hostess changing room		40m ²	close to the hospitality area
ICT Office	40	120m ²	ideally central in Stadium; quick access to storage ICT and main TELCO room
Transport office	12	25m ²	centrally located, close to the main office
Fleet office	3	54m ²	located close to the fleet compound
Stadium broadcast centre		300m ²	single storey building preferable
Waiting room for drivers	10	25m ²	located close to the transport office
Match operations office	6	30m ²	close to the dressing rooms
Match delegates' room	2	10m ²	close to the dressing rooms
Media operations office	6	30m ²	in the Stadium Media Centre
Bodyguard waiting area	60	80m ²	close to VIP Entrance
Main meeting room	25	75m ²	in the general office area
Small meeting room 1	8	25m ²	ideally nearby the office area
Small meeting room 2	8	25m ²	ideally nearby the office area

The following rooms must be made available to UEFA:

Room	Persons	Size	Location
Signage room		300m ²	with direct access to Pitch, includes working area and storage
Waste areas			ideally in the existing infrastructure

The Stadium must have sufficient storage space available. These rooms must be available nearby and be heated or cooled as necessary. The following spaces must be available to UEFA:

Room	Size	Location
Main storage (office equipment)	30m ²	secured container in logistic compound
Small storage (office equipment)	25m ²	in the general office area
Match operation storage	20m ²	main stand, in the dressing room area

Room	Size	Location
VIP storage	20m ²	part of the UEFA VIP area
UEFA Club storage	20m ²	in or adjacent to the UEFA Club
Corporate hospitality storage main	100m ²	in or adjacent to the corporate hospitality
Media storage	10m ²	in the Stadium media centre, near the media working area
TV pitch material storage	20m ²	near pitch, with easy access to it
ICT storage	25m ²	near ICT office
Telecom storage	25m ²	ideally near ICT office or Main TELCO room or on ground floor
Monitor and TV sets storage	20-30m ²	included in the commentary control room
Commercial Partners storage (merchandising, food and beverage)	350m ²	can be split into different small storage areas
TELCO room	50m ²	ideally near existing Stadium TELCO room; centrally located and fully air conditioned
Other storages		depending on the operational implications, additional storages may be required

Ticket collection facilities

For selling, printing and collecting tickets, a ticket collection point measuring 40m² is required from the Stadium. Tickets that UEFA was not able to send can be collected there by the ticket holders. If applicable, tickets might also be sold at this point. The ticket collection point must have four serving windows and back office facilities with connectivity and must be located outside the outer security perimeter within walking distance to the Stadium. This facility must be robust, lockable and equipped with power and internet and connection to UEFA's network, as outlined in chapters *ICT services and access control requirements* on page 49 and *Technical requirements* on page 38.

Accreditation centre

The Stadium must have an accreditation centre for the accreditation of press, media, volunteers, staff and other target groups. The accreditation centre must have a minimum size of 300m² for group or round of 16 matches, and 500m² for the opening or knock-out phase matches.

The accreditation centre must be located directly outside the outer security perimeter, near to the staff entrance and easily accessible by public transport means or by vehicle; a short-term parking for up to 15 cars as well as access for disabled people should be provided.

The following facilities are required:

- welcome desk
- photo desk
- production desk
- delivery desk
- help desk
- waiting area

- accreditation office
- volunteer room
- server and storage room
- information desk
- media bag distribution desk and storage room
- access card distribution desk.

As soon as any technical equipment and material is delivered, dedicated 24h security is required.

Volunteer centre

Volunteers will have an important role during the tournament, 650 to 1,500 volunteers (for opening and final matches) will be on duty. When not working, the volunteer centre will be their holding area; in addition, all briefings, information and management of the volunteers will take place there.

Working on the basis of 1m²/volunteer, the volunteer centre must have a minimum size of 650m² for group and knock-out phase matches, and 1,500m² for the opening and final matches. Ideally they are situated within the outer security perimeter with quick access to the Stadium. Inside they are split into different areas:

- welcome zone;
- animation zone;
- socialising zone;
- training zone;
- storage;
- cafeteria;
- volunteer management office.

Youth programme rooms

Ideally these rooms should be located in the Stadium on the main stand side with easy and quick access to the pitch, but not within the dressing room area.

The following rooms must be provided:

Room	Persons	Size	Location
Player escorts	28	50m ²	easy accesses to pitch (players' tunnel for escorts) and tribune seats; close to toilets
National team flag carriers	20	40m ²	
Ball kids	16	35m ²	
Match ball carrier	3	10m ²	
Respect flag carriers	5	10m ²	
Playing / holding area	60	300m ²	

Ceremonies area

An opening ceremony as well as a cup ceremony will be conducted, in honour to both teams.



The following facilities are needed in the Stadium to accommodate all requirements:

Room	Persons	Size	Location
Mascot room	3	30m ²	
Pre-match ceremony room	150	300m ²	easy access to pitch
Pre-match ceremony storage		50-80m ²	
Pre-match ceremony production area	15-20	50m ²	
Pre-match ceremony holding area	150	250m ²	at pitch entrance
FANtertainment room	40-70	120m ²	
FANtertainment storage		40m ²	
FANtertainment OB van			in broadcast compound
Closing ceremony room	600	800m ²	easy access to pitch
Closing ceremony storage		150m ²	near to ceremony room
Closing ceremony production area		75m ²	
Closing ceremony holding area	600	6m x 150m	at pitch entrance
Closing ceremony rehearsal pitch	600	7,140m ²	ideally near the Stadium

Room	Persons	Size	Location
Ceremonies PA control room	4	20m ²	ideally next to the Stadium control room
Winners' stage storage		100m ²	close to pitch with easy access to it
Trophy storage	4	10m ²	

Training pitch for the closing ceremony

For the final ceremonies, a pitch measuring 105m x 68m must be provided to enable training sessions for the ceremony participants. Training sessions are not open to public; therefore the pitch needs to be covered with fence dressing.

Logistics compound

A logistics compound measuring 1,000m² must be foreseen. The logistics compound is the area where the organiser, suppliers and sponsors can store their items. This area should be located in close proximity to the Stadium and provide space to accommodate containers and temporary parking for logistics vehicles. It should be a temporary facility within the outer security perimeter and fenced-off separately. The necessary space must be flat, without any obstacles (e.g. trees) and with access for 43-tonne trucks. The compound should have sufficient drainage.

Log point

The log point is the Stadium access point for suppliers to register and check-in their cargo and obtain permission to enter the outer security perimeter.

The log point must meet the following criteria:

- proximity and access to freight routes, access to the Stadium, distance to the Stadium (minimum 200m, maximum 2km), size (space for five 43-tonne trucks);
- access and egress routes on public roads suitable for 43-tonne trucks (20m long, 2.5m wide, 5m high) and providing sufficient turning area;
- access to the log point should allow for:
 - a one way access to the log point entrance;
 - an obstacle-free entrance (this means no curbs, no sharp turns, no other traffic, etc.); and
 - vehicles to queue before entering the log point or inside;
- an office for two persons with power and internet connectivity must be available at the entrance of the log point (ticket booth or container solution).

A truck waiting area of 500m² needs to be organised outside of the security perimeter to allow truck to wait until they are granted access to the log point.

16 — Specific requirements for the opening match

Although the Stadium hosting the opening match will not be selected during the bid process, it is important for the Bidders to take note that specific requirements apply for the Stadium that will host the opening match of UEFA EURO 2024.

The main requirements are listed below:

Commercial display area:

- 2,500m² - 3,000m² must be made available inside the outer security perimeter to commercial partners wishing to display their products

VIP stand and VIP hospitality

- VIP stand capacity: 550-600 persons
- VIP hospitality: 1,500m²

Corporate hospitality

- UEFA Club: 9,000m²
- Corporate hospitality: 9,000m²

Staff bistro

- Minimum seating capacity: 500 persons
- Size: 1,300m²

Stadium media centre

- Media working area for 500 persons (= 250 desks with two positions) with a size of 1,100m²
- Photographers working area for 160 persons (= 80 desks with two positions) with a size of 300m²
- SMC office size: 120m²
- Screen area size: 100m²
- Media café size: 180m²
- Total size: 1,800m²

Media tribune

- 80 TV/radio commentary positions with 3 seats per position
- 400 written press with desks with 3-4 written press working positions per desk (depending on the size of the desk and the tribune layout)
- 120 written press without desks
- 150 TV observer seats

Photographers positions at the pitch

- 160 photographer positions at the pitch
- 20 photographer positions in the media tribune
- 180 electric "Schuko" socket per position, IP 44 RCD protected
- 180 RJ-45 connections at all photo positions

TV studios

- Number of indoor TV studios: 4
- Number of pitch-view television studios: 6

Press conference room:

- Size: 330m² (250 persons)

Mixed zone

- Size: 400m²

Ceremonies rooms

Room	Persons	Size	Location
Opening ceremony room	800	1,200m ²	easy access to the pitch
Opening ceremony storage		200m ²	close to the ceremony room
Opening ceremony production area		100m ²	
Opening ceremony holding area	800	6m x 200m	at pitch entrance
Opening ceremony rehearsal pitch	800	7,140m ²	ideally near the Stadium

Training pitch for the opening ceremony

- For the opening match, a pitch measuring 105m x 68m must be provided to enable training sessions for the ceremony participants. Training sessions are not open to public; therefore the pitch needs to be covered with fence dressing.

17 — Planning for a new Stadium or a major renovation

Projected Stadiums will be admitted in the bidding process, with a deadline of four years before the Tournament for the construction of any new Stadium to start.

If newly built Stadiums (type 3) or major Stadium renovations (type 2) are being proposed by the bidders, the following key considerations must be taken into account when planning and designing these new facilities. For full details, refer to chapter 1 of FIFA's *Football Stadiums Technical recommendations and requirements* and the *UEFA Stadium Infrastructure Regulations*.

Stadium location

When selecting a Stadium site, the availability of sufficient external space must be taken into account, first and foremost to ensure there is adequate space for safe circulation of all visitors, including emergency service vehicles, and secondly to accommodate all temporary facilities required for UEFA EURO 2024, such as the outside broadcast van area, hospitality village and parking facilities.

Stadium transport and accessibility

In addition, the Stadium should be well connected to public transport hubs, such as train, metro, tram and/or bus connections. Good access to main roads and motorways must be provided, including routes to the nearest airport, which must be within a two-hour drive of the Stadium. At least three main roads from different directions should lead to the Stadium. In particular, fan access from the fan zones to the Stadium must be taken into account when planning Stadiums and fan zones.

Crossovers between routes taken by the various target groups (VIPs, sponsors, media and fans) should be minimised at all times. Furthermore, crossovers between routes used by different modes of transport, in particular large groups of pedestrians and cars, must be avoided. Dedicated access routes for VIPs, media, players and officials, disabled fans and public transport must be considered.

Stadium layout, capacity and future use

The Stadium bowl and roof design must take into consideration all environmental aspects linked to the growth of a first-class natural playing surface.

When planning the Stadium capacity, the future use of the Stadium must be taken into account, as well as the UEFA EURO 2024 Tournament Requirements.

