



UEFA EURO 2020

Tournament Requirements

Sector 01 — Introduction and Overview

Table of contents

1 – Introduction	1
2 – Glossary	2
3 – The bid procedure	4
4 – The bid requirements	5
The tournament requirements	6
The bid dossier template	6
The bid agreements	7
5 – Support process	7
General framework	7
Contact	7
Workshops	7
UEFA EURO 2020 Bid Portal	7
Bid requirements modifications	8
6 – Timeline	8
7 – References	9
List of documents in electronic versions	9
8 – Table of content of all sectors	10

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.

Since its first edition in 1960, UEFA's flagship national team competition has grown enormously in size and reputation. After 2016 the final tournament in 2020 will again be played with 24 teams, but a special shine will be given to this 16th jubilee edition which will be the 60th anniversary of the UEFA European Football Championship. Indeed, as many as 13 different host cities in 13 different host countries will have the unique opportunity of hosting the pinnacle of European national team football.

The organisation of such an event is very complex and only possible if all hosts are 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 2020 matches with the conditions that the host associations must fulfil in order to be eligible to host such matches.

In addition, they set out the information and materials that bidders must provide in the bid procedure and guide them in the preparation of their bid dossiers.

2 – Glossary

accreditation	the individual right to access one or more zones in an official site used for UEFA EURO 2020 (e.g. stadium, broadcast compound) for a specific period. This right is granted according to the holder's on-site function.
bid agreements	the documents provided by UEFA to the bidders as part of the bid requirements, which include the: <ol style="list-style-type: none"> 1. staging agreement; 2. stadium agreement; 3. host city agreement.
bid dossier	the documents, following strictly the bid dossier template, completed by the bidders and returned to UEFA as part of the bidding procedure, which include all responses to the information requested in the tournament requirements, the guarantees, and the bid agreements, each duly completed and signed.
bid dossier development phase	the period commencing with the announcement of the bidders through the distribution of bid agreements and ending on the date of submission of the bid dossiers by the bidders to UEFA.
bid dossier template	the document provided by UEFA to the bidders as part of the bid requirements, which sets out the guidelines on how the bid dossier should be formatted to be accepted. It will state, in particular, how many pages should be provided for each sector and question, what templates should be filled out, the purpose and content of the guarantees, and the agreements which need to be signed.
bid reference documents	all reference documents provided by UEFA to the bidders as supplementary information.
bid requirements	the documents sent by UEFA to the bidders during the bid procedure, which include: <ol style="list-style-type: none"> 1. the tournament requirements; 2. the bid dossier template, with the list of guarantees; and 3. the bid agreements.
bidder	each member association bidding to host matches of UEFA EURO 2020.
bidding procedure	the entire procedure conducted by UEFA to appoint the host associations as outlined in these bid regulations. It is divided into an initiating phase, a bid dossier development phase and an evaluation phase.
bid regulations	the document provided by UEFA to the bidders, which governs the bidding procedure and appointment of the host associations.
clean site	any official site to be provided for UEFA EURO 2020 free of any contractual obligations throughout the exclusivity period, including, without limitation, obligations arising pursuant to advertising and sponsorship agreements, naming rights agreements, leases, usage agreements, supplier agreement, food, beverage and catering agreements, hospitality agreements and obligations which would limit in any way the ability in exercising rights or performing obligations in connection with UEFA EURO 2020.
commercial partners	any entity to which UEFA grants any commercial rights in relation to UEFA EURO 2020 including, without limitation, any and all advertising, promotion, marketing, merchandising, licensing, franchising, sponsorship, hospitality, publication, media, television, and current and/or future new media rights.

designated person	<p>means any of the following:</p> <ol style="list-style-type: none"> 1. employees, officials, agents and representatives of UEFA, the local organising structure or any other entity established by UEFA, the host association and/or the government for the purpose of organising UEFA EURO 2020; 2. officials from UEFA's member associations; 3. members of the delegation of each of the national football associations which are participating in UEFA EURO 2020 (including, without limitation, players, coaches, medical doctors and officials); 4. UEFA's commercial partners and their respective employees, officials, agents and representatives; 5. media representatives who are accredited by UEFA in respect of UEFA EURO 2020; and 6. any other person who is accredited by UEFA in respect of UEFA EURO 2020.
evaluation phase	the period commencing on the date of submission of the bid dossiers by the bidders to UEFA and ending with the appointment of the host associations by UEFA's Executive Committee.
fan zone	an area accessible to the general public which is set up by the host cities, at which matches of UEFA EURO 2020 may be transmitted on giant screens and the commercial partners may organise a variety of activities, entertainment and displays related to UEFA EURO 2020 according to UEFA's instructions and guidelines.
final draw	the draw, provisionally scheduled for December 2019, determining the groups of national football teams participating in UEFA EURO 2020.
government	the highest governmental body in the host country and all other regional, state and/or local governmental bodies in the host country and their relevant departments and agencies at all levels including, without limitation, any and (where appropriate) all of the airport authorities, police, fire, medical and city authorities required in connection with UEFA EURO 2020.
guarantees	written guarantees required by UEFA from the bidders or third parties in connection with the tournament requirements which UEFA determines necessary for the successful staging and organisation of UEFA EURO 2020.
host association	the member associations appointed by UEFA in accordance with the bid regulations to host matches of UEFA EURO 2020.
host city	a city in the host country which is to host any match of UEFA EURO 2020.
host city agreements	separate agreement with the authorities of the city in the form of the standard host city agreement provided to the bidders by UEFA. (including airport related provisions)
host country	the country of the member association appointed by UEFA as a host association in accordance with the bid procedure.
ICT	information and communication technology.
Initiating phase	the period commencing with the sending of the official invitation to bid to each member association and ending with the announcement of the bidders by UEFA.
local organising structure(s)	any structure (being a legal person or not) empowered by UEFA to organise all or part of UEFA EURO 2020 in a host country.

official site	each stadium, training centre, any fan zone and the sites of any UEFA EURO 2020 event, together with the immediately surrounding and adjacent areas of such official sites which are under the control or ownership of the site owners.
qualifying competition	also named the European Qualifiers, the competition taking place between September 2018 and November 2019, which is designed to determine the 24 teams that qualify to participate in UEFA EURO 2020.
qualifying draw	the draw, provisionally scheduled for January 2018, determining the groups of national football teams participating in the qualifying competition.
stadium	any stadium at which a UEFA EURO 2020 match will be played, together with all other facilities within the outer security zone or otherwise required to comply with the clean site principle.
stadium agreement	separate agreement with the owner(s) and/or operator(s) of the stadium in the form of the standard stadium agreement provided to the bidders by UEFA.
staging agreement	the agreement between UEFA and each of the host associations in connection with the staging and organisation of UEFA EURO 2020, (i) which is provided to the bidders by UEFA during the bidding procedure and (ii) which governs the relationship between UEFA and each of the host associations with respect to UEFA EURO 2020.
tournament requirements	the document provided by UEFA to the bidders as part of the bid requirements, which sets out the requirements for hosting matches of UEFA EURO 2020, 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 will include any existing (or to be created) legal entity in which UEFA is a majority shareholder or sole shareholder and/or in which UEFA holds majority voting rights, any existing (or to be created) contractual or "de facto" partnership without legal personality entered into by UEFA or any existing (or to be created) decentralised operational structure of UEFA in Switzerland or in the host countries.
UEFA EURO 2020	the final tournament of the 2018–20 UEFA European Football Championship, including all official events and activities related thereto.

3 – The bid procedure

UEFA member associations interested in hosting UEFA EURO 2020 matches and intending to submit a bid must first confirm their interest by completing, signing and returning the official application form by **12 September 2013** at the latest.

A total of thirteen (13) stadiums located in thirteen (13) different associations shall be selected. The thirteen match packages to be awarded for the UEFA EURO 2020 final tournament are:

- 1 package composed of two semi-finals and the final to be played in the same stadium (total of 3 matches): the "Finals Package"
- 12 standard packages, which include
 - 4 packages composed of one quarter-final and 3 group matches to be played in the same stadium (total of 4 matches) and
 - 8 packages composed of one Round of 16 match and 3 group matches to be played in the same stadium (total of 4 matches): the "Standard Package(s)"

Each interested bidding association may propose a maximum of two bids:

1. for the Finals Package, and/or
2. for a Standard Package

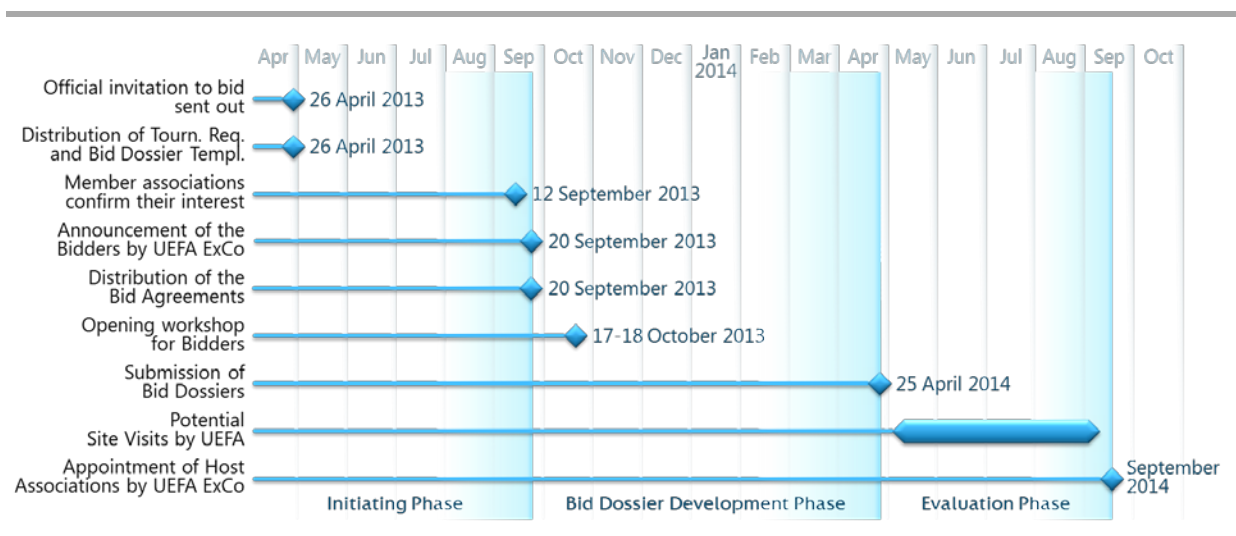
A bidder can submit:

- two separate bid dossiers if two different stadiums are proposed, one for the Finals Package exclusively, and another for a Standard Package exclusively (i.e. both dossiers may not be proposed for the same package), or
- one bid dossier if the same stadium is proposed for both packages, or
- one bid dossier if the stadium is proposed for a Standard Package exclusively, or for the Finals Package exclusively.

Only one venue per association can be selected, meaning that in case of candidates bidding for both packages, once one venue is selected, the second venue will no longer be eligible for the other package.

The bid procedure will be conducted in one single phase consisting of:

1. an initial phase, during which each of the member associations submits an application for eligibility as a bidder;
2. a bid dossier development phase, during which the bidders develop their bid dossier based on the bid requirements; and
3. an evaluation phase, during which the bid dossiers submitted by bidders are evaluated. 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.



As from 26th of April 2013, the bidders can start working on the bid dossier. One hardcopy of the bid dossier must be handed in on the 25th of April 2014. Details of the required format of the bid dossier are provided in Sector 01 of the UEFA EURO 2020 Bid Dossier Template.

4 – The bid requirements

The bid requirements are composed of the following three documents

1. the tournament requirements
2. the bid dossier template
3. the bid agreements

The tournament requirements

The tournament requirements are divided into 13 sectors as follows:

Global Concept	
01	Introduction and Overview
02	Vision, Concept and Legacy
03	Social Responsibility and Sustainability
Context	
04	Political and Economic Aspects
05	Legal Aspects
Infrastructure	
06	Safety and Security
07	Stadium
08	Mobility
09	Accommodation and Training Centres
10	Information and Communication Technology
Operations	
11	Event Promotion
12	Commercial matters
13	Organisational and Operational Matters

Each sector describes a different aspect of the final tournament organisation.

The tournament requirement sectors are only available in electronic format on the UEFA EURO 2020 Bid Portal.

The bid dossier template

This document is provided by UEFA to the bidders as part of the bid requirements. It sets out the guidelines that the bid dossier must adhere to and how it must be formatted to be accepted.

Its structure follows the same sector list as the bid requirements, and provides

1. the questions that need to be answered;
2. the spreadsheets that need to be filled in;
3. the maps that need to be provided;
4. any additional document that needs to be supplied.

Furthermore, it provides the content of each of the requested guarantees and states the maximum length the submission for each sector must have.

See *Sector 01 — Template Guide* of the *UEFA EURO 2020 – Bid Dossier Template* for more instructions.

The bid agreements

The bid agreements include the following:

1. the staging agreement;
2. the stadium agreement;
3. the host city agreement.

The exact content of these agreements will be made available on the 20th of September 2013.

5 – Support process

General framework

UEFA will provide support as necessary to ensure that the bid requirements are fully understood and the way the bid dossier should be written is clear.

To warrant equal treatment of the bidders, relevant information provided to any bidder by UEFA will also be made available to the other applicants. Likewise, minutes will be taken during the workshops and shared with all the bidders.

Contact

The official contact for any questions regarding the bid is the UEFA National Team Competitions unit, Lance Kelly, Head of National Team Competitions or Marcello Alleca, EURO Competition Manager. The electronic mailbox to be used is euro2020@uefa.ch. Using this address will ensure that your mail is answered within a maximum of two working days.

Workshops

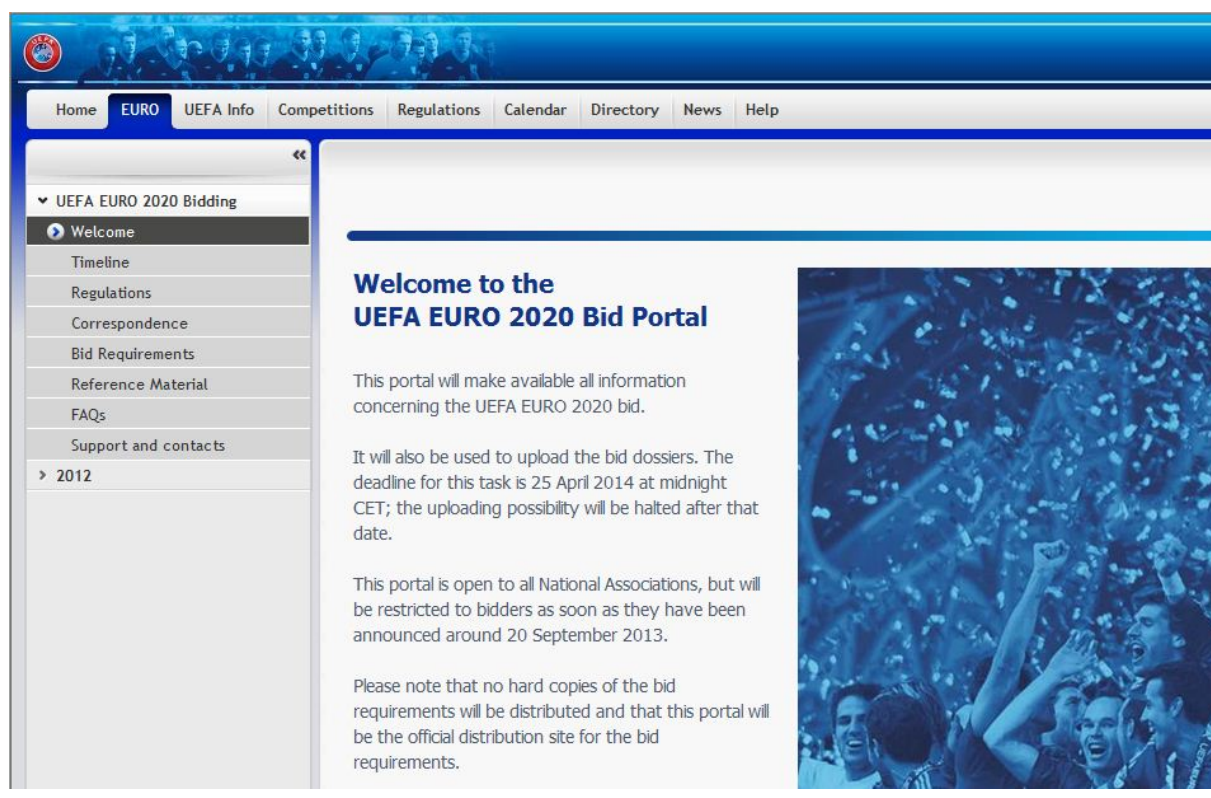
To ensure optimal understanding of the bid requirements by the bidders and to provide the bidders the opportunity to ask specific questions, an opening workshop will be held at the UEFA headquarters in October 2013.

UEFA EURO 2020 Bid Portal

All information, including the bid requirements, is available on the Football Family portal on football.fame.uefa.com/SBS/LandingPage/HomePage.htmx under the menu "EURO → UEFA EURO 2020 Bidding".

In case you need to grant access to employees of your association not having the necessary access rights, please fill in the following form, and UEFA will create the needed access football.fame.uefa.com/SBS/EDS/Registration/Wizard/RegistrationManage.htmx?Definitionid=50000049

The same FAME section will be used to create the secured "personal web page" for each bidder. UEFA will confirm further details to all confirmed bidders by October 2013.



Bid requirements modifications

Any modifications to the bid requirements must be communicated to the bidders by UEFA.

6 – Timeline

	Timeline	Activity
Initiating Phase	26 April 2013	Dispatch of official invitation to bid
	26 April 2013	Distribution of the tournament requirements and the bid dossier template
	12 September 2013	Deadline for national associations to confirm their interest
	20 September 2013	Announcement of the bidders by the UEFA Executive Committee
Bid Dossier Development Phase	20 September 2013	Distribution of the bid agreements to the bidders
	17/18 October 2013	Opening workshop for bidders
	25 April 2014	Deadline for submission of bid dossiers to UEFA
Evaluation Phase	May-August 2014	Potential site visits by UEFA
	September 2014	Appointment of Host Associations for UEFA EURO 2020 by the UEFA Executive Committee and countersignature of the bid agreements

The involvement of any bidder in the bidding procedure automatically terminates upon the failure of such bidder to comply with:

- 12 September 2013, member associations to confirm their interest
- 25 April 2014, submission of bid dossiers

7 – References

List of documents in electronic versions

The documents referenced below are also made available to the bidders as PDF files on the *UEFA EURO 2020 Bid Portal* under the menu "Reference Material":

- > Guide to Safety at Sports Grounds, Green-guide 5th edition,
www.safetyatsportsgrounds.org.uk/publications/green-guide
- > FIFA Football Stadiums – Technical recommendations and requirements 5th edition 2011
www.fifa.com/mm/document/tournament/competition/01/37/17/76/stadiumbook2010_buch.pdf
- > UEFA Guide to Quality Stadium (available on the *UEFA EURO 2020 Bid Portal*)
- > Swiss federal administration, UEFA EURO 2008 Sustainability Report,
www.are.admin.ch/themen/nachhaltig/00270/02671/index.html?lang=en
- > VANOC Final Sustainability Report,
www.olympic.org/Documents/Games_Vancouver_2010/VANOC_Sustainability_Report-EN.pdf
- > London Organising Committee of the Olympics 2012, Towards a one planet 2012, London Sustainability Plan 2012 (November 2007), www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf
- > London 2012 Food Vision for the London 2012 Olympic Games and Paralympic Games (December 2009), www.london2012.com/documents/locog-publications/food-vision.pdf
- > London 2012 Pre-Games Sustainability Report – Delivering Change. (April 2012),
www.london2012.com/mm%5CDocument%5CPublications%5CSustainability%5C01%5C25%5C43%5C65%5Cpre-games-sustainability-report_Neutral.pdf
- > London 2012 Post-Games Sustainability Report – A Legacy of Change. (December 2012),
learninglegacy.independent.gov.uk/publications/london-2012-post-games-sustainability-report-a-legacy-of.php
- > World Health Organisation, 2010: A Guide to Tobacco-Free Mega Events. Geneva: WHO, **Error! Hyperlink reference not valid.**
- > London 2012 Sustainability Guidelines, www.london2012.com/documents/locog-publications/london-2012-sustainability-events-guidelines.pdf
- > UEFA and CAFE Good Practice Guide to creating an accessible stadium and matchday experience,
www.uefa.com/MultimediaFiles/Download/EuroExperience/uefaorg/General/01/68/44/71/1684471_DOWNLOAD.pdf
- > ISO 20121:2012, www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=54552

List of websites

- > UEFA EURO 2012 debrief website
http://intranet.euro2016.fr/resource_center/Pages/UEFA-EURO-2012-Tournament-Debrief.aspx
- > Swiss federal administration, UEFA EURO 2008 Sustainability Report,
www.are.admin.ch/themen/nachhaltig/00270/02671/index.html?lang=en
- > Global Reporting Initiative for Event Organizers,
www.globalreporting.org/reporting/sector-guidance/event-organizers/Pages/default.aspx
- > Hotel rating criteria of Hotels Stars Union
www.hotelstars.eu/index.php?id=criteria

8 – Table of content of all sectors

Sector 01 — Introduction and Overview

1 – Introduction	1
2 – Glossary	2
3 – The bid procedure	4
4 – The bid requirements	5
5 – Support process	7
6 – Timeline	8
7 – References	9
8 – Table of content of all sectors	9

Sector 02 — Vision, Concept and Legacy

1 – UEFA EURO vision	1
2 – Overall tournament concept	3
3 – Tournament legacy	7

Sector 03 — Social Responsibility and Sustainability

1 – Overview	1
2 – Key issues	2
3 – Healthy lifestyle	5
4 – Inclusion	6
5 – Additional issues	7
6 – References	9

Sector 04 — Political and Economic Aspects

1 – Introduction	1
2 – Political and football structures	1
3 – Political and football climate	2
4 – Public investment projection	3

Sector 05 — Legal Aspects

1 – Public interest	1
2 – Intellectual property	2
3 – Customs	3
4 – Ticketing and accreditations	3
5 – Ambush marketing, rights protection committee and enforcement	4
6 – Advertising restrictions	5
7 – Immigration/visa/work permits	5
8 – Local organising structure(s)	6
9 – Employment law	6
10 – Foreign exchange	6
11 – Anti-doping laws	7
12 – Taxation	7
13 – Insurance	9

Sector 06 — Safety and Security

1 – Introduction	2
2 – Roles and responsibilities	2
3 – Safety and security concept	3
4 – Risk analysis	4
5 – Capabilities to host UEFA EURO 2020	6
6 – Conclusions	13
7 – Reference material (non-exhaustive)	13
8 – Medical requirements	13
9 – Stadium Medical Services	15

Sector 07 — Stadium

1 – Glossary	4
2 – Introduction	8
3 – The UEFA EURO 2020 venue	9
4 – Venue "Must Requirements" and "EURO Overlay requirements"	12
5 – Stadium capacities and availability	14
6 – Location, accessibility and orientation	15
7 – Safety and security requirements	17
8 – Spectator welfare	22
9 – Pitch requirements	29
10 – Players and match officials' requirements	32
11 – Hospitality facilities	36
12 – Technical services infrastructure	42
13 – Telecom infrastructure within the stadium	52
14 – Media and broadcasting	55
15 – Stadium management and stadium services	70
16 – Parking areas and traffic access management	71
17 – Environmental aspects	74
18 – Additional space and supply for temporary facilities	74
19 – Specific requirements for the opening match	79
20 – Planning for new stadiums or major stadium renovations	80
21 – Project status for new stadiums or major stadium renovations	81
22 – List of reference documents	87

Sector 08 — Mobility

1 – General considerations	1
2 – Transport to the host country	2
3 – Transport within the host country	2
4 – Host city transport	3
5 – Stadium access management	5
6 – Airports	6

Sector 09 — Accommodation and Training Centres

1 – General principles	1
2 – Accommodation requirements for visitors and supporters	3
3 – Accommodation requirements for UEFA's key target groups	3
4 – Training centres for national teams	6
5 – Hotel reservations	7
6 – Reservations for team hotels and training centres	7
7 – Hotel rating guide	7

Sector 10 — Information and Communication Technology

1 – Introduction	1
2 – Technology	2

Sector 11 — Event Promotion

1 – Importance of event promotion	1
2 – The role of the host association in the event promotion	2
3 – The role of the host city in the event promotion	2
4 – The role of the host country in the event promotion	6

Sector 12 — Commercial Matters

1 – Commercial rights	1
2 – Commercial inventory	1
3 – Commercial restrictions	2

Sector 13 — Organisational and Operational Matters

1 – Introduction	1
2 – UEFA EURO 2020 project structure	3
3 – The role of the host association	7
4 – Organisational structure	9
5 – Contractual model	12
6 – Financial model	12

Sector 02 — Vision, Concept and Legacy

Table of contents

1 – UEFA EURO vision	1
Overview	1
Key motivations of the host and integration into the vision of the UEFA EURO	2
UEFA EURO 2020 – 24 teams, 13 cities, 1 language, football	2
Fan expectations – UEFA EURO Speaks Football	3
2 – Overall tournament concept	3
Qualification for the final tournament	4
Tournament format	4
Generic match schedule	5
Number of stadiums and capacities	5
Qualifying, play-off and final draws	6
Key principles for the tournament organisation	6
Football versus Government Matters	6
Football side	7
Appointment	7
3 – Tournament legacy	7
Long-term development	7

1 – UEFA EURO vision

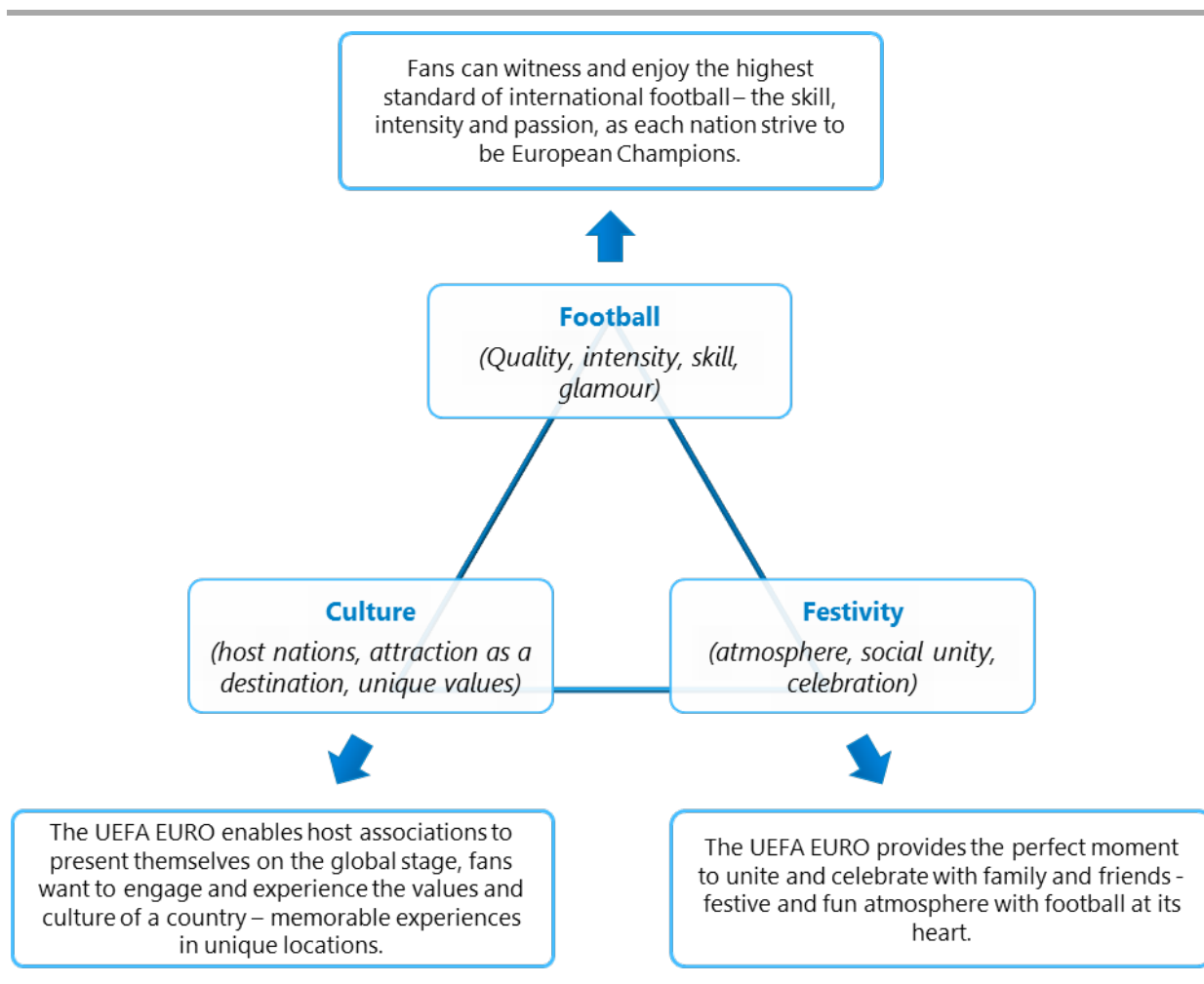
Overview

Every four years, the UEFA European Football Championship final tournament 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 multiethnic 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 the UEFA European Football Championship final tournament remains “to create an enduring legacy for European football”: UEFA and the UEFA EURO 2020 host associations should strive to achieve this together by using the tournament as a vehicle to develop football, and participation in the game all over Europe.

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 the 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 2020, 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.

UEFA EURO 2020 – 24 teams, 13 cities, 1 language, football

The 60th anniversary of the UEFA European Football Championship will be the ultimate occasion for the biggest celebration of European football ever bringing together 24 national teams in 13 cities all across Europe united by one beautiful and unique language....football!

The host cities and participating nations will enjoy a unique football festival closer to the fans than ever before. UEFA EURO 2020 will be a tournament for the European family of football and accessible to all. For most people, it will be a once in lifetime opportunity to experience the EURO near their home.

The tournament should commemorate the rich history and heritage of the UEFA European Football Championships. It should also be a celebration of the 2020 edition while at the same time, contributing positively to the future of football, promoting growth in participation at every level being the true legacy of UEFA EURO 2020.

Each bidder must present a concrete plan as to how it will contribute meaningfully to the celebration of the past tournaments, the 2020 edition and how this will benefit the future of football by increasing

participation in its country, across all functions in football – players, referees, coaches, volunteers, administrators, etc.

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. The 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 2018-20 UEFA European Football Championship will consist of a qualifying competition and a final tournament.

For the qualifying competition, also named European Qualifiers, all UEFA member associations are eligible to compete for one of the 24 places in the final tournament. Qualifying competition matches will commence in autumn 2018 and will be organised by all participating UEFA member associations individually.

The final tournament is expected to take place in June/July 2020. The exact dates will be fixed after the appointment of the host associations.

Qualification for the final tournament

24 teams will compete in the final tournament all of which must have participated in the qualification phase. No teams will directly qualify for the final tournament.



Tournament format

The final tournament is divided into a group phase and a knockout phase. In principle, the group phase will be played with six groups of four teams, with the group winners, runners-up and the four best third-ranked teams qualifying for the round of 16. The knock-out phase begins with the round of 16, followed by the quarter-finals, semi-finals and final. This format will generate 51 matches and is similar to the one already applied at the FIFA World Cup in 1986, 1990 and 1994 (with the exception of the third place match, which is currently not foreseen for UEFA EURO 2020). The duration of the tournament is anticipated to be between 29 and 31 days.

Final	Final								1 match
Semi-finals	SF 1				SF 2				2 matches
Quarter-finals	QF 1		QF 2		QF 3		QF 4		4 matches
Round of 16	R16 1	R16 2	R16 3	R16 4	R16 5	R16 6	R16 7	R16 8	8 matches
Group phase	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4	Team 1 Team 2 Team 3 Team 4		36 matches
	Group A	Group B	Group C	Group D	Group E	Group F			

Generic match schedule

The generic match schedule serves for illustration purposes and for reference during the UEFA EURO 2020 bidding procedure. UEFA will confirm the final match schedule in due course.

Host City	Package	Fr 12-Jun	Sa 13-Jun	Su 14-Jun	Mo 15-Jun	Tu 16-Jun	We 17-Jun	Th 18-Jun	Fr 19-Jun	Sa 20-Jun	Su 21-Jun	Mo 22-Jun	Tu 23-Jun	We 24-Jun	Th 25-Jun	Fr 26-Jun	Sa 27-Jun	Su 28-Jun	Mo 29-Jun	Tu 30-Jun	We 1-Jul	Th 2-Jul	Fr 3-Jul	Sa 4-Jul	Su 5-Jul	Mo 6-Jul	Tu 7-Jul	We 8-Jul	Th 9-Jul	Fr 10-Jul	Sa 11-Jul	Su 12-Jul
		Group stage MD1					Group stage MD2					Group stage MD3					Rest days		Round of 16		Rest days		Quarter finals		Rest days		Semi finals		Rest days		Final	
1	SFs F																												SF	SF		F
2	GS QF		G				G				G													QF								
3	GS QF				G					G				G									QF									
4	GS QF			G				G					G												QF							
5	GS QF			G				G					G										QF									
6	GS R16	G					G					G						R 16														
7	GS R16		G				G						G					R 16														
8	GS R16			G			G						G					R 16														
9	GS R16				G			G						G					R 16													
10	GS R16				G			G					G					R 16														
11	GS R16						G				G			G					R 16													
12	GS R16	G				G				G									R 16													
13	GS R16			G						G			G						R 16													

Number of stadiums and capacities

The capacities of the 13 stadiums are as follows:

- 1 stadium for both semi-finals and the final with at least 70,000 seating capacity
- 4 stadiums with at least 60,000 seating capacity for the quarter-finals
- 8 stadiums for the round of 16:
 - Minimum 6 stadiums with at least 50,000 seating capacity
 - A maximum of 2 stadiums may be selected with at least 30,000 net seating capacity (33,000 gross capacity)

The stadium that will host the opening match will be designated at a later stage.

The eligibility of the bids with respect to the matches to be awarded will be decided on the basis of the gross stadium capacity, among other requirements.

Qualifying, play-off and final draws

The qualifying draw, determining the qualifying competition groups, 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 2020. It is provisionally scheduled for January 2018.

The play-off draw, if applicable, will be held in October 2019.

Following the completion of the qualifying competition, the final draw will determine the groups for the final tournament. The final draw, provisionally scheduled for December 2019, is another important event in the calendar as it creates excitement and suspense prior to the final tournament.

The draw locations will be decided at a later stage.

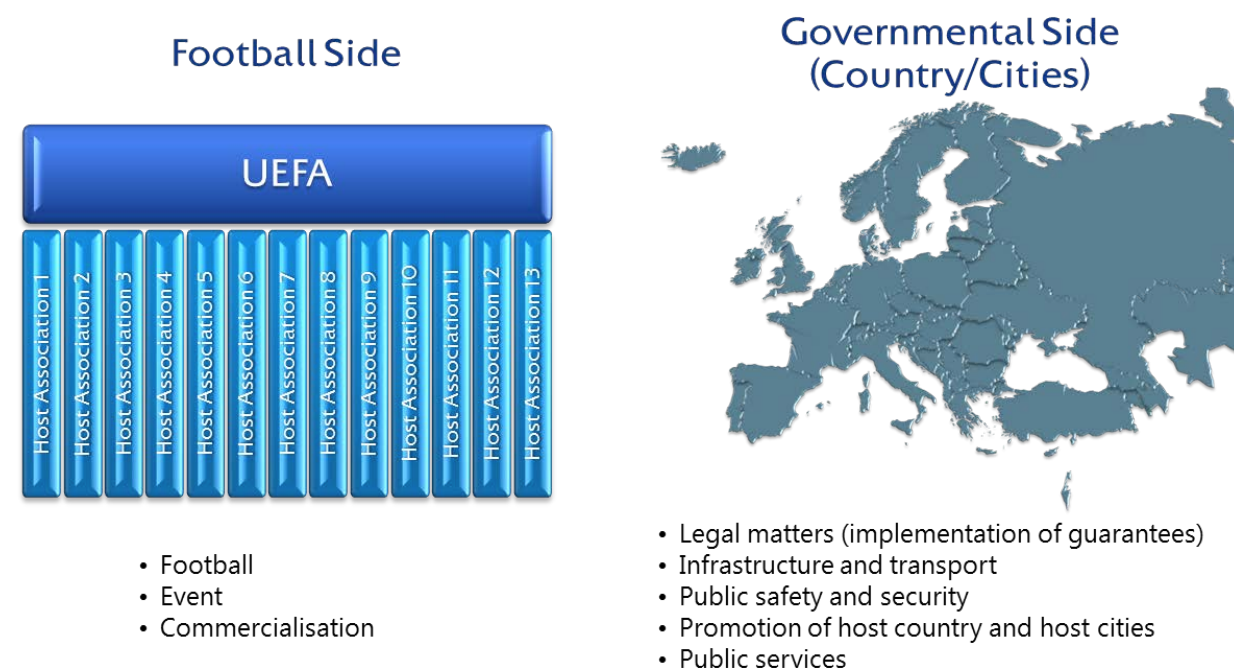
Key principles for the tournament organisation

UEFA wishes to deliver a tournament in close cooperation and true partnership with the host associations, countries and cities. The basic organisation model should abide by the following principles:

- UEFA is the owner of the event.
- UEFA, the host associations, and the local authorities have shared responsibility for the delivery of the event.
- The host countries' and cities' governments are responsible for the provision of public infrastructure and services (i.e. safety and security).

Football versus Government Matters

The following diagram shows the general split of responsibilities between football and government matters:



The national and local (city) governments need to show a strong political will to host UEFA EURO 2020 at all institutional levels.

Football side

The following principles prevail for the football event side:

- UEFA leads the tournament organisation.
- UEFA and the host associations constitute a united team for a successful delivery.
- There are shared responsibilities in some specific areas of delivery.

Appointment

The appointment of the successful bidders to act as host associations for UEFA EURO 2020 shall be subject to the receipt of the signed staging agreement. The staging agreement sets out the principles for hosting and organising UEFA EURO 2020 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.

According to the UEFA EURO 2020 bid regulations, the staging agreement will be sent to bidders on 20 September 2013. 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 agreements submitted by each of the successful bidders upon their appointment as host associations.

Planning for UEFA EURO 2020 will commence in due time following the appointment of the host associations. A specific project plan will be drawn up for all activities and events up to the end of UEFA EURO 2020 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 UEFA European Football Championship final tournament 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 the UEFA EURO 2020 tournament 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 2020, 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

Through football-based events such as exhibitions, school activities, neighbouring initiatives and festivals, all linked to the platform offered by the UEFA European Football Championship, it is possible to promote football and its social, historical, national and festive aspects.

Tourism development

A UEFA European Football Championship final tournament reaches a large number of people who travel to the host cities and countries during the event or who might plan a later visit.

The tournament itself will therefore have a significant instant impact on the touristic industry.



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.