When determining the spatial, functional and technical requirements of the Stadium, the requirements for the use of the Stadium after the Tournament must be taken into account, as well as the UEFA EURO 2024 Stadium requirements. Whereas up to six matches will be played in any Stadium during the Tournament, the Stadiums will subsequently be used for a period of 30 to 50 years. UEFA encourages the use of the Stadium by a core user as the venue for regular competition matches or other events, in order to ensure they are used after UEFA EURO 2024. In addition to UEFA's requirements, those of the core user of the Stadium must also be taken into account when planning the Stadium.

Multipurpose use of the Stadium for events other than football matches should also be considered, although this is probably not relevant in all situations. If any Stadium is considering retaining or installing an athletics track, careful consideration needs to be given to UEFA's Stadium requirements, which include net capacity calculation (impact of advertising boards), sightlines, viewing distances, etc.

Moreover, the specific requirements for UEFA EURO 2024 far exceed the normal requirements for domestic competition matches or even UEFA Champions League matches. Therefore, the future use of temporary facilities such as the hospitality village and the additional broadcast compound that is required must be considered. However, in this context it must be noted that the use of temporary spectator stands is not permitted by UEFA.

Field of play orientation

Great care must be taken regarding the orientation of the field of play in relation to the sun and prevailing weather conditions. A north-south orientation of the field of play is considered ideal.

Provision must be made to accommodate the main television camera positions in the west stand (main stand) to avoid problems with the glare of the sun.

The orientation of the Stadium and field of play must not deviate by more than 15° from the north-south axis.

18 — Project status for a new Stadium or a major Stadium renovation

The purpose of this section is to describe UEFA's requirements with regard to the status of the Stadium project proposed. In order to ensure that, if and when the Bidder is awarded the Tournament, the Stadium facilities can and will be delivered in time and without concessions to the qualitative requirements, Bidders are required to have already passed through the initial preparatory phases of the Stadium project. To this end, information on the milestones achieved must be submitted to UEFA. This is known as the "project status information".

As already mentioned before, three types of Stadiums may be proposed for UEFA EURO 2024:

Type 1

existing Stadiums that are already being used for other UEFA competitions (such as the UEFA Champions League) and which only require minor modifications in order to meet the UEFA EURO 2024 Stadium requirements;

Type 2

existing Stadiums which need major renovation and upgrading in order to meet the UEFA EURO 2024 Stadium requirements;

Type 3

new Stadiums to be developed, with a deadline of four years before the Tournament for the construction of any new Stadium to start.

Project status information only needs to be submitted for type 2 and 3 Stadium projects. It is the Bidder's sole responsibility to determine, based on the *UEFA EURO 2024 Tournament Requirements* and *Sector 06 – Stadiums* in particular, whether a Stadium can be placed in type 1 or 2.

In this respect, reference is made to UEFA's goal to organise the Tournament in state-of-the-art Stadium.

Stadium development approach

The Stadium project status information is based on the UEFA stadium development and monitoring approach which has previously been successfully used to monitor the progress of the stadiums for UEFA EURO 2012.

Under this approach, six separate project phases are distinguished:

1. feasibility phase: idea conception and defining the (desired) end result of the project;
2. definition phase: describing what the project result should be able to achieve (functions/performance);
3. design phase: defining how the solution matches these requirements;
4. contracting phase: defining how to make the project result or solution;
5. construction phase: actual making of the project result;
6. operation phase: sustain the project result.

For more information on the stadium development and monitoring approach, contact UEFA's stadium and security unit.

At the time of submission of the bid dossier, UEFA requires that all projects have completed the feasibility and definition phases.

This means, for example, that the following decisions must have been taken concerning the proposed stadium:

- ownership (owner must be known);
- project organisation (organisation chart for execution of project established);
- scope of works, including whether the stadium project entails major refurbishment or a completely new stadium;
- stadium type (capacity, football only, Olympic-size, multipurpose, roof, parking facilities, etc.);
- the qualitative stadium programme (must be completed and approved), not only limited to the qualitative requirements for UEFA EURO 2024 but also including the requirements for the legacy and use of the stadium after the tournament;
- stadium site (location of the stadium has been selected and approved);
- budget and funding (must be approved);
- procurement of project (tender procedure selected and approved);
- time schedule (must be approved).

As a consequence, the following quality and milestone documents must have been completed.

Project phase	Milestones achieved	Quality and milestone documents
Initiation phase	<ul style="list-style-type: none"> Approved stadium project Site identified 	<ul style="list-style-type: none"> Project plan (time schedule, budget, financing, project organisation and key requirements) Feasibility study Site analysis
Definition phase	<ul style="list-style-type: none"> Approved stadium programme 	<ul style="list-style-type: none"> Programme of client requirements (qualitative requirements for UEFA EURO 2024 and post-tournament use) Business plan (type of use and income streams) Conceptual design Conceptual master plan (site plan)

In *Sector 06 – Stadiums* of the *UEFA EURO 2024 Bid Dossier Template*, the bidders will be required to provide such information on the stadium project status. Key details from the quality and milestone documents listed above need to be provided in the form of various forms, maps, drawings and other documents.

The key elements of the information to be provided and the related requirements are explained below.

Project plan

The project plan is the main inception document to be drafted when the project is launched.

It describes the key starting points for the project, such as its objective and ambition level, the expected result ("outcome"), scope and exclusions of the project ("what is included and what is not"), as well as how the project will be managed in terms of time, budget, quality, information and organisation.

Project starting points

With regard to the key starting points for the project, information must be provided on the following issues, among others:

- What is the proposed gross and net capacity of the stadium?
- What is the expected outcome of the project (type of stadium, quality levels, etc.)?
- What is the ambition level of the project (provision of reference projects)?
- What is the proposed type of use for the stadium?
- Who will be the main user(s) of the stadium after UEFA EURO 2024?
- Who are the key stakeholders of the project?
- What is included in the project? Just the stadium building or also the supporting infrastructure?
- Description of subprojects, if any.
- Which vital elements of stadium operation during UEFA EURO 2024 are excluded from the project? e.g. parking areas.
- etc.

Project time schedule

A time schedule for the entire project must be provided. This time schedule must also include the project phases that must be completed by the time the bid dossier is submitted.

The time schedule must be prepared in MS Project or a similar tool that clearly indicates key milestones, the relations and dependence between the various tasks and activities, the critical path of the project as well as actual progress vs. the foreseen schedule.

The project time schedule must include at least the following key tasks, activities and milestones:

- all six project phases and their key deliverables;
- all permits and procedures required to complete the project in accordance with the current law in the bidder's country, such as building permits (in the various stages), environmental/planning permits, user permits (running of generators, synchronisation of generator with the grid, fuel tank use, noise), etc.
- all tendering procedures, clearly indicating the various stages in the tender process and including the proposed contract award dates to the design contractor(s) and building contractor(s);
- contingencies for official protests or legal claims with regard to both the procurement process as well as the permits;
- the various design stages (conceptual, preliminary, definitive, working drawings);
- the construction schedule, clearly indicating the critical construction activities;
- the anticipated completion date;
- the organisation of test events;
- proposed final commissioning and handover date.

The time schedule must clearly indicate its key underlying principles with regard to the number of working days/week, number of shifts/day, number of unworkable days due to weather circumstances and other key factors that influence the time schedule.

Project investment budget and financing

Bidders are required to submit a stadium investment budget for the full completion of the project, including:

- construction costs;
- fit-out costs;
- professional fees;
- financing costs;
- costs of acquiring land;
- supporting infrastructure costs;
- costs for permits;
- price escalation costs (inflation);
- contingencies.

If the project consists of various subprojects (e.g. main stadium and other infrastructure), information must be provided on the overall project (aggregate) as well as on each of the subprojects.

The contingencies must be sufficient to cover unforeseen project activities which would lead to a budget overrun and must amount to at least 5% of the total investment budget.

The proposed and agreed financing structure of the project must be provided on the basis of the total investment budget. Again, if various (sub)projects are proposed, the financing structure for each of the (sub)projects must be provided.

It should be noted that full and irrevocable financial guarantees for the entire project must be provided to ensure that sufficient financial resources will be made available at all times to complete the project.

Project organisation

The following information must be submitted with respect to the project organisation:

- confirmation of the client organisation (i.e. the project owner);
- one single point of contact for UEFA for each stadium project;

- organisation chart of the proposed client project team for implementation of the project;
- the proposed procurement strategy of the project.

Project information

Bidders must propose an information plan for each stadium project. This plan must indicate how UEFA will be kept up to date with the progress of the stadium project.

Feasibility study

As a first step in the Stadium project, a feasibility study should be conducted, analysing the financial and technical feasibility of the Stadium.

The financial feasibility study will analyse the required investment costs of the stadium and set these off against the future revenues generated by the stadium minus the operational and financing costs.

The technical feasibility study analyses whether the proposed project is technically feasible, based on proven construction technologies and the characteristics of the site (size, ground conditions, etc.).

UEFA requires written confirmation that the proposed project is both financially and technically feasible.

Site analysis

The stadium site and its characteristics are essential to the organisation of UEFA EURO 2024. Therefore the stadium site must be confirmed at the time of the submission of the bid dossier.

The following information must be provided with regard to the site:

- Confirmation of ownership of site;
- Geographical data (size, colour pictures, topographic and satellite maps);
- Planning and zoning restrictions (zoning map) with regard to the site;
- Connections to public utilities;
- Accessibility of the site;
- Geotechnical data with regard to the site if this may pose construction or other forms of risks.

Programme of client requirements and business plan

The programme of client requirements is the most essential document to be delivered upon completion of the definition phase of the project. It describes all client requirements with regard to the project, whether spatial, functional or technical requirements, and it forms the basis of the designers' work to design the building in accordance with the client's wishes and requirements.

With regard to client requirements, external as well as internal requirements can be distinguished. The external requirements include the UEFA bid requirements for UEFA EURO 2024. The internal requirements are set by the client itself with regard to the project and relate to how the Stadium will be used after UEFA EURO 2024.

This future use should be based on a business plan for the Stadium which, using market research, analyses the possibilities of using the Stadium for non-football events, conferences, Stadium tours etc., as well as issues such as the inclusion of retail facilities inside the Stadium, for example.

As stated above, post-tournament legacy is an important element in the assessment of the bid dossiers.

To this end, the bidders must provide specific information on how the Stadium will be used after UEFA EURO 2024 and the related functions:

- details of the core user(s) of the Stadium;
- type and projected number of football matches per annum;
- type and projected number of major non-football events per annum;
- type and projected number of small events per annum (e.g. conferences);
- type of other functions to be included in the Stadium (e.g. museum, merchandise shop, hotel, other retail outlets, etc.);
- overview of the spatial, functional and technical requirements of the above.

Conceptual design and master plan

In order to verify that the Stadium project will meet UEFA's requirements for UEFA EURO 2024, bidders will be requested to submit (conceptual) design documentation relating to the proposed project.

This documentation must be in the format prescribed and includes:

- stadium level maps (essential floor plans);
- stadium cross sections;
- stadium overview maps (master plan);
- stadium seating plan;
- c-value analysis and viewing distance analysis;
- television camera positions map;
- net capacity calculation;
- stadium maximum safe capacity;
- access, egress and evacuation strategy;
- details on the rake of the tiers, tread depth and seat sizes;
- specification and location of fan welfare facilities, including facilities for all forms of disabled spectators;
- room book.

Future Stadium operation and management

Last but not least, information must be provided about the future operation and management structure of the Stadium:

- who will be the future operator(s) of the Stadium?
- organisation chart of the operator;
- information about the Stadium catering strategy;
- information about the Stadium cleaning and waste strategy;
- details and budget of the proposed staff training programmes until 2024.

Sector 07 — Mobility



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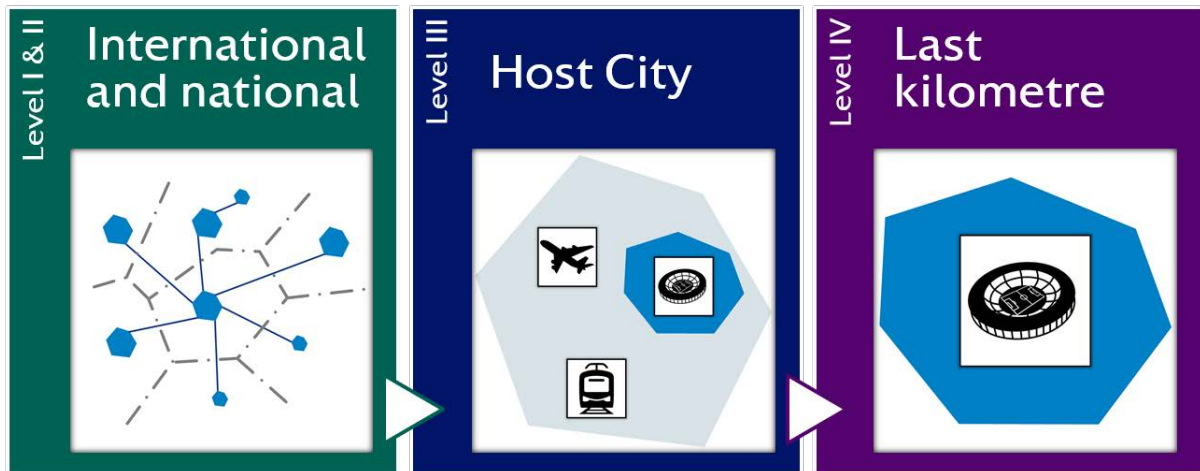
1 — General considerations

Taking into account the size and importance of the event, consideration should be given to offer the various parties involved a platform and service which allows them to move efficiently and comfortably between Host Cities and the key locations of the Tournament and its events. A specific concept (transport strategy) must be established to enable teams, officials, guests, media representatives, sponsors, suppliers and spectators to enjoy a maximum degree of mobility within the Host Country as well as efficient access to Official Sites of the Tournament. This transport concept must be submitted to UEFA by no later than 31 May 2022.

The Tournament's transport concept requires a four-level approach to planning and operating a seamless transport system:

- International transport to and from the Host Country – international airport(s) (level I);
- National transport within the Host Country – availability of and access to public transport (level II);
- Host City transport - public transport or dedicated Tournament service (level III); and

- Last kilometre – Stadium accessibility and parking (level IV).



2 — Transport to and from the Host Country (level I)

Significant numbers of supporters and visitors will travel to and within the host country during UEFA EURO 2024. These numbers depend on a wide variety of factors, such as stadium capacity, the participating teams, the offer of public viewing areas (fan zones) and side events, the host country's and host city's attractiveness, the accommodation supply and, last but not least, the accessibility and capacity of air and ground transport systems.

Irrespective of the means of transport (air, road or rail) chosen by supporters and visitors, it is essential that the Host Country ensures smooth entry and exit procedures in order to avoid excessive waiting times at border crossings.

3 — Transport within the Host Country (level II)

The Host Country must have a modern, well-developed, high-quality transport infrastructure that links the Host Cities with the main border crossing points. Travel between the Host Cities and these points should be convenient and travel times should be reasonable.

The following requirements are essential regarding public transport in the Host Country:

- sufficient capacity and frequency of trains linking the Host Cities with the main border crossing points or major transport hubs during the Tournament;
- sufficient 24-hours public transport services between these hubs, especially on Matchdays and during night-time after matches.

The following requirements are essential regarding the road system in the Host Country:

- modern, well-developed, high-quality road network;
- Host City connected to the main highway and express road system;
- no major construction sites during the Tournament, which could affect pre- and post-match traffic.

The system of domestic and international airports plays also a significant role in complementing rail and road transport systems. As airport capacities are often limited, international air traffic will, where possible, need to take priority during the Tournament.

Consideration should also be given to offering free or reduced fares on the national rail system to all match ticket holders and accredited staff and media. Such measures help to spread and facilitate the spatial distribution of accommodation and tend to increase Tournament conviviality.

4 — Host City transport (level III)

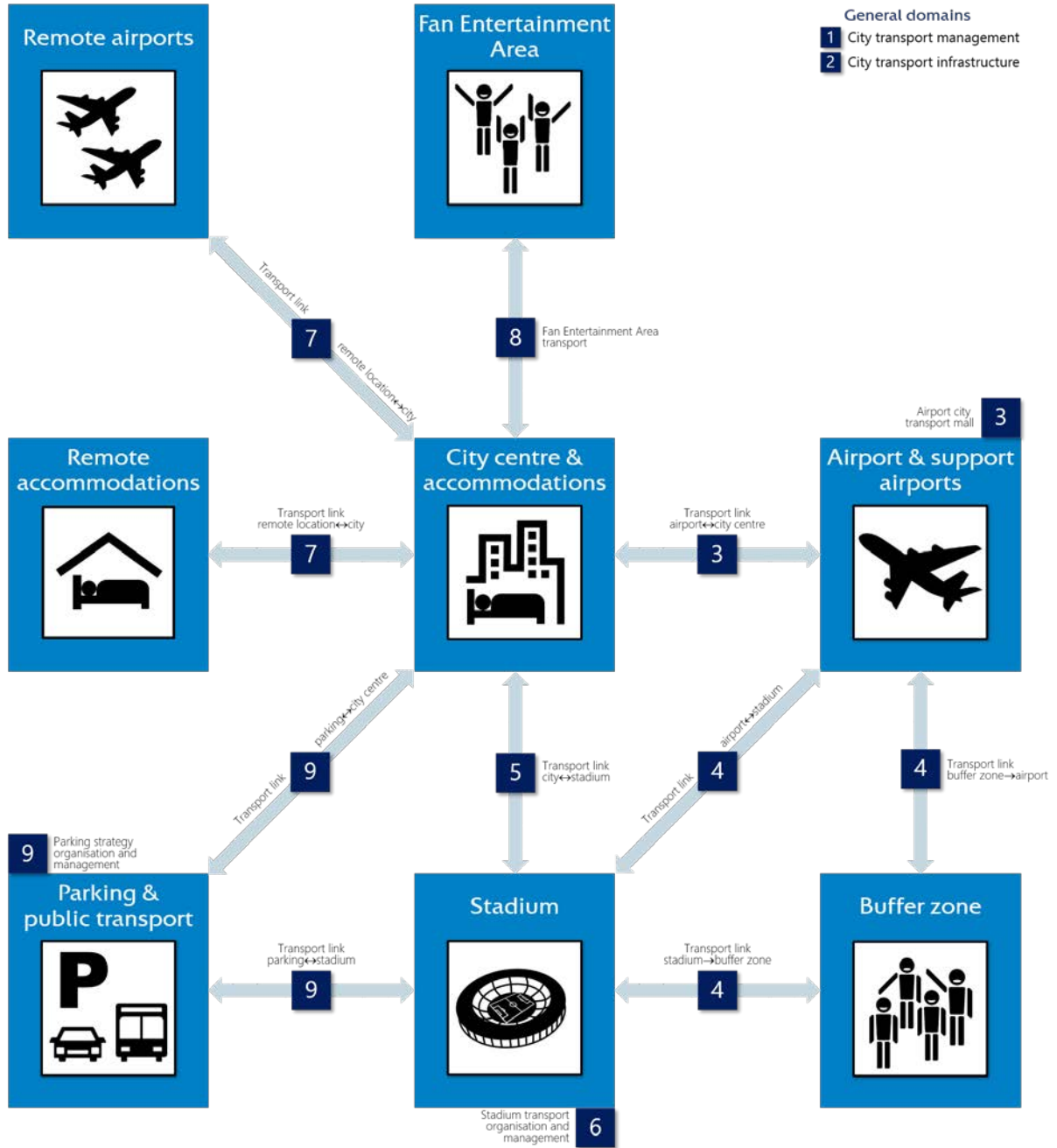
General and public transport

To cope with large-scale event transport and traffic pressures, the Host Cities should have a well-developed, high-quality public transport system linking the Stadium to the city centre, the airport(s), railway stations, other important transport hubs as well as main hotel and accommodation areas inside and within a 100km radius of the Host City.

Travel times must be short and public transport system capacity shall dispose of the necessary capacity to move spectators, officials and media representatives safely and efficiently from the Stadium to the city centre and main hotel areas proposed.

The airport/Stadium link should be at the centre of a special UEFA EURO 2024 Host City Mobility Plan, which should also include all other key tournament activity centres, major hotel precincts and other accommodation areas. Consideration should also be given to offering free or reduced fares to all match ticket holders and accredited staff and media at city or local level (combi-ticket). In some countries, national free rail ticket privileges should apply to metropolitan or general public transport networks during UEFA EURO 2024.

The nine transport domains shown below should be considered and covered when evaluating the Host City transport requirements.



Public viewing

An important factor to be taken into account in terms of Host City transport needs is the public viewing phenomenon. A large number of visitors without tickets will travel to the Host Cities to soak in the atmosphere and watch the match in public viewing areas provided in the city centre and elsewhere in the city. Such non-ticketed crowds tend to arrive in unpredictably large numbers exceeding the Stadium capacity by far. They have a considerable impact on the international, national and city transport networks and should be integrated into transport and traffic planning as an integral part of hosting the Tournament.

Tournament Host City traffic management measures

Traffic management solutions to protect UEFA operations shall be proposed for Matchday operations. In order to ease the transport pressure on the Host City, an efficient and high-capacity park and ride system should be considered. Host Cities should also be prepared to agree and implement special solutions for the Tournament, such as temporary reserved transport lanes and temporary road closures to create space for extended pedestrian areas and "Fan Walks" or public transport malls.

Host City mobility concept and integrated traffic command

Bidders will need to submit a Host City mobility concept integrating all transport providers and defining all the required traffic management policies set out above in close cooperation with the relevant local and national Authorities. This concept should include also Host City specific traffic and pedestrian signage. If an existing global city traffic management centre is available, it should be strengthened for the event and tested at a major preliminary event held at the Stadium. If it does not exist, a temporary traffic management and security command, control and communication structure should be set up. This should also be fully tested at least three months prior to the tournament for an event of a similar scale through case studies and scenarios.