Sector 03 — Social Responsibility and Sustainability

Table of contents

1 – Overview	1
Aim	1
Background	1
Benefits and challenges	2
Strategy	2
Requirements versus good practice	2
2 – Key issues	2
Sustainability performance	2
Infrastructure	3
Transport	4
3 – Healthy lifestyle	5
4 – Inclusion	6
5 – Additional issues	7
Energy	7
Waste	7
Sourcing	9
6 – References	9
Reports	9
Guidelines	10
Codes and standards	10

1 – Overview

Aim

The terms social responsibility and sustainability encompass the environmental, social and economic dimensions of UEFA EURO 2020 and cover the complete process from National Associations bidding, to planning, implementation and post-event legacy. The pro-active involvement of all relevant stakeholders (including workforce, volunteers, spectators, sponsors, governments, NGOs, media and special interest groups) is the most crucial component of a sustainable UEFA EURO 2020.

Background

The concept of sustainability and social responsibility (both terms are used here as synonyms) is increasingly important for event organisers. In 2012 the most-widely used framework for sustainability reporting, the *Global Reporting Initiative* (GRI), published a specific *Event Organizers Sector Supplement* (EOSS) with a set of sustainability indicators. In the following sections we refer to these indicators (e.g. EN1 = Environmental Indicator 1 of GRI EOSS).

Benefits and challenges

The concept of EURO for Europe bears different benefits and new challenges for the host cities. A major advantage of the new concept is to limit the infrastructures constructed solely for the tournaments, resulting in a decrease of the relevant environmental footprint. On the other hand, the spread of host cities around Europe may increase travel for some, and the subsequent environmental footprint of the UEFA EURO 2020. In this regard, some environmental aspects have to be given special attention in this new concept.

Strategy

Host cities should integrate social responsibility according to the new international standards by including social, economic and environmental considerations into all stages, from UEFA EURO 2020 planning to implementation and post-event legacy. Clear key objectives and measures should be specified in the social responsibility strategy, including a draft budget for costs related to the implementation and for reporting on the focused aspects. If stadiums or major facilities have to be newly constructed or completely renovated for UEFA EURO 2020, sustainability (and accessibility) aspects need also to be considered for the site selection, design and construction phase. In these cases legacy planning requires special attention.

The following chapter outlines five key issues, which are relevant for the host cities (sustainability performance, infrastructure, transport, healthy lifestyles and inclusion). Other issues such as energy, waste and sourcing may be considered as a competitive advantage and will depend on each host city's sustainability strategy and materiality check.

Requirements versus good practice

In the following chapters a clear distinction is made between requirements ("must have") and good practices ("nice to have").

2 – Key issues

Sustainability performance

Sub-topics

- Sustainable event management and reporting

Goals

- Reporting transparently on sustainability performance according to international guidelines
- Maximizing positive post-event legacy
- Sharing good practice and lessons learned

Reporting Indicators

- Nature and extent of knowledge transfer of best practice and lessons learned (EO12)
- Total direct and indirect greenhouse gas emissions by weight (EN16)

Requirements

- Sustainable event management system
- Sustainability report according to GRI EOSS Guidelines

Good practice

- External assurance of sustainability report

- External evaluation of sustainability initiatives

London 2012 example: A blueprint for change

In promoting London 2012 as the “world’s first truly sustainable Games” the bidding committee made a clear commitment to sustainability. The commitment was followed by a comprehensive strategy and ambitious objectives in different priority areas, building on the international standards. The final report was presented in December 2012 using the newest GRI Guidelines 3.1 and its relevant *Event Organizers Sector Supplement*, which reached the highest application level A.



Infrastructure

Sub-topics

- Accessibility
- Long term post-tournament use of infrastructure (hard legacies)

Goals

- Create an accessible environment for disabled fans in the host city and stadium
- Design of facilities for post-event use

Reporting Indicators

- Type and impact of initiatives to create an accessible environment (EO6).
- Number of wheelchair user seats and amenity and easy-access seats for disabled people
- Number of certified disability-friendly public places and local businesses
- Number of public sanitary stations available in the city (general use and for disabled people)
- Number, type and impact of physical and technological legacies (EO13)

Requirements

- Requirements for disabled persons as described in the sector 07 Stadiums.
- Legacy plan for new or refurbished infrastructure

Good practice

- Using technological innovations for disabled persons
- Access statement and certification of accessible infrastructure

UEFA EURO 2012 example: RESPECT inclusion – Football with No Limits

Football with No Limits implemented by the *Centre for Access to Football in Europe* (CAFE) supported the two host countries in delivering accessible stadiums for UEFA EURO 2012, as well as helping to improve access to local businesses (such as banks, hotels, restaurants) by providing improved facilities and services for disabled people during the tournament and in legacy. Football with No Limits provided new life skills to disabled young people, as well as reliable access to information for disabled fans and visitors of UEFA EURO 2012.

Transport

Sub-topics

- Sustainable transportation
- Accessible transport

Goals

- Promote and provide a convenient public transport system for travelling to stadiums and fan zones
- Zero or low emissions transport such as cycling and walking
- Benchmark: 80% of match-ticket holders use public city transport, travel by bicycle or walk to the stadium
- Provide accessible transportation for disabled fans

Reporting Indicators

- Modes of transportation taken by attendees and participants as a percentage of total transportation and initiatives to encourage the use of sustainable transport options (EO2)
- Significant environmental and socio-economic impacts of transporting participants and visitors to and from the event and initiatives taken to address the impacts (EO3)
- Percentage of disabled-friendly public transport means and stations

Requirements

- Free local public transport for ticket holders on the match-day and until 12pm the next day.
- Minimum requirements for disabled persons:
 - Accessible transport links
 - Accessible drop-off and pick-up points and disabled-friendly parking
 - Accessible signage and way-finding

Good practice

- Specific routes and parking for bicycles
- Free public transportation on national railways for ticket holders on match-day and following day

UEFA EURO 2008 example: Combi-ticket

On the day of the match, match tickets and accreditations functioned as free tickets for travelling to and from matches using national railways and local public transport.

3 – Healthy lifestyle

Sub-topics

- Healthy food and beverages
- Tobacco-free environment
- Health promotion / active lifestyles



Goals

- Ensure healthy and diverse range of food and beverages for all visitors
- Enforcing a tobacco-free policy on stadium perimeter
- Promotion of a healthy / active lifestyle

Indicators

- Percentage of and access to food and beverages that meet European-level guidelines (EO8)
- Total number of incidents in violation of tobacco-free policy
- Initiatives to promote healthy lifestyle and impact

Requirements

- Healthy and balanced food options at all sites and nutritional labelling
- Tobacco-free stadium
- Training of workforce on tobacco-free policy

Good practice

- Tobacco-free fan zones

UEFA EURO 2012 example: Tobacco-free policy

UEFA decided to have, tobacco-free stadiums (including open-air areas and hospitality); smoke-free hotel accommodation and transport; no sale nor distribution of tobacco products or other tobacco related items at stadiums (condition of franchise); no tobacco industry sponsorship or advertisement.

4 – Inclusion

Sub-topics

- Fan experience
- Affordability
- Accessibility

Goals

- Create a positive fan experience
- Inclusive ticketing policy (local, minorities, income groups, etc.)
- Rules on inclusive and equal access to facilities
- Positive fan experience for disabled people

Indicators

- Measurement of visitor satisfaction (PR5)
- Type and impacts of initiatives to create a socially inclusive event (EO5)
- Type and initiatives to create an accessible environment (EO6)
- Gradation of ticket price categories

Requirements

- Access audit of the facilities
- Audio-commentary system for partially sighted and blind persons
- Assistive hearing devices for hard-of-hearing and deaf persons
- Provisions for assistance and guide dogs
- Accessible way-finding and signage



Good practice

- Using technological innovations for disabled people
- Using the up-to-date guidelines of CAFE
- Cooperation with Football Supporters Europe (FSE)

UEFA EURO 2012 example: Audio-descriptive commentary service

CAFE provided an audio-descriptive commentary service for partially sighted and blind fans at each UEFA EURO 2012 match. 48 volunteers received specialist training. Volunteers included media students and unemployed youth. The training included a module on disability awareness and feedback from local blind organisations, illustrating the importance of inclusion and the need for accessible media services. This initiative was ground-breaking in the region and the service is now being successfully delivered at stadiums and other public venues across Poland and Ukraine.

5 – Additional issues

Energy

Sub-topics

- Efficiency
- Renewable energy

Goals

- Reduction of energy consumption
- Preference of renewable energy sources

Indicators

- Direct energy consumption in the preparation phase and during UEFA EURO 2020 by source (EN3)
- Energy saved due to conservation and efficiency improvements (EN5)

Requirements

- A minimum of 50% of energy use from renewable resources
- Diesel generators avoided whenever possible

Good practice

- 100% of energy from renewable resources
- Environmentally-friendly labels of energy providers

UEFA EURO 2008 example: Green energy

Euro 2008 SA set aside €3,125 per match for the purchase of green electricity. A total of 240,600kWh of green electricity was purchased for the stadiums in Switzerland, of which 66% originated from water-generated electricity, 24% from solar power and around 10% from wind power generators.

Waste

Sub-topics

- Waste management

Goals

- Waste minimization: reduce → reuse → recycle → recover

Indicators

- Total weight of waste by type and disposal method (EN22)
- Initiatives to manage waste and their results (EN22)
- Water conservation and improvement initiatives and their results (EN8)

Requirements

- No untreated waste to landfill
- 70% of waste reused or recycled

Good practice

- Anti-littering campaign around UEFA EURO 2020

Dartford Football Club example: Eco football stadium

With on-going drought conditions and a desperate need for high quality grass on the field, the architect of English football club Dartford FC's new stadium, has created two ponds nearby to store rainwater for watering the grass. In a complete drought the ponds will be able to supply water for almost two months without being topped up. The ponds make the stadium self-sufficient, look pretty, and attract local wildlife.



Sourcing

Sub-topics

- Sustainability criteria for suppliers, licensees, contractors (goods and services)
- Screening of suppliers, licensees, contractors

Goals

- Ensure that the goods and services described below are supplied according to sustainability criteria:
 - Temporary facilities
 - Sport equipment
 - Merchandising materials
 - Food and beverages
- Involve suppliers and contractors in sustainability efforts

Indicators

- Percentage of goods and services sourced according to sustainability criteria
- Type and sustainability performance of sourcing initiatives (EO9)
- Type, amount and impact of benefits, financial and in-kind, received from suppliers (EO10)

Requirements

- Products and services are sourced according to sustainability criteria

Good practice

- Fair-trade or Eco-labels for products and services

London 2012 example: Sustainable food vision

A sustainable food policy was developed for the Olympic and Paralympic Games 2012. The standards were communicated and applied throughout the tendering and evaluation process.

6 – References

Reports

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- > London 2012 Post-Games Sustainability Report – A Legacy of Change. (December 2012), <http://learninglegacy.independent.gov.uk/publications/london-2012-post-games-sustainability-report-a-legacy-of.php>

Guidelines

- > World Health Organisation, 2010: A Guide to Tobacco-Free Mega Events. Geneva: WHO, http://www.wpro.who.int/publications/PUB_9789290614982/en
- > London 2012 Sustainability Guidelines, <http://www.london2012.com/documents/locog-publications/london-2012-sustainability-events-guidelines.pdf>
- > UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, http://www.uefa.com/MultimediaFiles/Download/EuroExperience/uefaorg/General/01/68/44/71/1684471_DOWNLOAD.pdf

Codes and standards

- > ISO 20121:2012, http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=54552
- > GRI EOSS (Event Organizers Sector Supplement), <https://www.globalreporting.org/reporting/sector-guidance/event-organizers/Pages/default.aspx>

Sector 04 — Political and Economic Aspects

Table of contents

1 – Introduction	1
2 – Political and football structures	1
Relevance	1
Scope	1
3 – Political and football climate	2
Relevance	2
Scope	2
4 – Public investment projection	3
Relevance	3
Scope	3

1 – Introduction

The political and economic situation in the host cities and host countries will significantly influence the success of UEFA EURO 2020, 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 in this sector. It should be noted that, in most cases, three different perspectives will be considered: that of the host city, that of the country and that of the national association.

2 – Political and football structures

Relevance

Given the high degree of backing required from the city and state authorities, the political organisation of the city and the state, as well as the distribution of powers and responsibilities among different bodies influence the preparations and the staging of UEFA EURO 2020.

Scope

To have a clear view of the operational and organisational framework, UEFA needs to understand the political structures of your country at national, regional and local/city level. In particular, there must be a detailed description of how the national and host city political system works and how powers are distributed between central and regional/local governments.

In addition, the political and organisational structure of the football association must be described, including its relations to the host city and the state.

3 – Political and football climate

Relevance

As UEFA EURO 2020 is a long-term project, the political climate in the country, the city 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 city and in the country, their respective strength and their position regarding the possible hosting of UEFA EURO 2020. UEFA also needs to understand the structure of football's stakeholders.

As a change in government (national and local) may have a major impact on the approach to UEFA EURO 2020 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 city and national level) and any elections planned in the coming years.



4 – 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 country, city and other relevant territory level in relation to the hosting of UEFA EURO 2020.



Sector 05 — Legal Aspects

Table of contents

1 – Public interest	1
2 – Intellectual property	2
3 – Customs	3
4 – Ticketing and accreditations	3
5 – Ambush marketing, rights protection committee and enforcement	4
6 – Advertising restrictions	5
7 – Immigration/visa/work permits	5
8 – Local organising structure(s)	6
9 – Employment law	6
10 – Foreign exchange	6
11 – Anti-doping laws	7
12 – Taxation	7
Tax system	7
Tax exemptions	8
Expedited and simplified processes	8
Taxes on goods and services (VAT)	9
13 – Insurance	9

1 – Public interest

UEFA EURO 2020 is an event of worldwide interest that will have a significant impact on football in all UEFA member countries and on the economy and image of each host country. The successful staging of the event 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 the event in accordance with UEFA's requirements, all relevant public authorities in each host country must consider the event as a matter of public interest with national importance.

UEFA therefore requires the appropriate authorities in each host country to classify UEFA EURO 2020 (including the preparatory and planning phases of the tournament as well as the tournament itself) as a matter of public interest in each host country in order to ensure that the organisation of UEFA EURO 2020 takes priority over competing private or local interests.

2 – Intellectual property

UEFA will develop significant intellectual property in connection with UEFA EURO 2020 including, without limitation, word marks, designations, logos, emblems, symbols, visual identities, devices and mascots. This intellectual property, together with existing UEFA intellectual property, will be used by UEFA to organise, promote and advertise UEFA EURO 2020. 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 2020.

In order to ensure that UEFA can control the look, feel and public perception of UEFA EURO 2020 and to preserve the commercial value of rights of association with UEFA EURO 2020 which are granted to commercial partners, UEFA must be sure that it will be able to assert its ownership of its intellectual property and to prohibit unauthorised people from using it in all relevant markets including, most importantly, in the host countries. 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 countries, UEFA requires from each 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) brand, name, insignia, logo, design or any other intellectual property rights, where it reproduces or imitates in whole or in part any name, designation, brand, insignia, logo, design, visual identity or other intellectual property which is reserved for UEFA; and
- Prohibition of the direct or indirect use, by any means, without UEFA's authorisation, of any name, designation, brand, insignia, logo, design, visual identity and/or intellectual property which is reserved for UEFA or which is similar to any such name, designation, brand, insignia, logo, design, visual identity and/or intellectual property.

Notwithstanding the existence of such legislation, UEFA will apply for registrations in each host country under its intellectual property registration programme. As a result, it must be possible to register such intellectual property in each host country. The relevant authority(ies) shall confirm that the following designations and other intellectual property related to UEFA EURO 2020 can be protected with immediate effect in their respective country:

- UEFA
- EUROPEAN FOOTBALL CHAMPIONSHIP/CUP 2020;
- EURO 2020;
- "host city name and 2020" (e.g. "NYON 2020");
- "host country name and 2020" (e.g. "SWITZERLAND 2020");
- any designation or abbreviation used in the host country to refer to UEFA EURO 2020 (e.g. EM 2020 in German-speaking countries);
- the official logo, mascot(s), mascot name(s), slogan(s) and any other signs and/or emblems to be created by UEFA relating to UEFA EURO 2020.

All intellectual property registrations in each host country must be administered promptly and efficiently. The relevant authority(ies) in each host country will have to appoint a dedicated set of examiners that will administer all intellectual property applications related to UEFA EURO 2020. 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 authority(ies) 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 relevant authority(ies) will be required to provide a written guarantee with respect to these measures.

The laws and regulations in each host country must:

- grant robust protection to UEFA's intellectual property rights; 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 2020;
- and ensure effective measures to counter ambush marketing.

The relevant authority(ies) will be required to provide a written guarantee with respect to these measures.

3 – Customs

Participants in UEFA EURO 2020 or in the organisation and staging thereof must be able to import into the host countries all goods, which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2020 without any restriction and without any customs duties or other taxes or liabilities being imposed thereon. Designated persons and their contractual partners (including carriers, haulage firms, shipping agencies and any other parties to move goods across borders) 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 throughout the preparation for UEFA EURO 2020, during the tournament itself and following its conclusion and should, without limitation, extend to the following goods of designated persons:

- personal effects;
- sporting equipment;
- medical supplies and instruments;
- pharmaceuticals and food supplements;
- food and beverages;
- photographic and audio-visual equipment and supplies;
- broadcast (including television) equipment and supplies;
- computer, electronic devices, data carriers, data processors and other office equipment (whether electronic or not);
- documents, printed matter, gifts, awards, trophies, medals, flags, signage, decorative materials and promotional materials;
- uniforms, costumes and other clothing;
- products that UEFA's commercial partners intend to distribute as promotional items; and
- products of UEFA's commercial partners, which are supplied to UEFA in connection with the organisation and staging of UEFA EURO 2020 (including, without limitation, automobiles).

The competent authority(ies) within the host countries will be requested to provide a written guarantee with respect to the free import and export of goods and the implementation of expedited procedures.

Authorities that are responsible for the administration of customs in the host countries must have sufficient power to enable them to detect and prevent the importation of unauthorised goods which use or incorporate UEFA's word marks, designations, logos, emblems, symbols or other intellectual property rights or otherwise violate the specific legislation enacted to protect UEFA's intellectual property rights or prevent ambush marketing.

4 – Ticketing and accreditations

In order to ensure the safety and security of people attending UEFA EURO 2020 matches and to protect the value of the rights which are granted to its commercial and public partners, UEFA must be sure that it will be able to prohibit the unauthorised transfer of tickets and to enforce the terms and conditions applicable thereto.

If such a law is not already in place, UEFA requires specific legislation to be enacted in accordance with the host country's constitution, before 1st January 2018, that:

- prohibits any unauthorised sale or offer for sale of tickets or accreditation passes to any UEFA EURO 2020 match, whether the sale, transfer of possession or ownership takes place inside or outside the host countries (including by Internet);
- prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2020 events as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including so-called hospitality) or any other commercial package; and
- allows immediate seizure of the relevant tickets or passes and provides for sanctions against the company and/or individual committing such infringement.

The laws of the host countries should provide for rapid and effective enforcement of such prohibitions and of the UEFA EURO 2020 ticketing terms and conditions.

In connection with existing or new legislation, a written guarantee from the relevant authority(ies) will be required with respect to the enforceability in each host country of certain key terms and conditions of tickets and accreditation passes to UEFA EURO 2020 events.

5 – Ambush marketing, rights protection committee and enforcement

For these purposes, "ambush marketing" means the undertaking, without UEFA's consent, of activities that (directly or indirectly) suggest or may create the impression of having been authorised by, or being connected or associated with, UEFA or UEFA's competitions (including UEFA EURO 2020).

Many companies, private individuals and/or public entities can be expected to attempt to establish an association with UEFA EURO 2020 without UEFA's authorisation.

These 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 UEFA's partners. The effectiveness of efforts to tackle these activities shall, to a large extent, be dependent on the strength of the laws in each host country and the co-operation of the relevant authority(ies) in that host country (at both national and local level) with UEFA's rights protection programme.

The relevant authority(ies) in each host country (at both national and local level) must be enabled and empowered to protect UEFA's intellectual property rights and UEFA's commercial programme for UEFA EURO 2020 (including, in particular, protection from ambush marketing). It is envisaged that such authorities would include those responsible for administering and enforcing customs, protection of intellectual property rights, prohibition of ambush marketing and prohibition of illicit ticket activities as well as the host city.

In particular, the relevant authority(ies) in each host country must prohibit the following practices (before, during and after the event):

- association with the event (ambush marketing) without UEFA's authorisation;
- (without prejudice to the above) commercial, promotional, marketing and distribution activities in "clean zones" around the official venues (including in the airspace around the venues) without UEFA's authorisation. These activities would include, for example, commercial advertising, street selling, leafleting, product give-aways and political demonstrations;
- use of UEFA's intellectual property rights without UEFA's authorisation;
- the production, sale and/or distribution of counterfeit merchandise related to UEFA EURO 2020; and
- unauthorised public viewing events.

Each host country must ensure that appropriate legislation is in place as soon as possible and in any case no later than 1st January 2015 to address the above issues.

In order to ensure efficient implementation of the rights protection programme, UEFA will require the establishment of a committee (the "rights protection committee") composed of representatives from all

relevant authorities (including the IP/trade mark office, customs officials, police forces and relevant prosecutors) together with representatives from the host association (and, if so required by UEFA, representatives from UEFA). It is intended that this rights protection committee should operate both at national level in the host country and at local level, in particular in the host city. It is envisaged that each host country rights protection committee would nominate a member to participate in a central UEFA rights protection steering committee as and when required by UEFA.

The rights protection committee must meet regularly to co-ordinate efforts to protect UEFA's intellectual property rights and UEFA's commercial programme for UEFA EURO 2020 including: (i) prohibiting ambush marketing activities; (ii) protecting UEFA's intellectual property rights; and (iii) prohibiting illicit ticket activities, as well as ensuring that appropriate measures are taken to prevent violations (or where violations have occurred, ensuring they are dealt with quickly and effectively).

The relevant authority(ies) will be required to provide a written guarantee with respect to these measures.

6 – Advertising restrictions

The sale of commercial rights constitutes one of the most important sources of revenue for UEFA EURO 2020. The successful sale of such rights may be impacted by certain commercial restrictions imposed by local law, for instance with regard to advertising opportunities (e.g. prohibition of advertising for alcohol).

Accordingly, the bidder must describe what restrictions apply in the host country in respect of commercial advertising and promotions at sports events that may affect UEFA's commercial programme for UEFA EURO 2020.

7 – Immigration/visa/work permits

During the preparations for UEFA EURO 2020 and during the final tournament itself, there will be a heavy demand for entry into and stay in the host countries by foreign nationals. The entry and stay of these foreign nationals will be vital to the success of UEFA EURO 2020. The process by which all foreign nationals are permitted to enter and exit the host countries in connection with UEFA EURO 2020 should be clear, simple and expeditious.

UEFA EURO 2020 being staged in a number of countries and cities, it is of utmost importance that nationals and persons moving from one host country to another (including participating teams and fans) are granted a preferred and quick treatment and the liberty to travel between their home country and the host countries as well as between host countries without any restrictions and visa requirements.

All foreign nationals with a valid passport attending UEFA EURO 2020 should be permitted to enter and exit the host countries 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 2020 will not be able to function without the presence of the participating teams, UEFA's employees and officials, UEFA's commercial partners, members of the media and other designated persons. Designated persons with a valid passport must therefore be permitted to enter and exit the host countries as many times as needed for the period necessary for the preparation of, during UEFA EURO 2020 itself and following its conclusion in order to fulfil their functions in relation to the tournament. Such entry(ies) should be guaranteed, with any required visas, work permits or other permissions being granted at no cost and in accordance with an expedited and simplified procedure, implemented as of the start of the preparations of the tournament.

In addition to designated persons who will need to enter the host countries immediately prior to and during UEFA EURO 2020, 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 countries for up to four years

prior to the commencement of UEFA EURO 2020 and up to one year after its conclusion in order to work on the organisation of UEFA EURO 2020 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 an expedited and simplified procedure and shall not be deemed to have residence or become domiciled in the host countries, unless they formally apply for such residence or domicile.

All applications for permission to enter into, exit from or work in the host countries in relation to UEFA EURO 2020 should be considered without regard to the applicant's national or ethnic origin, colour, religion, sex, age or mental or physical ability.

The authority(ies) in the host countries will be requested to provide a written guarantee in respect of the entry of foreign nationals into the host countries and the granting of necessary work permits and the implementation of such expedited and simplified procedures.

8 – Local organising structure(s)

UEFA currently intends to implement the organisation and staging of UEFA EURO 2020 through the most efficient organisational model in each host country. It is acknowledged that the laws applicable in each host country or special circumstances may mean that a different organisational model could be adopted in each country.

As a result, bidders are required to make proposals for the local organising structure, proposals which must be compatible with the requirements set out in sector 13 (organisational matters). Bidders must identify any legal or administrative benefits, issues or inefficiencies (including with respect to taxation) that may arise from the implementation of each of its proposals. Bidders must also present solutions to such issues and/or alternatives that overcome such inefficiencies.

9 – Employment law

UEFA may employ a significant number of employees and contract workers to assist in the on-site organisation of UEFA EURO 2020. UEFA must understand any financial obligations in respect of such employees and contract workers pertaining to salaries (e.g. minimum wage) and to other administrative, social and/or financial obligations (e.g. pension, accident and health insurance, social security contributions), including in relation to volunteers under the laws of the host country. In addition, UEFA must be aware of any requirements under the laws of the host country pertaining notably to the following subjects: 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. In addition, as most of these employees and contract workers will no longer be needed following the completion of UEFA EURO 2020, UEFA must understand the procedure by which the employment 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 countries. Such procedure and obligations must be expeditious, efficient and fair and implemented as of the start of the preparations of UEFA EURO 2020.

10 – Foreign exchange

No restriction should exist in the host countries on the import or export of money of any currency by any person including, without limitation, designated persons and such transactions must not be subject to any withholding tax, tariff or other deduction. Similarly, foreign exchange transactions in the host countries 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 authority(ies) 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 expedited and simplified procedures in respect of import and export of money and shall appoint a dedicated team provided with the necessary power to act.

11 – Anti-doping laws

In order to ensure that UEFA may pursue its anti-doping agenda, it must be able to apply directly the UEFA anti-doping regulations (as amended, supplemented or replaced from time to time) in the host countries and any anti-doping laws in the host countries must be consistent with such application.

All parties involved shall support the anti-doping function by providing the facilities and infrastructure necessary to ensure its effective operation.

It is the responsibility of UEFA to ensure that anti-doping procedures operate according to UEFA guidelines and the requirements of the World Anti-Doping Code (WADC) whereas it is the responsibility of the host associations to ensure UEFA is provided with the best possible platform to achieve this aim.

Each host association shall secure the full support and co-operation of the National Anti-Doping Organisation (NADO) in the relevant host country (where applicable) and procure the expertise necessary to assist with all UEFA anti-doping requirements at UEFA EURO 2020. This includes assisting in compliance with national legislation in areas such as the transporting of blood and urine samples through customs. Furthermore, the host countries must ensure that procedures are in place to ensure that all doping control samples can be transported safely and securely within their country and across their borders according to specified international anti-doping requirements.

Participants will be subject to the WADC List of Prohibited Substances and Methods 2020 for the entire pre-tournament and tournament period.

In accordance with UEFA anti-doping regulations, all doping controls conducted from the first match of UEFA EURO 2020 to the final match of UEFA EURO 2020 (inclusive) will be considered as in-competition controls (as defined in the UEFA anti-doping regulations). Doping controls conducted on players out-of-competition prior to UEFA EURO 2020 by organisations other than UEFA (e.g. NADOs) will be subject to national anti-doping regulations.

UEFA will be the primary anti-doping authority responsible for all anti-doping operations during the in-competition period. All UEFA doping controls will be conducted by UEFA doping control officers or blood collection officers and will be transported by UEFA staff and analysed at World Anti-Doping Agency-accredited anti-doping laboratories chosen solely at UEFA's discretion. UEFA will own all samples and will be responsible for all results management procedures. No other anti-doping authority shall have jurisdiction to test competing players during the in-competition period. Out-of-competition testing pre-tournament should be co-ordinated by NADOs through UEFA wherever possible, to avoid duplication of testing.

The relevant authority(ies) will be requested to provide a guarantee with respect to the application of the above anti-doping actions and obligations.

12 – Taxation

Tax system

UEFA must have a full understanding of the tax system in the host countries (direct and indirect taxes and other duties and levies) and of how that system and the various taxes levied in the host countries at national and local levels will affect the organisation and staging of UEFA EURO 2020 and the related revenues. UEFA requires that the information provided by any bidder concerning the taxation system in

the host countries is confirmed in writing by a firm of accountants of international standing that practises in that countries.

Tax exemptions

The organisation and operation of UEFA EURO 2020 will require a large number of foreign nationals to work in the host countries, including UEFA employees, officials and appointees, the participating teams, accredited members of the media and other designated persons. Such people may receive payments in connection with the work, activities or services they perform in the host countries in relation to UEFA EURO 2020, including, but not limited to, salaries, fees, bonuses, reimbursement of expenses and daily allowances. Designated persons (other than those who are already permanent residents of the host countries for tax purposes before their involvement in UEFA EURO 2020) must not be subject to taxation in the host countries in relation to such payments.

UEFA will operate alongside the local organising structure(s) in the host countries in order to assist with the preparation, organisation and operation of UEFA EURO 2020. Regardless of the organisational model, UEFA, its facilities and the local organising structure(s) will not be liable to taxation on their income, turnover or capital or to any corporation or other similar tax (including but not limited to any withholding tax) in the host countries as a result of the staging of UEFA EURO 2020 or its related operations. In particular, revenues generated by UEFA its facilities and/or the local organising structure(s) in any country, including, but not limited to, any consideration, whether cash or value-in-kind, to be paid to UEFA in connection with the sale of UEFA EURO 2020 media, marketing and other commercial rights, will not be subject to any tax, withholding or other deduction in the host countries at any level.

UEFA and/or the local organising structure(s) may have their own legal entity, establishments, offices and/or representatives ("facilities") in the host countries. All such facilities will be exempt from all income, capital, turnover, corporation or similar taxes in the host countries and their revenues should not be subject to any withholding or other deduction in the host countries. In addition, any value-in-kind received or to be received by UEFA which is transferred to or received by the local organising structure(s) or any UEFA facility in the host countries will not be subject to any VAT, sales tax, entertainment tax, automotive tax or any other tax, withholding or deduction in the host countries at any level.

The local organising structure(s) and/or any UEFA facilities may wish, or become liable, to pay certain amounts to UEFA by way of royalties, service fees, management fees, dividends, distributions on winding-up or other distributions. On the other side, UEFA may provide to such facilities loans or similar financial supports to (pre)finance their costs. Such payments will not be subject to any tax, withholding or other deduction in the host countries at any level.

The following guarantees from each of the relevant authorities in the host countries shall be provided:

1. confirming the tax treatment as described in this document;
2. granting all and any necessary tax exemptions for UEFA, UEFA facilities, the local organising structure(s) and any designated persons, and
3. implementing laws, decrees, rulings and other acts and guarantees deemed necessary by the law or UEFA as well as implementing expedited and simplified processes and procedures as described below.

Expedited and simplified processes

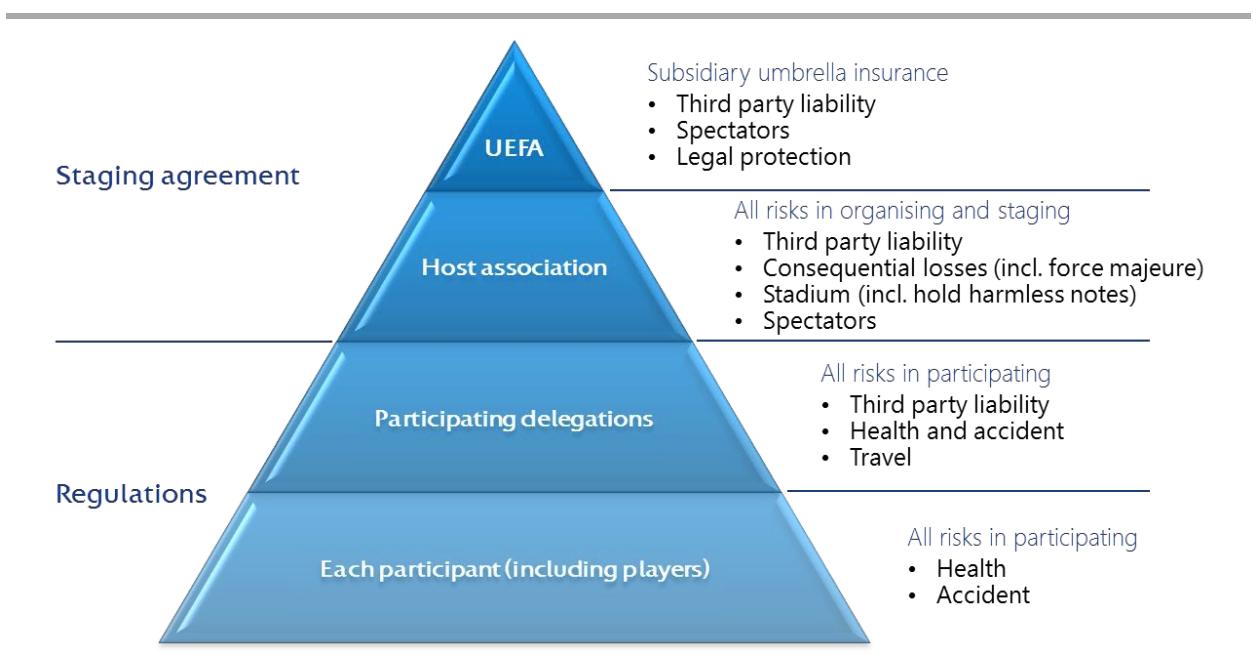
The authority(ies) in the host countries that are responsible for administering relevant taxes must establish and implement expedited and simplified processes in respect of their dealings with UEFA, UEFA facilities, the local organising structure(s) and any designated persons as of the start of the preparations of UEFA EURO 2020. As part of these expedited processes, such authorities must appoint and keep on UEFA's disposal during the whole preparations, the staging and following the conclusion of UEFA EURO 2020 a dedicated team of specialists to administer applications, inquiries, payments and refunds by or to UEFA, UEFA facilities, the local organising structure(s) and any designated persons.

Taxes on goods and services (VAT)

UEFA requires that VAT and any other taxes on goods and services in the host countries are reduced to a minimum, that there is no double taxation and that taxes paid may be reclaimed by UEFA, UEFA facilities, the local organising structure(s) and any designated persons. The bidder must demonstrate the possibilities for UEFA, UEFA facilities, the local organising structure(s) and designated persons to be exempt from or to reduce and reclaim such taxes on goods and services (input and output) in the host countries, especially with respect to input VAT on ticketing, hospitality and provisional services by UEFA, facilities and/or the local organising structure(s) in the host countries. Such possibilities should be confirmed in writing by a firm of accountants of international standing that practises in the host countries.

13 – Insurance

Based on the risk assessment (including the assessment of specific risks in the host countries), all participants in UEFA EURO 2020 shall insure their own risks and liability in respect of UEFA EURO 2020 in accordance with the European pyramid of insurance cover:



Everyone involved in UEFA EURO 2020 is responsible for its own insurance cover. The participating national associations are responsible for adequately insuring their delegations.

The host associations will conduct a comprehensive risk assessment of all the risks to people, objects, property, financial losses and all other risks associated with UEFA EURO 2020.

Each host association is solely responsible for obtaining from reputable insurers any insurance cover with respect to its responsibilities that is necessary under the laws of its host country and that is otherwise advisable or appropriate, based on the risk assessment.

In addition, the host association is responsible for obtaining comprehensive insurance cover for all official sites used for UEFA EURO 2020, including stadiums, facilities and official zones including fan zones. It is also responsible for obtaining equivalent insurance cover for third parties involved in the tournament, such as stadium owners, tenants, service and security providers.

The host associations have to assess such costs for comprehensive insurance cover of the risks of hosting UEFA EURO 2020 and such of their contractual partners (e.g. stadium, security and services) and include it into their budget.

As it deems appropriate, UEFA will cover its risks within the limits of the duties, responsibilities and objectives of UEFA in connection with UEFA EURO 2020 (umbrella insurance) as follows:

- third party liability claims against UEFA;
- pecuniary loss claims against UEFA;
- accidents involving UEFA staff, delegates and secondees;
- spectator claims against UEFA;
- loss or damage of UEFA objects;
- consequential damages claims against UEFA.

UEFA will coordinate, assess and approve the final insurance framework, which must be in place at least one year before the first match of UEFA EURO 2020.

Sector 06 — Safety and Security

Table of contents

1 – Introduction	2
2 – Roles and responsibilities	2
Role of the host association	2
Role of the government and authorities	3
Role of UEFA	3
3 – Safety and security concept	3
4 – Risk analysis	4
Methodology	4
Risk categories	5
5 – Capabilities to host UEFA EURO 2020	6
Legislation	7
International cooperation	8
Judicial system	8
Counterterrorism and protective security	8
Policing and law enforcement	9
Public health and safety (see also 8 – Medical requirements)	9
Stadium safety management	10
Competence and preparedness	10
Supporter empowerment	11
Safety management of public viewing areas	11
Impact of the mobility concept on safety and security	11
Organisational structure	12
Action plan	12
Budget	12
6 – Conclusions	13
7 – Reference material (non-exhaustive)	13
8 – Medical requirements	13
Introduction	13
Objectives	14
Roles and responsibilities	14
UEFA Target Groups	15
9 – Stadium Medical Services	15
Stadium Medical Facilities	15
Stadium Medical Operator	16

1 – Introduction

UEFA European Football Championship final tournaments require one of the largest safety and security operations in the world. Preparations take many years and require intensive collaboration between host, participating, transit and neighbouring countries. Within the host country, the relevant authorities need to work in partnership with private entities. Laws may need to be revised and strengthened so that the tournament can take place safely and securely. Departments, agencies, police and other emergency services, stadium management, private security personnel, stewards and many other organisations must be capable of staging full-scale integrated safety and security operations over an extended period of time.

The importance of safety and security must not be underestimated by the bidders. The integrated safety and security concept must, however, take into account the festive nature of the event. Safety and security should therefore be an integral part of the overall organisation from the very start of the planning process.

The integrated safety and security concept for the UEFA EURO 2020 final tournament is based on the mutual understanding of responsibilities and tasks of both bidders and UEFA. The tasks of the bidders once appointed are:

1. to develop and present a robust integrated safety and security concept and vision;
2. to show an understanding of the capabilities required for hosting safe and secure sports events and to prove their ability to develop these in the period leading up to the event;
3. to demonstrate the existence of a strong safety and security partnership capable of meeting all requirements.

The task of UEFA is to determine the potential of the candidates to host a safe and secure UEFA EURO 2020. UEFA uses candidates' bid dossier information to assess their potential. UEFA therefore expects bidders to guarantee the highest standards on safety and security issues and capabilities.