5 — Last kilometre (level IV)

Each Host City Mobility Plan should particularly focus on UEFA EURO 2024 venue and its traffic perimeter. UEFA EURO 2024 venues (Stadium and surrounding facilities) will have a much bigger footprint and need considerably more space and logistics support than regular league games or national team matches. Hence the regular stadium perimeter will be extended to a "Last kilometre" and during Matchday operations a "Venue Traffic Access Control Perimeter" will be established around the venue as well.

Each Stadium must have transport and supply service infrastructures capable of handling large numbers of people, goods and logistical services in short periods of time.

Stadium facilities such as spectator entrances, parking areas for supporter coaches, VIP and disabled person's cars, VIP areas, logistical service areas and security concepts, all means of public transport such as metropolitan, suburban and underground trains, trams and buses and regional transport links must interact in a seamless manner in order to ensure that the matches can proceed smoothly and safely from an organisational perspective. To this end, transport managers, traffic police, the security agency in charge and stadium traffic supervisors must be in permanent communication. Support from the relevant government and its departments and agencies should be guaranteed.

In the case of a new or refurbished stadium, all logistical, security and traffic systems must be tested well in advance of the tournament at a large-scale event to have a better understanding of the flows in and around the new stadium and their impact on the city's traffic management.

6 — Airports

Introduction

The role of airports and their ground transport connections to the city centre and Stadium are fundamental to the organisation of a successful UEFA EURO 2024. Hence airports will be required to process large numbers of passengers arriving and departing by commercial and charter flights as well as by general and business aviation jets within short time periods.

It is therefore essential that airports are prepared accordingly and within easy reach of the city centre and the Stadium (not more than 90 minutes by direct and reliable high capacity ground transport). Airports must dispose of the necessary capacity to cope with the expected travel demand on Matchday and provide the required levels of service for the UEFA target groups. Given the specific travel behaviour of football fans, airports need to be prepared to operate 24 hours before and after the match with no night curfew in place and the ability to segregate the supporters of the two teams.

Should the Host City dispose of more than one international airport responding to the requirements, a concept of arrivals and departures based on two or more airports can be proposed.

In order to cope with the overall demand and the high Matchday peaks, airports need to implement customised procedures, provide temporarily extra facilities and prepare additional staff (at their own expense).

The airport concept for UEFA EURO 2024 should include an arrivals and departure process for fans based on segregation of the two sets of supporters. This should be managed either with 2 separate terminals being used or the use of 2 separate airports with the required landside and airside capacities.

Passenger volume and processing

To predict and calculate the passenger volume at airports serving Host Cities depends on different hard and soft factors and is thus not purely mathematical. But still, experiences from previous Tournaments show that considerable numbers of team supporters and spectators will arrive by air on Matchday itself and depart immediately after the final whistle during the night and following morning.

Factors of the "travel behaviour" of football supporters to be taken into consideration are:

- the distance between the home country of the supporter and the Host City;
- the availability of direct flights (commercial or charter);
- the level of air fares and the economic situation in the home country;
- the availability of international and national fast train links;
- the availability of international and national motorways.

Regarding "Matchday arrivals and departures", the percentage of supporters arriving and leaving by air during the 10 hours immediately before and after the match is also related to:

- the availability and the prices of accommodation;
- the availability of flights arriving at least 3 hours before kick-off;
- the attractiveness of the Host City and its region to stay longer than just for the match;
- the number of transport and ticket packages available through the team's official travel agency or other travel agents.

In order to calculate and assess airport capacities the table below may help to develop some initial minimum and maximum scenarios:

Origin of spectators	% spectators at the Stadium by origin (average ratio figure)	Spectators travelling by air (arrivals and departures, from MD-1 to MD+1)	Spectator arrivals on Matchday at airports (10 hours before kick-off)
Local (Host City region)	30%	10-30%	70-90%
Domestic/National	20%	70-90%	80-90%
International	50%	80-90%	40-60%

If the Stadium capacity is 50,000 seats, the number of spectators/supporters to be expected to arrive by air for a sold-out match can be from 12,000 to 18,600 persons overall depending from where the two finalist teams are. On Matchday itself, this may still result in up to 8,600 to 16,800 passengers arriving, since the majority tends to arrive within the 10 hours window before kick-off. Regarding peak hour capacity, the airports would need to be able to process up to 2,400 passengers per hour, first inbound and then later outbound.

Smooth and stress-free passenger inbound and outbound operations should be eased by customised procedures and enhanced capacities at security check and border control points. If not in place already, APIS (Advanced Passenger Information System) should be implemented temporarily. Additionally sanitary facilities and restaurants need to operate for longer hours and waiting areas prepared and maintained for the well-being of supporters and other passengers.

Airports need to prepare plans on how to segregate different team supporter groups at arrival and departure if this should be deemed necessary by police authorities.

Large numbers of buses will be used to transport passenger groups from the airports to the Host City and the Stadium. The airports must therefore ensure that provisions are made for bus parking and waiting areas close to the terminal buildings and that well indicated pick-up and drop-off areas are made available.

Slot-coordination, runway operations, apron and ground-handling capacities

In order to facilitate the large number of extra flights, it is essential that the existing capacity of the airports is maximised or extended temporarily:

- To cope with the mix and high numbers of commercial, charter and general aviation flights, airports need to be slot-coordinated, either permanently or occasionally during the period of the Tournament.
- Runways need to be certified and fully equipped to operate type C and D aircraft, even under bad weather conditions at day and night time. The airports must assure the adequate amount of movements per hour to cope with the estimated traffic. Although optional, a second operating runway would reduce considerably the risk of total airport closure in case of a major incident on the airfield.
- Aprons need to accommodate more than 100 aircraft of all types at peak times from MD-1 until MD+1. Parking position capacities may be enhanced by using non-operational runways or nearby airfields.
- In order to manage high numbers of aircraft and avoid delays on Matchday, airport operators need to provide additional ground handling equipment, facilities and staff.
- In order to protect the fans travelling to the Tournament, all charter airlines requesting a landing slot, should be provided with a set of specific slot confirmation regulations, including the obligation to provide details of the ground transportation plans for the fans travelling on each charter. Airlines and travel agents offering charter aircraft services must provide this information in order that the fans are not left stranded at the airport and several hours away from the Stadium.

It should be noted that many flights, particularly departures immediately after Matchday, will operate late at night or very early the next morning. Therefore, negotiations with governments/regulators and appropriate competent Authorities need to take place to ensure that any slot restrictions and night flight bans are lifted to facilitate the arrival and departure of such flights.

Airport developments

Brief details of any plans to specifically enhance facilities or construction projects that will be completed and operational prior to UEFA EURO 2024 should be submitted to UEFA (refer to *Sector 07 – Mobility* in the *UEFA EURO 2024 Bid Dossier Template*).

Teams, UEFA family and UEFA target groups

Linked to the location of the UEFA headquarters hotel(s), preferential and free of charge treatment should be arranged at the airport(s) to be mainly used by UEFA officials, UEFA guests and staff involved in the organisation of UEFA EURO 2024 in order to enable them to arrive and depart in an expeditious manner. This includes:

- VIP pick-up and departure operations;
- UEFA officials receiving a fast track service with assistance in the cases of transporting specific goods (e.g. doping control officers with liquid samples);
- convenient parking with drop-off/pick-up zones for UEFA football family and guests.

In general, the airports shall use best efforts to offer or cover the costs of the following:

- Provision of airside passes for the UEFA staff handling the welcome procedures at the airports (the number will depend on the size of the UEFA airport operations);
- Organisation of VIP pick-ups through the airport's VIP service provider.

The airports shall provide, free of charge, the following facilities and space for:

- UEFA VIP welcome desks within the airport: 1 per terminal, 2m², strategically located at the arrivals hall;
- guest vehicle pick-up and drop-off points: 5 car spaces, located close to arrivals and departures halls;
- staging parking area: 30 spaces, remote parking area easily connected to pick-up and drop-off points; and
- closed office space: 25m² for volunteers and staff of UEFA and the Host Association who have an operational role at the airport.

For the airports that will be used by the team delegations, the following services are expected:

- Smooth and quick arrival and departure services with dedicated fast track and allowing the handling of the teams directly on the apron/tarmac, including a UEFA film crew / photographer;
- Each team's first arrival to the Host Country may include a protocol ceremony with Host City and UEFA officials as well as red carpet, tournament signage, film crew / photographer;

The airports will also be required to provide an inventory for the Commercial Partners. For more information refer to *Sector 11 – Commercial Matters* of the *UEFA EURO 2024 Bid Dossier Template*.

Sector 08 — Accommodation and Training Facilities



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1 — General principles

Evaluation criteria

In terms of accommodation, the Bid Dossier will be evaluated on the following criteria:

- market capacity;
- price level;
- accommodation requirements for visitors and supporters; and
- accommodation requirements for UEFA’s key target groups.

Hotel specific know-how

In order to efficiently guarantee accommodation requirements, UEFA recommends that the Bidder consults a hotel specialist of its choice to assist in identifying and securing the required allocation of hotels. It is important to point out, however, that such consultation must not result in any obligations for UEFA or the Host Association to continue the cooperation after appointment, as UEFA may appoint an accommodation agency to manage the rooms or deal with the hotels directly.

2 — Market capacity

A substantial number of hotel rooms and other accommodation facilities must be available in the Host Cities and its immediate surrounding area in order to satisfy the anticipated demand from foreign supporters and visitors as well as from UEFA's key target groups. The demand in the Host Cities will depend on many factors, including the geographical location, accessibility and attractiveness of the specific Host City, the size of the Stadium, the availability of public viewing opportunities, the participating national teams and the match schedule. The Host Cities' accommodation capacity should be able to accommodate the requirements for visitors, supporters and UEFA's key target groups as detailed below in chapter *Accommodation requirements for visitors and supporters on page 2* respectively chapter *Accommodation requirements for UEFA's key target groups on page 3*.

The Bidder along with the Host Cities is asked to demonstrate that the accommodation market capacity complies with the needs listed below and that fair booking conditions will be respected.

3 — Price level

The price of accommodation plays an important role in the overall accommodation proposal since it can have a crucial influence on the attendance of visitors, supporters and UEFA's key target groups.

The Bidder together with each Host City must use its best endeavours:

- to ensure that the room rates offered during UEFA EURO 2024 are conform to market rates and they are not inflated due to UEFA EURO 2024 taking place in the Host City; and
- to ensure that hotels understand and accept the principle that they will maximise their UEFA EURO 2024 returns by adopting moderate price levels that will not discourage the above mentioned groups from travelling to the Host Cities.

In general terms, rates to be charged by the hotels should not be higher than twenty per cent (20%) higher than the average published rate in June 2021. In addition, the rates should in principle not exceed the following maximum levels per standard room (lowest room type available):

- 5-star hotel: EUR 350;
- 4-star hotel: EUR 250;
- 3-star hotel: EUR 150.

4 — Accommodation requirements for visitors and supporters

Significant numbers of supporters and visitors will travel to the Host City during UEFA EURO 2024. It is difficult to predict how many, as the figures depend on a wide variety of factors, as mentioned above.

Visitors and supporters require all levels of accommodation, from camp sites to 5-star hotels. Demand for accommodation is primarily focused on the days when matches are played in the specific Host City.

The Bidder must ensure that the Host Cities offer sufficient accommodation for visitors and supporters. As a general estimate, the number of beds required on match days for visitors and supporters corresponds to approximately 30% of the stadium capacity.

Stadium capacity	Minimum required number of beds for visitors and supporters
60,000	18,000
50,000	15,000
40,000	12,000
30,000	9,000

5 — Accommodation requirements for UEFA’s key target groups

UEFA’s key target groups play a major role in the Tournament and their accommodation needs require special attention. Note that the room requirements listed in this chapter are not included in the overall allocation set out in chapter *Accommodation requirements for visitors and supporters on page 2*.

Overview of needs linked to Host Cities

The following key target groups require accommodation in the Host Cities:

1. UEFA family
 - a. officials, guests, staff;
 - b. referees; and
 - c. host broadcaster staff.
2. Participating teams (team transfer hotels and potentially some of the team base camp hotels) and their guests.
3. Other target groups:
 - a. Commercial Partners;
 - b. broadcast partners;
 - c. corporate hospitality guests;
 - d. media; and
 - e. UEFA suppliers.

UEFA’s key target groups linked to the Host Cities should be allocated in hotels that provide fast and convenient access to the Stadium (maximum 45 minutes by bus or public transport). They require the following number of hotel rooms on Matchdays:

Type of match	Approximate number of necessary hotel rooms
Opening match	2,800
Group matches & round of 16 matches	1,600
Quarter-finals	2,000
Semi-finals	3,000
Final	5,300

For the above-mentioned room allocations, the following quality level is required:

- minimum 75% of all hotel rooms in 5- and 4-star hotels; and

- maximum 25% of all hotel rooms in 3-star hotels.

Overview of needs not linked to Host Cities

The following key target groups do not necessarily require accommodation in the Host Cities and can be accommodated in hotels that are located in non-Host Cities:

- national teams (team base camp hotels); and
- referees (referee base camp hotel).

Specific requirements to be secured by the Bidder

In order to guarantee the availability of hotels for some of UEFA’s key target groups, the Bidder is asked to identify, propose and secure accommodation as follows:

Hotel Type	Location	Number of hotels	Number of rooms per hotel
UEFA headquarters hotel(s) for UEFA officials, guests and staff	Host City hosting opening and final match	1 to 2 (depending if the opening and final matches are played in same Host City)	500 rooms
UEFA mini-headquarters hotels for UEFA guests, officials and staff	All Host Cities except city hosting opening and final matches	maximum 9 (1 per Host City)	60 rooms
UEFA partner hotel(s) for Commercial Partners and broadcast partners	Host City hosting opening and final match	1 (can be split into different hotels if needed)	1,000 rooms
UEFA referee base camp for UEFA referees	Host City or non-Host City	1	140 rooms
UEFA team transfer hotels for national teams	All Host Cities	20 (2 per Stadium)	80 rooms
UEFA team base camp hotels for national teams	Mix of Host City and non-Host City	48	70 rooms
Total number of hotels to be sourced		approximately 83 up to a maximum of 100 hotels	

UEFA main headquarters hotel(s)

The UEFA headquarters hotel(s) must be located in the city hosting the opening match and in the city hosting the final (if not the same city). It might also be used as base camp from where staff and officials may travel to matches in other host cities if air and public transport connections are sufficiently flexible. Note that this hotel should not accommodate participating teams, media representatives or fans.

The requirements for the main headquarters hotel(s) are:

- 5-star or 4-star superior hotel;
- located in the city center (close to restaurants, museums, leisure facilities, shopping);
- capacity to provide between 300 and 500 rooms (opening and final match), all of which equipped with air-conditioning and free internet access;
- variety of suites and room types;
- 8 meeting spaces to be used as offices (35-100 m²);
- 1 large meeting room of at least 250 m²;
- 5 meeting rooms (45-150 m²);
- 1 privatised space (restaurant or meeting room) to accommodate 350 guests in banqueting style at the same time; and
- parking facilities and easy drop off/pick-up for buses.

UEFA mini-headquarters hotels

The UEFA mini-headquarters hotels must be located in the cities not hosting the opening match and/or the final match. The mini-headquarters hotels will accommodate the guests and officials visiting the matches in the respective cities on Matchdays and accommodate a low number of staff throughout the tournament. Note that this hotels should not accommodate participating teams, media representatives or fans.

The requirements for the mini-headquarters hotels are:

- 5-star or 4-star superior hotel;
- located in the city centre (close to restaurants, museums, leisure facilities, shopping);
- capacity to provide 60 rooms, all of which equipped with air-conditioning and free internet access;
- variety of suites and room types;
- 1 meeting space to be used as office (80m²);
- 2 meeting rooms (45m² + 150m²);
- 1 privatised space (restaurant or meeting room) to accommodate 40 guests in banqueting style at the same time; and
- parking facilities and easy drop off/pick-up for buses.

UEFA partner hotel(s)

The partner hotel(s) will accommodate top executives and guests of UEFA's partners (commercial and broadcast partners).

The requirements for the UEFA partner hotel(s) are:

- 5-star or 4-star superior hotel;
- located in the city centre (close to restaurants, museums, leisure facilities, shopping);
- hotel rooms equipped with air-conditioning and free internet access;
- 1'000 hotel rooms to be booked in as few hotels as possible (the hotels proposed should be willing to allocate up to 80% of their hotel capacity to UEFA in order to minimise the number of hotels used for this group);
- attractive bar(s) and nice restaurant(s); and
- parking facilities and easy drop-off/pick-up for buses.

UEFA referee base camp hotel and training facilities

The team of referees, along with their assistants, officials and medical and administrative staff, will stay at the referee base camp selected by UEFA for the entire duration of the Tournament.

The requirements for the UEFA referee base camp hotel are:

- 5-star or 4-star superior hotel;
- centrally located and close (short driving distance) to at least one Stadium;
- close proximity to an international airport or a railway station with a direct connection to the Host Cities;
- capacity to provide 140 rooms, all of which equipped with air-conditioning and free high-speed internet access;
- possibility to privatise the hotel or parts of the hotel (floors, meeting room sections);
- good leisure facilities (gym, swimming pool, pool tables, etc.);
- privacy in the hotel to be guaranteed;
- easy to secure the hotel premises;
- entertainment possibilities nearby (park, fitness centres, golf, tennis, shopping, museums etc.);
- 2 meeting rooms to be used as offices (45-60 m²);
- 6 meeting rooms (45-200m²);
- 1 private dining room for 140 persons;
- 1 recreational area (min. 150m²);
- parking facilities and easy drop off and pick-up for buses;
- access to training facilities with at least 2 natural pitches (excellent condition), 1 latest generation artificial pitch and an indoor hall (basketball size) in a clean, safe and protected environment; and
- the training facilities must be within easy reach (maximum 20 minutes by bus) of the referees' hotel.

Team base camp hotels

The participating teams require accommodation and training facilities in the Host Country for the duration of the Tournament. In general, the participating teams arrive at the team base camp at least five days before their first match.

A team base camp consists of a hotel providing a very high standard of comfort, privacy and security, top class training facilities close to the hotel and an airport.

In order to allow teams to choose the location and style of hotel that suits them best, Bidders are required to propose 48 potential team base camps throughout the Host Country (an equal split per Host Country in case of a joint bid), each meeting the respective criteria. It is important to note, however, that national teams will be free to arrange their own accommodation and training facilities. As a result, the team hotels and training facilities proposed by the successful Bidder in its Bid Dossier will not necessarily be used for UEFA EURO 2024.

The requirements for team base camp hotels are:

- 5-star or 4-star superior hotel, variety of country side, sea side, golf resorts and city hotels;
- training facilities within maximum 20 minutes bus drive but ideally walking distance;
- located within easy reach (maximum 1 hour bus drive) of an airport that can service a 150-seat aircraft;
- capacity to provide a minimum of 70 rooms, all of which equipped with air-conditioning and free high speed wireless internet access (note that a number of hotels shall have larger capacities to cater for larger team delegations);
- good leisure facilities (gym, swimming pool, pool tables, etc.) and access to relaxation areas nearby (parks, golf course, etc.);

- absolute privacy with segregated entrances and walkways;
- easy to secure the hotel premises;
- a large meeting room (100m²);
- a recreational room (min. 150m²);
- a private dining room (min. 150m²);
- additional possibilities to install offices and medical treatment rooms;
- flexible food arrangements to allow the national team's chefs to use the hotel kitchens and provide for the needs of the team;
- preferential rates for additional services such as laundry, F&B and meeting room equipment; and
- parking facilities and easy drop off and pick-up for buses.

Team transfer hotels

The day before each match, the delegations of both national teams will move from their team base camp to a team transfer hotel in the Host City. The teams will occupy this hotel for at least one night. Some teams will stay for two nights if they do not want to move back to their team base camp immediately after the match. Therefore, two team transfer hotels must be available in each Host City on the day of the match and the day prior to each match.

The requirements for the team transfer hotels are:

- 5-star or 4-star superior (equal standard for both team transfer hotels of each Host City);
- located in a quiet district of the Host City and away from any fan zone activities within easy reach of the respective Stadium (maximum 20 minutes by bus) and of the respective training facilities (maximum 10 minutes by bus);
- capacity to provide a minimum of 80 rooms (to cater for larger team delegations), all of which equipped with air-conditioning and free high-speed wireless internet access;
- decent leisure facilities (gym, swimming pool, sauna, pool tables, etc.) and ideally access to relaxation areas nearby (parks, etc.);
- high level of privacy with segregated entrances and walkways is required;
- easy to secure the hotel premises;
- one team meeting room (100m²);
- one technical meeting room (40m²);
- a private dining room (min. 150m²);
- flexible food arrangements to allow the national team's chefs to use the hotel kitchens and provide for the needs of the team;
- preferential rates for additional services such as laundry, F&B and meeting room equipment; and
- parking facilities and easy drop off/pick-up for buses.

Summary of number of hotels to be secured

This means that the hotels that need be sourced per Host City by the Bidder can be summarised as follows:

Hotel Type	Host City(ies) hosting opening and/or final match	Host Cities <i>not</i> hosting opening and/or final match	Independent of the Host Cities
UEFA headquarters hotel	1		
UEFA mini-headquarters hotel		1	
UEFA partner hotel	1		

Hotel Type	Host City(ies) hosting opening and/or final match	Host Cities <i>not</i> hosting opening and/or final match	Independent of the Host Cities
Team transfer hotel	2	2	
UEFA referee base camp			1
Team base camp			48
Total hotels to be sourced	4	3	49

Note: It is required to propose 2 team transfer hotels per Stadium in case the Bidder proposes more than one Stadium in a Host City.