2 – Roles and responsibilities

Role of the host association

The host association (together with the relevant authorities) will have full and exclusive responsibility for all aspects of safety and security relating to UEFA EURO 2020. They will bear all costs in relation to the measures taken with respect to the tournament unless otherwise agreed by UEFA on a case-by-case basis in respect of certain costs for private security matters.

In fulfilling this responsibility, the host association will have to guarantee to draft and develop, together with the host authorities, an integrated safety and security concept for UEFA EURO 2020 that addresses the situation throughout the host country (including, without limitation, at airports and railway stations, in host cities and outside official sites) as well as inside each official site (including, without limitation, the stadiums and any fan zones). The aforementioned lists of locations are only indicative and should not be seen as exhaustive.

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.

As a result, the host association's and host authorities' integrated safety and security concept must outline the roles of national and local authorities, including police and other law enforcement and emergency services, stadium management, private security personnel, stewards and volunteers. The host association and relevant authorities will have to confirm by providing the necessary guarantee that they and all relevant parties are committed to fulfilling their roles as so outlined.

The host association's and authorities' integrated safety and security concept must be based on the safety and security traditions and practices of previous UEFA European Football Championships, identified good professional practice, the host country's previous experience and the security laws, regulations and guidelines applicable in the host country. In addition, the security concept must incorporate the minimum requirements set out in the UEFA Safety and Security Regulations.

Each bidder will be required to provide a written guarantee acknowledging and agreeing to fulfil its responsibilities in respect of safety and security should it be appointed as the host association. The host association's and host authorities' obligations in respect of safety and security will also be included in the staging agreement.

Role of the government and authorities

The full support and proactive involvement of the relevant authorities that are responsible for domestic safety and security in the host country will be indispensable to ensuring the smooth operation of UEFA EURO 2020 and the fulfilment of the host association's obligations in respect of safety and security. Such authorities must take all necessary measures to guarantee the safety of all designated and other people attending UEFA EURO 2020 events in the host country throughout UEFA EURO 2020. These measures must comply with the UEFA Safety and Security Regulations and other identified good practices. In no circumstance will UEFA bear any responsibility or costs in respect of these measures.

Each bidder must ensure that each of the relevant authorities in its country provides a written guarantee confirming that it will take all such measures, undertake the responsibilities allocated to it in the relevant bidder's integrated safety and security concept and bear all of the associated costs. This guarantee must include an acknowledgement that UEFA will have no obligations in relation to such safety and security measures at any time in connection with UEFA EURO 2020 and that UEFA will not bear any liability towards the relevant governing authorities, departments and agencies for any of the related costs for such safety and security measures.

Role of UEFA

UEFA will in due time review the integrated safety and security concept produced by the host association and host authorities and make any comments that it considers appropriate. The host association will have to consider UEFA's comments in good faith.

UEFA may agree on a case-by-case basis to reimburse the host association in respect of certain costs for private security matters. However, UEFA will not have any responsibility or bear any liability in respect of safety and security at UEFA EURO 2020 for any reason whatsoever at any time notwithstanding any agreement to reimburse the host association for such private security costs from time to time.

3 – Safety and security concept

Each bidder, in close cooperation and partnership with the relevant public authorities and private partners in its country, must guarantee to develop and present in due time an integrated safety and security concept for UEFA EURO 2020.

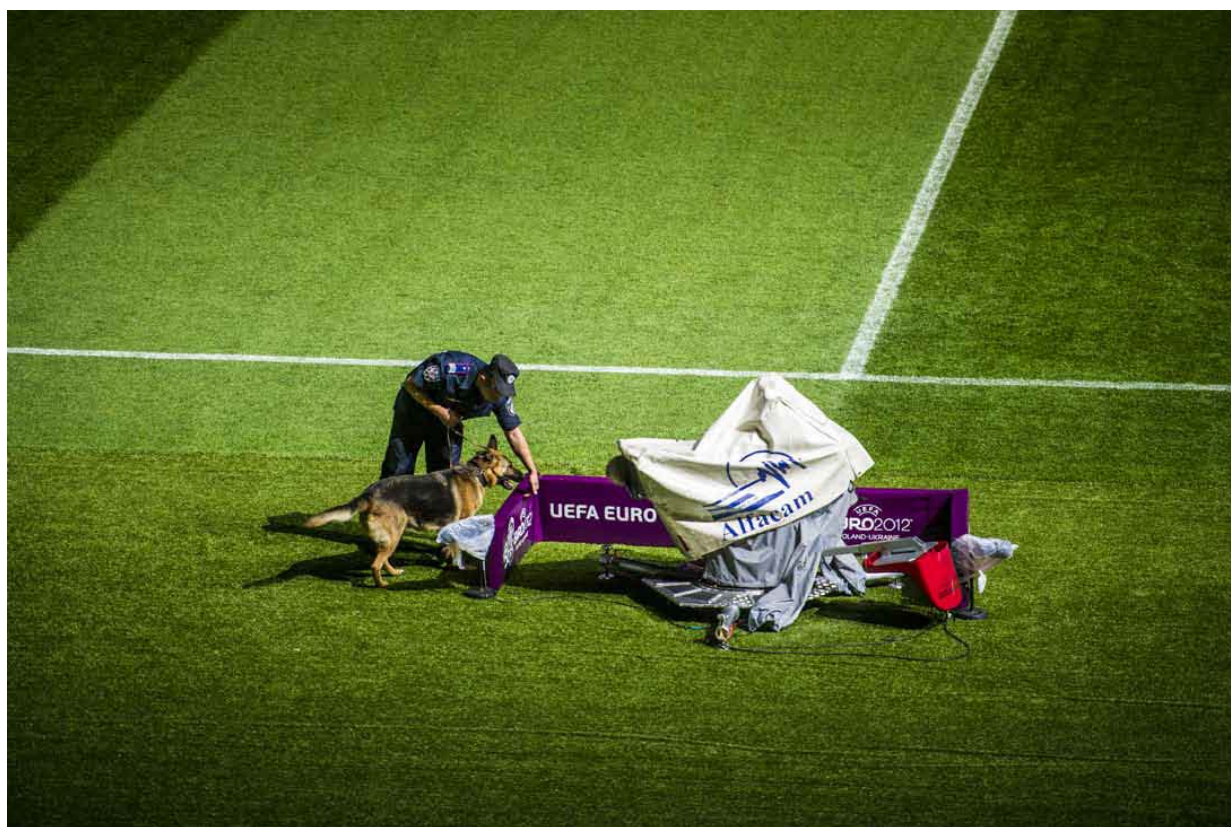
This concept must detail the various roles and responsibilities of all the parties involved, such as national and local authorities, police and other law enforcement and emergency services, stadium management, private security personnel, stewards and volunteers. Evidence of a coordinated and integrated approach to safety and security is of paramount importance.

The integrated concept should take into account the relevant country's security-related experience from previous major events (whether sports-related or not) held in the country, the traditions and practices of previous UEFA European Football Championships, identified good professional practices as well as the security laws, regulations and guidelines applicable in the bidder's country.

A host's integrated safety and security concept must address the following areas:

1. Risk analysis
2. Capabilities to host UEFA EURO 2020
3. Organisational structure
4. Action plan
5. Budget

Finally, the importance of generating a positive media image of the tournament cannot be underestimated. Creating a welcoming atmosphere for foreign visitors is crucial to minimising public order risks and to making the tournament a great national and football occasion. The host population has a major role to play and should be reassured that the overwhelming majority of visiting supporters will not be hooligans but football-loving tourists. The host population should be encouraged to perceive the tournament as a great opportunity to join in the festivities, demonstrate their hospitality and make the tournament a memorable occasion for all concerned.



4 – Risk analysis

Methodology

Hosts are free to use any methodology they consider appropriate. The following sub-criteria will be used by UEFA in due time to assess the risk analysis and methods adopted by the appointed hosts.

- Quality of the methodology adopted by bidders to assess threats and risks
- Integrated approach to risks and systematic coverage of all relevant risks in the entire UEFA EURO 2020 “theatre of operations”
- Realistic estimates of the incidence and likelihood of risks, based on up-to-date findings from recent comparable sports events (UEFA and FIFA major tournaments in particular) and sound, accurate information pertaining to the host country.

Hosts need to show a realistic understanding of the threats and risks related to hosting the event in their country. A robust safety and security concept is one that inspires confidence in the ability of bidders to respond to future (dynamic) security situations effectively.

When preparing their integrated safety and security concept, hosts may wish to consider the following documents: the "UEFA EURO 2004 Good Practices for Safe and Secure Major Sporting Events", the "Council of Europe Checklist of measures to be taken by the organisers of professional sporting events and by the public authorities" and the "EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension".

Risk categories

UEFA provides bidders with a non-exhaustive list of risks that they need to assess in their integrated safety and security concept. To encourage bidders to deliver factual information in due time, UEFA is providing these indicators at the start of the bid process. Bidders' risk analysis should enable UEFA to answer the following questions:

- How do bidders assess and rank the risks (incidence, probability) of hosting UEFA EURO 2020, based on their understanding of past and current risks in relation to domestic and international sports events hosted in their country?
- What strategies will bidders employ to minimise risks with respect to the hosting of UEFA EURO 2020 in their country?

Bidders are requested to take into account at least the following risk categories:

Risks related to violence and antisocial behaviour at UEFA EURO 2020

Indicators: assessment of type, incidence and level of incidents in connection with domestic and international football matches e.g. antisocial behaviour, use of fireworks, pitch invasions, racist and/or violent behaviour by high-risk supporters (hooliganism and associated violence) in the host country

Strategy: to minimise violence and antisocial behaviour at UEFA EURO 2020

Risks related to the safety and management of large crowds at different locations within the proposed UEFA EURO 2020 theatre of operations

Indicators: assessment takes into account the following: entry restrictions in the host country, travelling fans without tickets and/or accommodation, large attendances at public viewing areas, ticketing security, ticketing distribution by NAs, overcrowding at stadiums, signposting, access and exit control (queue management), dealing with ambush marketing, evacuation contingencies

Strategy: to maximise safety and management of large crowds at different locations within the proposed UEFA EURO 2020 theatre of operations

Risks related to all types of criminal activity

Indicators: assessment of risks associated with all types of criminal activity (both organised and low level crime), including countries' crime statistics, e.g. pickpocketing, forgery, violent crimes, theft, robbery, black market, drug and human trafficking, product piracy

Strategy: to minimise all types of criminal activity at the locations within the proposed UEFA EURO 2020 theatre of operations

Risks related to the physical safety at event-related locations across the host country, including logistical vulnerabilities

Indicators: assessment of the incidence and likelihood of natural disasters, adverse environmental and climatic conditions (severe weather), transport disruptions and accidents, power outage(s) and IT failure

Strategy: to ensure physical safety at and between the locations within the proposed UEFA EURO 2020 theatre of operations and to minimise logistical vulnerabilities

Risks related to social and political unrest, including terrorism

Indicators: assessment of the incidence and likelihood of social and political unrest (e.g. strikes, political demonstrations) and terrorism

Strategy: to minimise social and political unrest and terrorism prior to and during UEFA EURO 2020

Risks related to health issues

Indicators: assessment takes into account the range of basic medical services required and addresses contingencies for possible multiple casualties, for example overheating and dehydration, infectious diseases, stadium disasters

Strategy: to maximise the response capability of public health authorities prior to and during UEFA EURO 2020

Risks related to the international security context

Indicators: dynamic assessment of international developments, acknowledging the need for contingency management to respond quickly to global events

Strategy: to respond appropriately to emerging global developments that may have an impact on UEFA EURO 2020

Bidders have to add more risk categories if they are considered relevant. Please note that the above list of risk categories and indicators is non-exhaustive.

5 – Capabilities to host UEFA EURO 2020

Turning to the appointed host's capabilities, the following list of criteria will have to be considered in due time.

1. Legislation
2. International cooperation
3. Judicial system
4. Counterterrorism and protective security
5. Policing and law enforcement
6. Public health and safety
7. Stadium safety management
8. Competence and preparedness
9. Supporter empowerment
10. Safety management of public viewing areas
11. Impact of the mobility concept on safety and security

The host's integrated safety and security concept must at least address the categories listed above. Appointed hosts have to add to or refine any categories or indicators that determine their capability to host UEFA EURO 2020 in a safe and secure manner. UEFA has drafted this list of indicators in order to help bidders to develop a strong safety and security concept. UEFA does not consider the list exhaustive. Bidders may feel the need to add criteria and indicators in the process of drafting the safety and security

concept. Both UEFA and the hosts may also perceive the need to include other criteria and indicators at a later stage in order to reflect safety and security developments and/or lessons learned.



Legislation

Criterion

An appropriate legal framework exists to enable UEFA EURO 2020 to take place in a safe and secure environment. This must be enacted and communicated to all parties at least one year prior to the tournament and be capable of being implemented at the relevant times.

Indicators

A legal framework establishing:

- the UEFA EURO 2020 safety and security structure. Coordination will be required at the appropriate governmental and inter-governmental levels;
- public-private cooperation, if required, e.g. powers of stewards, including searching, and the role of private security;
- safety and security measures at sports events, e.g. specific legal provisions to restrict the sale of alcohol, use of fireworks or activities of ticket touts, the introduction of injunctions to prohibit access to sports sites of people whose presence could present a risk to the safety of the event and the use of surveillance equipment in public spaces;
- temporary provisions considered appropriate for UEFA EURO 2020, e.g. additional police powers, waiving of entry restrictions, provision of free public transport, use of dedicated traffic lanes, lifting of any bans on night flights. It will also be important to clarify the criteria relating to entry restrictions and the expulsion of foreign nationals.

International cooperation

Criterion

Full use of all existing international agreements, recommendations and good practices relating to the organisation of international sports events in order to ensure the best possible cooperation between the host, participating, transit and neighbouring countries.

Indicators

- Compliance with the content of the "EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension".
- Clear definition of the responsibilities, tasks and deployment of foreign police delegations in accordance with established tournament practice and the above EU handbook.
- A structure is in place to facilitate the international exchange of police intelligence, e.g. the establishment of a national football information point (NFIP).
- The integration and early involvement of UEFA security officers in the planning process.
- Arrangements exist to ensure compliance of all relevant international and national agencies, e.g. intelligence exchange.
- A strategy demonstrating commitment to ensuring the international exchange of security reports and personal data, and the provision of additional legal measures if needed.
- A strategy to promote the enforcement of exit restrictions/bans by participating countries.
- The involvement of transit countries in monitoring supporter travel movements towards the host country.
- A system for entry bans is in place in the host country.
- A simplified visa procedure (if required) for non-EU countries.
- Border security measures, re-establishment of temporary border controls (e.g. Schengen Treaty) and bilateral agreements with neighbouring countries.
- Policies for intensified port of entry checks (sea, air, rail), including at unguarded border crossings.

Judicial system

Criterion

Effective, swift and proportionate prosecution and sentencing of offenders, including the possibility of immediate deportation of convicted foreign offenders.

A communication strategy is in place to deter potential offenders.

Indicators

- Enhanced organisation and operation of the courts, detention and immigration services, e.g. increased seating capacity, detention capacity and facilities and deportation arrangements.
- The use of special summary court proceedings.
- Liaison with and potential involvement of foreign prosecutors in the judicial process.
- A proportional system of penalties in place for the wide range of illegal acts and offences particularly connected with international sports events.

Counterterrorism and protective security

Criterion

Implementation of all required counterterrorism and protective security arrangements to protect all UEFA EURO 2020 target groups and sites.

Indicators

- A well-defined structure for counterterrorism and protective security, comprising all relevant security agencies, e.g. a clearly defined command and control structure that covers the responsibilities of public and private security agencies.
- Counterterrorism measures to be taken and the protection of critical infrastructures, e.g. air security; airspace restrictions over stadiums, reinforcement of airspace control, security escorts for flights, protection of critical national infrastructures.
- A comprehensive plan to protect target groups, property and vehicles, e.g. general public, teams, VIPs, sponsors, media, officials and security personnel, and protection for all official sites within the theatre of operations.
- An accreditation policy to be strictly applied to prevent unauthorised access of people and objects to official sites, e.g. stadiums, hotels, training facilities, fan zones and other UEFA EURO 2020 sites.
- Sufficient availability of technological equipment (CCTV, surveillance, screening).
- Appropriate engagement of military resources to support civilian authorities.

Policing and law enforcement

Criterion

An appropriate policing model in keeping with the spirit of UEFA EURO 2020 as a major sports event.

Indicators

- An integrated (multi-agency) command and control model taking into account existing governance structures (central vs. decentralised, levels of authority).
- Clear definition of the roles and responsibilities of police and other public and private agencies.
- A risk-based police deployment strategy.
- The proposed style of policing (appropriate visibility, low friction, early intervention) and consistent tolerance levels.
- Understanding and evidence of a risk-based segregation strategy.
- Effective awareness and details of proposed training programme(s).
- Evidence of experience of low profile policing in connection with international football matches.

Public health and safety (see also 8 – Medical requirements)

Criteria

Implementation of all required public health and safety precautions to:

- minimise risks to health and safety in the host country during the event;
- be able to deploy the response capability proportionate to the scale of any incident.

Indicators

- A strategy for the integrated approach of medical relief and other emergency services.
- Tested contingency plans for medical relief and emergency services, e.g. in case of terrorism and other attacks, large-scale traffic accidents, epidemics, stadium disasters, etc.
- A strategy for the deployment of relief and emergency services proportionate to the scale of the incident(s).
- Adequate facilities, technology and equipment, e.g. hospitals, including the number of available beds, helicopters and ambulances, the ratio of emergency service personnel to host country population and expected number of visitors, the capacity and quality of medical staff, services and facilities, especially first aid.
- Preferred medical treatment for employees, players in the event of a major crises.
- A strategy regarding access to safe places in case of war, riots, natural disaster.

Stadium safety management

Criterion

Adoption of the highest possible standard of professional stadium safety management for all UEFA EURO 2020 official sites.



Indicators

- An integrated partnership approach to stadium safety management with all stakeholders involved.
- A clear division of tasks and responsibilities, e.g. public vs. private security within the outer security zone of the stadium.
- Evidence of full compliance with the UEFA Safety and Security Regulations.
- The use of a single security company at the stadium is UEFA's preferred option; where multiple (private) security companies are used, a single command structure and common standards must be in place and adhered to.
- All security companies involved in the event must be nationally licensed or accredited.
- Sufficient number of stewards/volunteers to be deployed at the stadium, according to a risk-based strategy.
- Defined role and responsibilities of volunteers.
- An effective training programme for stewards, volunteers and private security personnel.
- Proven experience in stadium safety management, e.g. in ensuring quick, controlled and safe entry to and exit from the stadium and providing excellent safety and welfare facilities and services to target groups.

Competence and preparedness

Criterion

Demonstrate competence to operate UEFA EURO 2020 official sites at full capacity in tournament conditions.

Indicators

- Timely delivery of a competence-based recruitment and training programme for key public and private partners involved in UEFA EURO 2020 safety and security management in line with Council of Europe and EU specifications.
- A plan detailing how the security concept will be fully tested, e.g. use of test matches and testing of all infrastructures at full capacity, approaching tournament conditions as closely as possible.
- Early integration of UEFA security professionals to validate the competence of official site safety and security operations.
- The development of support tools, e.g. handbooks, translation, PA announcements, etc.
- A crisis and contingency management structure, including media management.
- Proven experience of the host country/city with regard to large-scale security events such as major summits, conferences, social events and other sports or political events.
- Details of existing education and training related to the policing and stewarding of football matches.

Supporter empowerment

Criterion

Maximise the contribution of supporters to the overall safety and security concept.

Indicators

- Effective leisure management and the promotion of positive fan behaviour in both host and non-host cities.
- A strategy for the empowerment and active engagement of supporters, e.g. involvement of fan coordinators and embassies.

Safety management of public viewing areas

Criterion

Provide high-quality, safe and secure public viewing areas to accommodate large numbers of supporters.

Indicators

- A strategy to host travelling fans without tickets.
- Acknowledgement of the existence and proposals to use the existing EU and Council of Europe guidelines on the management of public viewing areas.
- The scope, scale and requirements of the fan zone, with specific plans being developed for all public viewing areas.

Impact of the mobility concept on safety and security

Criterion

Ensure that the mobility concept is complementary to the safety and security concept.

Indicators

The mobility concept should be designed with safety and security in mind.

The mobility concept must anticipate the impact of transport arrangements within the UEFA EURO 2020 theatre of operations, including:

- a system to monitor travel and traffic movements;
- the temporary lifting of the ban on night flights;
- airport operations;

- pick-up and drop-off points, parking spaces;
- payment for public transport;
- public transport capacity calculations;
- use of dedicated traffic lanes;
- a traffic flow concept and management within the theatre of operations (including public viewing areas); and
- police escorts of teams and officials.

Organisational structure

Criterion

An effective organisational structure to ensure coordinated, integrated and timely safety and security project management.

Indicators

The establishment of an effective (multi)national organisational structure in which all relevant authorities participate at the required level of authority, e.g. an organisational chart describing roles and responsibilities within the coordination structure and the timely appointment of a national safety and security coordinator.

- A legal framework and protocol defining the scope, scale and requirements for public and private partnerships to establish an agreed, integrated safety and security concept.
- Proven experience of professional project management and use of project management techniques to assure control over organisation, quality, finance, planning and information.
- A breakdown of project areas to be established within the overall safety and security project.
- Arrangements to involve UEFA in the monitoring of safety and security progress, e.g. reporting system to provide feedback to UEFA.

Action plan

Criterion

Feasible planning of activities based on clearly identified milestones within all identified project areas.

Indicators

- Realistic milestones set for all project areas, e.g. initial project plan with main milestones, detailed project planning for identified project areas.
- Planning for development and implementation of safety and security measures up to the start of UEFA EURO 2020, including political approval, legal enactment, implementation and testing.

Budget

Criterion

Realistic budget and solid guarantees that the host country will bear all associated costs.

Indicators

- Comprehensive and realistic cost estimates benchmarked against past UEFA European Football Championship final tournaments and comparable major sports events.
- Clear agreements between all relevant parties within the host country on budgets required and costs to be shared.

- Written guarantees by the highest possible authority in the country that it will bear all the associated costs related to safety and security and acknowledging that UEFA will have no obligation in relation to safety, security and the related costs (see also 2 – Roles and responsibilities).

6 – Conclusions

UEFA intends to support bidders with the above list of criteria and indicators that capture the essence of what should be included, as a minimum, in any high-quality integrated safety and security concept. UEFA emphasises that bidders are solely responsible for drafting a strong and persuasive safety and security concept once appointed. Bidders may feel the need to add criteria and indicators to match the safety and security situation in their country. The above list of criteria and indicators is therefore not exhaustive. Also, the list is not regarded by UEFA as a fixed list. Bidders will be required to monitor any risk and capability relevant to hosting safe and secure UEFA EURO 2020 matches. As good safety and security practices continuously evolve, UEFA may see the need to revise and change the above set of criteria and indicators.

Bidders are expected to demonstrate their understanding and their agreement with the scope and challenges of UEFA EURO 2020 safety and security operations by signing the safety and security guarantee. They should be realistic about potential areas of weakness and be aware of their need for continuous improvement of their capabilities. The list of indicators may help bidders identify their road map to a safe and secure UEFA EURO 2020.

7 – Reference material (non-exhaustive)

- > UEFA EURO 2004 Good practices for safe and secure major sporting events
- > Council of Europe: Checklist of measures to be taken by the organisers of professional sporting events and by the public authorities (for latest version, please see <http://www.coe.int>)
- > EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension (http://www.politsei.ee/files/dokumendid/Jalgapall/Police_cooperation_handbook_2006_1_.pdf)

8 – Medical requirements

Introduction

In order for the UEFA EURO 2020 to be a safe and successful tournament, effective and comprehensive medical care for everyone involved in the tournament is essential. Considerable work is required to ensure that medical requirements meet UEFA standards and the demands of a mass spectator event. It is the responsibility of the host association to ensure that its tournament medical service meets the expectations of the wide range of target groups including elite sports professionals, staff and VIPs, and those visiting the country as spectators.

In due time the proposed medical services presented into the integrated safety and security concept, will be reviewed by UEFA to evaluate the capacity of the host city to support the wide range of UEFA medical requirements. This will include the public medical service but also the integration of private facilities as well as stadium and team transfer camp medical operations.

Objectives

Objectives for the provision of medical care and services for UEFA EURO 2020 are:

- Comprehensive, expedient and simple access to high quality medical care and services for all UEFA target groups from arrival day until departure, with access available with minimal difficulty and bureaucracy;
- Simple but comprehensive organisational structure for the medical service
- State of the art medical infrastructure and equipment at the medical venues and official sites 24/7 including;
 - One reference emergency hospital per stadium and team transfer camp (minimum);
 - One identified local imaging facility (MRI, X-ray, ultrasound) per team transfer camp;
 - Available general practitioner, dental and emergency services for all visitors;
 - Appropriate stadium medical services for participating national associations, VIPs, staff and the general public.



Roles and responsibilities

National Associations

In cooperation with their 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 and in accordance with the UEFA staging agreement, is provided for all identified UEFA target groups. Based on their national laws and the recommendations described in the FIFA Football Emergency Medicine Manual, the host association will provide a concept to UEFA detailing all tournament medical services.

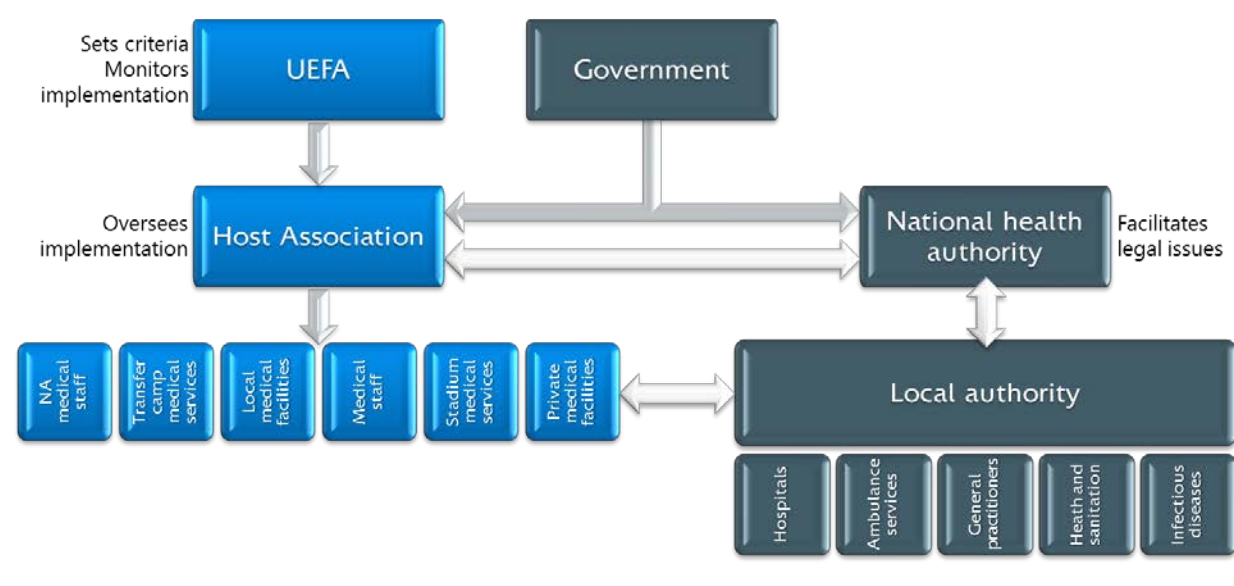
Responsible authorities

Government: Responsible for ensuring the safety of the event for all attending, 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 at each match.

National health authority: Responsible for directing and assisting the responsible local medical service providers, including managing the introduction of changes into national or local legislation (if required). The national ministry of health should also be consulted on the host city medical concept.

Local authority including host city's local authority: Responsible for co-ordinating with the national health agency in the preparation and development of plans for emergency and non-emergency medical services in the host city.

Example of a medical structure of responsibilities (tournament hierarchy for medical service provision)



UEFA Target Groups

The tournament medical service must be designed to accommodate the medical needs of the following UEFA target groups:

- Teams, players and participating national associations' staff
- Referees
- Match officials
- Guests and VIPs
- Staff and UEFA family
- Service providers at venue
- Media at venue
- Supporters at venue

9 – Stadium Medical Services

Stadium Medical Facilities

Stadium medical facilities are required on matchday and for training sessions taking place at the stadium on matchday-1 (players, team officials, the referee team and match officers only). The stadium medical

facilities on matchday can be separated into facilities required for the different UEFA target groups. The table below shows how each aspect of stadium medical requirements applies to each group:

Service	Teams and participating national associations' staff	Referees	Match officials	Guests and VIPs	Staff and UEFA family	Service providers at venue	Media at venue	Supporters at venue
UEFA minimum medical requirements	X	X	X					
First aid and emergency medicine				X	X	X	X	X
Mass casualty and disaster medicine	X	X	X	X	X	X	X	X

Requirements at the stadium for players, team officials, the referee team and match officers are as per UEFA Minimum Medical Requirements (MMR) regulations with some additional event-specific requirements for the participating national associations as stipulated by UEFA. Medical services for spectators should be at least as per the guidelines stipulated in the FIFA Football Emergency Medicine Manual, detailed below. All matches should be classified as high risk from a medical perspective:

Spectators	Ambulance + 2 staff	Fixed medical post – basic life support staff	Mobile medical teams with 2 basic life support staff	Advanced life support (doctor, nurse, paramedic)
25,000 to 49,999	4 minimum on site	8	16	4
50,000 to 75,000	4 minimum on-site and 2 minimum off-site (nearby 5 minutes)	8	20	4

Stadium Medical Operator

The stadium medical operator is responsible for the overall medical service at the stadium including provision of services for participating national associations and referees, VIPs, UEFA family and spectators. This operator may be the existing medical service provider at the stadium or a private company contracted by the host association to provide medical services specifically for the tournament. The stadium operator must plan in co-ordination with the relevant local authority to ensure a joined-up approach to emergency services particularly with regards to mass casualty situations.

Sector 07 — Stadium

Table of contents

1 – Glossary	4
2 – Introduction	8
Aim and ambition level for the UEFA EURO 2020 venues	8
Types of stadiums to be proposed	9
3 – The UEFA EURO 2020 venue	9
4 – Venue "Must Requirements" and "EURO Overlay requirements"	12
"Must requirements"	12
"EURO overlay requirements"	12
Financial cost proposal of stadium rental fee and operating expenditures	13
5 – Stadium capacities and availability	14
Stadium seat capacities	14
Stadium availability	14
6 – Location, accessibility and orientation	15
Location and accessibility	15
Field of play orientation	17
7 – Safety and security requirements	17
Structural building safety	17
Fire safety	17
Maximum safe stadium capacity	17
Outer security perimeter, outer and inner security zone	18
Access, egress and evacuation concept	18
Access control systems	19
Segregation concept	20
Pitch security	21
Stadium control room	21
CCTV surveillance	21
Public address and evacuation systems	22
Emergency power supply	22
Communication systems	22
8 – Spectator welfare	22
Roofing	22
Seating	23
Sightlines (c-values) and viewing distances	24
Concourses	24
Public catering facilities	25
First aid rooms	25
Ambulances	26
Sanitary facilities	26
Accessible facilities for disabled spectators	27
Signage	28
Commercial display	29

9 – Pitch requirements	29
Dimensions	29
Surface quality, repair and maintenance programme and equipment	30
Irrigation, drainage, heating	31
Substitutes' benches and bench for UEFA officials	31
Warm-up areas	31
Access	31
Protocol flags	31
10 – Players and match officials' requirements	32
Arrival and parking of teams, referees and officials	33
Dressing rooms for teams	33
Coach room	34
Physiotherapy / massage area	34
Dressing rooms for referees	34
Match delegates' room	34
Medical examination room	35
Doping control station	35
11 – Hospitality facilities	36
Guiding principles	36
Hospitality village for UEFA Club and corporate hospitality	36
Description of the various hospitality levels	37
VIP stand and VIP hospitality	38
UEFA Club	40
Corporate hospitality	40
Other catering facilities	42
12 – Technical services infrastructure	42
Power supply	42
Grid power operation / high and medium voltage supply	43
Low voltage system design	43
Power supply levels and back-up solutions	44
Additional power requirements	45
Water	46
Waste water	47
Waste management	47
Lighting outside the stadium	47
Floodlighting	47
Cable bridges and cable pathways	48
Giant video screens	50
Sound system	50
Vertical transport	51
Climate control systems	51
Venue TV System	52
13 – Telecom infrastructure within the stadium	52
Physical infrastructure	52
Services	53
Areas	54
14 – Media and broadcasting	55
Broadcast compound	55

Stadium media centre	57
Media tribune	58
Television and radio commentary positions	59
Observer seats	59
Written press with desk	60
Written press without desk	60
Photographer positions in the media tribune	61
Commentary control room	61
Photographer positions at the pitch	62
Camera positions	63
Camera construction and specifications	64
Television studios	65
Announce platform stand-up position	67
Press conference room	68
Interview areas	69
15 – Stadium management and stadium services	70
16 – Parking areas and traffic access management	71
Public parking	71
Target group parking	71
Overview of parking requirements	72
Parking inside or underneath the stadium	72
Drop-off facilities	73
Team supporter parking	73
Availability of parking areas	73
Parking stewards	73
Access to parking areas	73
Traffic signage	74
17 – Environmental aspects	74
18 – Additional space and supply for temporary facilities	74
Additional spatial requirements	74
Ticket collection point	74
Accreditation centre	74
Volunteer centre	75
Steward centre	75
Youth Programme rooms	75
Ceremonies rooms	76
Training pitch for the closing ceremony	76
Working rooms	77
Administrative rooms	77
Logistics Compound	78
Log point	78
19 – Specific requirements for the opening match	79
20 – Planning for new stadiums or major stadium renovations	80
Stadium location	80
Stadium transport and accessibility	80
Stadium layout, capacity and future use	81
Field of play orientation	81

21 – Project status for new stadiums or major stadium renovations	81
Stadium development approach	82
Project plan	83
Feasibility study	85
Site analysis	85
Programme of client requirements and business plan	85
Conceptual design and master plan	86
Future stadium operation and management	86
22 – List of reference documents	87

1 – Glossary

Term	Definition
Accreditation	The individual right to access one or more zones in one or more venues for a specific period. This right is granted according to the onsite working function of a person within the scope of UEFA EURO 2020.
Accreditation centre	Facilities where successful accreditation applicants identify themselves and collect their accreditation pass in person.
Availability period	The period commencing four weeks before the opening ceremony of UEFA EURO 2020 and ending seven days after the last match in the respective stadium has been played with the exception of any outdoor areas (such as hospitality village, broadcast compound, etc.). For outdoor areas the availability period is discussed separately.
Broadcast compound	Hub of broadcast operations at the venue, where core production and technical facilities (e.g. OB vans, satellite uplinks) are located.
Business plan	A formal statement of business goals, the reasons why they are believed attainable and the plan for reaching those goals.
Camera position	Position, usually on a platform, for a TV camera to cover the match.
CAD drawings	Detailed and accurate CAD drawings are an essential part of the planning process for all infrastructure requirements. The stadium should provide UEFA with accurate CAD drawings of all areas and levels, from site layouts of the stadium and surrounding area to accurate cross-section drawings and detailed layouts of every space. The language used on all CAD drawings must be English. UEFA will use these drawings to overlay the stadium requirements.
CATV	Cable TV, stadium closed-circuit television distribution system
Ceremonies PA control room	Room with a view of the pitch from where the stadium speaker is doing announcements; ideally the video screens in the stadium are also operated from there.
CCTV system	Closed circuit television system for camera surveillance of public areas in the stadium
CCR	Commentary control room, the hub for connecting all commentary circuits to the telecom network and to the broadcasters' own operational areas within the stadium

Term	Definition
Clean site principle	Throughout the exclusivity period, each stadium must be free and clean of any contractual obligations of whatever nature in the areas specified by UEFA such as (without limitation) obligations binding to sponsorship and advertising agreements, naming rights agreements, leases, reserved seating arrangements, etc. that have not been authorised by UEFA in advance. For the avoidance of doubt, during that period, no commercial signage of any type should be visible within, or in the immediate vicinity of, the outer security zone unless it is expressly authorised by UEFA.
Commentary positions	Part of the media tribune that is housing TV and radio commentators, in which each position consists of one desk large enough to accommodate three people (seated) and associated equipment.
Commercial display	Area within the outer security zone where commercial partners can display their products and entertain spectators with certain activities.
Concourse	Spectator circulation area within the stadium.
Corporate hospitality	Hospitality programme with packages on general sale.
C-value	The quality of a spectator sightline expressed in millimetres.
Disabled facilities	All necessary facilities for spectators with all forms of disabilities (impaired mobility, hearing or vision).
Domestic power	Power, generally from one single source (grid or generator) used to feed various consumers and areas except live TV activities.
Dressing room area	Highly secured area in the stadium comprising the dressing rooms for teams and match officials, doping control station, medical examination room and match delegates' office.
EMC	Electromagnetic Compatibility: the characteristic of an electrical system to run in an electromagnetic sensitive environment (ICT and broadcast systems) without any distortion or other dysfunction which could influence and damage the failure free functioning of electromagnetic sensitive systems.
Emergency power	Power source available in case of grid failure, generally produced by a fuel or gas generator (back-up power)
ENG crew	Electronic news gathering, a TV crew consisting of two people (one journalist and one cameraman) operating an ENG camera.
Event overlay	Set of temporary arrangements in and around the stadium designed to meet the UEFA EURO 2020 stadium requirements, such as the creation of the outer security zone, broadcast compound, hospitality village, parking, etc.
Exclusivity period	The period commencing two weeks before the opening ceremony of UEFA EURO 2020 and ending one day after the last match in the respective stadium has been played.
F.A.M.E.	Football Administration and Management Environment, UEFA's online software used e.g. for registering and processing accreditation requests, placing bookings and downloading of information.
Feasibility study	A preliminary study undertaken to determine and document a project's technical and financial viability.

Term	Definition
Feed	Signal transmission of a television or radio programme.
Flash interview positions	Zone in the dressing room area between the pitch and the dressing rooms where live TV and radio interviews are conducted
Flush water	Non-drinking, but clean water, which is used for toilet flush or watering.
Fresh water	Clean and certified drinking water.
Functional requirements	Requirements describing how a specific area of the stadium must function, also in relation to other areas.
Grease separator	Unit that separates water and grease. These units are mandatory in the kitchen to avoid blocking waste water pipes with grease.
Hospitality village	Area generally outside the stadium but within the outer security zone, where hospitality tents for UEFA Club and corporate hospitality are installed.
ICT	Information and communication technology.
Indoor TV studio	Studio near the dressing rooms available for TV interview activities.
Inner security zone	Secure zone between the stadium turnstiles and the vomitory heads.
MD	Match day
MD-1	Day before the match day
Media tribune	Area on the main stand housing TV and radio commentary positions, written press with desk, written press without desk, photographer positions and observer seats.
Mixed zone	Large space between the teams' dressing rooms and the team buses, in which media representatives can interview players as they leave the stadium after the match.
Net stadium capacity	Total number of seats without any viewing obstructions which are available for sale or complimentary use.
OB van	Outside broadcast van, a vehicle of variable size from a van to a truck with built-in video and audio equipment.
Observer seat	Seat in the media tribune generally next to the commentary positions used by accredited radio and TV personnel for observation purposes.
Outer security zone	Secure zone around the stadium, serving as the first ticket and accreditation checkpoint; the designated area is under UEFA's exclusive control throughout the relevant exclusivity period.
PA system	Public address system, designed to convey spoken messages to all areas of the stadium as the main means of communication between stadium management and spectators; for safety and security messages, it needs to be able to override all other sound systems.
Pitch	Secure area comprising the field of play and the auxiliary space around it.
Pitch view studio	Studio located in the stadium with unrestricted view on the pitch; can be booked by the broadcast partners on a match day basis.
Press positions	Seated area in the media tribune for written press consisting of seats with and without desks.