6 — Training facilities for national teams

Base camp training facilities

The requirements for base camp training facilities linked to base camp hotels are:

- located within maximum 20 minutes bus drive from the associated base camp hotel, but ideally within walking distance or a 5-10 minutes bus drive;
- exclusive use of the training facilities for UEFA and the respective team starting from 2 weeks before the first match of the final tournament until 3 days after the final;
- at least 1 top quality regulation-sized natural grass pitch (105m x 68m), but ideally a second pitch of the same standard;
- at least one dressing room measuring 100m² with benches and clothes hanging facilities for 25 people each as well as toilets, showers and a modern infrastructure;
- at least one changing room measuring 24m² for coaching staff with benches, clothes hanging facilities for six people as well as toilets, showers and a modern infrastructure;
- one medical treatment room measuring 24m² with related equipment;
- best possible training facilities in a clean, safe and protected environment; the training facilities must be fully fenced off; the fencing should be at least 2m high and covered with dressing material to ensure view protection;
- it must be possible to implement strict security measures inside and outside the training facilities;
- closed training sessions must be possible; in other words, it must not be possible to watch and/or film training sessions from outside the training facilities (e.g. from a tall building);
- the training facilities must be equipped with a state-of-the-art floodlighting system in order to host evening training sessions; lighting must uniformly cover every area of the playing field;
- the entire training facilities must fully comply with the clean site principle;
- at least one grandstand or seating area, which should be separated from the pitch, accommodating a minimum of 2,000 and preferably more than 5,000 spectators and media representatives at open sessions; and
- press conference room and media working area for at least 100 persons or possibility to set-up a media centre in proximity of the training facility.

Transfer training facilities

Teams playing matches in a Host City will require access to training facilities in that Host City. The requirements for team training facilities are similar to the base camp training facilities with the exception of the following:

- within easy reach (maximum 10 minutes by bus) of the associated team transfer hotel and the Stadium;
- at least 1 top quality regulation-sized natural grass pitch (105m x 68m), a second pitch is optional;
- exclusive use of the training facilities for UEFA and the respective teams starting from 2 weeks before the first match in the Host City until 3 days after the last match in this Host City;
- small stands and media facilities are preferable;
- two dressing rooms measuring 100m² each with benches and clothes hanging facilities for 25 people each as well as toilets, showers and a modern infrastructure; and
- two changing rooms measuring 24m² for coaching staff with benches, clothes hanging facilities for six people as well as toilets, showers and a modern infrastructure.

It is important to note, however, that UEFA will re-assess the list of secured training facilities once the host association(s) has/have been appointed and will not necessarily use all of the proposed training facilities for UEFA EURO 2024. As a result, the training facilities reservations must be able to be cancelled free of charge until 1 June 2023.

7 — Hotel reservations

The Bidder is requested to submit signed hotel reservation forms for some of UEFA's key target groups as mentioned in chapter *Accommodation requirements for UEFA's key target groups* on page 3 in order to:

- secure the requested number of bedrooms and meeting spaces (where applicable) in each one of the proposed hotels;
- ensure that rates offered by hoteliers are fair and reflect the reality of the local market;
- guarantee that the reservation conditions are validated and respected by each one of the proposed hotels.

Once the Host Association has been appointed, UEFA (or its accommodation agency) will enter in contractual discussions with the selected hotels, based on the signed hotel reservation form, in order to sign the long-form agreements which will be established by UEFA.

It is important to note, however, that:

- UEFA will re-assess the list of secured hotels once the host association(s) has/have been appointed and will not necessarily use all of the proposed hotels for UEFA EURO 2024. As a result, the hotel reservations must be able to be cancelled free of charge until 1 June 2023; and
- the number of rooms secured by the Bidder does not cover all the needs of UEFA's key target groups. UEFA will therefore select and contract the remaining hotels (where applicable) at later stage once the Host Country has been confirmed.

In addition, if UEFA decides to locate the international broadcast centre (IBC) in the Host Country, the requirements outlined in chapter *Accommodation requirements for UEFA's key target groups* on page 3 would need to be updated in order to reflect the additional accommodation requirements of those members of the UEFA family and other target groups that require accommodation in the Host Country in order to fulfil their roles at the IBC. In such circumstances, the relevant principles outlined in this *Sector 08 – Accommodation and Training Facilities* in relation to the accommodation requirements for UEFA's key target groups will equally apply in respect of the IBC.

8 — Training facilities reservations

The Bidder is requested to submit signed training facilities reservation forms for each facility proposed as per section *UEFA referee base camp hotel and training facilities on page 6* and chapter *Training facilities for national teams on page 8*.

Once the Host Association has been appointed, it will enter in contractual discussions with the selected training facilities, based on the signed training facilities reservation forms, in order to sign the long-form agreements which will be established by the Host Association and UEFA.

It is important to note, however, that:

- UEFA will re-assess the list of secured training facilities once the Host Association has been appointed and will not necessarily use all of the proposed training facilities for UEFA EURO 2024. As a result, the training facilities reservations must be able to be cancelled free of charge until 1 June 2023.

9 — Hotel rating guide

The hotel rating system, applied by the 'Hotelstars Union', is used in this document. The same hotel ratings should be taken into account by the Bidder when sourcing the required hotel rooms.

The detailed rating system is described in the *Hotelstars Union's catalogue of criteria 2015 – 2020*.

Sector 09 — Telecommunication and Broadcasting Matters



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1 — Telecommunication infrastructure

The success of an event like UEFA EURO 2024 depends to a large extent on the ability to deliver efficient, scalable, reliable telecommunications infrastructure that meet the latest technical standards and allow optimal voice, data and video communication flows. Due to the rapidly evolving nature of telecommunications technology, precise requirements cannot be specified at this stage.

UEFA will assess the current telecommunications infrastructure in each Host City by examining the information provided by the bidder in its bid dossier.

General considerations

ICT services include the delivery, set up, operation, support and dismantling of:

- all applications;
- all telecom services;
- all broadcast transmissions;
- all hardware and software.

The ICT strategy for such a complex event relies on the use of the solutions and services provided for previous final tournaments. Furthermore, various methodologies are required to successfully preserve knowledge and run a UEFA European Football Championship final tournament.



The applications, the Stadium operations, and the support will be provided by UEFA.

ICT infrastructure

In order to deliver the telecommunications and ICT services, UEFA works together with local and global companies (mainly telecom providers) as well as with long-term partners. Therefore, UEFA will deliver concepts, milestones, service scope and requirements as well as detailed quantities to its partners.

The technological services are deployed for different target populations: UEFA, local organising structure staff, media, broadcasters and some third parties. These services are deployed in the stadium perimeter (inside and outside buildings), regional headquarters, airports, railway stations, draw locations and in some accommodation types (this list is not exhaustive).

In order to give an overview of infrastructure quantities required at each location, a rough estimate of the overall needs for UEFA EURO 2024 is given below; these figures are based on what has been delivered at previous events with the technology available at that time.

Number of LAN ports for data communications:

	Staff (wired)	Third parties (wired)	Third parties (wireless)
Stadium perimeter	200	1800	900
Headquarters location	10	10	10
Other locations (airports, railway stations, etc.)	200	10	100

Capacity of data and video networks:

WAN capacity	
Data transmission at the stadium	10 Gbit/s, redundant
Video transmission at the stadium	20 Gbit/s, fully diverse and redundant
Internet access per stadium	5 Gbit/s, redundant

Telecom services

The following services are provided:

Mobile voice	Includes dedicated numbering plan, mobile devices, 4G, data cards and call charges
Radio	Consists of the deployment of radios (TETRA walkie-talkies) at the stadium. The relevant authorities will be required to return the relevant guarantee.
Transport network	The overall network carrying all the services from every single one of the UEFA EURO 2024 locations to a technical switching centre and to UEFA Data Centres, together with the commentary circuits to be used by the broadcasters
IP services	All the necessary cabling and equipment to perform the LAN's and WAN's needed to allow connectivity in a safe and reliable way to all the locations, from dedicated international circuits to internet access

Hardware services

Hardware consists of all the necessary equipment to be deployed for an event like UEFA EURO 2024 and all the necessary equipment to be used in the normal day-to-day activities.

These services will be provided by UEFA.

VandA

VandA stands for Video and Audio. The VandA sub project is in charge of all the video circuits between the venues and a technical switching centre and the world distribution of the international signal.

Contribution network	Consists of the deployment of the video adaptation equipment necessary for the reliable, redundant and hitless transport of all the feeds between all the venues and the international broadcast
Centre distribution network	Corresponds to the selection, implementation and operation of the set of satellite antennas to be located at the technical switching centre, the venues and remote locations to allow the worldwide coverage of the event, and the distribution of the video signals to the UEFA EURO 2024 broadcasts partners

Support and operations

The UEFA support and operations team is responsible for the definition of the relevant ICT processes and procedures necessary to ensure the smooth running of the tournament.



2 — The international broadcast centre

The international broadcast centre (IBC) is the hub of all broadcast operations at a major international sporting event. It houses the core broadcast operations and personnel and provides the focal point for all television and radio operations.

Every feed from every stadium is sent to the IBC, where it is monitored and distributed to UEFA's broadcast partners (UBPs) for transmission to their own countries. The UBPs also base a large proportion of their unilateral operations at the IBC, so the building is critical in ensuring that the broadcast of the event reaches the world.

The IBC serves as the headquarters of UEFA's host broadcasting activities during the Tournament. Accordingly, the IBC will be designed, constructed and managed in accordance with UEFA's requirements. The final location of the IBC will be determined by UEFA in its absolute discretion. Bidders wishing to propose potential locations within their Host Country should notify UEFA separately and UEFA will supply details of the relevant assessment criteria applicable to any such facilities.

Where UEFA decides to locate the IBC in the Host Country (whether in one of the Host Cities or otherwise), the Bidder shall be required to provide UEFA with all such assistance and co-operation as UEFA may reasonably require in order to locate suitable facilities within the Host Country and with the subsequent

contractual negotiations with the venue owner/operator as well to obtain all necessary consents, licences and permits from relevant national and local authorities in relation to the construction/dismantling and operation of the IBC including in respect of environmental, health & safety, power and security considerations.



Basic assessment

The following main criteria are taken into consideration when selecting a suitable location for an IBC.

Technical facilities

The IBC needs the following facilities:

- available space (minimum 15,000m²) in exclusive use (with indication of any planned construction/renovation before the event);
- local power;
- back-up power;
- floor load capability;
- sufficient roof height;
- site security options;
- generator/satellite farm space of 400m².

- sufficient fiber or other connectivity to local POP. (UEFA will appoint its own supplier of all telecommunications facilities).



The generator/satellite farm needs to be adjacent to or as close as possible to the IBC. It is the area from which mobile or fixed earth stations can up- or down-link to domestic and international satellites. It is therefore essential that there is an unrestricted view from the satellite farm in order to be able to reach the satellites. Final positioning of the generator/satellite farm will depend on this unrestricted view.