Term	Definition
Public catering facilities	Facilities for the preparation and sale of food and beverages to general ticket holders, usually located on the concourses.
SAD	Supplementary access device, a non-personalised accreditation device to be worn in conjunction with a personalised accreditation pass. SADs are required on match days only in specific zones for specific hours to ensure enhanced protection (e.g. pitch, dressing room area).
Safe capacity	Safe capacity is whichever is lower: the actual capacity of the spectator accommodation or the number of spectators who can safely use the entrances, exits or emergency exits within a period designated by the local authorities.
Safety certificate	Certificate issued by the relevant authorities declaring that the stadium complies with all relevant local building, fire and safety legislations.
Seat kill	A seat in a stadium that cannot be sold either because it is blocked by installations or the view is restricted or the person using the seat could obstruct the view of a camera.
Sightline	The ability of a spectator to see a predetermined focal point (on the pitch) over the top of the head of the spectators immediately in front (non-obstructed view).
Skybox	Private area consisting of a fully furnished room with a view of the pitch and a private terrace with seats to watch the match.
Sound system	Entertainment system in addition to or integrated in the PA system, which can transmit music as well as spoken messages.
Spatial requirements	Requirements that describe the size or dimensions of a room or area.
Stadium control room	Room for match day safety and security management which has an overall view of the inside of the stadium; must be equipped with public address system facilities, access control counting systems and CCTV screens.
Stadium level map	Floor plan of the stadium in a format specified by UEFA, indicating the key spaces and functions on that stadium level.
Stadium media centre (SMC)	(Temporary) facility reserved for media located within the outer security zone at each stadium.
Stadium overview map	Map of the stadium and its surroundings, including the entire outer security zone and, preferably, all relevant parking areas, in a format specified by UEFA.
Stadium surroundings	Area around the stadium within the outer security zone including a 10 m radius around it.
Technical area	This area relates to the designated seated area for technical staff and substitutes. It extends 1 m on either side of the designated seated area and forward up to a distance of 1 m from the touch line; markings for this area will be agreed with UEFA.
Technical power	Generator power used exclusively for television/media activities, produced by at least two generators running in parallel.
Technical requirements	Requirements describing the technical performance of a room, area or technical installation.

Term	Definition
Ticket collection point (TCP)	A facility located within walking distance to the stadium, but outside the main spectator flows.
UBP	UEFA broadcast partner, a TV station that is holding transmission rights for a UEFA event.
UEFA Club	Hospitality programme for the guests of tournament sponsors.
UEFA HB	UEFA host broadcasting, an activity which includes the TV production and all related services to it (i.e. bookings, transmissions, production of additional programming, etc.).
UEFA requirements	The obligation (aiming at the stadium and the zone around it) imposed on the host associations in the UEFA regulations, the bid requirements and such other reasonable guidelines, directions, requirements, instructions and requests of UEFA in connection with UEFA EURO 2020.
Venue(s)	The official stadiums where UEFA EURO 2020 will be staged as well as the International Broadcast Centre (IBC); includes all facilities inside the outer security zone
Viewing distance	Distance from any spectator to the furthest point of reference on the field of play (furthest corner flag).
VIP seats	Upholstered seats, generally of higher quality than the regular seats in the stadium, centrally located in the main stand.
Volunteer	A person who, out of free will, choice and motivation and without concern for financial gain, undertakes an activity contributing to values of general interest with the aim to benefit someone other than the volunteer or relatives.
Vomitory	Access route built into the gradient of the stand which directly links spectator seats to concourses and/or routes for ingress, egress or evacuation.
Waste water	Dirty water from toilets or kitchens.
Welfare facilities	Facilities provided for the welfare of the spectators, such as sanitary, first aid and public catering facilities.

2 – Introduction

This section describes the spatial, functional and technical requirements of the stadiums to be used for UEFA EURO in line with FIFA's technical recommendations and requirements for football stadiums.

Each chapter outlines the main requirements with regard to UEFA EURO stadiums in terms of permanent and non-permanent infrastructure, space, services, utilities and management support to achieve this goal.

Given the dynamic nature of technological developments it is important that these requirements are preliminary and will need to be adapted after UEFA EURO 2016.

Aim and ambition level for the UEFA EURO 2020 venues

Considering the importance and huge impact of UEFA EURO 2020, it is UEFA's aim that the tournament will be played in state of the art stadium facilities, which

- provide a safe, secure and comfortable environment for all spectators, participants, VIPs, sponsors, media, staff and other target groups;

- provide compelling visitor experiences to all target groups in the stadiums;
- help to provide a compelling experience for television viewers around the globe;
- help to maximise income from hosting the tournament;
- significantly contribute to a positive image of UEFA and UEFA EURO 2020 in particular;
- create an enduring legacy after the tournament for the host country and the host city in particular.



Types of stadiums to be proposed

Three types of stadiums can be proposed for UEFA EURO 2020:

- 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 2020 requirements;
- Type 2: existing stadiums which need major renovation and upgrading in order to meet UEFA EURO 2020 requirements;
- Type 3: new stadiums, to be developed and ready in time for UEFA EURO 2020.

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.

3 – The UEFA EURO 2020 venue

A UEFA EURO 2020 venue has a much bigger footprint than a stadium which is used for regular league games, European club competition or international matches. The UEFA EURO 2020 venue needs to accommodate and facilitate additional needs of media and broadcast operations, hospitality and commercial activities as well as logistics and transport undertakings.

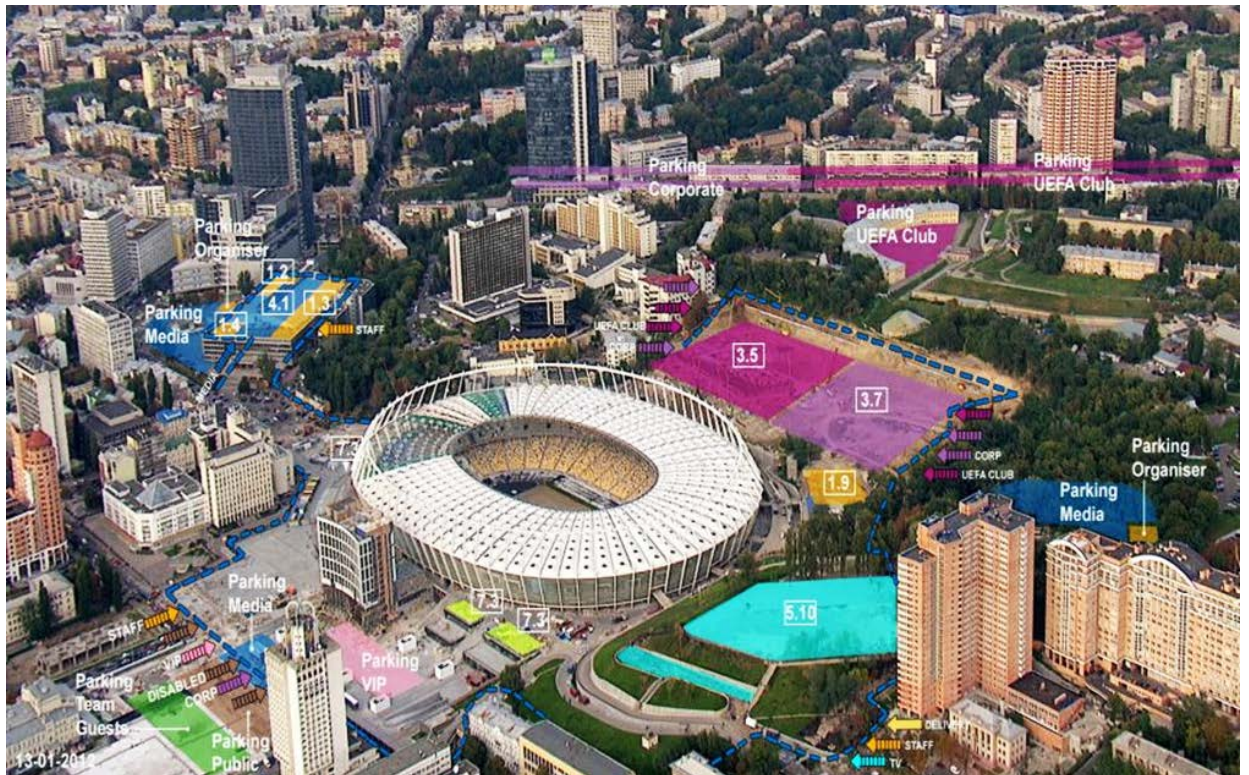
Therefore the regular operational perimeter of a selected stadium will be extended to encompass all exploited adjacent areas for tournament purposes. This perimeter is called the outer (security) perimeter and is physically marked by a fenced-off line: during the exclusivity period it is under UEFA's exclusive 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 venue 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 shows the generic organisation of the "UEFA EURO overlay":



The scheme indicates as well which facilities and operational areas need to be included within the inner and outer perimeter of the venue. 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 to the venue.



To get an impression of the footprint of a venue with a fully implemented UEFA EURO overlay, please refer to the aerial views of the venues for UEFA EURO 2012 in Kiev (70'000 seats capacity) above and Warsaw (50'000 seats capacity) below.



4 – Venue "Must Requirements" and "EURO Overlay requirements"

"Must requirements"

In order to host UEFA EURO 2020 matches, the bidders need to ensure the provision of the following stadium infrastructure and services (management & operations) related to the stadium directly and its adjacent areas:

Must requirements for the stadium:

Infrastructure	Services (management & operations)
<ul style="list-style-type: none"> a. Stadium capacity and availability b. Location, orientation and accessibility c. Safety and security infrastructure and equipment d. Spectator welfare e. Pitch f. Players and match officials g. Hospitality a. Media & broadcasting h. Technical services i. Management and stadium services j. Parking areas and access management k. Environmental aspects 	<ul style="list-style-type: none"> l. Stadium management, administration and project management m. Safety & security services including medical services n. Facility management/housekeeping o. Cleaning and waste management p. ICT services q. Pitch maintenance & ground keeping r. Stadium concessionaire services s. Giant screen operations

Must requirements for the outer perimeter:

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

"EURO overlay requirements"

Additional and/or upgrade requirements for temporary infrastructure and services specific for UEFA EURO 2020 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 venue taken into consideration by the host association needs to have the capacities to establish and put into operations these additional requirements:

EURO overlay requirements:

Infrastructure	Service (management & operations)
1. Increased safety & security requirements (outer security perimeter fence)	9. EURO specific safety & security services
2. In-house staff and media working facilities	10. Spectator way finding support
3. EURO specific safety & security requirements	11. Access control & ticketing management
4. EURO specific spectator welfare facilities	12. Team and match officials' liaison management
5. Accreditation and ticket collecting facilities	13. VIP protocol and hospitality services
6. EURO specific ICT & technical infrastructure	14. Accreditation services
7. Outside hospitality facilities	15. TV & media services
8. EURO specific TV & media facilities	16. Stadium entertainment & ceremonies
	17. Marketing & sponsor activities

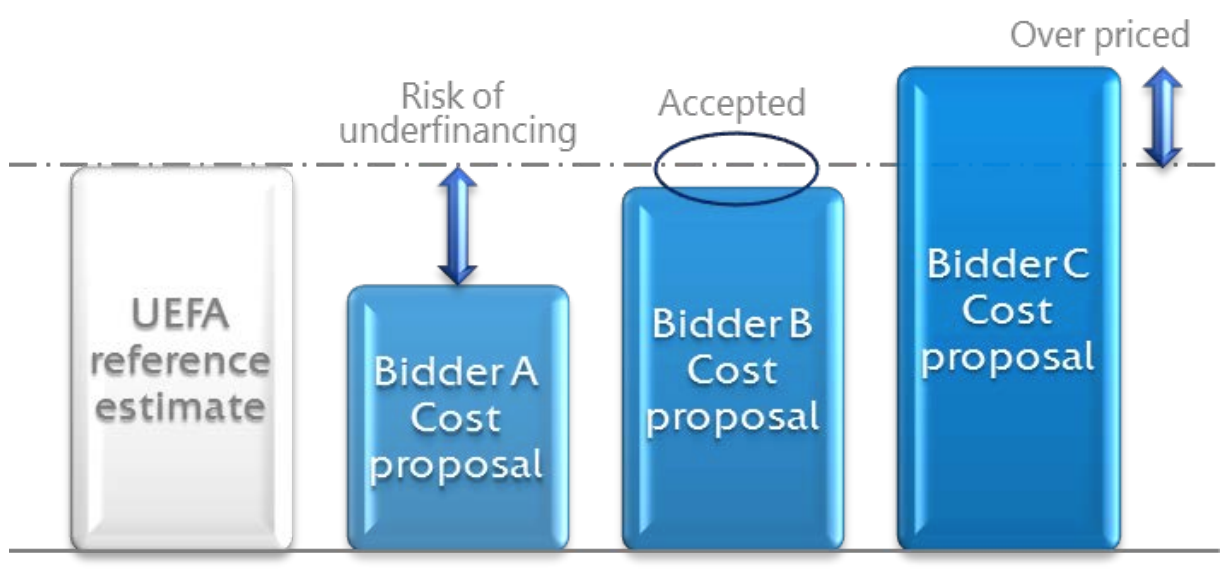
Quality and quantity of "must-" and "EURO overlay requirements" are described in the next chapters of this document.

Financial cost proposal of stadium rental fee and operating expenditures

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 according to the "stadium rental fee and operating expenditures spreadsheet" (see bid dossier template, question 07.08 and 07.09).

The UEFA bid evaluation group will compare and validate the submitted proposals and check the "financial feasibility" (over-/under-pricing) of the venue rental fee and operating expenditures. To do so, UEFA will calculate its own "reference estimate" per venue based on previous on-site experiences and data available. If the cost proposals of the venue proposed 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 Host Association during the evaluation period.

Excellent performance against fair compensation



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

5 – Stadium capacities and availability

Stadium seat capacities

Seat capacities required for the different packages are:

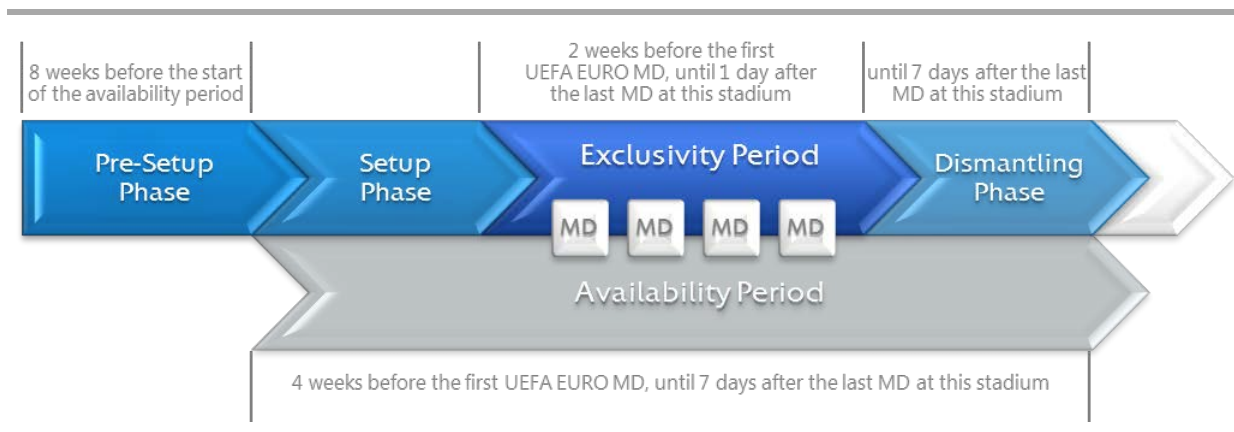
Match type	Gross capacity
Group or round of 16 match	50,000 plus*
Quarter-final	60,000 plus
Semi-final or final	70,000 plus

* exceptionally 2 venues of 30,000 net capacity (33,000 gross capacity).

It should be noted that the net capacity breakdown is indicative and that the final decision on which seats will be used or not will be taken in due course by UEFA, after the stadiums have been fully adapted to the UEFA EURO overlay and the different areas allocated.

Stadium availability

The stadium and the necessary adjacent areas need to be made available over the below specified periods.



In relation to the different packages the maximum period of availability may extend up to 58 days. Some areas and services might still be used by the stadium until the beginning of the exclusivity period according to a specific agreement with UEFA.

Match package	Availability period	Exclusivity period
3 group matches and 1 round of 16 match	53 days	33 days
3 group matches and 1 quarter-final match	58 days	38 days
2 semi-finals matches and final match*	40 days	20 days

* For the stadium hosting the semi-finals and final matches, the availability period will only start 4 weeks before the first semi-final.

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:

Phase/ period	Stadium	Outer perimeter	Stadium management	Stadium staff
Set-up phase	<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 start of "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 		
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 last MD • To be concluded until 14 days after last MD 	<ul style="list-style-type: none"> • Fully available during regular working hours 	<ul style="list-style-type: none"> • Fully available during working hours

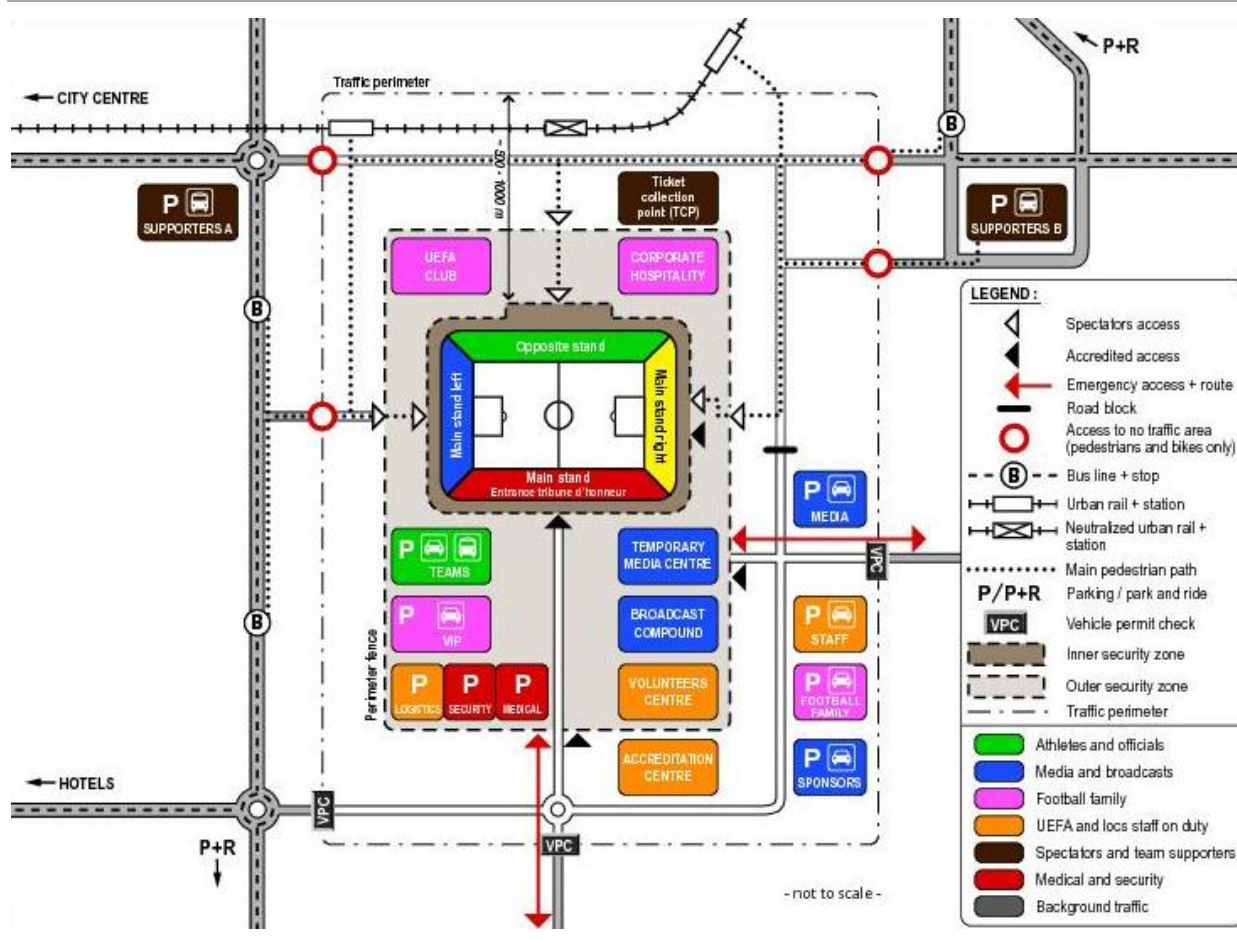
6 – Location, accessibility and orientation

Location and accessibility

The stadium should be well connected to public transport hubs, such as train, metro, tram and/or bus, in order to handle a spectator flow of 75% of the total stadium capacity. Spectators coming by car/bus must find parking locations within 30 minutes walking distance from the stadium or have the possibility to use a park and ride/shuttle system.

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.

Stadium last kilometre transport operations – match day



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.



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.

7 – Safety and security requirements

The safety and security of all those using a football stadium must take priority over all other considerations in the design, planning, operation and management of a stadium.

All stadiums must comply with the UEFA Safety and Security Regulations as well as with all standards and applicable legislation set by the relevant authorities in the host country.

UEFA refers to the Guide to Safety at Sports Grounds (the “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.

All local standards must be met if they are more stringent than the Green Guide. 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. Approval must be given by the relevant authorities at the design stage, with all final certificates to be issued upon completion.

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.

Maximum safe stadium capacity

The maximum safe capacity relates to the maximum numbers of spectators permitted in the stadium based on the maximum times allowed for the entry, exit and emergency exit of all spectators. The maximum safe capacity is not necessarily the same as the gross seating capacity of the stadium. The maximum safe stadium capacity must be approved by the relevant authorities.

The safe capacity should be calculated as follows:

1. Determination of the entry capacity of the stadium: the number of spectators that can enter into the stadium in a maximum 1 hour time period, using a maximum flow rate of 660 persons/turnstile;
2. Determining the holding capacity of the stadium: the number of useable seats, after e.g. deduction of broken/damaged seats, seats with obstructed views or seats which exceed the maximum number allowed in one row;
3. Determining the exit capacity: the number of spectators which can safely leave the stadium;
4. Determining the emergency evacuation capacity: the number of spectators which can reach a place of safety within 8 minutes, in case of an emergency.

The maximum safe stadium capacity is the lowest of 1-4.

The maximum safe stadium capacity should be reduced if either the physical condition (P-factor) of the venue or the safety management (S-factor) is inadequate (for further explanations please refer to the Green Guide, chapter 2).

The permitted capacity of the venue as a whole and of each area within it should be recorded in the safety certificate.

Outer security perimeter, outer and inner security zone

The outer security perimeter marks the secure zone around the stadium/venue and serves as the first ticket and accreditation checkpoint. The area within this zone falls under the host association's exclusive control throughout the relevant exclusivity period (as agreed upon with UEFA) and includes:

- all areas to be used by accredited members of the media in connection with UEFA EURO 2020 including, without limitation, media working rooms and the TV/broadcast compound;
- commercial display areas for commercial partners;
- hospitality facilities for VIPs, commercial partners and UEFA's official hospitality programme;
- any other facilities at or close to the stadium which are owned or controlled by the relevant stadium owner and/or operator;
- 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 zone must be secured by a fence at least 2.4m 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 to accommodate the above facilities and allow spectators and emergency vehicles to circulate safely at all times.



Access, egress and evacuation concept

During UEFA EURO 2020, an access strategy must be provided, allowing safe, controlled access to the stadium in total security and with instant counting systems. 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 zone, 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 zone 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 zone	visual ticket/ accreditation check	gates	search process
Inner security zone (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.

Access control systems

Each 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 electronic and data networks, a central processing unit with data storage capacity, monitoring units and data network interfaces, ensuring secure communication between the system, the internet and UEFA's own data network, ticketing and seat allocation systems. 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 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.

The stadium owner 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 electronic access control system, at minimum, should use barcodes of several standards as well as RFID-enabled devices (radio-frequency identification). Near-field communication (NFC) capability is desirable.



Turnstiles at the entrances for general ticket holders must 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 500-660 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 (PA system) and CCTV coverage must be available at each turnstile block.

Segregation concept

A flexible, risk-based segregation and compartment concept must be provided. Each sector must be self-contained in terms of welfare facilities, access, egress and evacuation. A flexible segregation system is recommended.

UEFA has decided that all UEFA EURO 2020 matches should 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

The UEFA 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

Each stadium must have a state of the art control room with an overall view of the inside of the stadium and equipped with public address system facilities, access control counting systems as well as CCTV screens.

The size, configuration and furnishing of the control room should be based on current best practice. The joint 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 control room. Ideally, the stadium control room should be fully self-contained with its own welfare facilities. For guidance, refer to Control Rooms, a good practice guide to the staffing, location, design and services for control rooms at sports grounds.

CCTV surveillance

Each 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 CCTV 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 CCTV system:

- outer security zone;
- inner security zone;
- all turnstiles and stadium entrances;
- all public concourses;
- all seating areas;
- access to dressing rooms and stadium control room.

Public address and evacuation systems

Each 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 tribunes.

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.

If the emergency power supply is capable of supplying all necessary power needed for the stadium to function for a minimum of three hours, it may be possible to continue the event, provided the event is scheduled to finish and will be clear of spectators within this period, with no other emergency existing. The emergency power supply must therefore also be provided with additional back-up power.

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 Green Guide.

8 – 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 match day experience.

Roofing

All stadium seats must be covered by a roof in order to protect all spectators from weather conditions such as rain, snow, sun, etc.

When designing the roof structure, the implications for the growth of a healthy, high-quality pitch should be taken into account. In addition, the shading effect of the roof structure on the pitch will have implications for television coverage. Last but not least, roof access is required for maintenance, rigging and signage purposes.

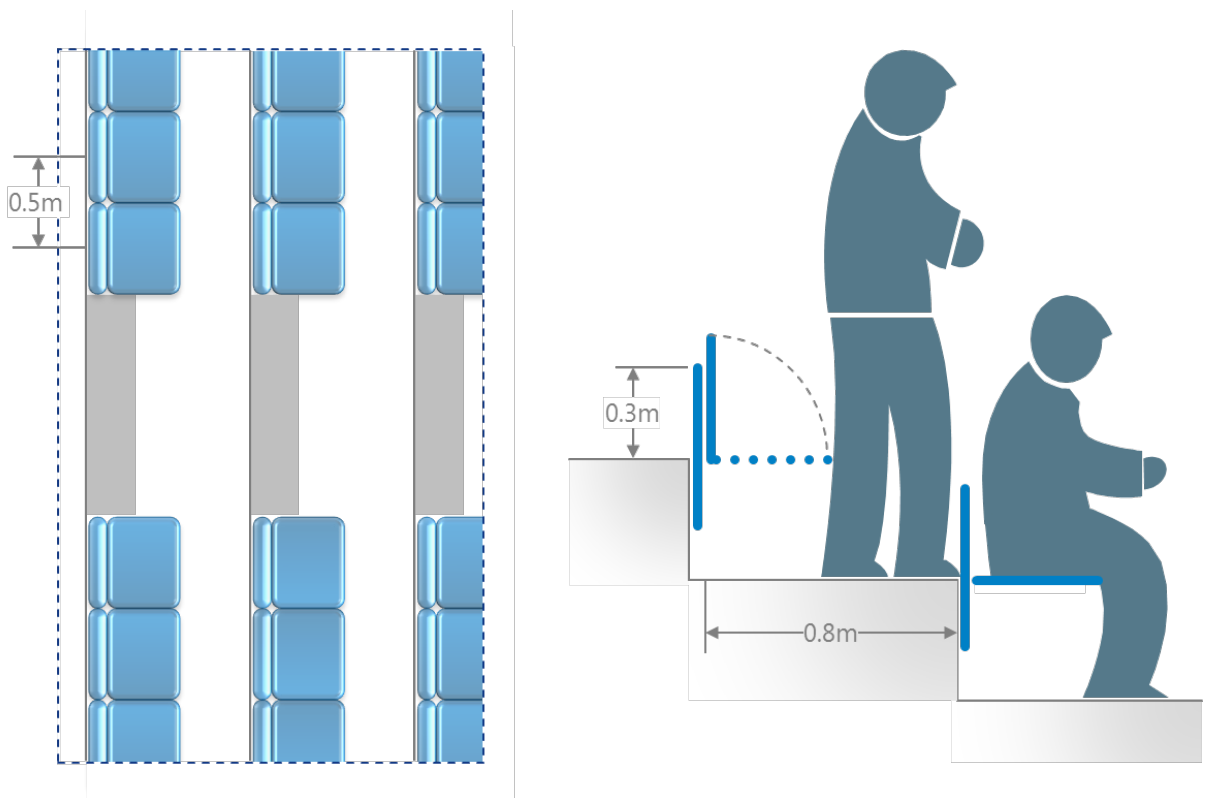
Seating

Seating arrangements must comply with the UEFA Safety and Security Regulations.

As a result:

- all spectators at each UEFA EURO 2020 match 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 riser-fixed, comfortably shaped with backrests with a minimum height of 30 cm, unbreakable, UV-protected and certified by the relevant local authorities with regard to the fire strategy;
- 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 and vomitories.

Layout and cross section of seating requirements (regular seats):



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

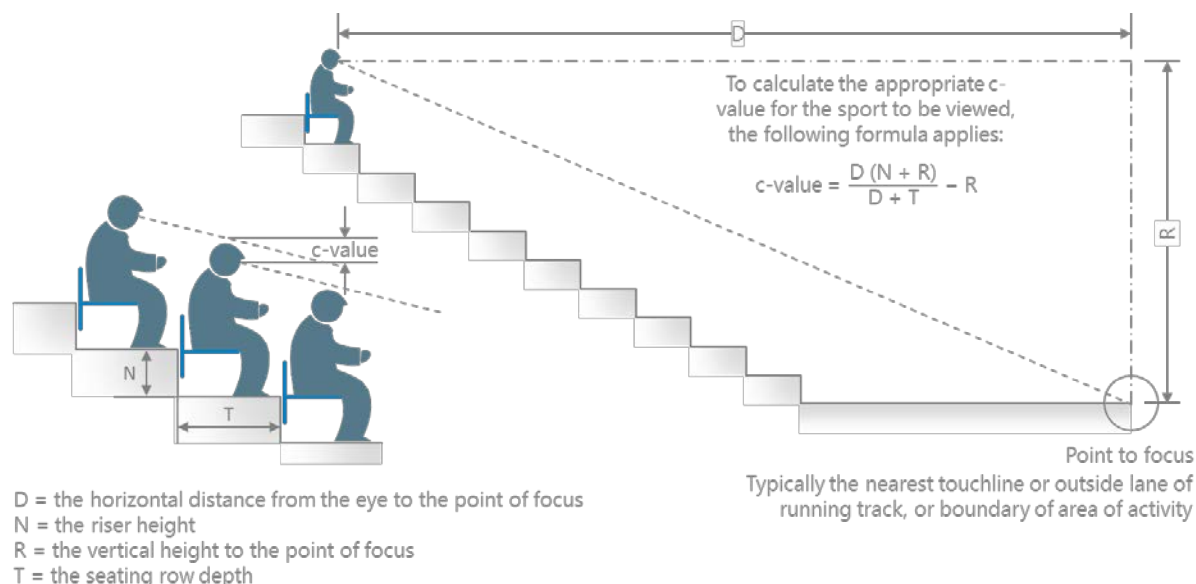
Seating category	Tread depth	Centre-to-Centre seat width
VIP seats	1,000mm	600mm
Skybox seats	1,000mm	600mm
Regular seats	800mm	500mm

Sightlines (c-values) and viewing distances

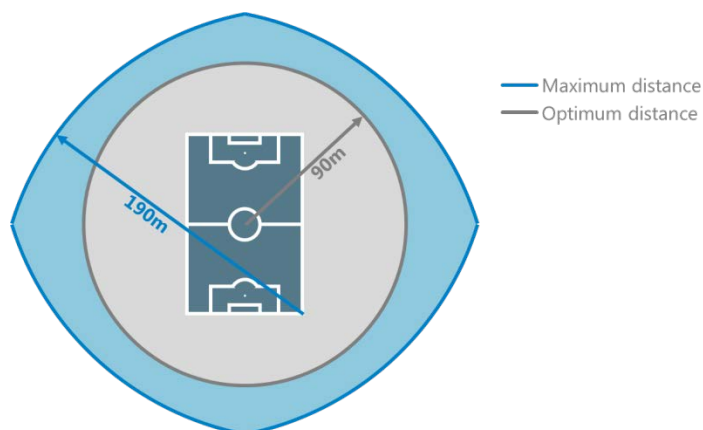
All seats must have an unobstructed view, not hindered by columns, barriers, railings, etc.

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
- ensure that visitors can comfortably reach welfare facilities, particularly when spectator activity is at its busiest.

This space should be designed in accordance with current best practice and relevant documents, such as the Concourses good practice guide and the Green Guide. The finish of the floor should be of a non-slip 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. Particular attention must be paid to the fire strategy of the catering outlets.



First aid rooms

A central first aid room must be provided and located in a position which allows 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 1 x emergency doctor and 1 x nurse or paramedic from stadium opening until closure.

Every sector of the stadium must have its own (satellite) first aid rooms 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 1 x nurse, paramedic or doctor from stadium opening until closure. The nurse/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 and with consideration of the FIFA Emergency Medical Manual recommendations below:

Spectators	Ambulance + 2 staff	Fixed medical post – BLS staff	Mobile medical teams with 2 x BLS staff	Advanced life support (doctor, nurse, paramedic)
25,000 to 49,999	4 minimum on site	8	16	4
50,000 to 75,000	4 minimum on-site and 2 minimum off-site (nearby 5 mins)	8	20	4

Sufficient emergency medical equipment including defibrillators must be distributed evenly throughout the stadium in easily accessible locations. Useful guidance on first aid room design can be found in the Green Guide.

Ambulances

Ambulances must be provided in suitable locations at the stadium which 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, during UEFA EURO 2020 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 with a horizontal travel distance of not more than 40 meters. 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 zone.

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 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>90mm above a standing person in front), 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 (i.e. standard stadium seats at the end of rows, near exits and with limited or no stepped access) and amenity seats (i.e. 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 please refer to the Access for All Guide.

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

Stadium size	Wheelchair positions*	Amenity and Easy Access seats**
90,000	310+310	310+310
80,000	290+290	290+290
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	150+150	150+150

* Minimum numbers for wheelchair users: 150 plus 3 per 1,000 above 30,000 and 210 plus 2 per 1,000 above 40,000 with adjacent companion seat. 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. For details please refer to the Access for All Guide.

** Minimum numbers of amenity and easy-access seats combined (for non-wheelchair users): 150 plus 3 per 1,000 above 30,000 and 210 plus 2 per 1,000 above 40,000. There should be a choice of accessible viewing areas for disabled people in all areas and including elevated positions with no more than 25% located at pitch side ; a mix of easy access and amenity seats. For details please refer to the Access for All Guide.

Signage

All public passageways, concourses and stairways must be clearly marked. In particular, all evacuation routes must be clearly indicated. All direction signs inside and outside the stadium must be provided in

internationally understandable signage. Exit signage must as well be 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.



Commercial display

Each stadium must have a minimum of 1,000m² (3,000m² for the finals package) for commercial partners inside the outer security zone that can be made available to commercial partners wishing to display their products and entertain spectators with interactive activities.

Space	Size	Location
Commercial display area for a standard package	1,000m ²	not necessarily one space, areas could also be spread within outer security zone; accessible from all seating sectors
Commercial display area for the finals package	3,000m ²	

9 – Pitch requirements

The pitch area 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.

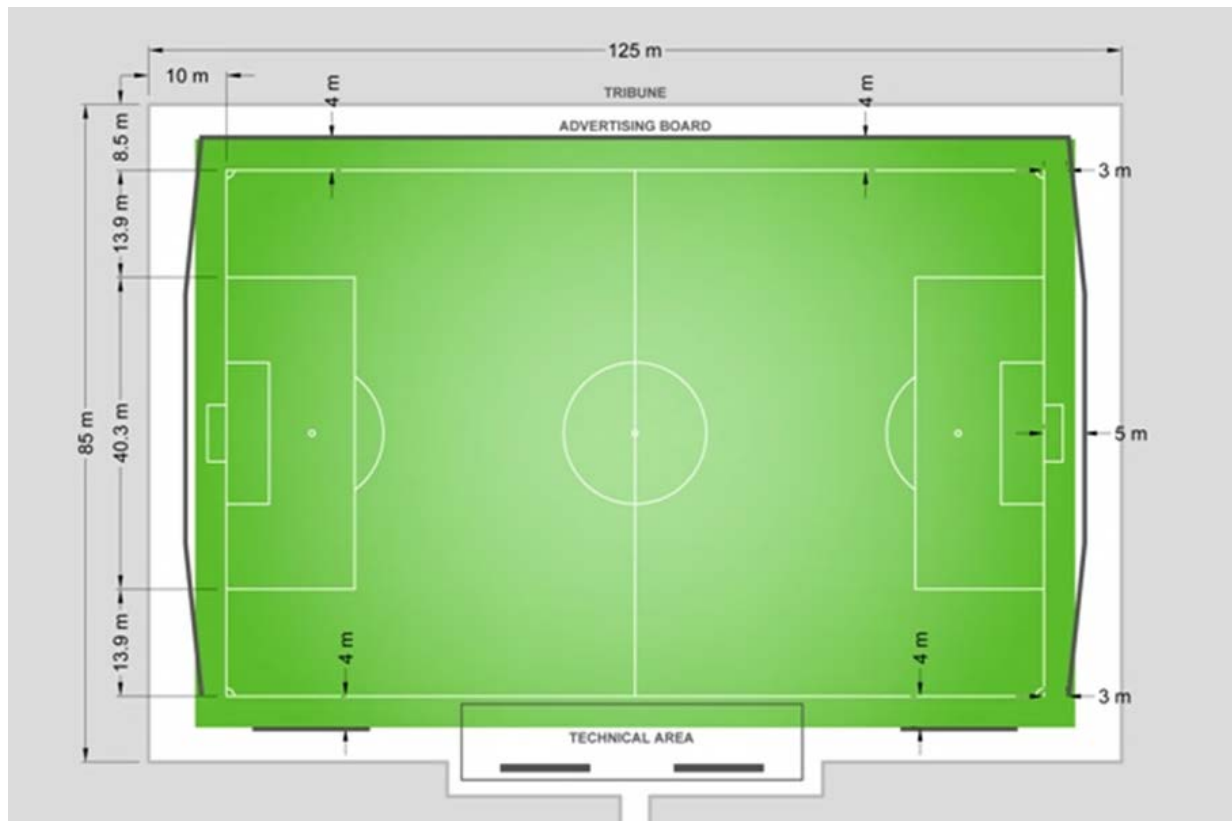
Dimensions

For all matches played during UEFA EURO 2020, the field of play must have the standard dimensions of 105m x 68m.

Each pitch must have a distance between the field of play and the edge of the spectator seating area measuring at least 7.5m, but preferably 10m, behind each goal and at least 6m, but preferably 8.5m, along the touchlines.

This space is needed amongst other things for the substitutes' benches, 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. Sufficient power should be made available for various media and technical installations behind the goals and along the touchlines.

During UEFA EURO 2020, advertising boards with a height of minimum 900mm and maximum 1.00 meter will be used.



Surface quality, repair and maintenance programme and equipment

Each stadium must have a natural grass pitch installed at least one year prior to UEFA EURO 2020 that is absolutely smooth and level.

To ensure that the playing surfaces at the stadiums are of the highest quality and are suitable for a first-class international football event such as UEFA EURO 2020, the stadium owner/operator must ensure that no events other than football matches take place on the playing surface during the two months prior to the commencement of UEFA EURO 2020 and that no events, including football matches, take place on the playing surface during the month immediately preceding the commencement of UEFA EURO 2020.

Six months prior to the start of the tournament, the stadium owner/operator 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.

All relevant maintenance equipment must be provided by the stadium. UEFA will provide further, more detailed instructions with regard to the quality of the playing surface at the host stadium.

Irrigation, drainage, heating

A proper, fully automated drainage system must be installed for each pitch. In addition, every pitch must have a proper irrigation (sprinkler) system that covers all areas of the pitch.

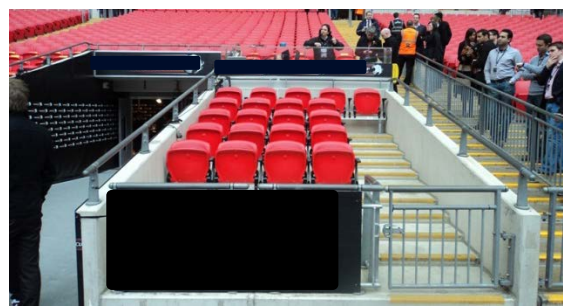
Under soil heating is recommended for all pitches, although it will not be used during UEFA EURO 2020 due to the time of the year.

Substitutes' benches and bench for UEFA officials

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

- substitutes, technicians and officials of each team (each bench accommodating 23 persons)
- UEFA officials supervising the match (bench accommodating at least 4 people with minimum height of 1.6m), 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 approx. 8m².



For details regarding the technical area, refer to the Laws of the Game.

Warm-up areas

The players of both teams should have access to one warm-up area measuring 30m². 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.

Access

In the interest of the safety of the players, match officials and other officials, each stadium must provide unhindered, protected access to the edge of the pitch from the dressing room area (e.g. by means of a telescopic tunnel). This protected access must be at least 4m wide.

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 each stadium. These flags must be easily changeable (without climbers) and include the UEFA, FIFA, UEFA Respect, UEFA EURO 2020 competition and the flags of the two playing teams.

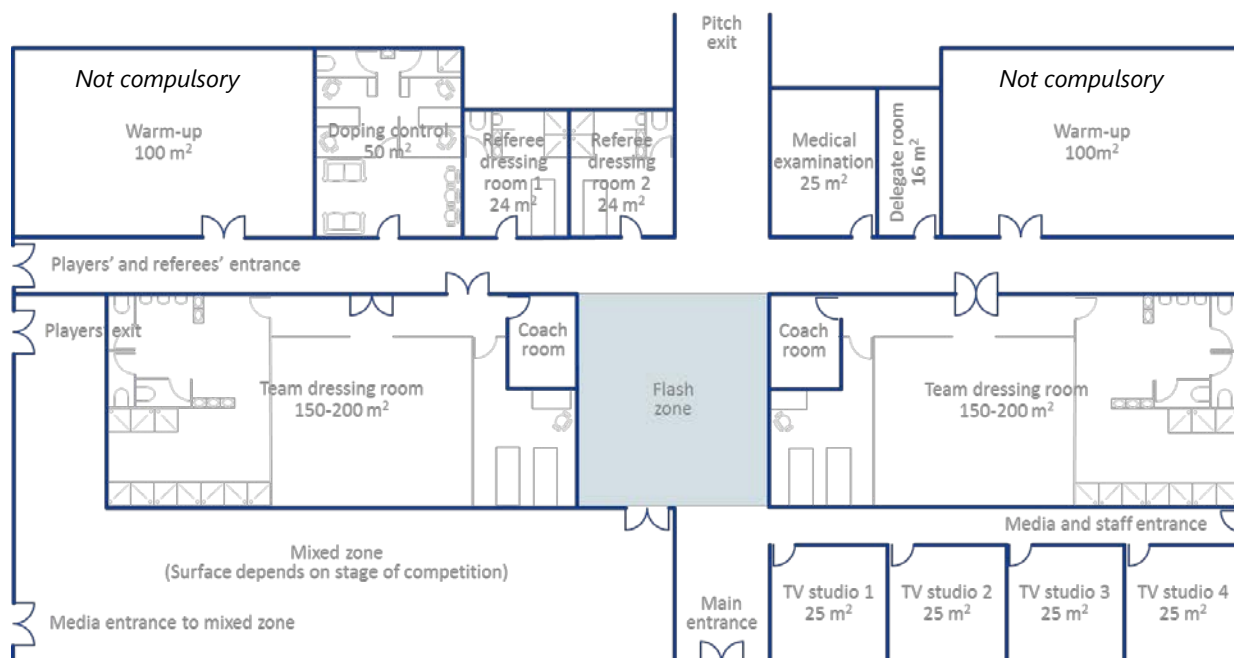


10 – Players and match officials’ requirements

Modern stadiums should 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.

Each 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 secure 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. For full details, refer to Football Stadiums: Technical recommendations and requirements.



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. Ideally, a drop-off point inside the stadium is available. For team parking requirements, refer to the chapter 16, Parking areas and traffic access management.



Dressing rooms for teams

Two 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 28 people;
- 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;
- clock, whiteboard and tactical demonstration boards;
- TV (with CATV connection), DVD 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 coaches' dressing room with min. 24m² must be provided. These dressing rooms contain:

- 5 seats / benches;
- 3 lockers;
- 1 table, 2 chairs;
- 2 showers, WC, urinal and 2 washbasins with mirror;
- 1 refrigerator;
- tactical demonstration boards;
- TV (with CATV connection), DVD player;
- 2 electric shaving points;
- 2 hair dryers.

Physiotherapy / massage area

Adjacent to or within (if space allows) each team dressing room area there must be a min. 20m² physiotherapy / massage area which contains 2 massage tables.

Dressing rooms for referees

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 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

One match delegates' room measuring at least 16m² must be provided. The room should be equipped with 3 tables and 5 chairs to accommodate the UEFA Match Delegate, UEFA Referee Observer and UEFA Security Officer.

Medical examination room

One medical examination room measuring at least 25m² 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.

The medical examination room must be easily accessible for stretchers and have water and power supply, and must be located in such a way that an injured person can be directly and expediently transported to the players and officials' ambulance.

The 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. 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: urine — to contain:

- 1 table
- 4 chairs
- sink with running water and toiletries (soap, towels, etc.)
- cabinet with a lock
- 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)
- large waste bin

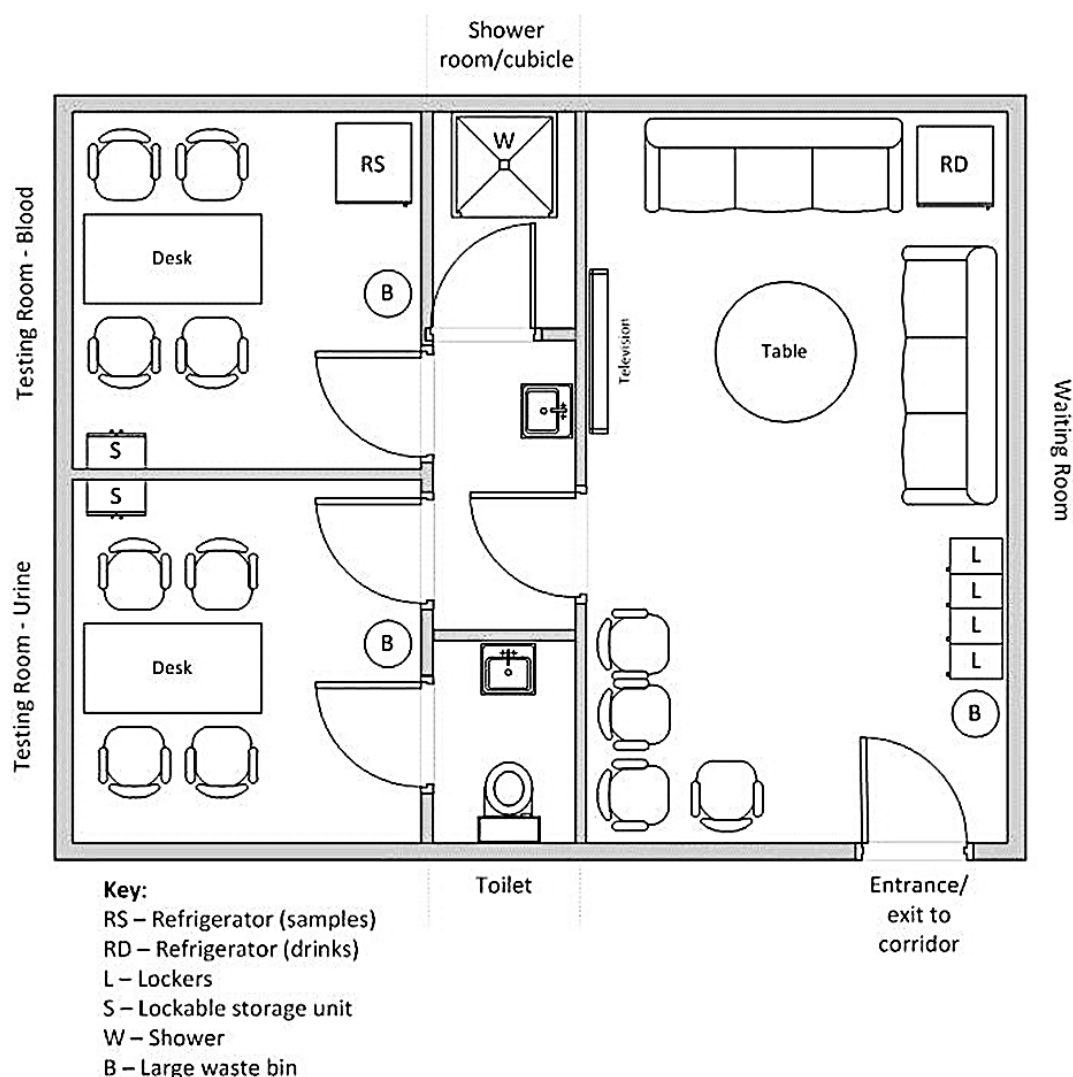
Testing room 2: blood — to contain:

- 1 table
- 4 chairs
- cabinet with a lock
- 1 refrigerator for samples
- large waste bin

Waiting room (which should be immediately adjacent to the testing room – a partition dividing the two areas is also acceptable) — to contain:

- sufficient comfortable seating for eight
- clothes-hanging facilities or lockers for four (if possible)
- refrigerator - to be filled with an assortment of drinks no greater than 500ml size each, free of prohibited doping substances, in their original, unopened and sealed bottles or cans (approx. 10 litres of still mineral water, 12 cans of caffeine-free soft drinks and approximately 12 cans of non-alcoholic beer).
- television
- large waste bin

An example layout of the doping control station is shown below:



11 – Hospitality facilities

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 2020 and do not usually form part of the existing stadium setup. For this reason, some of these facilities may be provided in temporary structures or existing facilities outside the stadium, but always within the outer security zone.

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 2020, these facilities may be provided outside the stadium but within the outer security zone. 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 (see below photo).

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 should 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 2020:

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 VIP hospitality

Each 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 relevant stadium.

Appropriate space must be available at each stadium 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 VIP hospitality 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 lounge measuring 36m²
- presidential corner for maximum 20 pax or 50m²
- back room (office) for the President for max 4/5 pax or 20m²
- 3 VIP interview positions, each measuring 9m² with clear height of 3.5m
- VIP first aid room measuring at least 10m², clearly signposted from the main hospitality areas, duly equipped as per the FIFA Football Emergency Medicine Manual
- VIP reception area measuring 40m² for the opening match, semi-finals and the final; VIP reception area measuring 30m² for all the other matches
- waiting area for drivers and bodyguards measuring 100m² for semi-final and final; waiting area for drivers and bodyguards measuring 75m² for group match, round of 16 match, opening match and quarter-final; all with toilet access, TV and fridge
- VIP hostesses changing room close to VIP area measuring 40m²
- main kitchen and other kitchens/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 match	400 pax	1,000m ²
Quarter-final match	450 pax	1,125m ²
Semi-final or final match	1,000 pax	2,750m 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 zone, 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-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 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

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 match	7,000m ²	3,500m ²
Quarter-final match	7,000m ²	5,000m ²
Semi-final or final match	15,000m ²	17,000m ²

Skyboxes

During UEFA EURO 2020, all skyboxes and existing hospitality facilities in the stadiums must be made exclusively available to UEFA for the 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 relevant stadium. The skybox should be equipped with TV sets (connected to the CATV system) and a refrigerator. Ideally there should be finishing kitchens for min. 1 to 5 boxes.

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



Other catering facilities

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 match	350 pax	1,000m ²
Quarter-final match	500 pax	1,300m ²
Semi-final or final match	550 pax	1,400m ²

12 – Technical services infrastructure

Essential installations are required to support the stadium infrastructure and operations.

A wide range of technical installations are required to operate the stadium infrastructure. This section 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 the trouble-free performance of high class sporting events like UEFA EURO 2020.

Furthermore the 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 venue 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 stadiums – 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

Aim of the high and medium voltage supply is, that the stadium can be fully re-powered within a maximum of 1 (one) minute in case of a single feeder blackout. For some categories and areas an interruption gap of 10 (ten) 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 its 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 should be equipped with an access control system.

Low voltage system design

To guarantee a faultless TV broadcasting the low voltage supply system in all

UEFA EURO 2020 stadiums must be executed consistently as a TN-S standard from each feeding source to any end-distribution under strict observation of rules of the electromagnetic compatibility (EMC) as, among others, described in the standard IEC 60364-4-44:2007, section 444.

For the main points, see below:

- Strictly use of TN-S five wire 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 PE in each supply segment (see diagram "EMC design example for TN-S systems");
- Complete implementation of surge protection devices (SPD) in a co-ordinated concept with the lightning protection design of the building;
- Complete and consequent protective-equipotent-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 zone;
- Separation of loads with electromagnetic disturbance and extra supply segments as far as possible;
- Complete implementation of RCD protection in any end distribution to avoid earth leakage caused by residual current;
- Design and operation of any low voltage system to guarantee power quality at least according DIN EN 50 160.

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 lights (all areas)	✓*			
Other emergency systems		✓		
PA system	✓			
Giant screen	✓			
Pitch floodlight	✓			
Power supply TV compound	✓*			
Power supply outside hospitality				✓
Power supply inside hospitality			✓	
Accreditation centre			✓	
Stadium media centre			✓	
Pitch spider cam (aerial cam system)		✓		
Pitch photographers			✓	
LED pitch boards	✓			
Mixed zone		✓		
CCR		✓		
TV pitch view studios	✓			
Indoor TV studios	✓			
Press conference	✓			
Flash interview zone		✓		
Media tribune tabled press			✓	
Media tribune TV commentators		✓		
Media tribune photographers			✓	
Main Telco/IT room (MTR)	✓*			

	Service level A	Service level B	Service level C	Service level D
Volunteer centre				✓
Stadium offices				✓
Public toilets			✓	
Other public services			✓	
Stadium TV system			✓	
CCTV surveillance system	✓			
Turnstiles	✓			
Access system	✓			
Fire fighting lifts	✓			
Smoke extract fans	✓			

* (24/7 operation during the whole duration of operation)

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.

A continuous parallel operation between grid and generator(s) for the purpose of UniUPS is a very critical process especially considering any grid loss detection and uncoupling operation regarding voltage quality.

Additional power requirements

The table below shows additional power requirements in addition to the stadium operations for normal football matches*:

	Capacity	Remark
Broadcast compound	350kVA	
Outside hospitality village	0.8kVA	Per person (air conditioning included)
Inside stadium hospitality	0.3kVA	Per person (air conditioning excluded)
Global catering (staff bistro)	250kVA	
Accreditation centre	20kVA	In existing building with lights and air condition
Accreditation centre	80kVA	In a temporary structure
Stadium media centre	500kVA	
Volunteer centre	20kVA	In existing building with lights and air condition
Volunteer centre	80kVA	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
Pitch photographers	4 x 20kVA	One plug in each corner
Mixed zone	2 x 20kVA	

	Capacity	Remark
CCR	20kVA	
TV pitch view studios	20kVA	Each studio
Indoor TV studios	20kVA	Each studio
Press conference	20kVA	
Flash interview zone	20kVA	
Media tribune tabled press	2 x 40kVA	
Media tribune TV commentators	2 x 40kVA	
Media tribune photographers	20kVA	
Main Telco/IT room (MTR)	20kVA	For IT equipment
Main Telco/IT room (MTR)	10kVA	For additional air condition
Concessions (additional F&B)	300kVA	Inside security perimeter, several areas
Commercial displays	80kVA	Inside security perimeter, several areas

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

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

An electrical engineer has to be available on request at each 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.

For all broadcast operations temporary "TECH power" will be provided by UEFA. These installations consist of generators, distribution cabinets and cabling. The following permits must be provided and arranged by the stadium:

- running of generator;
- short time changeover synchronisation of generator with the grid;
- fuel tank use;
- noise.

Water

In the stadium, drinking water should 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 broadcast compounds, at least 1.5m³/h;
- for group stage and round of 16 stadiums, at least 10m³/h;
- for quarter-final and semi-final stadiums, at least 25m³/h;
- for final stadium, at least 30m³/h.

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

In the stadium a plumber will connect all additional temporary equipment. Outside the stadium:

- a plumber will connect all additional temporary equipment;
- the drinking and non-drinking water (flush 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 European Drinking Water Directive (DWD) 98/83/EC (Dutch regulation).

Waste water

In the stadium a plumber must connect all additional temporary equipment and outside the stadium access to the main sewer canal must be provided with pipes measuring at least 20cm from the hospitality village, broadcast compound and all other areas that are in neither a building nor 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. In some cases, grease separators and waste water buffers may have to be installed.

Waste management

The stadium must have at least two specific waste collection areas:

- next to the stadium (300m²), during the availability period;
- next to the hospitality areas (200m²), two months before until one month after the tournament.

Sorting should be carried out in the country in which the tournament takes place and must conform, at least, to the relevant city/country regulations. However, the organiser could define a sorting system in order to comply with the UEFA EURO 2020 sustainability programme.

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 inner security zone: 50lux;
- public area within the outer security zone: 30lux;
- VIP and disabled parking: 50lux;
- dressing room area: 150lux;
- main cable bridge: 100lux;
- broadcast compound: 50lux.

Floodlighting

The majority of UEFA EURO 2020 matches will be played in the evening and all of the matches will be televised using high definition broadcast technology.

Each stadium must have a primary floodlighting system that provides a minimum of 2,000 lux across the entire playing surface (i.e. vertical illuminance towards fixed cameras, calculated 1 meter 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 requested. 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 the FIFA technical recommendations and requirements, section 9.

Please note that UEFA will require a full measurement report and summary calculations as described in this document two years prior to the tournament, with regular updates and a final update to be provided six months prior to the tournament.

Cable bridges and cable pathways

In order to interconnect the broadcast compound with every broadcast position in and around the stadium, a walkable cable bridge and various cable pathways will be required. The required cable pathways will be identified in advance by UEFA, and the most appropriate solutions defined in cooperation with the stadium.

The walkable cable bridge provides the main cable pathway from the broadcast compound into the stadium. The walkable part should be a minimum of 1.2m wide, and a staircase is required to access both ends of the bridge. The cable bridge and stairs must be sufficiently lit to enable personnel to work safely in that area at night.

The surface should be covered with a non-slip material, and the cable bridge should be earthed to ensure safe working conditions. The cable bridge should adhere to height and width regulations allowing access and egress of vehicles underneath it.

This bridge should be inaccessible to anyone other than TV personnel, as it is the main connection between the compound and the stadium, carrying most of the multilateral and unilateral cables which are then distributed once they reach the stadium, along further cable pathways, to all the broadcast positions and areas within it.



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

- main camera platform(s);
- high behind goal left and right;
- reverse camera platform;
- beauty camera(s);
- 16m and 6m left and right positions in main stand;
- stadium roof – for boxcams, audio mics, aerial and speciality cameras;
- player tracking camera positions;
- positions around the pitch;
- flash interview area;
- mixed zone and press conference room;
- all TV studios (pitch-view and indoor TV studios);
- announce platform;
- stadium control room, PA control room;
- all aerial and speciality camera operator positions;
- CCR and all commentary positions (will also interconnect with the stadium control room and commentary positions);
- players' tunnel;
- team arrival;
- VIP interview position.

All cable pathways do require a double path to accommodate multilateral and unilateral cabling separately; these will be identified in the cable pathway planning process by UEFA. Power cables must not be run on the same pathway as broadcast or data cables.

Any cable pathway that has to be 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.

Example of a cable pathway constructed safely out of reach of the public:



The final cable pathways will be confirmed by UEFA during stadium visits in the planning phase, as camera and audio plans are subject to change. All cable pathways are to be provided by the stadium, and will need to be in place well in advance of the event, as the cabling of the venue is an early and critical part of host broadcast operations. UEFA will advise the stadium of the date upon which 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 venue:

Cable path	Cable weight	Number and width of hooks/trays
Main Bridge to TV House	80 kg/m	3 trays - width 40cm
Fences around Broadcast 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 Broadcast Compound to CCR	30 kg/m	3 trays/hook - width 30cm
From CCR to 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.

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 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. The principal determining factors for the best position of the screens are:

- providing optimal viewing for all spectators;
- minimising the impact on spectator 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.

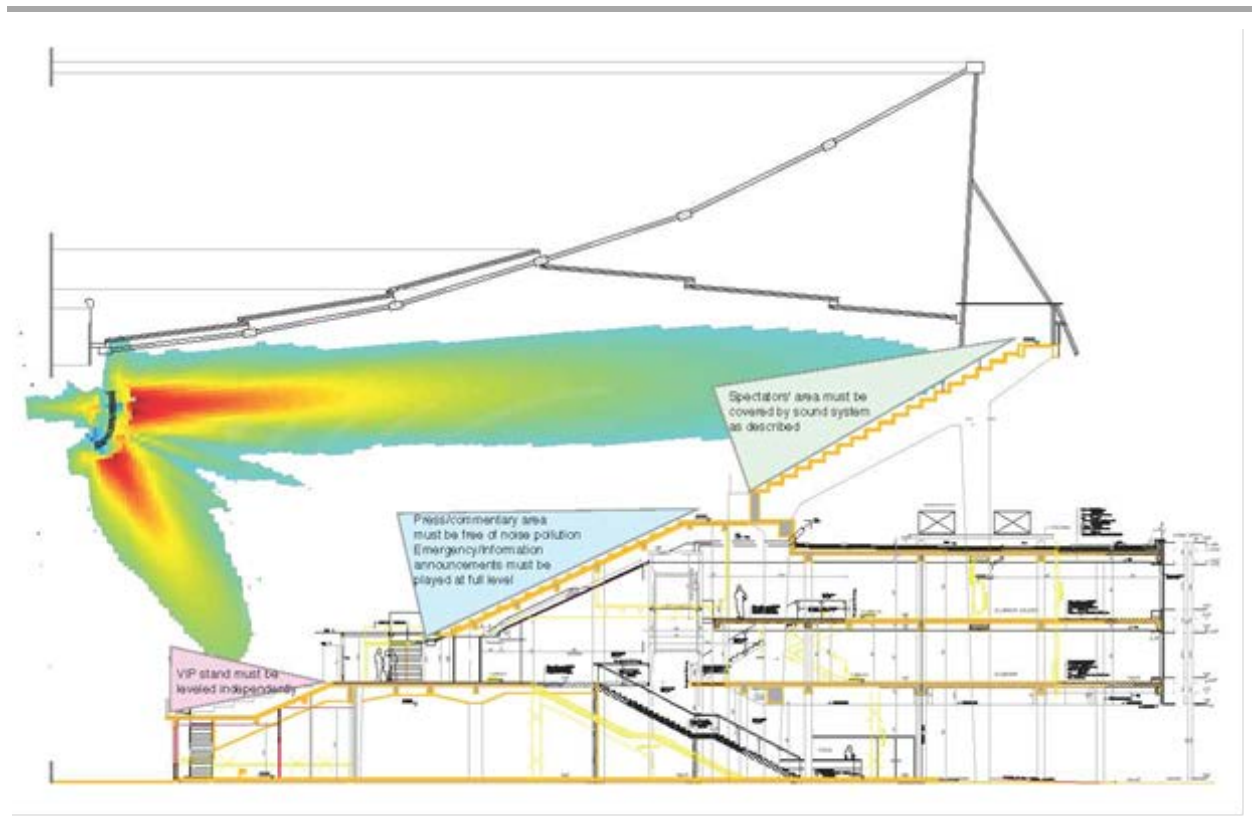
The giant screen should be driven by a SDI/HD-SDI vision mixer in order to feed all needed areas; the control room for the video screens should be based on HD-SDI equipment. The screen sizes must be as follows in order to comply with the broadcast production ratio (with a minimum of 720 pixels horizontally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

Each stadium must have a sound entertainment system, either in addition to or integrated with the PA system. 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.



Vertical transport

Sufficient means of elevators/escalators needs 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 hospitality areas. Programming of floor stop priority should be possible and set to match day option.

Climate control systems

Provision must be made for climate control systems, sufficient to guarantee a temperature range of maximum 21°C or of 5°C below the outside temperature if the outside temperature exceeds 27°C in the following key areas:

- dressing room area;
- all media and relevant broadcast facilities, including stadium media centre;
- VIP and hospitality areas inside the stadium;
- hospitality village;
- skyboxes;
- stadium control room;
- accreditation centre;
- CCR.

Air circulation must be based on 5-7 volumes per hour.

It should be noted that the above rooms will be used differently during UEFA EURO 2020 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.

As an example all hospitality areas inside the stadium in direct sunlight must be equipped with a cooling capacity of 200 W/m².

Hospitality areas inside the stadium with no direct sunlight must be equipped with a cooling capacity of 150 W/m².

As another example all hospitality villages (outside the stadium) in direct sunlight must be equipped with a cooling capacity of 350 W/m².

Venue TV System

UEFA will create, install and operate additional Venue TV channels to entertain and provide dedicated groups of guests with an exclusive TV programme. These additional channels will be integrated and distributed through the stadium existing Venue TV system.

The following infrastructure should be provided:

- about 10m² of working space in or next to giant screen control room, 1 desk ca. 1.5m wide, 2 chairs, 2x 230V or 1 x 16A 400V dedicated circuits on same supply as giant screen control (ideally UPS), cable-hole towards pitch-side for temporary services;
- 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 of stadium satellite reception system;
- possibility to connect additional TVs / 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 (VIP / hospitality / dressing room area);
- pre-cabling (or preparation of cableways) for single-mode fibres from giant screen control to PTA-1 or PTA-2, and from there to temporary event areas (broadcast compound, stadium media centre, accreditation centre, hospitality village).

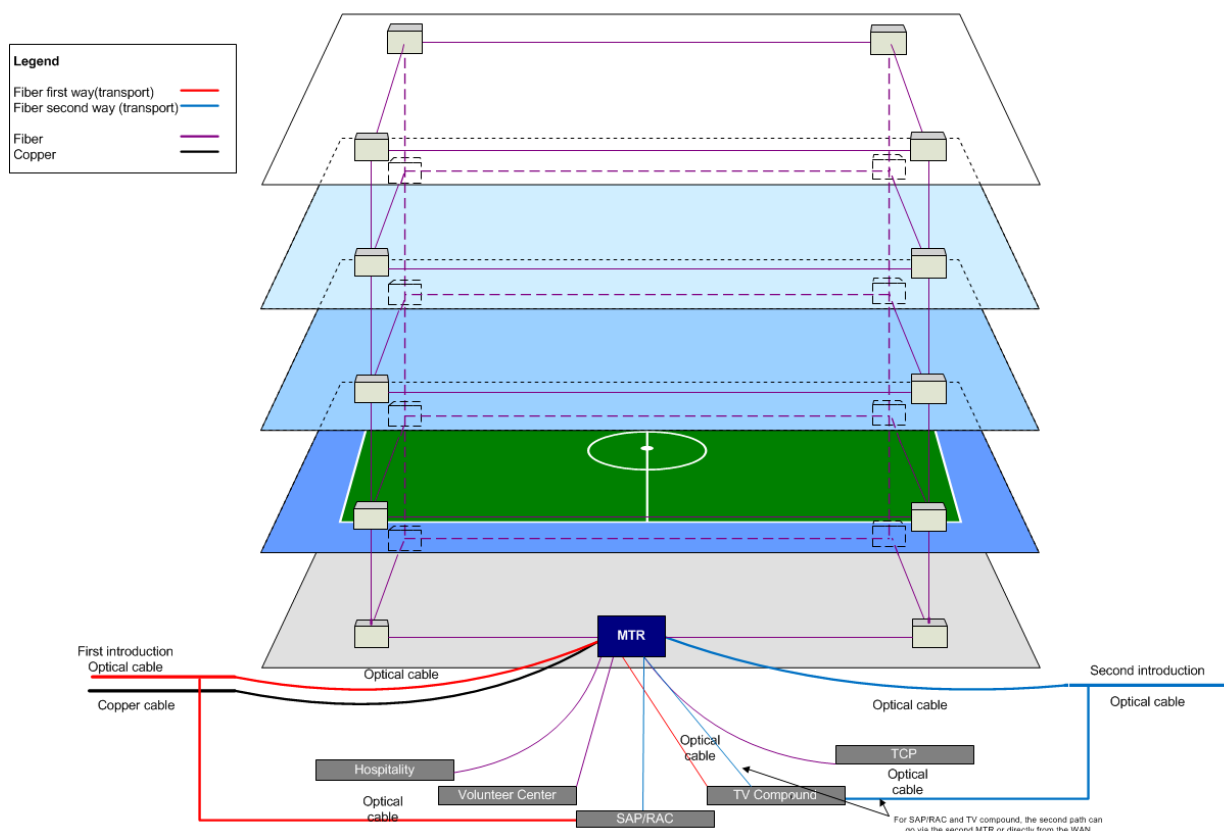
13 – Telecom infrastructure within the stadium

The host association will have to ensure that the following infrastructure is provided within the stadium.

Physical infrastructure

Two separate introductions and ducts from the stadium perimeter up to the areas where the terminal equipment will be located are requested. This means, diverse cable paths to areas like the offices, the SAP, the RAC, the TV compound, the media tribune, the media centre and the pitch.

As a generic example please see the attached diagram.



Explanation of the above diagram:

The stadium has two telecom entry points terminating into one 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 easily and redundantly most of the rooms on each floor. Specifics and diverse path must be available between the MTR, the CCR, TV Compound, accreditation centre, pitch, media tribune and the media centre.

Cable ducts have to be installed to enable connectivity to all locations outside the stadium, such as the hospitality village, volunteer centre, broadcast compound and accreditation centre.

The goal is always to use the current passive infrastructure of the stadium.

Detailed requirements for the MTR:

- floor space: at least 50m²
- raised floor
- redundant access for any telecom cables
- minimum power of 10kW
- no sprinkler or water pipe
- Adapted air conditioning system to maintain stable and homogenous temperature of 20°C. Take in consideration the dissipation of the equipment consuming the 20KW (heating capacity).

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, the WAN will be provided by UEFA.

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 UEFA EURO 2020.

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.

Summary of the wired connection needs:

1. Total quantity needs of connections by type of stadium

	Group or round of 16 match		Quarter-final	Semi-final or final
	> 30,000 seats	> 50,000 seats	> 60,000 seats	> 70,000 seats
Overall	1800	2100	2200	2600

2. Quantity needs of connections by specifics area

	Group or round of 16 match		Quarter-final	Semi-final or final
	> 30,000 seats	> 50,000 seats	> 60,000 seats	> 70,000 seats
Media Tribune incl. photographers	510	510	575	830
Stadium Media Centre	380	380	520	660
Pitch	120	120	120	160

Some areas with restricted access (press, VIP area, offices) have to be covered by wireless.

A public wireless with high density coverage for supporter area (stand, concessionaire) is also required.

The network provided must be based on mature and standard technologies.

Mobile voice

The stadium perimeter has to get a cell phone coverage adapted for this kind of event from the main providers of the country.

Areas

Most areas in a stadium require ICT services and therefore connectivity. Below is a short description of the main areas in terms of connectivity needs:

- Media Tribune: Desks and seats in the stand reserved for the commentators (TV and radio), the written press and photographers.
- Media Centre: Area with desk and connectivity for the press to work before and after the game.
- Pitch: Photographers on the pitch behind the LED board need internet access to send picture in real time.
- TV Compound: Area designated for the parking of mobile technical and production vehicles, offices and others.
- Concessionaires: Shops for supporters with connectivity for card payment.

- Main Telco Room: Area hosting the telecom core devices.
- SAP : Stadium accreditation point
- TCP: Access control infrastructure Ticket Collection Point

14 – Media and broadcasting

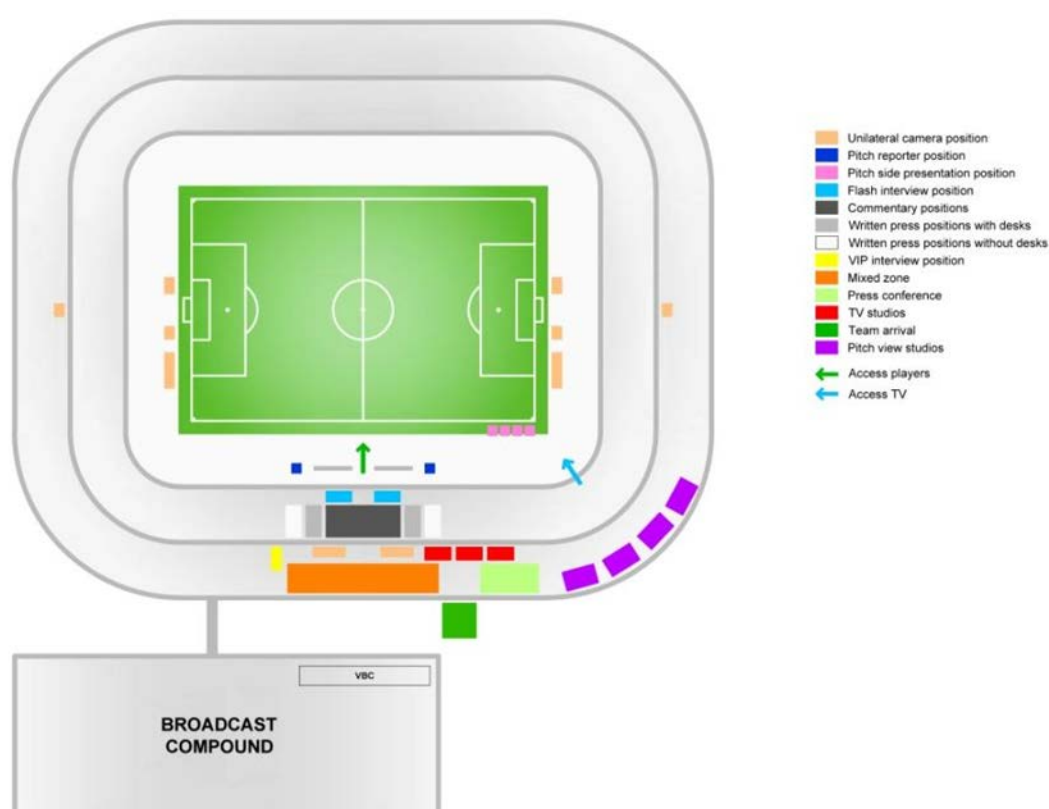
The provision of optimum working conditions for all sectors of the media must be a priority for any world-class sports event. The specific needs of HB, TV and radio rights-holders, written press, web journalists and photographers must each be individually catered for in terms of facilities and services, 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.

Broadcast compound

The broadcast compound is the hub of broadcast operations at the venue. 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 graphics vans, edit suites, cable and equipment tenders, satellite trucks all line up next to the main OB van. Most of these vehicles come and go between matches.