On-site support facilities

- Catering areas need to be able to cater for at least 500 people per day at peak times, with high quality varied international cuisine.
- Possibility to contract our own caterer.
- Common space for foyer services (approx. 1,000m² will be needed to provide common services such as a local tourism booth, travel agency, post office, courier company, news kiosk, internet corner, café, etc.).
- Pre-build office space facilities (up to 200m² of existing office space is required for supervision of construction, installation and de-rig).
- Toilets and waste (on-site cleaning company to manage).
- Health centre/doctor (30m²).
- Storage space (approx. 2,000m² of dry, lockable, ground floor storage space, accessible by forklift, trolley and truck).
- Freight management and handling equipment (local or on-site handler required for managing deliveries, storage and onward freight movements).
- Vehicle checkpoint (150m² outdoors, but with cover/weather protection).

- Parking (secure on-site parking required for 40 vehicles for the full rental period, increasing to minimum of 300 vehicles for the main event period between end of May until beginning of July).

Off-site amenities

The following amenities must be available within a 10 minute walk of the IBC:

- restaurants;
- supermarkets/hardware stores;
- post office/bank/ATM;
- pharmacy;
- hospital;
- laundry.

Public transport

- In general, the city in which the IBC is located should have excellent road, rail and air connections to most, if not all, other Host Cities.
- The airport should be within a 45 minute drive and should be a major international hub connected to most European cities and some intercontinental destinations.
- The IBC needs to be easily accessible for cars and heavy goods vehicles and must be well signposted from local motorway junctions and local roads (if this is not the case, a process for temporary signage should be facilitated).
- Bus/tram stops and the nearest local commuter station should be within walking distance.
- It should be possible to reach the main railway station and city centre from the IBC within 30 minutes using public transport.

Accommodation options

- Refer to *Sector 08 – Accommodation and Training Facilities* of the *UEFA EURO 2024 Tournament Requirements*.

Sector 10 - Event Promotion



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1 — Purpose and importance of event promotion

UEFA EURO 2024 final tournament is a unique opportunity for the Host Country and the Host Cities to promote themselves in connection with one of the world's largest sports event and to use this platform to create a multi-faceted promotional programme.

The overall objective must be to promote the Tournament as much as possible, primarily at local and national level, but also internationally, in order to attract as many spectators as possible to the matches. The publicity the Tournament receives, which is reflected in the stadium attendance figures, is a key factor in the overall success of the event, hence why the promotion of the Tournament is such an important element and needs to be given the attention it requires.

The following stakeholders are responsible and involved to promote the Tournament:

- the Host Country and its related bodies;
- the Host Cities and their related bodies;
- the Host Association;
- UEFA; and
- UEFA's Commercial Partners (broadcast partners and sponsors).



The Host Country, the Host City and the Host Association must fully support the event so that it receives the targeted exposure, that it is accepted and welcomed by the citizens and that the commercial programme of UEFA and its Commercial Partners can be rolled out in the Host Country and Host City.

In the pre-event period, there is an opportunity for the Host Country and Host City to develop specific UEFA EURO 2024 related activities targeted at both its own population and visitors. In particular these activities can add a sense of involvement, a local touch and colour to the event in each city and indeed promote the country and city's status as host of UEFA EURO 2024.

The same applies to the Host Association which must seize the opportunity of the Tournament to promote football in the Host Country by way of football-related activities based on UEFA EURO 2024.

2 — The role of the Host Association in the event promotion

The Host Association must put together a promotional plan in connection with UEFA EURO 2024 with the aim to generate interest in football and transmit its core values. Such promotional plan shall also include football related training programmes for children in order to raise the popularity of football across generations.

The Host Association must to this effect receive the support of its partners such as regional associations and clubs, in order to ensure a maximised spread of the UEFA EURO 2024 promotional campaign.

The Host Association must also seize key opportunities such as friendly matches to set up promotional activities for UEFA EURO 2024.

The Host Association must allocate a separate budget to run an adequate promotional plan in relation to the Tournament.

3 — The role of the Host City in the event promotion

Host City promotional programme

In the pre-event period, the Host City has the possibility and the obligation to develop specific UEFA EURO 2024 related activities targeted at its own population and visitors. In particular these activities can add a

sense of involvement, a local touch and colour to the event in each city and indeed promote the city's status as host of UEFA EURO 2024.



Host City dressing

The objective of the Host City dressing programme is to generate awareness for UEFA EURO 2024, create a festive and welcoming atmosphere in the Host City and establish a strong presence of the Tournament brand by decorating key locations in each Host City such as major landmarks and sights, along the main routes and around the Stadium vicinity itself. The dressing programme will be based on the general event brand concept and will be consistent across all Host Cities. This will help build up the look and feel of UEFA EURO 2024 and contribute to an overall atmosphere in the Host City. The Host City dressing will also include the UEFA sponsor recognition programme.

Within the planning and implementation of this programme, the Host Cities will play a key role, since the dressing programme is primarily a local activity. The Host Cities are asked to identify and secure free of charge, and well in advance of the event, the best sites for the event dressing material, such as flags, banners, billboards and giant banners or any other unconventional dressing opportunities (building wrapping, bridges, public transport means like buses, tramways, etc.). The Host Cities will also be in charge of the production, installation, maintenance and removal of the dressing material. (Note: graphic guidelines and/or artworks will be provided and approved by UEFA).

The majority of the Host City dressing must be installed no later than 2 weeks prior to the start of the Tournament, but certain focus will be given to some major milestone events planned in the Host Cities prior to the Tournament which will be highlighted in the Tournament promotion concept.



Host City Fan Zone project

Concept

The concept of official Fan Zones at the UEFA European Football Championship final tournaments has become a central part of the event outside the Stadiums. It is important that this element of UEFA EURO

2024 is planned well in advance and in close coordination between UEFA, the Host Association and the Host Cities.



The core element of each Fan Zone is the live screening of all UEFA EURO 2024 matches on a giant screen in a festive and joyful environment. The Fan Zones are designed to be open on all match days and free of charge for visitors. The objective is to ensure that the official Fan Zones appeal to all types of fans, young and old, as well as families.

The idea is to create official Fan Zones to cater for fans without match tickets who wish to participate in a mass public viewing experience in the Host Cities. The principle will be to set up one official Fan Zone in each Host City. The Fan Zones may differ in terms of size and content. Some Fan Zones might focus just

on live match viewing whilst other Fan Zones might aim to enhance the match viewing with entertainment and experience, including for example cultural aspects, music or interactive football activities for the youth.



The Fan Zones must meet the highest possible standards of infrastructure and organisation. The safety and security of all visitors are of paramount importance in the planning and management of the project.

Location

Experience at previous large scale events has shown that the principal factor of success for any Fan Zone is a central location, which is customary for gathering of crowds at major occasions (national day, celebrations, major sport events). Easy access by foot is essential.

The concept is to use prime, reasonably sized locations in the very heart of the Host City centre which must not have any negative impact on the spectator flow to the Stadium. The choice of the Fan Zone location requires UEFA's approval.

Basic requirements

In addition to the basic area of land in the city centre, a number of key infrastructure elements and services are necessary to deliver the official Fan Zone concept.

The inventory of requirements generally includes provision of the following basic elements:

- giant screen(s) and installation structure;
- technical equipment;
- stage;
- sound and light systems;
- production, mixing or editing facilities;
- signage;

- security;
- utilities – power, water, etc.;
- telecommunications and internet access;
- waste management and cleaning;
- toilet facilities;
- emergency services;
- food and beverage service;
- football activities (e.g. speed kicker, mini-pitch) and other interactive fan activities.

Commercial obligations and restrictions

UEFA retains all commercial rights related to the Fan Zones. The Host City cannot in any form commercialise the Fan Zone, unless otherwise agreed with UEFA.

The overriding principle is that the UEFA Commercial Partners are protected from any competitive activity within the official Fan Zones. Each Fan Zone must therefore comply with the Clean Site Principle: no commercial branding can be present within the Fan Zone site, other than those companies which are part of the overall UEFA EURO 2024 commercial programme.

In addition, restrictions will apply regarding the food and beverage products to be offered in the official Fan Zone in order to implement the rights granted to UEFA's food and beverage sponsors. It is further envisaged that UEFA EURO 2024 official retailer(s) will be offered rights to set up a retail operation to sell official licensed products in the official Fan Zones.

The Host City will have to provide free of charge ground space within the Fan Zone to UEFA EURO 2024 Commercial Partners.

More details about the commercial framework for the running of the official Fan Zones will be provided by UEFA once it has defined its commercial programme for UEFA EURO 2024.

Responsibility and costs related to the Fan Zones

The Host City is the organiser of the official Fan Zone and has to cover all costs related to its planning, set up, running and dismantling.

The official Fan Zones are a critical point of the overall Tournament promotion. Given the evolution of the UEFA EURO 2024 concept, the Host Cities' role is becoming even more important and therefore each Host City will be required to prepare and implement a comprehensive Fan Zone promotional plan that will be further elaborated during the development phase following the appointment of the Bidders.

Other public viewings in the host cities

In order to achieve maximum attendance numbers in the official Fan Zone, the Host Cities should not run or permit to run any other public viewing in the city centre, unless UEFA has granted a corresponding public viewing licence.

4 — The role of the Host Country in the event promotion

It is essential that the event receives full support from the national and regional Governments and their related bodies, which will help to run effectively promotional programmes for the event across all Host Country. This may take the form of national initiatives aimed at the general population or support programmes for education, social activities, football and the event in particular.

The Host Country must therefore develop and implement a nationwide promotional campaign with the aim to spread the UEFA EURO 2024 experience across the entire country. This programme shall be subsidised by the Host Country.

Sector 11 — Commercial Matters



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1 — Commercial Rights

UEFA is the exclusive owner of all Marketing and Commercial Rights relating to UEFA EURO 2024. UEFA markets and exploits these rights centrally.

The sponsorship concept for UEFA EURO 2024 is based on the principle of strict product category exclusivity, which means that once a sponsorship position in a specific product category has been sold to a partner, then no sale at any other level is possible in such category. Only the Commercial Partners have the exclusive right of association with UEFA EURO 2024.

No one other than UEFA is authorised to create a commercial programme in relation to UEFA EURO 2024. Any attempt to do this will conflict with UEFA's centralised commercial programme. The Host Association will, however, be expected to support UEFA's commercial programme (including in relation to the exercise by the Commercial Partners of the rights granted to them by UEFA).

2 — Commercial inventory

In order to support the Commercial Partners, the Host City will be required to secure all available advertising inventory or spaces during the Exclusive Period in the following areas:

- Stadium Commercial Perimeter (more fully described in chapter *Prevention of Ambush Marketing and rights protection committee of Sector 04 – Legal Matters of the UEFA EURO 2024 Tournament Requirements*);
- Official Sites;
- airports;
- main railway stations of the Host City and at main public transport stations serving the Stadium;
- main access routes to the Stadium outside the Stadium Commercial Perimeter;
- main routes connecting the airports and main railway stations and the city centre.

The Host City will be required to provide a detailed inventory to UEFA in accordance with the timetable notified by UEFA. Based on the inventory submitted by the Host City, a reasonable and meaningful percentage of this inventory must be offered free of charge to UEFA. The remaining part of the inventory must first be offered in accordance with the timetable notified by UEFA to UEFA's Commercial Partners to purchase at standard market rates on an exclusive basis.