The compound must be located adjacent to the stadium, on the side of the media stand, and should be no more than 400m from this stand. It must be located within the outer security zone and must have an

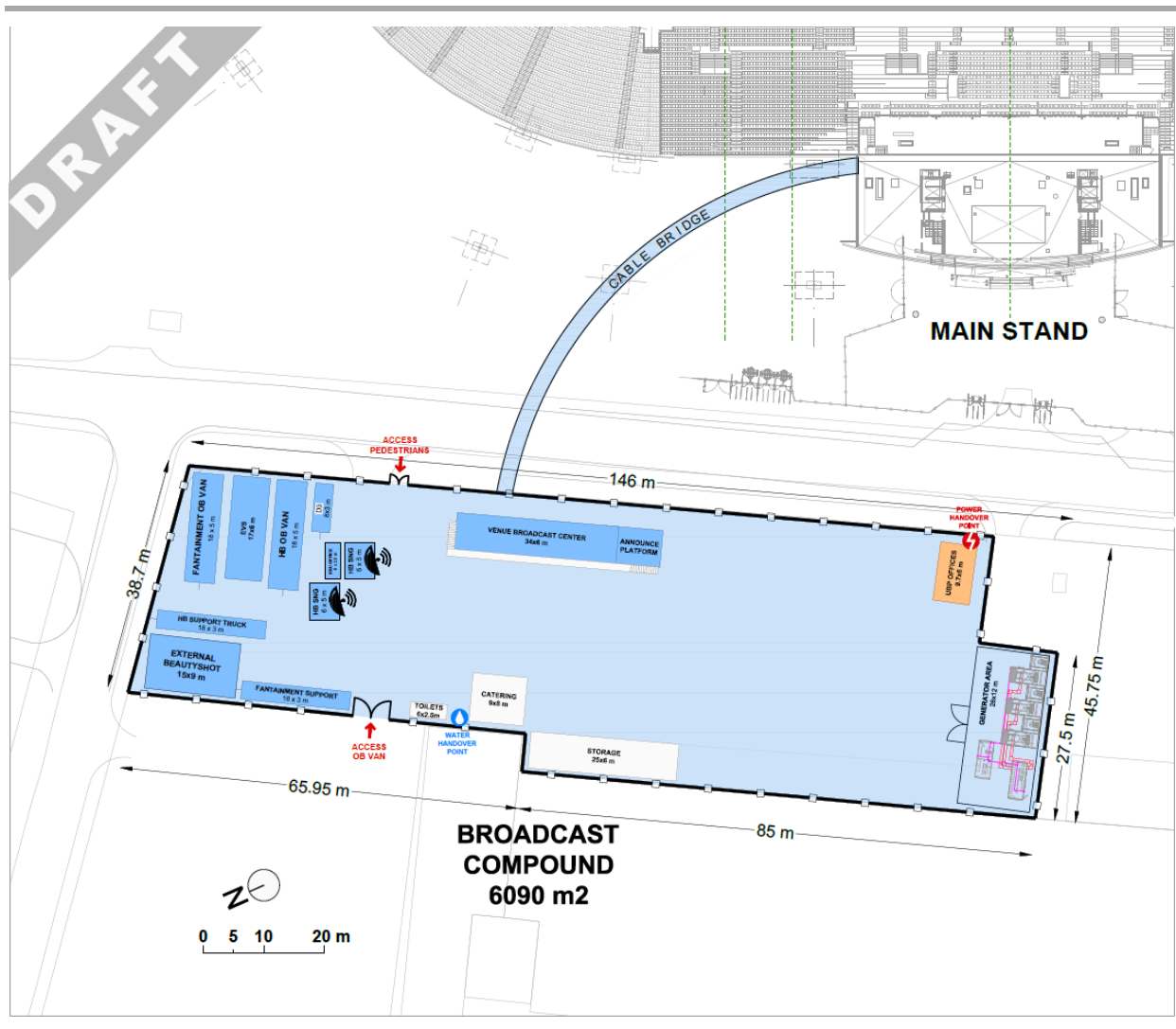
unobstructed view of the south-western to south-eastern horizon for satellite link vehicles. Detailed satellite visibility will need to be confirmed in a dedicated site visit.

On-site 24h security will be required from the moment the temporary office container will be set-up within the compound, approx. 3 month prior to the start of the tournament.

The compound must be fully lit (average of 50 lux) and fully fenced with a minimum fence height of 2.4m, taking into account dressing of the fence with 60% wind resistance or other forms of security barriers which are agreed with UEFA. The compound fence should 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-ton trucks. The surface should be of compacted road base as a minimum, without loose stones or material, but preferably tarmac. It should be able to withstand heavy rain without the risk of vehicle movement of any size being restricted. The compound should have sufficient drainage such that no cables, equipment or vehicles are in danger of being in contact with water.

Example of a typical broadcast compound



The required size of the broadcast compound is 6,000m².

The cable pathways, including the cable bridge to the broadcast compound, and 1500m² of the broadcast compound (including domestic power from the stadium grid) must be available three months

prior to start of the tournament. 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 pre-cabling will take place. The cabling pathways and rigging schedules will be established in close cooperation with the stadiums. The broadcast compound should have separate entrances for pedestrians and vehicles.

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

Stadium media centre

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 and mixed zone.

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 SMC must also include several service desks (welcome desk, SAD distribution desks, host city information desk, information and statistics desk), a media café, toilets, lockers, pigeon holes for press information and a limited number of laptops and printers.

See example below:



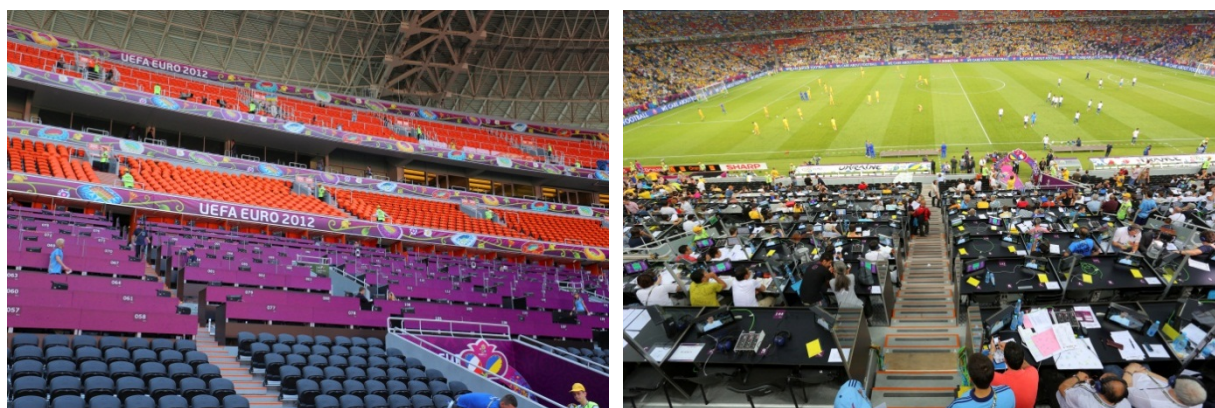
Each SMC must provide office space of at least 80m², a storage room of 10m² and a technical room of 40m². Provision must also be made for a press conference screening area. The SMC must be equipped with an air cooling and heating system.

The following requirements are applicable for the SMC:

Type of match	Media working area			Photographers working area			SMC Office	Screening area	Media Café	Total size
	Size	Capacity (persons)	Desks (2 positions)	Size	Capacity (persons)	Desks (2 positions)				
Group or round of 16 match	650m ²	260	130	250m ²	120	60	120m ²	100m ²	120m ²	1,240m ²
Quarter-final	900m ²	360	180	300m ²	160	80	120m ²	100m ²	120m ²	1,540m ²
Semi-final	1,100m ²	500	250	300m ²	160	80	150m ²	100m ²	180m ²	1,830m ²
Final	1,300m ²	600	300	300m ²	160	80	150m ²	100m ²	180m ²	2,030m ²

Media tribune

Each stadium must have a media tribune in a central position in the main stand in which the players' dressing rooms and the main television camera platform are located. If the main camera platform is located on the opposite side of the stadium from the dressing rooms, the media tribune may be split between TV and radio commentary positions on the side of the main camera and written press seats on the side of the dressing rooms. Below an example of a media tribune and an example of the view:



The media tribune must be well lit and must provide quick access to the SMC, press conference room and mixed zone, as well as to the indoor TV studios and flash interview area.

The media tribune must be completely separate from all other seating areas and must be centrally located on the halfway line, in a position that provides an unobstructed view of the entire field of play without the possibility of interference from spectators. When designing the media tribune, flexibility should be incorporated so that it can be expanded or reduced in size as and when required.

The media tribune will need to be located between the two 16m camera positions and should be covered under the roof that in case of rain and wind the media tribune desks (incl. commentary) would still be dry.

The media tribune at each stadium must include separate areas for television commentators, radio commentators, written press, and observers in accordance with the following minimum requirements.

The tribune will need to be completed and ready for HB installations (ICT and HB cabling) at least 18 days prior to the first match in the venue.

The following requirements are applicable for the media tribune as a minimum:

Media tribune	Description	Group or round of 16 match	Quarter-final	Semi-final	Final
TV/radio commentary positions	3 seats per position	85	85	100	130
Written press with desks	3-4 written press working positions per desk (depending on the size of the desk and the tribune layout)	250	300	400	450
Written press without desks		100	120	120	150
TV observer seats		150	150	200	200

Television and radio commentary positions

Each commentary position consists of three seats. Depending on the dimensions and the configuration of the rows, one commentary position can require up to nine “regular” seats of the tribune (three for the desk, three for the seats and three for access).

The following criteria and principles are recommended for the construction and set up of each position:

- The surface of the table should be 1.80m x 0.70m. Being the working place for 3 people it should have sufficient space for two monitors, one commentary unit, a laptop, a telephone and working material.
- The height of the table should be approx. 0.70m.
- The chairs should be individual and movable.
- It should be possible to recess the two monitors on the top corners of the table in such a way as to enable commentators to see the entire pitch and the monitor at the same time. In this recess there should be a device to secure the monitor (i.e. padlock).
- The power distribution (5-6 “Schuko”-extension plugs with continuous cabling) should be installed on top of the table to allow easy plug-in.
- The cabling should be done at the front side of the tables. The access must be easy in order to facilitate further installations and to guarantee the quick solution of any problem. Furthermore, holes and spaces in or around the table surface should be foreseen.
- The connection to other technical facilities (CCR, broadcast compound) must also be possible within the media tribune. This may require further installations such as cable trays, drilling of holes, step bridges, etc.
- Covers should be foreseen to protect the monitors and technical equipment between matches from bad weather conditions.
- In order not to cause disturbance it is key to get from the stairways to any desk without passing more than two other desks.
- Any metal construction has to be connected to the equipotential foundation earth system of the stadium.

Observer seats

Each stadium’s media tribune should contain seats reserved for observers from broadcast partners. These should be in or as close as possible to the area reserved for the written press without desk. Observer seats do not need to be equipped with desks.

Written press with desk

There are two different installations for written press: positions with desks and positions without desks. The positions without desks correspond to the normal spectator seats and therefore do not need any additional technical facilities.

TV and Radio commentary position and written press position with desk



The measurement of one working position is 0.60m x 0.70m. Depending on the general setup of the media tribune, the number of working positions per desk, and therefore the desk size might vary. In most cases, it will be either 3 or 4 positions per desk. Each working position must be equipped with power supply (Schuko plugs) and cabled internet connections. There must be one TV per desk.

Written press without desk

Each stadium's media tribune must contain additional spectator seats reserved for written press without desks nor power, located immediately adjacent to the seats with desk.



Photographer positions in the media tribune

Each media tribune must include a minimum of 20 positions for photographers, which are in principle normal spectator seats, either right in front or behind the media tribune and will be equipped with power sockets and internet connections.

The positions must always have a clear and unobstructed view of the whole pitch.

The allocation must take into account that photographers will carry a lot of equipment which needs to be stored without blocking any walkways; hence one position can take up an equivalent of up to two seats depending on the tribune layout.

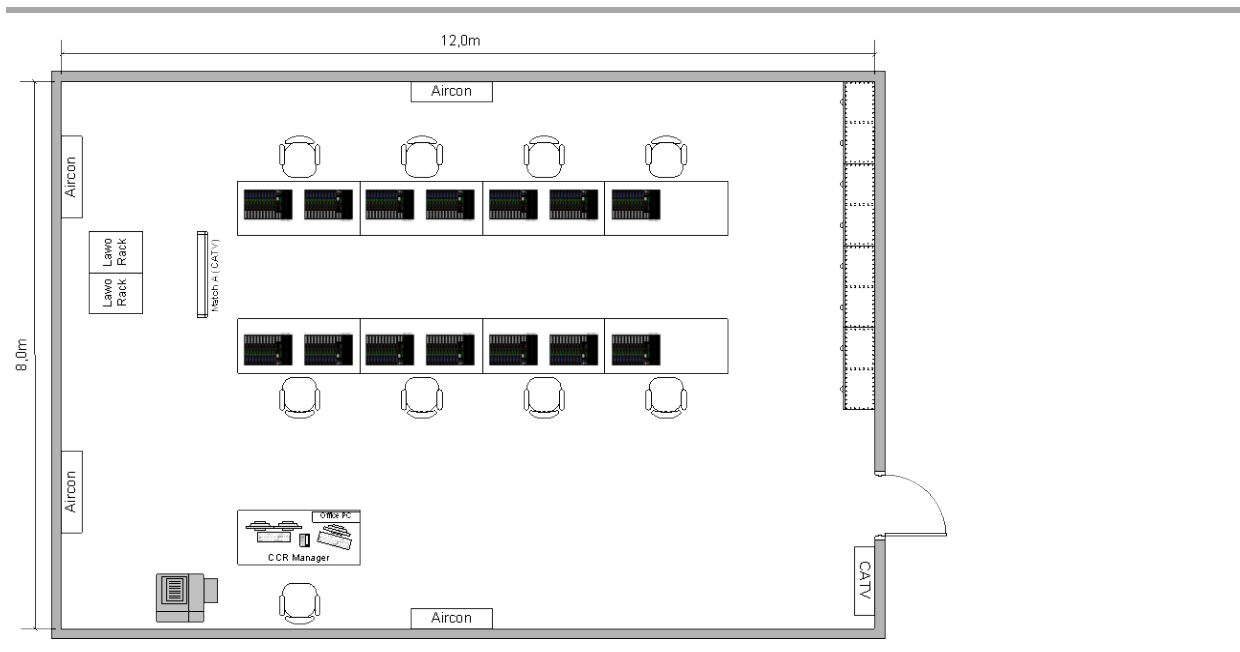
Commentary control room

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

A venue with fewer than 100 commentary positions requires a CCR with at least 80m² of operating space, while a venue with more than 100 commentary positions requires a CCR with at least 100m² of operating space.

The CCR should be a secure, lockable room. In addition to the operating space every CCR requires a secure, lockable, storage area of approximately 25m². The building needs to have sufficient weather protection and sound isolation.

As this room is equipped with sensitive electronic equipment, the sprinkler system (if existent) should be shut off for the period of the tournament.



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

These pathways should meet the specifications described in the cable pathways section of this document.

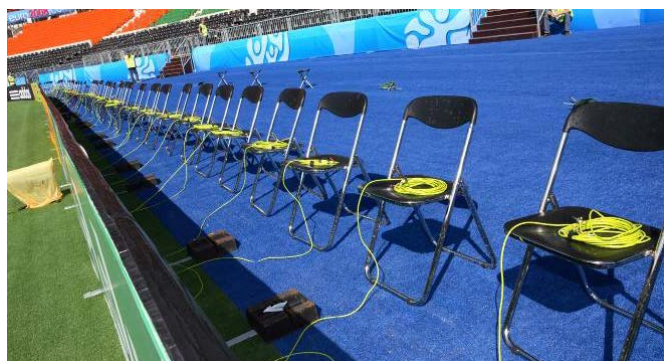
Nearby the CCR should be at least one direct connection to the equipotential foundation earthing system.

The room needs to be air-conditioned with a total capacity of 25kW (cooling capacity).

The CCR should be square or rectangular shaped and one room only. The storage area can either be part of the same room or a separate adjacent room. The room should be set up as follows:

Photographer positions at the pitch

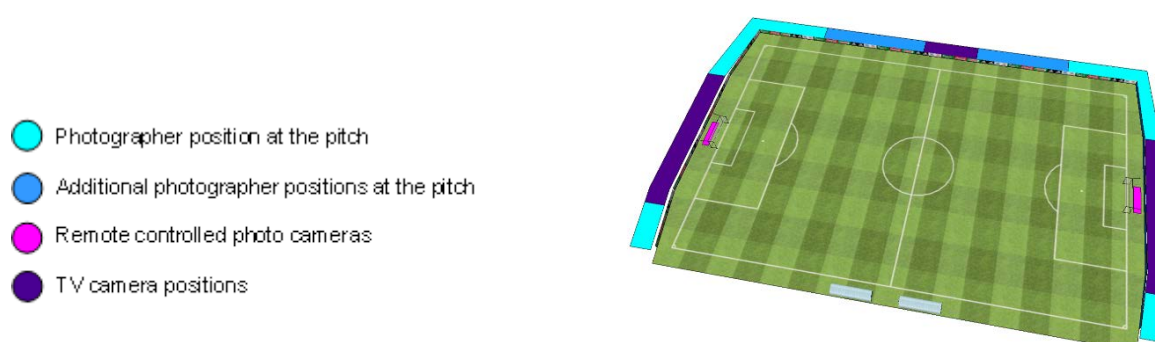
In each stadium, up to 160 photographer positions will be installed around the pitch. These individually numbered positions will be positioned behind the advertising boards along the goal-lines and touchline (s). Each position will be equipped with weather-proof power sockets and cabled internet connections.



The photographer positions should be based on the following requirements:

Photographer positions	Description	Group or round of 16 match	Quarter-final	Semi-final or final
Positions	• Photographer positions at the pitch	120	120	160
	• Photographer positions in the media tribune	20	20	20
Power	1-2 electric "Schuko" socket per position, IP 44 RCD protected	140	140	180
Connectivity	RJ-45 connections at all photo positions	140	140	180

The positioning of photographers on the pitch will be carried out according to the following media pitch positions diagram. In exceptional cases, photographer positions may be located on all four sides of the pitch.



Camera positions

The production of the TV signal will require a large number of camera positions within each 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.

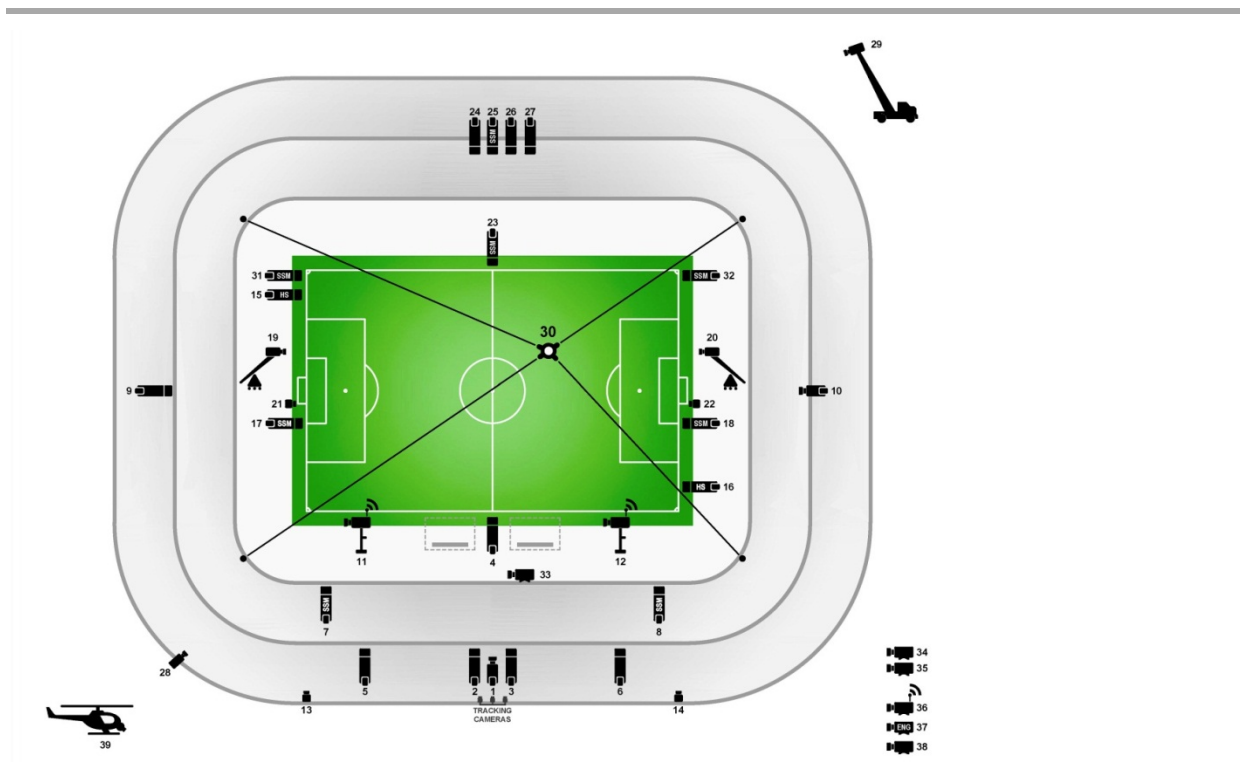
In order to guarantee a consistently high level of television coverage of all UEFA EURO 2020 matches, it is essential to provide at least the following fixed television platforms in each stadium (see also the figure below):

- main camera platform (minimum of 20m x 2m for group matches and 22m x 2m for knock-out stage matches), situated in the main stand exactly in line with the halfway line, 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 14-18°, but this may vary depending on the stadium layout;
- two platforms accommodating one 16-metre cameras each (2m x 2m each) 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 cameras (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;
- one elevated platform in the stand behind each goal (4m x 2m left goal and 2m x 2m right goal) at a height that permits an unobstructed view of the penalty spot from above the crossbar;
- one elevated platform in the stand opposite the main stand (12m x 2m) for the reverse-angle cameras; this platform must be situated exactly in line with the halfway line.

Cameras such as the tactical camera, box cameras and some beauty cameras need to be rigged in the stadium roof, along with the surround-sound microphones. It must be possible to construct an operational platform for the aerial camera system. This will require permits from the relevant authorities to comply with local construction and safety legislation.

In addition to the above stand-based camera positions, various other camera positions need to be provided. The layout below will form the basis of a multilateral camera plan for UEFA EURO 2020:

Camera positions diagram at a UEFA EURO venue



Camera construction and specifications

All broadcast camera and equipment platforms must be provided by the venue. The required dimensions of each platform will be supplied by UEFA. A standard platform or position for a hard, cabled camera should measure at least 2m wide by 2m deep. Requirements are:

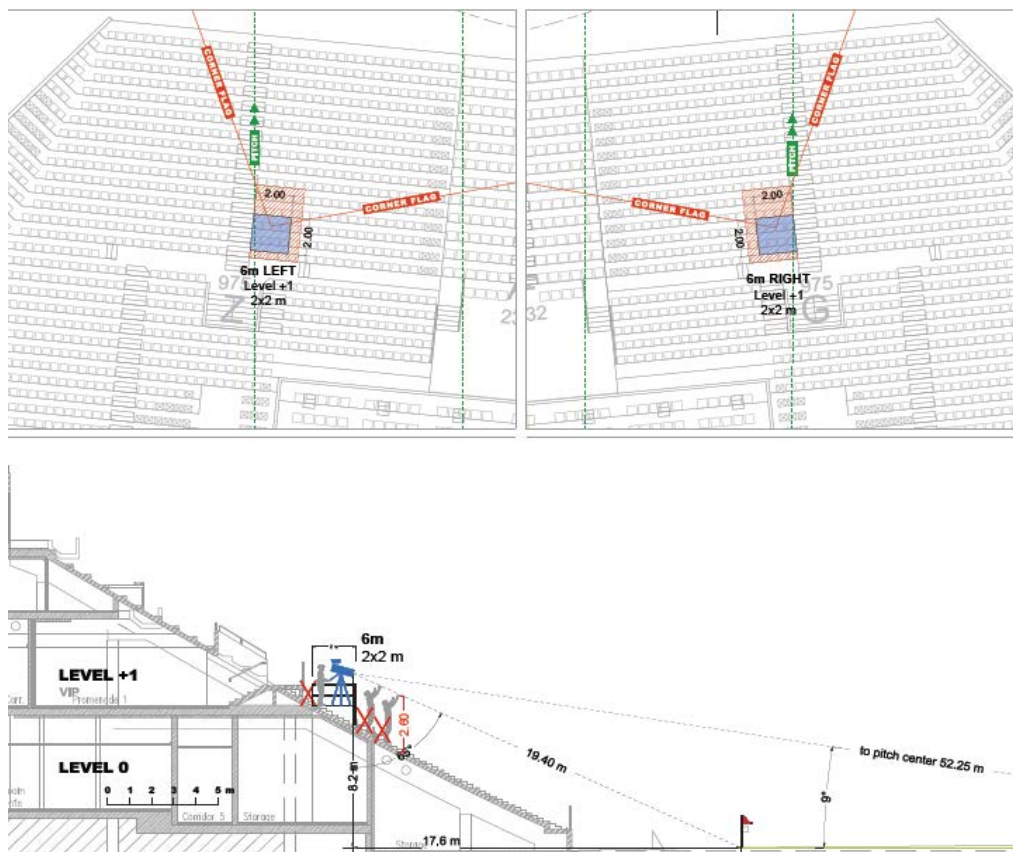
- The base of the platform should be solid and non-vibrating.
- The surface of the base of the platform must have a smooth, yet non-slip surface.
- Diagonal bracing should be used to ensure the stability of the platform.
- Safe and stable access must be provided to every platform.
- Access to the platforms (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 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 broadcast partners, 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 (e.g. 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 owner/operator, 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 owner/operator 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 owner/operator 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 opening match. 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.

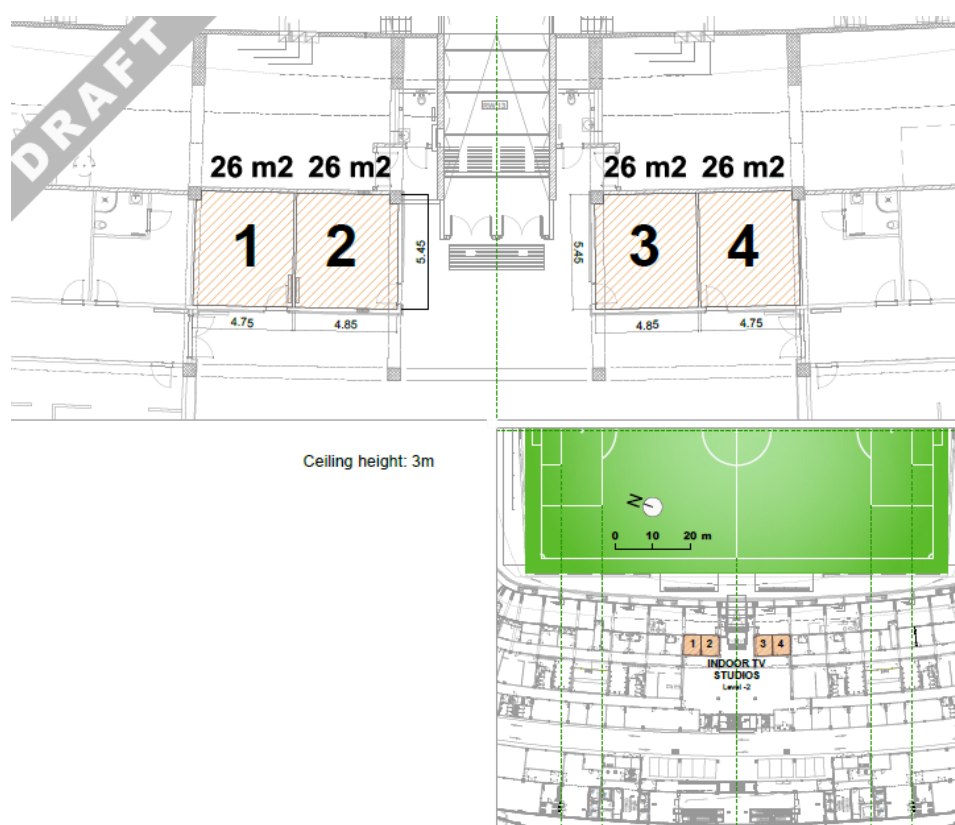
Television studios

Two types of television studio must be provided in each stadium:

Indoor TV studios

Provision should be made in each stadium for soundproof television studios, each approximately 25m² in size and, in order to accommodate television equipment and lighting, with a minimum height of 3m. These studios should be easily accessible from the dressing room area following matches.

Typical Indoor TV studio layout



Indoor TV studio specifications:

- The 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 power requirements and separation.
- Air-conditioned, with separate individual air-conditioning control for each studio.
- House/working lights.

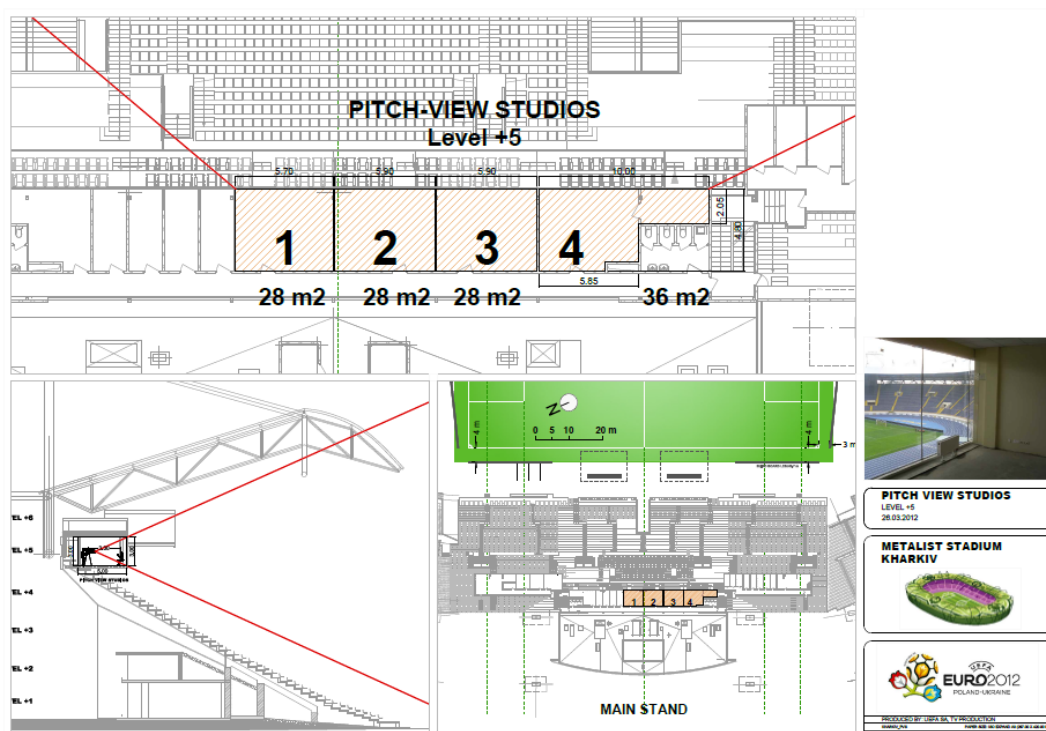
Pitch view studios

Provision should also be made for soundproof television studios with an unobstructed view to 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.

These television studios should ideally be located in the main stand, along with all the other media facilities. The window of the pitch-view studios must be free of any horizontal and vertical frame posts.

The studios can either be rooms within the existing structure that are adapted to work as studios, or new constructions in the stands.

Example of a pitch-view studio within existing structure

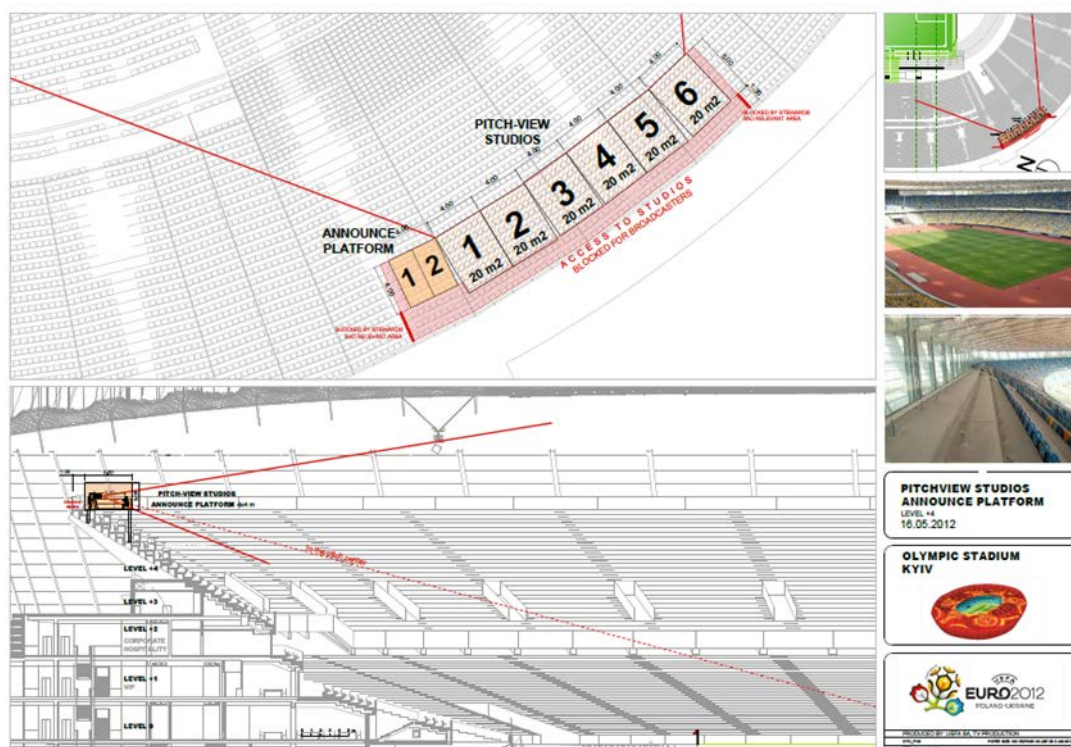


Pitch-view studio specifications:

- Solid walled structure with entrance at rear of studio.
- Front wall of studio facing pitch to be of clear glass (no joins) offering unobstructed view of pitch (acoustically clean, soundproofed environment, walls of studio require acoustic insulation).
- Appropriate floor covering (commercial carpet).
- Air-conditioning with separate individual air-conditioning control for each studio.
- House/working lights.

- A ceiling grid suitable for UBPs to install television lighting.
- Sufficient cable holes in walls to accommodate cabling and power requirements and separation.

Example of a pitch-view studio construction in stand



The required numbers of such television studios are shown below:

Type of match	Number of indoor TV studios	Number of pitch-view television studios
Group or round of 16 match	4	4
Quarter-final	4	4
Semi-final or final	4	6

The aforementioned studios must be fully air-conditioned (total Air Con: 3.5kW; 12,000btu/h for indoor TV, 6kW/20,000btu/h for pitch-view studios) taking into account the additional heat dissipation of the equipment, and sound-proof.

Announce platform stand-up position

An announce platform will be required to provide UBPs with an alternative to the pitch side presentation positions.

An announce platform is a large platform (approximately 6m 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 platform should be constructed to the standard camera platform specifications and should have an unobstructed view of the pitch. Power and a cable pathway to this position should also be provided.

UEFA supplies the lighting, as well as the associated broadcast cabling and equipment.

Press conference room

Official press conferences take place on MD-1 and MD. See below a generic layout of a 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 match	230m ² (150 pax)
Quarter-final	280m ² (200 pax)
Semi-final	330m ² (250 pax)
Final	380m ² (300 pax)

The above space calculations are for reference only and depend on the layout of each individual press conference space. 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 and sound-proofed against outside noise.

A stage 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.

For the group stage, round of 16 and quarter-final matches, a camera platform measuring 16m x 2m x 40cm must be erected. For the opening match, semi-finals and final, a 30m x 2m camera platform is required. The platform must be facing the stage from the opposite end of the room. Depending on the room layout, a one-, two- or three-level platform may be used.

Each 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.

Each 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.

Interview areas

Mixed zone

Each 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 a match. Each mixed zone should be easily accessible from the dressing rooms, SMC, flash interview area, indoor TV studios and media tribune.

The mixed zone must have a minimum of three access doors: a players' entrance from the dressing room area, a players' exit to the bus, and a media entrance/exit. Ideally, TV and written press/radio would use different entrances to access their dedicated sections of the mixed zone. Each mixed zone should be covered, well-lit, sound-proofed, column-free and inaccessible to the general public. Sturdy barriers separate the players and media.

Find below an example:



The minimum size of the mixed zone is as follows:

Type of match	Mixed zone size
Group or round of 16 match	350m ²
Quarter-final	350m ²
Semi-final	400m ²
Final	500m ²

Flash interviews

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 positions are required, for all other matches 10 positions. Each position must have the minimum dimension of 2.5m x 3m x 3m (w x d x h), see below an example:



VIP Interview positions

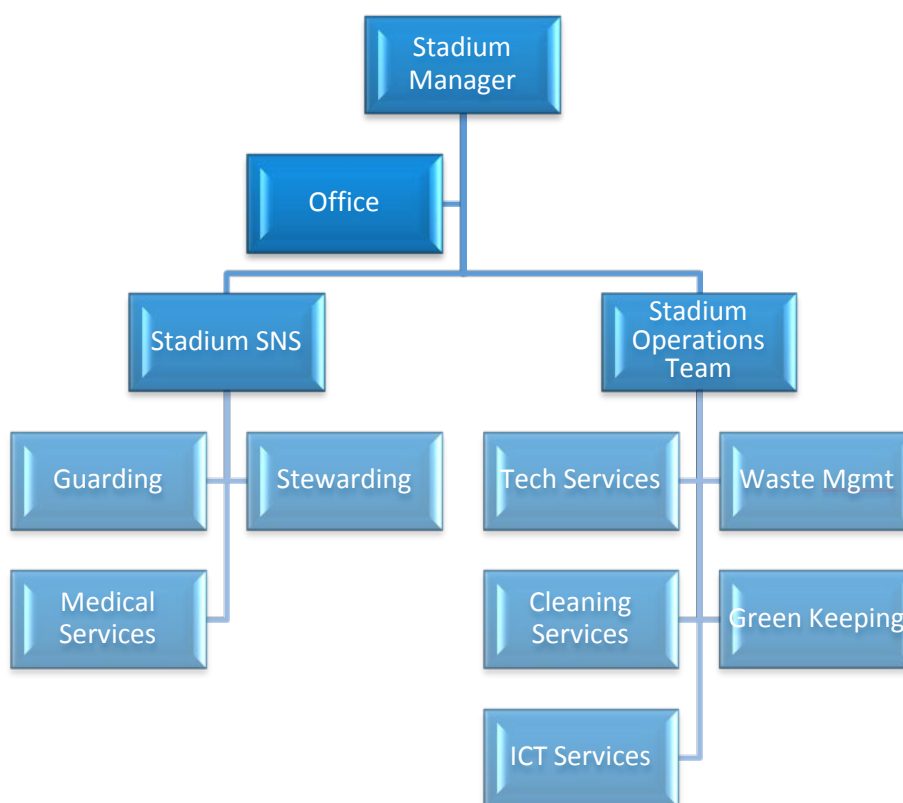
Three VIP interview positions will be installed in or adjacent to the VIP hospitality area to enable broadcasters to conduct interviews with VIPs. Each position will require 3m x 3m space. The appropriate spot will be agreed during the planning phase between UEFA and all relevant parties and this area must be cordoned off using tensa barriers or similar. One official event backdrop for each position will be provided by UEFA as well as television lighting and the broadcast cabling to these positions.

15 – Stadium management and stadium services

In order to successfully conduct UEFA EURO 2020 matches at each stadium and to fulfil operationally UEFA's requirements, a certain amount of stadium staff and services are required before, during and after the availability period.

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 venue, 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)

16 – Parking areas and traffic access management

During UEFA EURO 2020, different parking areas need to be provided by the host city and/or the stadium for public parking and target group parking.

Public parking

The host cities need to provide sufficient public parking facilities. UEFA is not responsible to source or identify any of these parking locations. The parking areas must be made accessible for any public entity and should either be within 30 min walking distance from the stadium or the parking areas are linked to the mobility concept, e.g. park & ride/shuttle system of each host city.

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

Target group parking

Sufficient parking space for cars and buses must be available at each stadium; 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
- UEFA Club guests
- corporate guests

- organisational staff
- media
- suppliers
- disabled spectators.

The playing teams require the following number of parking spaces in a secure area directly adjacent to or inside the stadium, next to the entrance of the dressing room area:

- 2 cars
- 4 minivans
- 2 buses.

Overview of parking requirements

Parking Area	Group or round of 16 match		Quarter-final		Semi-final 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
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 venue
UEFA/team/sponsor guests	44	480	46	580	110	1,130	tarmac	adjacent to venue
HB/media	11	250	11	250	11	350	tarmac	adjacent to venue
Team supporters A	80	-	80	-	150	-	gravel	within walking distance to venue (<20 min.)
Team supporters B	80	-	80	-	150	-	gravel	within walking distance (<20 min.)
Disabled visitors	-	110	-	140	-	160	tarmac	adjacent to venue

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

The maximum parking requirements for each stadium for all target groups are shown above. Parking spaces must be designed on the basis of a minimum gross space requirement of 25m² per car and 75m² per bus, depending on the target group with a tarmac or gravel surface. The areas must be provided secured from non-authorized access e.g. low fence or natural barrier, clean, with sufficient lighting and with 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 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 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 followed in planning of parking areas. UEFA does not support having both team supporter groups (organized buses) parked on a common parking area. Therefore different team supporter parking areas must be provided which fulfil below mentioned requirements:

- parking areas within 2 km radius from the stadium with toilet facilities and separate pedestrian accesses to the stadium;
- park & ride concept with shuttle bus/tram/train service to the stadium if parking areas are further away;
- (could be) several parking areas but fulfilling total space requirements.

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 (exclusivity period) all parking areas are exclusively used by UEFA's target groups in each stadium. During this time the parking areas need to be secured and freed from any other vehicle than UEFA authorized vehicles as of 07:00 am until 0:00 pm.

Non-authorized 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 venue-by-venue basis.

Parking stewards

The stadium owner must develop, implement and maintain an appropriate stewarding system in accordance with the instructions and guidelines of the host association and/or the relevant authorities, in compliance with the safety and security regulations.

Among many but not limited to it, the stewards' responsibility is to secure the parking areas, to remove non-authorized vehicles as well as to assist UEFA authorized vehicles during arrival and departure timings.

Access to parking areas

The access routes around the stadium to the parking areas should be exclusively made available to UEFA's target groups on match days minimum 240min before and 180min after the match in order to ensure easy and unhindered traffic flow to and from the respective parking areas.

To avoid traffic jams in case of an accident, at least two lanes should lead to the relevant parking areas. These parking areas ideally 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. The access route will be accessed by the teams, match officials, team guests, VIPs, state protected principals and media. Therefore no public transport stop (e.g. shuttle bus stop or train station) or team supporter parking should be provided nearby the main stand in order to avoid spectator flow crossing with vehicles.

Traffic signage

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

The implementation of adequate pedestrian directional signage between each parking location and the stadium facilities is under the responsibility of UEFA.

17 – Environmental aspects

UEFA embraces the FIFA Green Goal programme to address environmental sustainability and expects the stadium and host cities to embrace this programme also.

The principal goals of this programme are reduced consumption of potable water, the avoidance and/or reduction of waste, the creation of a more efficient energy system and an increase in the use of public transport to UEFA events.

For further details, refer to the FIFA document *Football Stadiums: Technical recommendations and requirements*, pp. 32-34.

18 – Additional space and supply for temporary facilities

Additional spatial requirements

For the organisation of UEFA EURO 2020 specific administrative, working and storage areas are required.

Ticket collection point

For selling or collecting tickets a ticket collection point measuring 40m² is required. Tickets that UEFA was not able to send out can be collected by the ticket holders; if applicable, tickets might also be sold at the ticket collection point (TCP).

It needs to have four serving windows and back office facilities (connectivity) and needs to be located outside the outer security zone within walking distance to the stadium. The facility needs to be stable, lockable and requires dedicated 24h security. Full connectivity to electricity, internet and the UEFA network is required, sanitary facilities for staff and security personnel need to be available (possibly shared with public or other target groups).

Accreditation centre

Each 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 match and round of 16 match venues, and 500m² for venues where the opening match and/or matches of the knock-out phase are played.

Each accreditation centre must be located directly outside the outer security zone, 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, 500 to 1,000 volunteers (venues of opening and final match) 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 500m² for venues where group matches and matches of the knock-out phase are staged, and 1,000m² for the opening and final match venues. Ideally they are situated within the outer security zone with quick access to the stadium. Inside they are split into different areas:

- welcome zone
- animation zone
- socializing zone
- training zone
- storage
- cafeteria
- volunteer management office.

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 venues, the steward centre should have 400m² in total and needs to be located inside the outer security zone but with easy access to stadium and security perimeter.

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	25	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	

Ceremonies rooms

As a standard, for each match the following ceremonies will be conducted

- FANtertainment
- Pre-match ceremony (including centre circle).

For the opening match and final, an opening and closing ceremony as well as the cup handover will put a festive start and ending to the tournament.

The following infrastructures are needed in the stadium to accommodate all requirements:

Room	Persons	Size	Location
Pre-match ceremony room	45	90m ²	easy access to pitch
Pre-match ceremony storage		50m ²	
Pre-match ceremony production area	5	10m ²	
Pre-match ceremony holding area	70	175m ²	at pitch entrance
Centre circle carriers	25	50m ²	easy access to pitch
FANtertainment room	5	20m ²	
FANtertainment storage		40m ²	
FANtertainment OB van			in broadcast compound
Closing ceremony room	600	900m 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 stadium
Ceremonies PA control room		20m ²	ideally next to 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.

Working rooms

The following working rooms must be made available to UEFA from the commencement of the availability period on:

Room	Persons	Size	Location
Signage room		300m ²	direct access to pitch; includes working area and storage
Waste areas			ideally in existing infrastructure

Administrative rooms

Each stadium must have sufficient administrative rooms for use as offices, meeting rooms and storages. These rooms must be available to UEFA from the commencement of the availability period on 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 table below gives an overview of the total need of office space. The split or merge of offices will be based on the available rooms in the respective stadium; nevertheless, the overall space requirements need to be met.

Room	Persons	Size	Location
Venue management office	7	35m ²	in general office area; centrally located with quick access to stadium exterior
Logistics office	8	40m ²	
Media operations office	6	30m ²	in general office area; centrally located with quick access to Stadium Media Centre
Marketing office	9	45m ²	in general office area; centrally located with quick access to stadium exterior
Protocol office	5	25m ²	near VIP area
Photo processing area	6		
Ticketing office	4	20m ²	in general office area; centrally located with quick access to interior of stadium
Hospitality office	6	30m ²	in general office area; centrally located with quick access to hospitality areas
Main meeting room	25	75m ²	in general office area
Small Meeting room 1	8	25m ²	
Small Meeting room 2	8	25m ²	
Main storage (office equipment)		30m ²	in general office area
Small storage (office equipment)		25m ²	
Match operations storage		20m ²	main stand, in dressing room area
VIP storage		20m ²	near VIP Hospitality and Protocol Office
UEFA Club storage		20m ²	in or adjacent to UEFA Club

Room	Persons	Size	Location
Corporate hospitality storage		20m ²	in or adjacent to Corporate hospitality
Media storage		20m ²	in SMC, near media working area
TV pitch material storage		20m ²	near pitch, with easy access to it
ICT storage		20-30m ²	near ICT office
Monitor and TV sets storage		20-30m ²	
Telecom storage		20-30m ²	
Partners storage (merchandising, F&B)		500m ²	split into different small storages
Hospitality storage			in or adjacent to kitchen areas
Main Telco room		50m ²	Raised floor, redundant access for telecom cables, no sprinkler or water pipe, adapted air conditioning system to maintain stable and homogenous temperature of 20°C

All administrative rooms must be lockable, soundproof, equipped with sufficient power and have convenient access to a sufficient number of toilet facilities. Furniture, ICT connectivity and sufficient daylight must be provided.

The following ratios are applicable when determining power demands:

- 1 laptop per person
- 1 printer for every four people
- 1 copier for every 10 people.

If the existing facilities at any stadium are not sufficient to satisfy these administrative room requirements, sufficient space should be available for the installation of suitable temporary facilities within the outer security zone.

Logistics Compound

At each stadium, 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 zone and fenced off separately. The necessary space must be flat, without any obstacles (e.g. trees) and with access for 43-ton trucks. The compound should have sufficient drainage.

Log point

The log point is the stadium access point for suppliers to register and check their cargo and obtain permission to enter the outer security zone.

The log point needs to be allocated to an area that meets the following criteria:

- proximity and access to freight routes, access to the venue, distance from the venue (minimum 200m, maximum 2 km from the venue), size (space for three 43-ton trucks);
- access and egress routes on public roads suitable for 43-ton 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 (e.g. no curbs, sharp turns, other traffic, etc.)
 - vehicles to queue before entering the log point or inside (sufficient space for three 43-ton trucks at the same time).

19 – Specific requirements for the opening match

Although the venue 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 a venue to be eligible to host the opening match of the UEFA EURO 2020.

The main requirements are listed below:

- 1. Commercial display area:**
 - 3,000m² must be made available inside the outer security zone to commercial partners wishing to display their products
- 2. VIP stand and VIP hospitality**
 - VIP stand capacity: 550 pax
 - VIP hospitality: 1,375m²
- 3. Corporate hospitality**
 - UEFA Club: 17,500m²
 - Corporate hospitality: 25,000m²
- 4. Bistro**
 - Minimum seating capacity: 500 pax
 - Size: 1,300m²
- 5. Stadium Media Centre**

Media working area			Photographers working area			SMC Office	Screening area	Media Café	Total size
Size	Capacity (persons)	Desks (2 positions)	Size	Capacity (persons)	Desks (2 positions)				
1,100m ²	500	250	300m ²	160	80	120m ²	100m ²	180m ²	1,800m ²

- 6. 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
- 7. 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

8. 8TV Studios

- Number of indoor TV studios: 4
- Number of pitch-view television studios: 6

9. Press conference room:

- Size: 330m² (250 pax)

10. Mixed zone

- Size: 400m²

11. Ceremonies rooms

Room	Persons	Size	Location
Opening ceremony room	800	1,200m ²	easy access to pitch
Opening ceremony storage		200m ²	near to 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 stadium

12. Training pitch for 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.

20 – Planning for new stadiums or major stadium renovations

Projected stadiums will be admitted in the bidding process, with a deadline of 2016 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 the FIFA technical recommendations and requirements.

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 2020, 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 UEFA EURO 2020 bid requirements.

When determining the spatial, functional and technical requirements of the stadium, the requirements for use of the stadium after UEFA EURO 2020 must be taken into account, as well as the UEFA EURO 2020 requirements. Whereas no more than four 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 use of the stadiums by a core user as the venue for regular competition matches or other events, in order to ensure they are used after UEFA EURO 2020. 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 the UEFA stadium requirements, which include net capacity calculation (impact of advertising boards), sightlines, viewing distances, etc.

Moreover, the specific requirements for UEFA EURO 2020 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.

21 – Project status for new stadiums or major stadium renovations

The purpose of this section is to describe UEFA's requirements with regard to the status of the stadium projects 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 projects. To this end, information on the milestones achieved must be submitted to UEFA. This is known as project status information.

As already mentioned before, three types of stadiums may be proposed for UEFA EURO 2020:

- | | |
|--------|--|
| 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 2020 requirements; |
| Type 2 | existing stadiums which need major renovation and upgrading in order to meet UEFA EURO 2020 requirements; |
| Type 3 | new stadiums to be developed, with a deadline of 2016 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 tournament requirements and the stadium requirements 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 facilities.



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 2020 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 EURO 2020 and post-tournament use) • Business plan (type of use and income streams) • Conceptual design • Conceptual master plan (site plan)

In *Sector 07 — Stadium of the UEFA EURO 2020 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 2020?
- 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 2020 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 2020. 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 2020. 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 2020.

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 2020 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 2020, 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 2020.

22 – List of reference documents

UEFA EURO 2020 requirements are based on a set of reference documents, most notably FIFA's Football Stadiums: Technical recommendations and requirements (5th edition) and the Guide to Safety at Sports Grounds – the Green Guide (5th edition).

For specific details, reference to the following documents will be made, indicating paragraph and page number.

- > FIFA, Football Stadiums: Technical recommendations and requirements, 5th edition, 2011;
- > FIFA, Laws of the Game 2010/2011;
- > Football Licensing Authority, Control Rooms, a good practice guide to the staffing, location, design and services for control rooms at sport grounds, 2005;
- > Football Licensing Authority, Concourses, a good practice guide to the design and management of concourses, related facilities and support accommodation at sports grounds, 2006;
- > Football Licensing Authority, Safety Management, a good practice guide to all aspects of safety management at sports grounds, 2009;
- > UEFA, Access for All, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, 2011;
- > GB, Dep. for Culture, Media and Sport, Guide to Safety at Sports Grounds (the "Green Guide"), 5th edition, 2008;
- > Stefan Nixdorf, Stadium Atlas, Technical Recommendations for Grandstands in Modern Stadiums, 2007;
- > UEFA, UEFA Stadium Infrastructure Regulations, 2010 edition;
- > UEFA, UEFA Safety and Security Regulations, 2006 edition;
- > UEFA, HB Requirements and Guidelines (to be provided at a later stage).
- > FIFA Football Emergency Medicine Manual
- > Control Rooms, a good practice guide to the staffing, location, design and services for control rooms at sports grounds
- > Green guide
- > European Drinking Water Directive (DWD) 98/83/EC
- > FIFA Technical Recommendations and Requirements, section 9

Sector 08 — Mobility

Table of contents

1 – General considerations	1
2 – Transport to the host country	2
3 – Transport within the host country	2
4 – Host city transport	3
General and public transport	3
Public viewing and fan zones	4
Tournament host city traffic management measures	4
Host City mobility concept and integrated traffic command	5
5 – Stadium access management	5
6 – Airports	6
Introduction	6
Passenger volume and processing	6
Slot-coordination, runway operations, apron and ground-handling capacities	8
Airport developments	8
Teams, UEFA family and UEFA target groups	8

1 – General considerations

The efficiency of the host country's transport system will be key to the success of UEFA EURO 2020. All transport facilities in the host city (including airports, railways and road networks) will need to be integrated with the event facilities (stadium, team transfer camps, UEFA headquarter hotels, stadium media centres, parking facilities, fan zone, etc.) to form an efficient transport and traffic management concept. This concept must 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 UEFA EURO 2020 events.

Taking into account the size and importance of the event, consideration should be given to transport system continuity from the visitor's home all the way to the stadium and host city accommodation. This requires a four-level approach to planning and operating a seamless transport system:

- International Transport to and from the host country (level I);
- National Transport within the host country (level II);
- Host City Transport (level III);
- UEFA EURO 2020 Venue Traffic Perimeter accessibility – "Last Kilometre" (level IV).



2 – Transport to the host country

Significant numbers of supporters and visitors will travel to and within the host country during UEFA EURO 2020. 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

The host country must have a modern, well-developed, high-quality transport infrastructure that links the host city with the main border crossing points. Travel between the host city 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 city with the main border crossing points or major transport hubs during the tournament;
- sufficient 24-hour public transport services between these hubs, especially on match days 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 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

General and public transport

To cope with large-scale event transport and traffic pressures, the host city should have a well-developed, high-quality public transport system linking the stadium to the city centre, the host city 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 2020 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 2020.

The nine transport domains shown below should be considered and covered when evaluating the host city transport requirements.



Tournament host city traffic management measures

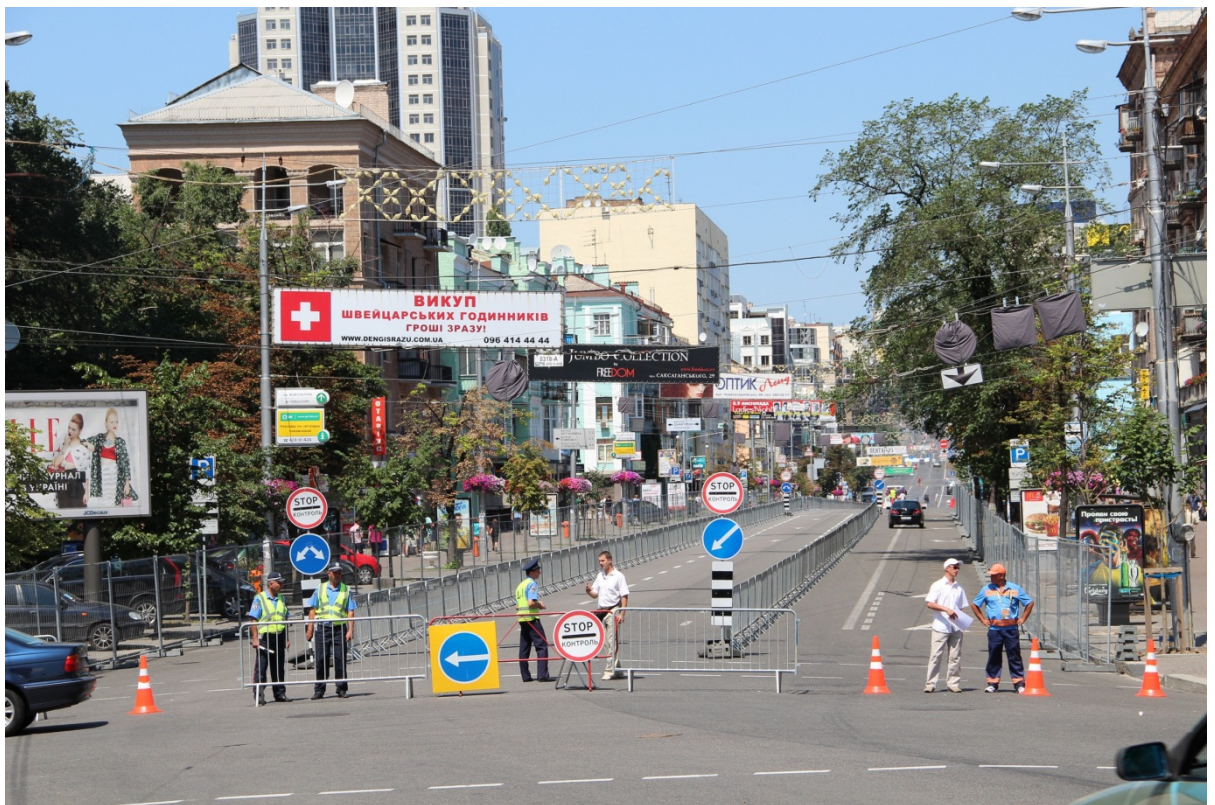
Traffic management solutions to protect UEFA operations shall be proposed for match day operations. In order to ease the transport pressure on the host city, an efficient and high-capacity park and ride system should be considered. Host cities should also be prepared to agree and implement special solutions 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

Generally speaking, 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 as well tournament 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 host city 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.

5 – Stadium access management

Vehicle Permit Check at the Traffic Access Control Perimeter during UEFA EURO 2012 in Kiev.



Each Host City Mobility Plan should particularly focus on the UEFA EURO 2020 venue and its traffic perimeter. UEFA EURO 2020 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 "Venue Perimeter" and during match day 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 the host city airports and their ground transport connections to the city centre and stadium are fundamental to the organisation of a successful tournament. 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 the host city 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). The host city airports shall dispose of the necessary capacity to cope with the expected travel demand on match day and provide the required levels of service for the UEFA target groups (lounges, separated accesses, etc.). Given the specific travel behaviour of football fans, airports need to be prepared to operate 24 hours before and after matchdays.

Should the host city dispose of more than one international airport responding to requirements, a concept of arrivals and departures based on two or more airports can be proposed.

In order to cope with the additional tournament demand and the high match day peaks, airports need to implement customised procedures, provide temporarily extra facilities and prepare additional staff (at their own expense).

Passenger volume and processing

To predict and calculate the passenger volume at host city airports 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 the match day 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 kind of match: group or knock-out stage match;
- 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 "match day arrivals and departures" the percentage of supporters arriving and leaving by air during the 10 hours immediately before and after a 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 city and its region to stay longer than just for the match.

In order to calculate and assess host city airport capacities the table below may help to develop some initial minimum and maximum scenarios:

Origin of spectators	Spilt of 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 match day at airport (10 hours before kick-off)
Local (host city region)	33%	—	—
Domesti /National	25%	10-30%	80-90%
International	40%	50-70%	70-90%
UEFA VIP/Officials	2%	80-90%	80-90%

As an example: If the stadium capacity is 50.000 seats, the number of supporters/supporters to be expected arriving by air for a sold-out match can be from 12,000 to 18,600 persons overall. On the match day itself, this may still result in 8,600 to 16,800 persons arriving, as the majority (70-90%) tends to arrive within the 10 hours window before kick-off. Regarding peak hour capacity the airport would need to be able to process up to 2,400 persons per hour, primarily first in- and then later outbound.

Temporary infrastructure for passenger handling at Kharkiv International Airport (UEFA EURO 2012)



Smooth and stress-free passenger in- 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 wellbeing 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 each airport 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 host city 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 aircrafts, even under bad weather conditions at day and night time. The airport shall assure the adequate amount of movements per hour, to cope with the estimated traffic. Whilst 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 aircrafts of all types at peak times during the MD-1 to MD+1 period. Parking position capacities may be enhanced by using non-operational runways or nearby airfields;
- In order to manage high numbers of aircrafts and avoid delays on match days, airport operators need to provide additional ground handling equipment, facilities and staff.

It should be noted that many flights, particularly departures immediately after a match, will operate late at night or very early in the morning. Therefore, negotiations with governments/regulators and appropriate competent authorities need to take place to ensure that any slot restrictions and night bans are lifted to facilitate the arrival and departure of such flights.

Airport developments

Brief details of any plans to specifically enhance facilities for the tournament or construction projects that will be completed and operational prior to the tournament should be submitted to UEFA (refer to the bid dossier template).

Teams, UEFA family and UEFA target groups

Preferential and free of charge treatment should be arranged at each host city airport for the national team delegations, UEFA officials, UEFA guests and staff involved in the tournament organisation in order to enable them to arrive and depart in an expeditious manner. This includes:

- Dedicated fast track for the national team delegations
- Official meet and greet of the national team delegation on the apron/tarmac
- VIP pick-up and departure operations
- UEFA Officials receiving a fast track service with assistance in the cases of transporting specific goods (doping control)
- Convenient parking with drop-off / pick-up zones for UEFA football family and guests

Provisions should be made by the host city airports to offer or cover the costs of the following:

- Airside passes for the UEFA staff handling the welcome procedures at the airports. The number depends on the size of the UEFA airport operations
- Smooth and quick arrival and departure services for the national team delegations
- Handling of the meet and greet of the first arrival of each national team to the tournament, which would include a small ceremonial handshake on the apron/tarmac, red carpet and possible tournament signage, a film crew and the official host city and UEFA delegations.
- Percentage of VIP pick-ups handled through the VIP service provider of the airport. The percentage is relevant to the number of matches played

The airports also need to provide, free of charge, facilities for UEFA VIP welcome desks in the airport arrivals area and near VIP parking.

The airports will also be required to provide an inventory for the UEFA partners to purchase advertising and promotional space, either directly or through the agency(ies) managing the inventory.

Arrival of the German team at Gdansk host city airport and pick-up by team bus (UEFA EURO 2012)



Sector 09 — Accommodation and Training Centres

Table of contents

1 – General principles	1
Market capacity	1
Variety of accommodation	1
Price level	1
Hotel specific terms and conditions	2
Hotel specific know-how	2
2 – Accommodation requirements for visitors and supporters	3
3 – Accommodation requirements for UEFA's key target groups	3
Overview	3
General requirements	3
Specific requirements	4
4 – Training centres for national teams	6
5 – Hotel reservations	7
6 – Reservations for team hotels and training centres	7
7 – Hotel rating guide	7

1 – General principles

In terms of accommodation, a bid dossier will be evaluated on the following criteria:

Market capacity

A substantial number of hotel rooms and other accommodation facilities must be available in the host city 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 city will depend on many factors, including the geographical location, accessibility and attractiveness of the host city, the size of the stadium, the availability of public viewing opportunities, the participating national teams and the match schedule.

Variety of accommodation

There will be demand for a wide variety of accommodation across the different user groups that will attend or participate in UEFA EURO 2020. As a result, the host city must offer varied accommodation possibilities, ranging from 5-star hotels to simple camp sites.

Price level

The price of accommodation plays a key role in the overall accommodation proposal since it can have a crucial influence on guest numbers. It is important for the bidder to ensure that hotels accept the

principle that they will maximise their UEFA EURO 2020 returns by adopting moderate price levels that will not discourage potential guests from travelling to the host city.

The bidder together with the host city shall use its best endeavours to ensure that the room rates payable by the target groups conform to market rates and that the rates are not inflated due to UEFA EURO 2020 taking place in the host city.

In general terms, rates to be charged by the hotels should not be higher than twenty per cent (20%) more than the average published rate in June 2018. In addition, the rates should in principle not exceed the following maximum levels per standard room:

- 5* hotel: EUR 400;
- 4* hotel: EUR 300;
- 3* hotel: EUR 200.

Hotel specific terms and conditions

It is also important that hotels and other accommodation providers do not impose onerous terms and conditions during UEFA EURO 2020, such as the enforcement of minimum overnight stays.

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 the required allocation of hotel rooms. 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.



2 – Accommodation requirements for visitors and supporters

Significant numbers of supporters and visitors will travel to the host city during UEFA EURO 2020. It is difficult to predict how many, as the figures depend on a wide variety of factors, as mentioned above.

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 that specific host city.

As a general estimate, the number of beds required on match days for supporters and visitors corresponds to approximately 30% of the stadium capacity.

The host city must ensure that sufficient accommodation is available for fans at fair market rates.

Stadium capacity	Minimum required number of beds for visitors and supporters
80,000	24,000
70,000	21,000
60,000	18,000
50,000	15,000
40,000	12,000
30,000	9,000

3 – Accommodation requirements for UEFA's key target groups

Overview

UEFA's key target groups play a major role in the tournament and their accommodation needs require special attention.

The following key target groups require accommodation:

1. UEFA family
 - a. Officials, guests and staff
 - b. UEFA host broadcast staff
2. National teams
3. Other target groups
 - a. Commercial partners
 - b. Corporate hospitality guests
 - c. Media
 - d. UEFA suppliers

Please note that the numbers below are merely indicative and may vary greatly, depending on the characteristics of the host city (e.g. accessibility, geography and transport infrastructure) and the organisational set-up for the tournament.

General requirements

The key target groups that require accommodation in the host city (as listed above) should be allocated hotels which provide fast and convenient access to the stadium (maximum 45 minutes by bus/public transport). They require the following number of hotel rooms on match days:

Type of match	Approximate number of necessary hotel rooms
Group matches	2,000
Round of 16 matches	2,000
Quarter-finals	3,000
Semi-finals	4,000
Final	6,000

Note: for the opening match approximately 3,000 hotel rooms are necessary.

For the above-mentioned room allocations, the following quality level is required:

- minimum 75% of all hotel rooms in 5- and 4-star hotels
- maximum 25% of all hotel rooms in 3-star hotels

Specific requirements

Some of the target groups require specific facilities and services in order to properly fulfil their tasks. A non-exhaustive overview is given below. Please note that the room requirements for those target groups are part of the overall allocation set out above.

UEFA headquarter hotel for the UEFA family

UEFA requires a 5-star hotel for its officials, which will serve as UEFA's headquarter hotel in the host city. This hotel should be reserved for UEFA's and the host association's use and should not be used to accommodate participating teams, media representatives or fans. It should be within easy reach of the stadium and airport by public transport, located in an attractive area providing access to entertainment in the host city (restaurants, museums, parks, leisure facilities).

The number of rooms will vary, depending on a variety of factors, including the match schedule and the official events taking place in the relevant host city.

The following facilities are needed for group, round of 16 and quarter final matches:

- a minimum of 50 bedrooms will be needed on a permanent basis and 100 bedrooms on match days and on match days-1.
- meeting and working facilities of at least 300 m² in total;
- parking facilities and drop-off points for buses and cars.

The following facilities are needed for semi-final and final matches:

- a minimum of 200 bedrooms will be needed on a permanent basis and 500 bedrooms on match days and on match days-1.
- meeting and working facilities of at least 1'000 m² in total;
- parking facilities and drop-off points for buses and cars.

Team transfer hotels for national teams

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 (note: for the final venue a selection of four team transfer hotels will be required).



The requirements for the team transfer hotels are:

- team transfer hotels must be located within easy reach (max. 20 minutes by bus) of the respective stadium;
- team transfer hotels must be located within easy reach (max. 10 minutes by bus) of the respective training centre;
- team transfer hotels must be located in a quiet district of the host city and away from any fan zone activities;
- the team transfer hotels in each host city must be of an equal standard, 5-star or good 4-star;
- hotels should have decent leisure facilities (gym, swimming pool, sauna, pool tables, etc.), a lounge for exclusive use by the team and ideally access to relaxation areas nearby (parks, etc.);
- a minimum of 65 rooms should be available at each hotel, all of which equipped with air-conditioning and high-speed internet access;
- one team meeting room (minimum 40 persons) and one technical meeting room (up to 12 persons);
- high level of privacy with segregated entrances and walkways is required;
- existing hotel infrastructure must make it easy to secure the premises;
- hotels should offer flexible food arrangements, allow the national team's chefs to use their kitchens and provide for a private dining room for the team delegation;
- hotels should apply preferential rates for specific services required by the teams such as laundry services, food & beverage, parking, meeting room equipment;
- hotels should have a drop-off point for buses and offer parking facilities for the team fleet (1 team bus, 5 vehicles and 1 team logistics truck).

Team base camp for national teams

It is currently foreseen that teams will be able to choose freely the location of their team base camp. Therefore, bidders do not need to submit proposals for potential team base camps. However, it could happen that teams want to stay at the team transfer hotel in a specific host city for a longer period of

time (i.e. not only on the day of the match and the day prior to the match) and use the team transfer hotel as their temporary base camp ("venue hop system"). For such cases, flexible arrangements with the team transfer hotels must be in place in order to extend the stay of a team in this hotel.

4 – Training centres for national teams

Teams playing matches in a host city will require access to a training centre in that host city. The requirements for a team training centre are:

- within easy reach (max. 10 minutes by bus) of the associated team transfer hotel;
- exclusive use of the training centre 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;
- at least 1 top quality regulation-sized natural grass pitch (105m x 68m);
- two dressing rooms measuring 100m² with benches and clothes hanging facilities for 25 people each as well as toilets, showers and a modern infrastructure;
- 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;
- one medical treatment room measuring 24m² with related equipment;
- one anti-doping room with the relevant facilities;
- 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 centres;
- 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 centre (e.g. from a tall building);
- the training centre 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 centre must fully comply with the clean site principle.



5 – Hotel reservations

Hotel room availability and pricing is a key factor to the success of UEFA EURO 2020. In order to secure a sufficient number of suitable hotel rooms at a fair market price for UEFA's key target groups as described above, the bidder is requested to submit signed hotel reservations. The reservation conditions will include, without limitation:

- Cancellation without penalty of all room nights until 1st June 2019
- No minimum overnight stays
- Fair market price to be negotiated on the basis of similar seasonal prices and official indexes used in the national hotel business which should not, in principle, exceed the maximum rates:
 - 5* hotel: €400;
 - 4* hotel: €300;
 - 3* hotel: €200.

The bidders will be provided with a hotel reservation form for the fulfilment of this requirement.

6 – Reservations for team hotels and training centres

Bidders are requested to propose 4 hotels that meet the team transfer hotel requirements and that could be used by the national teams during their stay in the host city. Signed hotel reservation forms must be submitted for each hotel proposed. For this purpose, the bidders shall use the hotel reservation form provided in the bid template.

Bidders are requested to propose 2 transfer training centres that could be used by the national teams during their stay in the host city. Signed training centre reservation forms must be submitted for each stadia proposed. For this purpose, the bidders shall use the training centre reservation form provided in the bid template.

7 – Hotel rating guide

The hotel ratings used by the Hotel Stars Union are 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 available on the Hotels Union website under the following link:
<http://www.hotelstars.eu/index.php?id=criteria>

Sector 10 — Information and Communication Technology

Table of contents

1 – Introduction	1
2 – Technology	2
General considerations	2
ICT infrastructure	2

1 – Introduction

The success of an event like UEFA EURO 2020 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.

After appointment of the host associations, UEFA is responsible to plan and implement Information and Communication Technology (ICT) services, with the support of the host associations.

If UEFA considers, based on its assessment of the information provided in the bid dossier or later during the concept and feasibility study of the ICT project, that the telecommunication infrastructure and/or the related services are not of the required standard to stage UEFA EURO 2020 matches in the host city, then UEFA reserves the right to request from the host association a written guarantee confirming that the existing shortcomings will be remedied on or before 31 December 2019 and that UEFA will not have to bear any costs for such remedy.



2 – Technology

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 venue 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.

UEFA remains directly responsible for the delivery of the following services:

- telecom;
- hardware;
- video and audio services (VandA);
- support and operations;
- ICT venue management.

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 2020 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)
Venue (within stadium perimeter)	200	1800	900
Headquarter 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 country	Above 100 Mbit/s, redundant

Telecom services

The following services are provided:

Fix voice	Includes dedicated numbering plan, equipment (devices and PABX's) and call charges
Mobile voice	Includes dedicated numbering plan, mobile devices, 3G data cards and call charges
Radio	Consist of the deployment of radios (TETRA walkie-talkies) at the stadium. The relevant authorities will be required to provide a returned guarantee in this respect.
Transport network	The overall network carrying all the services from every single one of the UEFA EURO 2020 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
Conference systems	The implementation of audio and video conference systems to maintain close relationship and facilitate collaboration between UEFA in Switzerland and all UEFA EURO 2020 local teams.

Hardware services

Hardware consists of all the necessary equipment to be deployed for an event like UEFA EURO 2020 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. The VandA sub project is part of the Telecom Project of UEFA.

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 2020 broadcasts partners

Support and operations

The 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.



Sector 11 — Event Promotion

Table of contents

1 – Importance of event promotion _____	1
2 – The role of the host association in the event promotion _____	2
3 – The role of the host city in the event promotion _____	2
Host city promotional programme	2
Host city dressing	3
Host city fan zone project	3
4 – The role of the host country in the event promotion _____	6
Host country promotional programme	6
Non-host city fan zone programme	6

1 – Importance of event promotion

UEFA EURO 2020 is a unique opportunity for the host countries 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.

For UEFA EURO 2020, the following stakeholders are responsible to promote the tournament:

- The host country and its related bodies
- The host city and its related bodies
- The host association
- UEFA
- 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 welcome 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 2020 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 2020.

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 2020.

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 2020 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 2020 promotional campaign.

The host association must also seize key opportunities such as friendly matches of the national team to set up promotional activities for UEFA EURO 2020.

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 2020 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 2020.



Host city dressing

The objective of the host city dressing programme is to generate awareness for UEFA EURO 2020, create a festive and welcoming atmosphere in the host cities and establish a strong presence of the tournament brand by decorating key locations in each host city such as airports, major landmarks and along the main routes used by travelling fans and within the commercial stadium perimeter. The dressing programme will be based on the overall event brand and will be consistent across all host cities, building up the overall look and feel of UEFA EURO 2020 to contribute to an overall festive tournament atmosphere. The host city dressing will also include the UEFA sponsor recognition programme.

Within the planning and implementation of this programme, the host city will play a key role, since the dressing programme is primarily a local activity and UEFA needs the host city to identify and secure free of charge 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) well in advance of the event. The host city 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 by UEFA).

Prior to the tournament, the programme will focus on major milestone events planned in the host cities and will then increase in volume and scope following the final draw up until the tournament phase.

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 2020 is planned well in advance and in close coordination with the local organising structures and host cities.



The core element of each fan zone is the live screening of all UEFA EURO 2020 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 zones 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 2020 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 2020 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 2020 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 2020.

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 2020 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

Host country promotional programme

From a national standpoint, it is essential that the event receives full support from the government and its related bodies, in order to be effective in delivering a promotional programme for the event across all host countries. 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 shall therefore develop and implement a nationwide promotional campaign with the aim to spread the UEFA EURO 2020 experience across the entire country. This programme shall be subsidised by the host country.

Non-host city fan zone programme

The host country shall develop and subsidise, as part of its nationwide promotional campaign, a fan zone programme in several non-host cities in order to involve other regions of the country in the tournament, to raise awareness of UEFA EURO 2020 and to extend the football festivity beyond the host city.

UEFA will provide the host country with generic guidelines about the commercial framework for such non host-city fan zone programme once it has defined its commercial programme for UEFA EURO 2020.

Different organisational models are possible:

Option 1

The host country selects 1 to 5 non-host cities that will be part of the non-host city fan zone programme and who will be in charge of planning and implementation of the fan zone.

Option 2

The host country selects one fan zone operator who will be in charge of the planning and implementation of the fan zones together with the selected non host-cities.

Sector 12 — Commercial Matters

Table of contents

1 – Commercial rights	1
2 – Commercial inventory	1
3 – Commercial restrictions	2
Official sites	2
Stadium commercial perimeter	2
Other key locations in the host city	3

1 – Commercial rights

UEFA is the exclusive owner of all marketing and other commercial rights relating to UEFA EURO 2020 including, without limitation, all media (including all forms of television, radio, wireless and internet distribution), sponsorship, digital, association, licensing, merchandising, hospitality, publishing and retailing rights. UEFA will market and exploit these rights centrally.

The sponsorship concept for UEFA EURO 2020 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 UEFA appointed partners have the exclusive right of association with the tournament.

No one other than UEFA is authorised to create a commercial programme in relation to UEFA EURO 2020. Any attempt to do this will conflict with UEFA's centralised commercial programme. Bidders will however be expected to help support UEFA's commercial programme in relation to UEFA EURO 2020 in the host country (including in relation to the exercise by UEFA's appointed partners of the rights granted to them by UEFA).

In addition to its bid, any bidder may (but is not obliged to) propose, on a national or international level, commercial partners in order for UEFA to consider appointing them as official partners of UEFA EURO 2020.

2 – Commercial inventory

In order to support UEFA's commercial partners, the host city will be required to secure all available advertising inventory or spaces for the period starting two weeks prior to the opening match of the tournament until one day after the last match in the respective host city in the following areas:

- In the stadium commercial perimeter (more fully described in paragraph 3 below);
- At the airports;
- At the central railway station of the host city and at the main public transport stations serving the stadium;
- Main access route(s) to the stadium;
- Main routes connecting the main airport(s) and the city centre.

The host city will be required to provide a detailed inventory by 31st December 2018 to 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 for the exclusive use by its commercial partners.

The remaining part of the inventory must be offered to UEFA's commercial partners to purchase at standard market rates applicable for 1st June 2019 on an exclusive basis. This first option must be exercised by UEFA's commercial partners by 31st December 2019.

In respect of the inventory within the commercial stadium perimeter which has not been acquired by UEFA commercial partners by 31st December 2019, 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 be sold to any competitor of any of the commercial partners.



3 – Commercial restrictions

In order to help UEFA implement its commercial programme and ensure the delivery of the rights granted to the commercial partners, a certain number of advertising and branding restrictions will be applicable in each host city.