In respect of the inventory within airports, a list of the companies, with their contact information, managing the relevant advertising inventory or spaces must be provided on an airport by airport basis. The Host City must ensure that such inventory is not sold to any third party without UEFA's prior written consent. Without prejudice to the preceding sentence, such inventory must not, in any event, be sold to any competitor of any of the Commercial Partners.

In respect of any inventory within the Stadium Commercial Perimeter which is not acquired by Commercial Partners, the Host City must ensure that such inventory is not sold to any third party without UEFA's prior written consent. Without prejudice to the preceding sentence, such inventory must not, in any event, be sold to any competitor of any of the Commercial Partners.

For the avoidance of doubt, the provisions of *Sector 04 – Legal Matters* of the *UEFA EURO 2024 Tournament Requirements* related to Ambush Marketing rights will apply in addition to the Clean Site Principle.



3 — Commercial restrictions

In order to protect the Commercial Rights as set out above, all Official Sites must be free and clean of any contractual obligations and are otherwise subject to the Clean Site Principle. In effect, the Clean Site Principle means that the Commercial Partners are the only companies entitled to exercise commercial rights at the Official Sites during the Exclusive Period. For the avoidance of doubt, the Clean Site Principle overrides any arrangements that may exist with any other companies for commercial advertising, branding, marketing and promotional activities, such as:

- sponsorship and advertising agreements;
- leases;
- branding or dressing opportunities on buildings, billboards, etc.;
- reserved seating arrangements;
- utilisation and supply agreements;
- merchandising agreements;

- hospitality agreements;
- food, beverage and catering agreements (including any concession or 'pouring rights' agreements).

Any existing businesses within the Official Sites should, in principle, remain totally closed and free from commercial branding during the Exclusive Period. Any and all branding opportunities at or within the Official Sites will be exclusively exploited by UEFA, who can allow the Commercial Partners to exploit them.

If an Official Site only comprises part of the relevant building or location, the manner in which the Clean Site Principle must be applied to such building or location will be notified by UEFA.

Sector 12 — Organisational and Financial Matters



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1 — Main stakeholders

The main stakeholders for the delivery and organisation of UEFA EURO 2024 are:

- UEFA;
- The Host Association;
- The Host Cities/Host Sites (i.e: the local Authorities including the Host City/Host Site and associated organisations e.g greater city(ies)...);
- The airport(s) serving each Host City;
- The Host Country (national Authorities and associated organisations);
- The Stadiums and training grounds (owners and operators).

2 — Contractual model

The abovementioned stakeholders and the Commercial Partners are linked to UEFA and between each other through a series of contractual agreements. Bidders are responsible for obtaining the commitments of any municipal, local, regional and national stakeholders. Following the appointment, the Host Association is responsible for managing municipal, local, regional and national stakeholders and ensuring their participation and contribution to the successful preparation, staging and dismantling of the Tournament.

3 — Roles and responsibilities

UEFA

UEFA is the event owner and competition organiser of the UEFA European Football Championships. UEFA defines the event concept of the Tournament in line with the global event strategy of its competitions. Its responsibilities are as follows:

- Competition matters (regulations, refereeing, disciplinary, anti-doping, etc.);
- Media and commercial rights;
- Any other rights exploitation in relation to the Tournament;
- Tournament branding;
- International Tournament communications, including through the official website;
- Determining the Stadium requirements, providing advice and specifications regarding overlays and installations as well as ensuring the delivery, monitoring and supervision of the temporary installations;
- Assuming the responsibility for the implementation of UEFA's contractual obligations towards its Commercial Partners, including host broadcasting;
- Assuming the responsibility for the hospitality sales and operations, as well as catering operations for all target groups (including F&B concessions);
- Implementing the ticketing sales, administration and fulfilment;
- Managing its own target groups (participating national associations, VIPs, Commercial Partners, media, staff, suppliers) and assuming the responsibility for providing services to its target groups;
- Implementing the UEFA EURO 2024 branded decoration of the Stadium;
- Developing and implementing the concept for the opening ceremony, pre-match ceremonies, the cup presentation ceremony, the fan entertainment and the giant screen programme;
- Providing event support services such as accreditation management, venue logistics, etc;
- Based on UEFA's experience from previous final tournaments and information on its areas of operations, advising the Host Association in the development of the integrated safety and security concept (see *Sector 05 – Safety, Security and Services of the UEFA EURO 2024 Bid Dossier Template*);
- Under the Host Association's direction, providing support on implementing safety and security operations.

The Host Association

The Host Association is responsible for providing the appropriate hosting conditions and ensuring that the requirements for hosting UEFA EURO 2024 contained in the Bid Requirements and the Staging Agreement are met, including:

- Assuming all the obligations imposed to the event organiser by the applicable laws;
- Ensuring that the requirements for the infrastructure, facilities and services for the stadiums and team training grounds are met;
- Monitoring and reporting on any infrastructure construction and renovation, if applicable;
- Sourcing and contracting or providing support in sourcing and contracting, upon UEFA's request, Official Sites such as the qualifying draw venue and the final draw venue;
- Providing support in sourcing and contracting additional sites, in particular the IBC;
- All aspects of safety and security relating to UEFA EURO 2024 as defined in the Staging Agreement, in particular, obtaining the relevant authorisations and managing the process of obtaining the authorisations;

- Acting as the interface with the municipal, local, regional and national Authorities, managing the relationship with all key stakeholders at every level and in particular obtaining the relevant signed Undertakings, Confirmation Letters, Engagement Letters, Guarantees, licences and permits to host and deliver UEFA EURO 2024;
- Depending on the local legislation, and upon UEFA's request, acting as UEFA's fiscal representative in the Host Country;
- Ensuring promotion of the Tournament to create interest and a positive image of UEFA EURO 2024 within the Host Cities and Host Country;
- Planning and executing the projects and tasks placed under its direct responsibility or delegated by UEFA;
- Recruiting a team of qualified personnel to implement and fulfil its responsibilities, with the project leader to be appointed by end of March 2020;
- Providing support to UEFA in the sourcing of volunteers and local workforce, as requested;
- Providing general support to UEFA, as requested.

The public authorities

In order to deliver an event of this magnitude successfully, UEFA and the Host Association depend on strong political support at all levels, as well as a supportive legal framework (e.g. taxes, ticketing, intellectual property). The Host Country, Host Cities, airport and any other Authorities and agencies are responsible for all matters related to municipal, local, regional and national Authorities that support the preparation, staging and dismantling of UEFA EURO 2024, i.e. implementation of the required guarantees, provision of public services and matters related to general infrastructure and include in particular the following:

- management of public security, medical and emergency services;
- welcoming of visitors and supporters;
- transport and public services;
- eventual adaptations of legal framework;
- general organisational support;
- establishing project teams of professionally qualified personnel to coordinate matters between UEFA, the Host Association, the Authorities and such other relevant third parties in connection with the organisation and staging of UEFA EURO 2024 (including, planning, preparation, hosting and dismantling of the event).

At each Host City, appointing a main representative by end of March 2020 to act as unique contact point for matters of UEFA EURO 2024 concerning the Host City and to report to UEFA and the Host Association concerning the implementation of the Bid Requirements. The Host City representative must have all necessary powers to liaise with representatives of the relevant Authorities (including airport Authorities and Host Site Authorities) connected to UEFA EURO 2024. UEFA expects the same at any other level (municipal, local, regional and national level), if major responsibilities are managed.

It is essential that the responsible persons for each area of responsibility including in the Host Cities, Host Sites and Host Country are identified sufficiently in advance to ensure timely planning and preparation.

4 — Organisational structure

Local Organising Structure

UEFA will work with the Host Association to set-up a Local Organising Structure responsible for the implementation of the Tournament. Depending on the applicable legislation, this may be a separate legal

entity. The Host Association is expected to provide information regarding the main options available and its recommendation. Following the appointment, UEFA will review such assessment and recommendation and both the Host Association and UEFA will cooperate to set-up the most appropriate Local Organising Structure.

Then UEFA and the Host Association may decide to delegate part or most of the operational responsibilities to the Local Organising Structure, however both parties would remain liable for their respective responsibilities. The detailed split of responsibilities between UEFA, the Host Association and the Local Organising Structure will be set out in a further agreement to be signed between the parties.

A steering committee (or, in the case of a separate legal entity, a shareholders’ board), comprising senior representatives of UEFA, UEFA Events SA and the Host Association, will be responsible for overseeing the management of the Local Organising Structure.

The intention of UEFA, at the time of the issuance of the bid documentation, is that UEFA or any of its affiliates plays a major role in the planning, preparation, delivery and dismantling of UEFA EURO 2024. This would have to be reflected in the set-up of the Local Organising Structure and its organisation.

Timeline for establishing the Local Organising Structure

September 2018	Appointment of the Host Association. Delivery of the UEFA-Host Association obligations as set out in the Staging Agreement.
September 2018 – June 2019	Discussion and development of the concept of the Local Organising Structure between UEFA and the Host Association. Signing of a further agreement to split the responsibilities between all parties involved.
January 2021	Local Organising Structure is fully operational.

Activities prior to the establishment of the Local Organising Structure

In the period before the Local Organising Structure is operational, UEFA and the Host Association are responsible for ensuring the progress in their respective responsibilities.

Governmental project structure

The Host Association is responsible for liaising with the public Authorities and agencies at the municipal, local, regional and national levels to ensure that an appropriate coordination and communication structure is established to ensure the implementation of the public services, obligations and guarantees that have been provided to support the Tournament.

5 — Financial model

Revenues	
UEFA	<ul style="list-style-type: none"> • TV and media rights, including broadcasting services • Sponsorship • Licensing • Ticketing • Hospitality and related services • Any other Commercial Rights exploitation

Costs	
UEFA	<ul style="list-style-type: none"> • Organisational expenses, including workforce costs, for all projects managed directly by UEFA • Stadium rentals costs (covering the costs for private safety and security, as quoted by the Host Association and the Stadium)
Host Association	<ul style="list-style-type: none"> • Bidding costs • Insurance costs in relation to own liabilities • Organisational expenses and activities under the direct responsibility of the Host Association
Host Cities (or other local Authorities, including Host Sites)	<ul style="list-style-type: none"> • Public infrastructure and services, including public order and security • Any other expenses in relation to the fulfilment of its respective obligations and requirements
Host Country	<ul style="list-style-type: none"> • Public infrastructure and services, including public order and security • Any other expenses in relation to the fulfilment of its respective obligations and requirements
Stadium	<ul style="list-style-type: none"> • Costs to fulfil the Bid Requirements • Insurance costs in relation to own liabilities
Remuneration	
Host Association	<ul style="list-style-type: none"> • The Host Association will be paid an amount that will take, in particular, into consideration its costs related to the implementation of its responsibilities. The amount and the structure of the fee will be determined at a later date.
Stadium	<ul style="list-style-type: none"> • Stadium rental (including costs for private safety and security and basic services paid by UEFA to the Host Association)



UEFA
ROUTE DE GENÈVE 46
CH-1260 NYON 2
SWITZERLAND
TELEPHONE: +41 848 00 27 27
TELEFAX: +41 848 01 27 27
UEFA.com UEFA.org

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