Official sites

The stadium and its immediate surroundings, official fan zones (in the host city and in the non-host cities), official training grounds and any other official site must be completely free and clear of any third party advertising or branding. In addition any commercial constraints (agreements, etc.) must be lifted for the duration of the tournament (exclusive period). In particular, any existing businesses must remain totally closed for – and the related branding removed – during the exclusive period. Any branding opportunities at official sites will be exclusively exploited by UEFA.

Stadium commercial perimeter

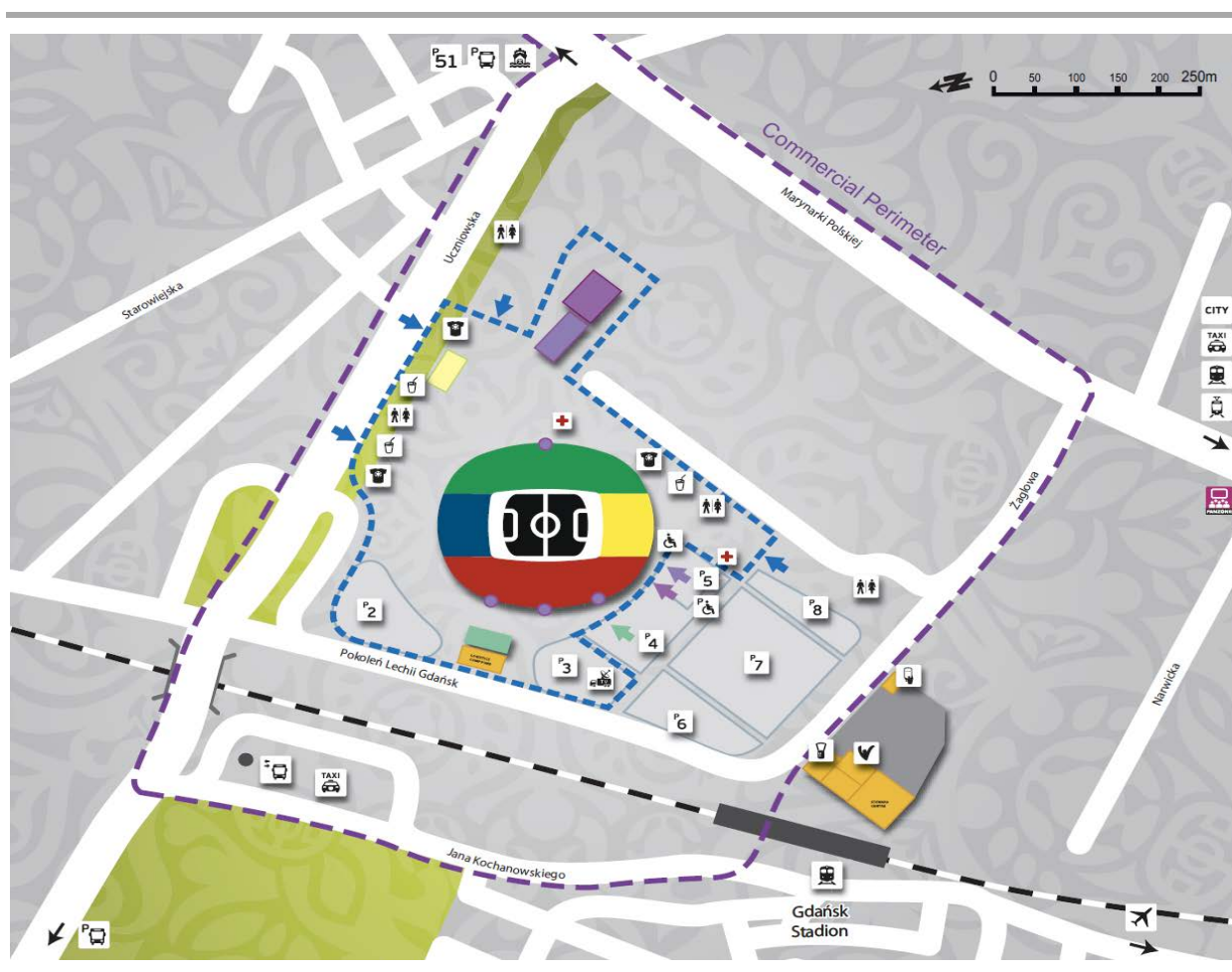
In order to control the risk of ambush marketing activities being conducted around the stadium, an additional perimeter is created in which the host city needs to ensure the following during the tournament period:

- Pre-reservation of all existing – or to be created - advertising space; and
- No temporary licences are granted for street sellers and similar activities or promotional commercial activities (for example, leafleting and product distributions).

Existing businesses may remain in the stadium commercial perimeter provided that they do not conduct any ambush marketing activities.

As a general rule, the stadium commercial perimeter should extend to 200m around the stadium and may be extended 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 should include all airspace and any waterways around the stadium.



Other key locations in the host city

The host city must ensure that no large scale promotions by competitors of UEFA's commercial partners or any large scale football related campaigns (i.e. ambush) ran by third parties are conducted in key locations of the host city such as iconic sites, monuments, major buildings and landmarks.

Sector 13 — Organisational and Operational Matters

Table of contents

1 – Introduction	1
The role of football bodies and public authorities	3
2 – UEFA EURO 2020 project structure	3
3 – The role of the host association	7
Responsibilities of the host association during the planning phase	7
Responsibilities of the host association during the implementation phase	8
4 – Organisational structure	9
Planning phase	10
Implementation phase	11
5 – Contractual model	12
6 – Financial model	12

1 – Introduction

The main stakeholders for the delivery and organisation of UEFA EURO 2020 are:

- UEFA;
- The host association;
- The host city (the local authorities including the host city and associated organisations, as well as the airport);
- The host country (national authorities and associated organisations);
- The stadium (owner and operator).

It is therefore important to clearly define the different areas of responsibility of the numerous parties in order to avoid gaps and overlaps. UEFA encourages a well-structured approach that is conducive to efficient decision making and effective implementation.

This means that the areas of responsibility must be clearly defined, based on a collaborative and supportive approach.

The underlying principles of the organisational model are as follows:

UEFA

- during the planning phase: leads, approves and manages centrally the overall programme coordination and defines the detailed requirements in each area, as well as develops the operational concepts for the tournament;
- during the implementation phase, i.e. approximately the last 9 months leading to the start of UEFA EURO 2020: monitors and supervises centrally the on-site delivery of the projects which are either executed directly by UEFA or, partly or fully delegated to the host association for implementation;

The host association

- is responsible to provide active and effective support to UEFA, as well as plan and execute the projects and tasks placed under its direct responsibility or delegated by UEFA. The host association is

also responsible to liaise with the public authorities at host city and national level and ensure that the host city and host country meet the requirements and fulfil the guarantees for the tournament;

The host city

- covers the issues essentially related to municipal authorities, i.e. implementation of the required guarantees, public services and matters related to general infrastructure, and fulfils the requirements described in the bid requirements;

The host country

- covers the issues essentially related to governmental responsibilities, i.e. implementation of the required guarantees, public services and matters related to general infrastructure, and fulfils the requirements described in the bid requirements;

The Stadium

- is responsible to fulfil its obligations as per the infrastructural requirements and services described in the stadium agreement.



It is also important to note that UEFA keeps full and exclusive responsibility on the following areas:

- Competition matters (regulations, refereeing, disciplinary, anti-doping, etc.);
- Tournament branding;
- Media and commercial rights;
- Any other rights exploitation in relation to the tournament;
- International tournament communications, including the official website.

The role of football bodies and public authorities

The operational delivery of the tournament is essentially the responsibility of UEFA together with the host association for the areas that fall under their respective areas of competence.

However, to deliver an event of this magnitude successfully, it is necessary for UEFA to have a strong political support for hosting the event at national and local level, as well as a supportive legal framework (e.g. taxes, intellectual property).

Therefore, the host city must appoint a main representative by March 2016 to act as unique contact point for matters of UEFA EURO 2020 concerning the host city and to report to UEFA and the host association concerning the implementation of the bid requirements. The host city's representative must have all necessary powers to liaise with representatives of the relevant authorities connected to UEFA EURO 2020 and must establish a group of professionally qualified personnel to work in a separate organisation team to coordinate all matters between UEFA, the host association, the authorities and such other relevant third parties in connection with the organisation and staging of UEFA EURO 2020 in the host city.

The host country must also set-up an organisational team to coordinate all matters between UEFA, the host association and the host city in connection with the organisation and staging of UEFA EURO 2020 in the host city.

Football bodies UEFA and the host association	Public authorities Host city and government
<ul style="list-style-type: none"> • Overall management of UEFA EURO 2020 • Organisation of the tournament and related events • Management of private security • Marketing and exploitation of rights (marketing, TV, tickets, hospitality) • Management of target groups • Technical services and logistical operations 	<ul style="list-style-type: none"> • Provision of stadiums (if publicly owned) and other infrastructure • 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 • Fulfilment of guarantees

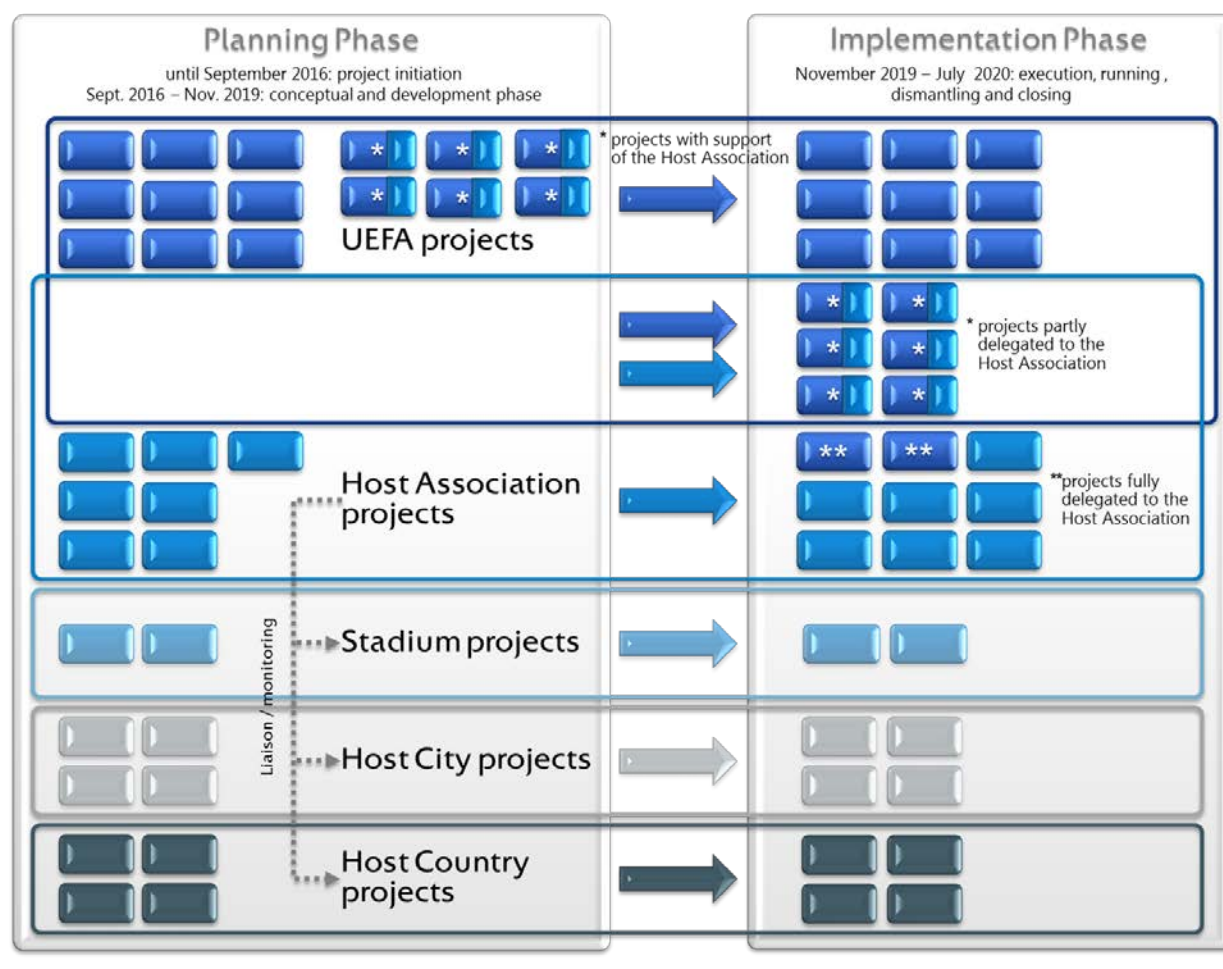
2 – UEFA EURO 2020 project structure

Each key stakeholder is responsible to plan and implement a set of deliverables according to the requirements and obligations set out in the bid requirements.

The host city and host country need to implement a number of guarantees and plan and implement key projects within their area of competence (e.g. mobility, public safety, etc.).

UEFA is responsible to plan and implement a series of projects, in conjunction with the host association. For some of these projects, UEFA may either seek advice and general support from the host association or delegate fully or partly the execution to the host association.

In addition, the host association is also in charge of planning and executing a series of projects placed under its direct responsibility. The host association ensures as well the liaison with the public authorities and the stadium owner / operator.



From a project management approach, UEFA EURO 2020 is subdivided in a series of operational projects, which, for ease of reference, are described below in alphabetical order:

Project	Description
1. Accommodation	<ul style="list-style-type: none"> To ensure that sufficient accommodation at fair market rates is available for UEFA's key target groups and to manage the room allotments and office facilities at the hotels used by UEFA officials, guests and staff.
2. Accreditation	<ul style="list-style-type: none"> To conceive and implement a functional accreditation system that protects working areas and identifies individuals which need access to these areas for work reasons.
3. Administration & Workforce	<ul style="list-style-type: none"> To recruit and manage all administrative matters related to the workforce. To manage all financial and administrative aspects linked to the tournament. To manage the offices and logistics related thereto.
4. Brand	<ul style="list-style-type: none"> To develop all elements of the brand identity of the tournament.
5. Ceremonies	<ul style="list-style-type: none"> To create and implement a fan entertainment programme at the stadium that fosters a festive atmosphere in the stadium audiences. To develop and implement the opening and closing ceremonies, the cup presentation, as well as all pre-match ceremonies.

	Project	Description
6.	Competition Matters	<ul style="list-style-type: none"> To define and manage all matters which deal with the competition regulations and match officials, as well as any matters linked to medical and anti-doping.
7.	Concessions	<ul style="list-style-type: none"> To manage the food and beverage concessions and provide an efficient service to the fans, an adequate range of products with fair prices, and effective exposure for the relevant sponsors.
8.	Corporate Social Responsibility	<ul style="list-style-type: none"> To develop a project for the tournament which embraces one or several themes linked to social responsibility and sustainability.
9.	Event Logistics	<ul style="list-style-type: none"> To implement an efficient and reliable event logistics support system that ensures a high level of quality and service, taking into account local specificities and laws, the expectations of all target groups and the needs of the working staff. To manage procurement, venue equipment, formal and sports uniforms, venue equipment, transportation of goods and warehousing.
10.	Event Promotion	<ul style="list-style-type: none"> To conceive and implement a promotional campaign and set up a series of events and public initiatives to raise tournament awareness, engage the local population and promote the EURO brand. To conceive and implement the concept of the fan zones.
11.	Event Training	<ul style="list-style-type: none"> To train the workforce on event related matters by applying the modern training tools and taking advantage of UEFA's knowledge on operations.
12.	Event Transport	<ul style="list-style-type: none"> To provide safe, effective and efficient transportation services to a specified number of target groups within the UEFA football family. To manage the UEFA EURO 2020 fleet of vehicles and buses.
13.	Guest Services	<ul style="list-style-type: none"> To provide welcome services to a specified number of target groups within the UEFA football family at the airports, UEFA hotels and in the stadium.
14.	Hospitality	<ul style="list-style-type: none"> To define and implement the hospitality corporate programme. To manage the catering needs of different groups with a set of different service levels, namely for staff, media, suppliers, VIPs, sponsors and volunteers.
15.	Host Broadcasting	<ul style="list-style-type: none"> To define, manage and implement the TV broadcast of the tournament (camera plans, production plans, TV signal, additional programming, etc.)
16.	Host City Management	<ul style="list-style-type: none"> To be the gatekeeper for all requests of the host city regarding commercial and promotional matters, to ensure the host city's obligations and rights are delivered and that a festive host city dressing programme is developed and implemented that contributes to the promotion and positive image of the tournament.
17.	ICT	<ul style="list-style-type: none"> To manage all ICT matters, namely network, software systems, evaluate all hardware needs and source the respective material and the data recovery measures, including physical sites for storage of data and all other ICT needs. To define and manage all telecommunications by establishing a state of the art system that serves the whole tournament.
18.	Intellectual Rights Protection Programme	<ul style="list-style-type: none"> To deal with public viewing by implementing a licence process. To enforce, with the support of the public authorities, a rights protection programme in order to prevent and stop any trademark infringements.

	Project	Description
19.	Knowledge Management	<ul style="list-style-type: none"> To deal with all the knowledge management processes and to collect relevant and correct data in order to ensure a proper dissemination of information throughout the organisation. Responsible for the observers and social programmes.
20.	Legal Affairs	<ul style="list-style-type: none"> To provide services to the different projects in terms of legal advice, contractual matters, insurance and others.
21.	Maps & Plans	<ul style="list-style-type: none"> Provision and continual updating of maps and plans for operational needs based on architectural plans and geographical information. Covers all types of graphical maps and plans for other projects (stadiums, ticketing, signage, TV & media, etc.) and tournament related events.
22.	Match Organisation	<ul style="list-style-type: none"> To ensure that all matches are held according to UEFA competition regulations and guidelines. To manage and coordinate all pre-match activities with teams, match officials and on-site staff. To ensure perfect conditions (pitch, technical area and sports equipment) for the teams and match officials to perform at their top level.
23.	Media Operations & Services	<ul style="list-style-type: none"> To define and implement the levels of services and infrastructure required for all media representatives attending the tournament. To define and implement a media information service to the journalists.
24.	Media Relations	<ul style="list-style-type: none"> To define the communications strategy for the tournament. To service media with useful information, ensuring consistency and coordination of communication messages by the various entities involved. To identify in an early stage potential sources of negative coverage. To set up adequate issue and crisis management procedures.
25.	Mobility (Public Transport & Airports)	<ul style="list-style-type: none"> To liaise with the public authorities to establish a smooth, efficient and stress-free transport system for spectators and visitors between major transport hubs and the UEFA EURO 2020 venues in the host city. To facilitate efficient and reliable "event transport services" by ensuring a high level of coordination between all stakeholders involved in the transport sector including airports.
26.	Pre-Tournament Events	<ul style="list-style-type: none"> To organise all pre-tournament events such as workshops, official dinners, logo and mascot launch, ticketing launch and workshop, etc... as well as the qualifying and final draw.
27.	Programme Management	<ul style="list-style-type: none"> To ensure a consistent project planning and to monitor the progress of the projects. To define the project management framework and ensure its application by all projects leaders. To establish the list of risks and dependencies.
28.	Rights Delivery	<ul style="list-style-type: none"> To ensure the delivery of commercial rights granted to sponsors on-site during the tournament and to support the on-site rights activation.
29.	Safety & Security (incl. Medical Services)	<ul style="list-style-type: none"> The host associations (together with the relevant public authorities) will have full and exclusive responsibility for all aspects of safety and security relating to UEFA EURO 2020 and must bear all costs in relation to the measures taken with respect thereto.

	Project	Description
30.	Signage	<ul style="list-style-type: none"> To ensure the successful management and implementation of all tournament signage requirements.
31.	Team Services	<ul style="list-style-type: none"> To ensure the most favourable conditions for the participating National Associations To act as key account for the National Associations with regards to all operational matters and to coordinate all services to be provided by UEFA and the host association to the teams before and during the tournament.
32.	Technical Services	<ul style="list-style-type: none"> To manage technical services at the stadium. This project deals with power, electricity, water, temperature control, sound diffusion, lighting, waste management, cleaning and hiring of heavy or specific technical equipment.
33.	Ticketing	<ul style="list-style-type: none"> To define the ticketing strategy and manage the sales and distribution of tickets.
34.	Training Centres	<ul style="list-style-type: none"> To identify high quality training centres to be sourced and proposed to the national teams.
35.	Venue Management	<ul style="list-style-type: none"> To co-ordinate all target group requirements in the stadium and work together with all relevant parties to ensure that these are implemented in order to deliver top class facilities, procedures and services. To organise and manage a professional and efficient venue management structure to function efficiently whilst providing an optimum platform for all target groups to attain their individual objectives. Ensure that all facilities, as committed to in the stadium agreement, are delivered in a timely and appropriate fashion.
36.	VIP Services	<ul style="list-style-type: none"> To define and manage all protocol activities (definition of quotas, invitation process and implementation of on-site logistics).
37.	Volunteers	<ul style="list-style-type: none"> To implement a volunteer programme that ensures the recruitment of the required number of volunteers with the aim of providing a high level of service and quality to UEFA and/or the local organising structure(s).
38.	Website	<ul style="list-style-type: none"> Responsible for full website development, management and sourcing of relevant content.

3 – The role of the host association

Responsibilities of the host association during the planning phase

During the planning phase, the host association must provide support to the following UEFA-led projects or activities:

- Accreditation
- Administration and workforce
- Corporate social responsibility
- Event transport
- Guest services
- Host city management
- ICT
- Legal affairs
- Match organisation
- Media relations

- Mobility / public transport (including airport)
- Pre-tournament events
- Intellectual rights protection programme
- Team services
- Training centres
- Venue management
- VIP services
- Volunteers

Any costs that may arise for providing the required general support to UEFA in relation to the above listed projects will be financed by the host association and UEFA will pay the host association a fixed fee to contribute to these costs.

During the planning phase, the host association must take direct responsibility for the planning and conceptual development of the following projects or activities:

- Administration and workforce (for own employees and projects)
- Coordination of public safety and security including medical and emergency services
- Event promotion
- Infrastructure monitoring
- Private safety and security and medical services (including medical and emergency services)
- Relations with public authorities (stadium and official sites)

Any costs related to the planning of the aforementioned projects will be financed by the host association.



Responsibilities of the host association during the implementation phase

During the implementation phase, the host association must fully implement the following projects and activities:

- Administration and workforce
- Private safety and security and medical services (including medical and emergency services)
- Relations with public authorities (stadium and official sites)
- Coordination of public safety and security including medical and emergency services

Any costs in relation to the implementation of the aforementioned projects will be financed by the host association.

In addition, UEFA can delegate to the host association some operational responsibilities in relation to the following projects:

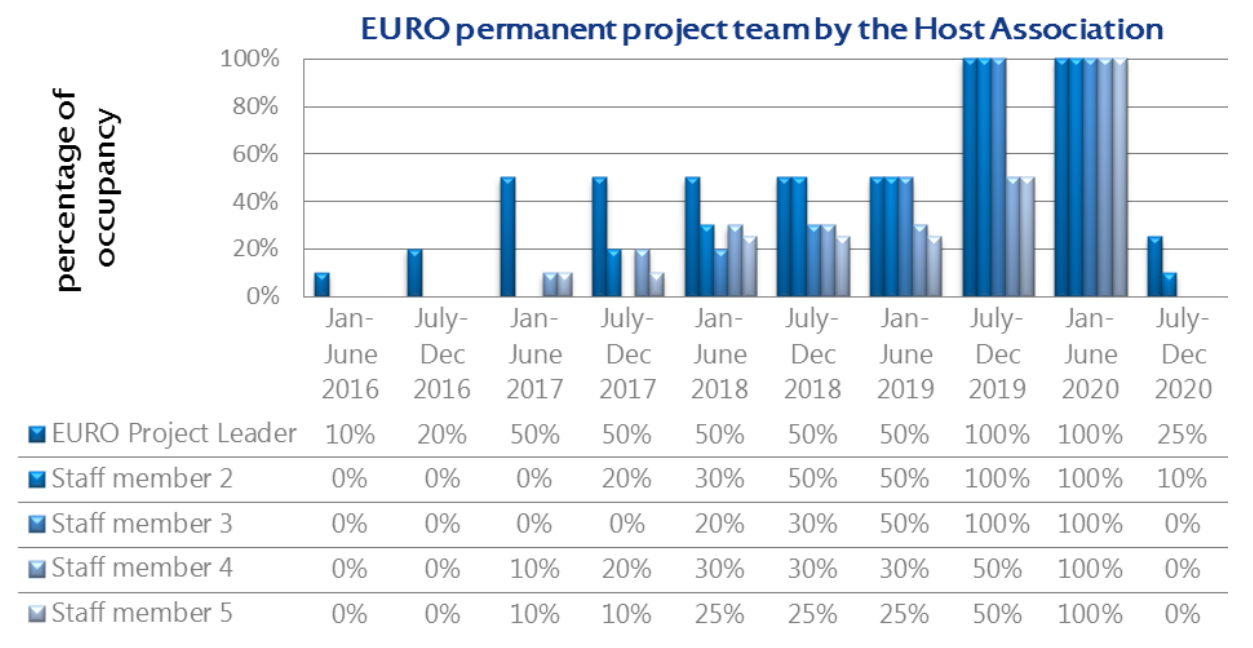
- Accreditation
- Corporate social responsibility
- Event transport
- Guest services
- Host city management
- ICT
- Intellectual rights protection programme
- Legal affairs
- Match organisation
- Media relations
- Mobility (public transport and airports)
- Pre-tournament events
- Team services
- Training centres
- Venue management
- VIP services
- Volunteers

The exact set of tasks which will be delegated to the host association will be defined at a later stage. Any costs related thereto will be financed by UEFA at an agreed fee.

Whenever a project is not delegated partly or fully to the host association, it remains under UEFA's exclusive responsibility.

4 – Organisational structure

The below description of the project management of UEFA EURO 2020 is without prejudice of any local organising structure(s) which may be created (in accordance with sector 5 of the bid requirements) following the appointment of the host association.



In order to provide the active and effective support required to the tournament organisation and fulfil its obligations and duties, the host association must establish a project team that will need to be available – as required by UEFA - throughout the planning phase and the implementation phase. The host association must also appoint a “EURO Project Leader” by March 2016.

The host association EURO Project Leader must be the primary point of contact within the host association for tournament related enquiries. This person should not be the President or General Secretary of the host association.

The host association must evaluate if the current National Association’s resources can fulfil this role or if additional resources need to be recruited.

The information below is given as guidance. It provides a possible staffing plan and availability level that might be required from the host association.

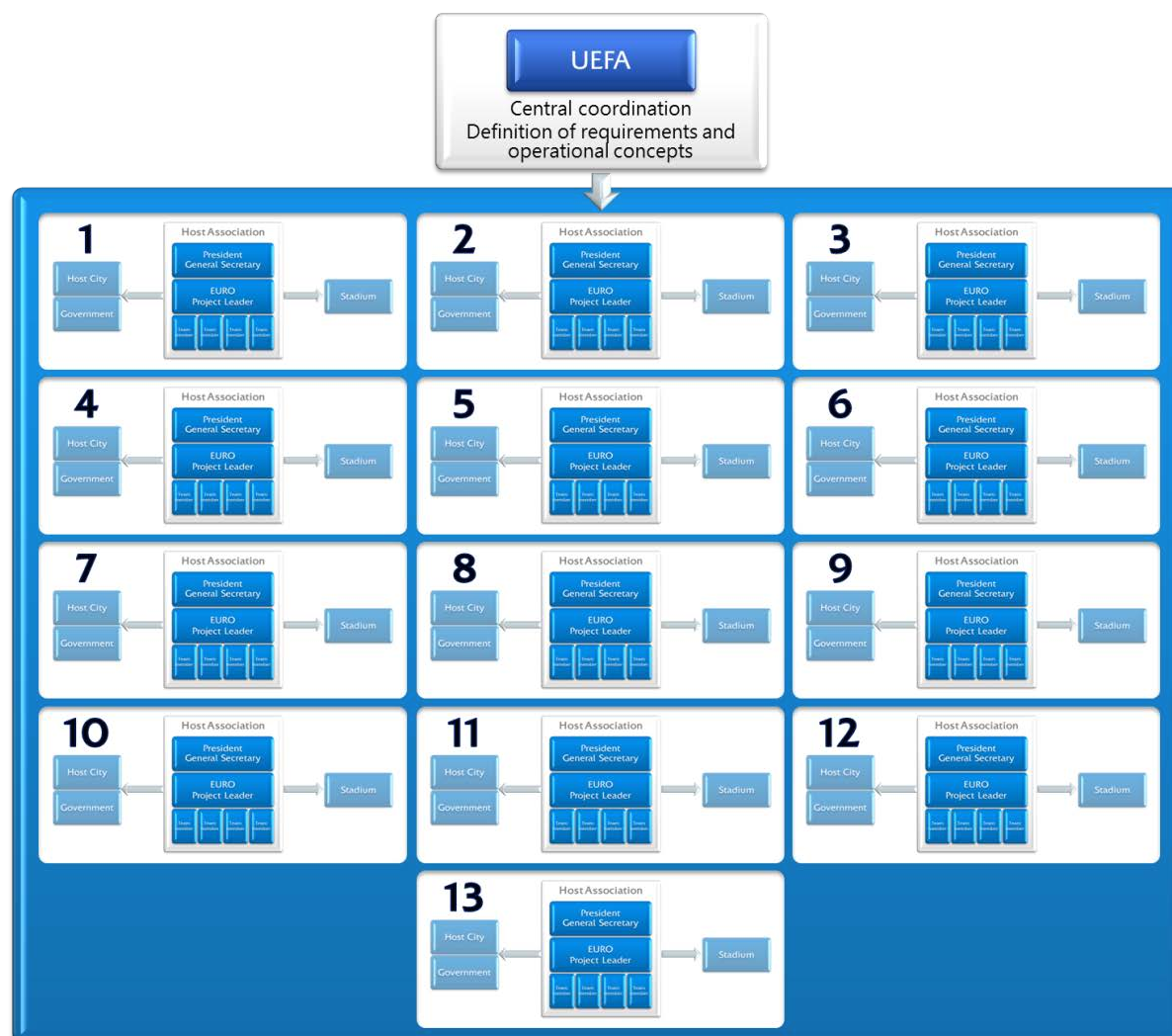
The official language of the tournament is English and UEFA expects the staff involved in the tournament to be able to communicate orally and in writing in this language.

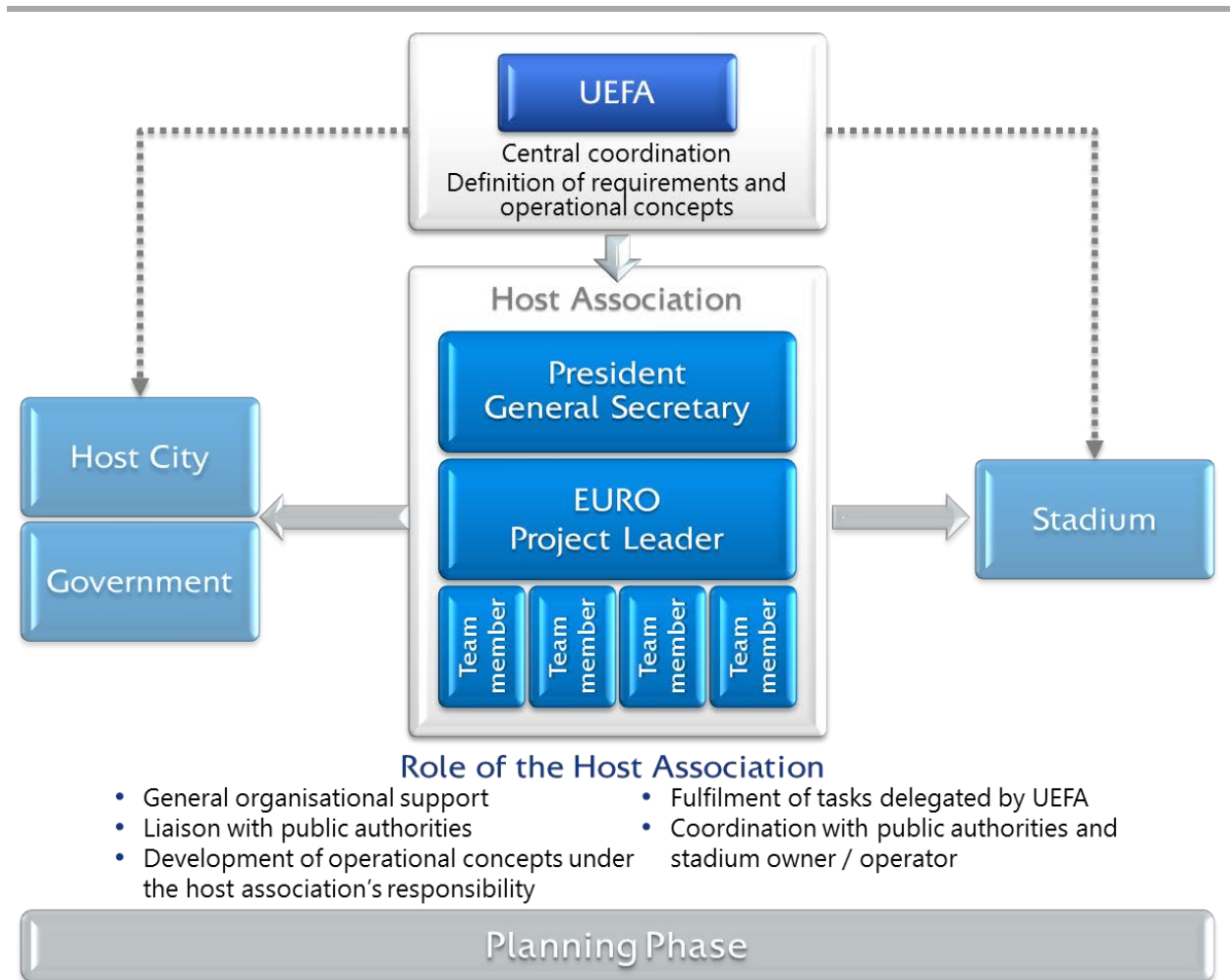
The illustrations below propose a schematic view of the organisational model.

Planning phase

UEFA leads the tournament preparations in all 13 host countries / host cities.

Close-up on the organisational structure per host city / country during the planning phase.



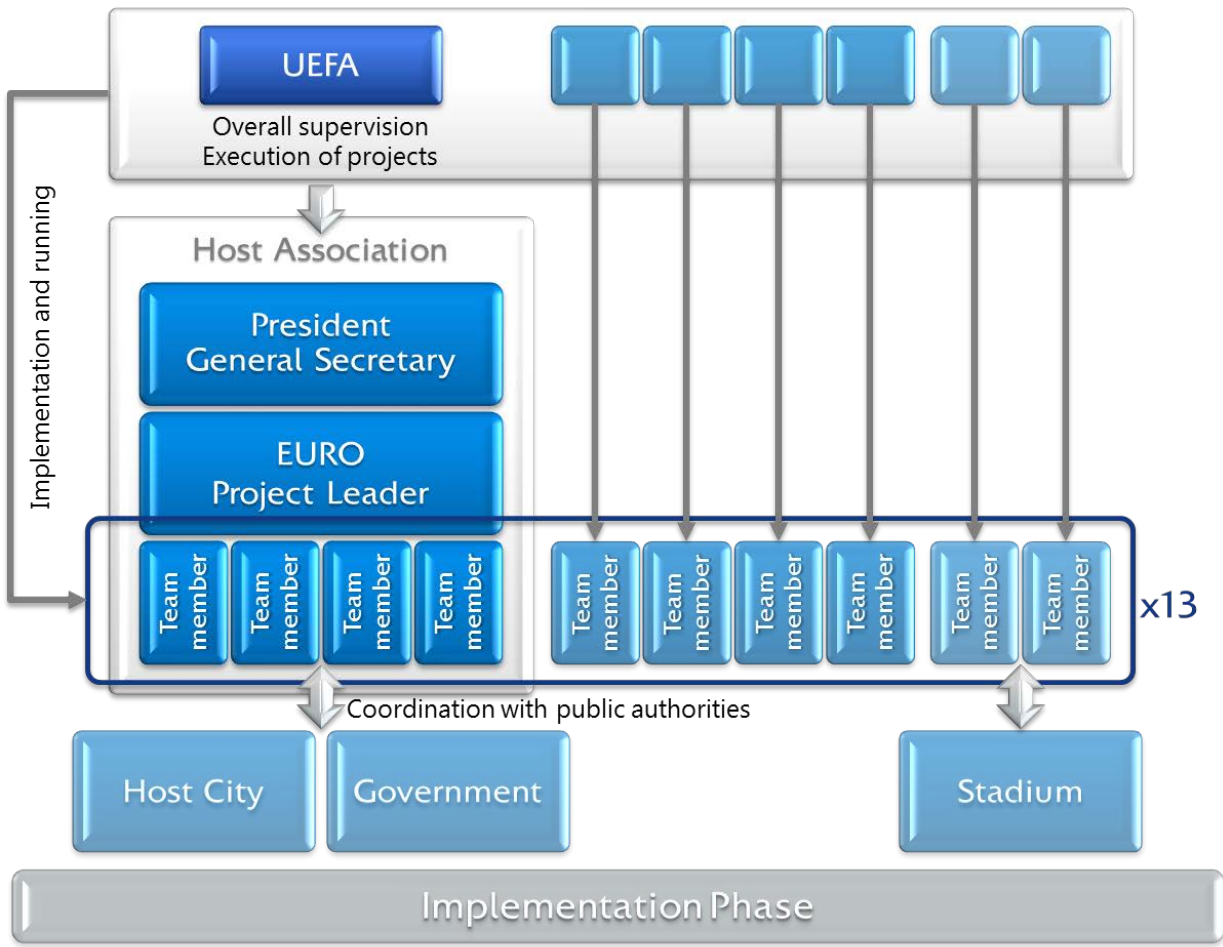


Implementation phase

UEFA leads the implementation and running of the tournament in all 13 host countries / cities.

During the implementation phase, i.e. the last 9 months before the tournament, workforce costs linked to additional resources required by the host association to execute the tasks delegated by UEFA must be borne by UEFA. To this effect, UEFA will be solely responsible to define the corresponding staffing plan and associated remuneration scheme.

Close-up on the organisational structure per host city during the implementation phase



5 – Contractual model

Based on the organisational model, UEFA will implement the following contractual model:

- The relationship between UEFA and the host association is regulated through a **staging agreement**;
- The relationship with the host city is regulated through a **host city agreement**;
- The relationship with the stadium is regulated through a **stadium agreement**;
- The **guarantees** are signed by the relevant parties to the benefit of UEFA.

6 – 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 or delegated to the host association Stadium rentals including costs for private safety and security
Host association	<ul style="list-style-type: none"> Bidding costs Insurance costs in relation to own liabilities Organisational expenses incurred during the planning and implementation phases for all projects and tasks under the direct responsibility of the host association
Host city	<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"> Fixed management fee Performance bonus
Stadium	<ul style="list-style-type: none"> Stadium rental including costs for private safety and security and basic services (paid by UEFA through the host association)





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