



Sector 01 — Template Guide

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List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

None.

Number of pages

The total length of this sector, including the bid dossier title and any other titles, maps, tables and illustrations, must not exceed 8 pages.

1 – Bid dossier overview

Content

The deadline for submission of the bid dossier is 25 April 2014. For each stadium proposed, a complete bid dossier must be submitted consisting of the following:

Name	Hard copy	Electronic format	Further information
Bid sectors (from 01 to 12)	None	12 PDF files	Page 2
Bid book	One book	None	Page 5
Spreadsheets	None	One Microsoft Excel file for each requested spreadsheet	Page 5
Additional documents	One copy	One PDF scan of the original with a certified translation if the original is not in English	Page 5
Guarantees	One copy	One PDF scan of the original with a certified translation if the original is not in English	Page 5
Staging agreement	Two signed copies	One PDF scan of a signed copy	
Stadium agreement	Three signed copies	One PDF scan of a signed copy	Page 7
Host city agreement	Three signed copies	One PDF scan of a signed copy	

2 – Bid sectors

Format

Each sector must be presented in a separate PDF file. The page format must be A4; when an A3 map is requested, it should be spread over two pages. In order to ensure that the maps can be read in detail, it is necessary to choose 2400 dots per inch resolution.

These PDF files must be uploaded to your personal web page before 25 April 2014, midnight CET.

The PDF files must be named as follows:

- AAA-BBBB-Sector00.pdf

where AAA stands for the three-letter country code of the National Association, BBBB for the first four letters of the proposed host city (in English) and 00 for the two sector digits (example: SUJ-Nyon-Sector03.pdf)

Every page of the bid sectors must include the following information:

1. The three-letter country code of the National Association
2. The name of the proposed host city
3. The package choice: either **F** for “Finals Package”, **F&S** for “Finals and Standard Package” or **S** for “Standard Package”

For example: SUJ – Nyon – S.

All information contained in the sectors must be in English.

Content

All questions must be answered, respecting the provided guidelines. No supplementary information will be considered, except when requested.

No material that is not directly linked to a specific question should be included. The only exception is in Sector 01, in which the bidders are free to choose their own content.

Illustrations

In order to better illustrate a specific point, the bidders may include photos and drawings of their choice, even when not specifically requested in the question. However, the total number of pages per sector cannot be increased.

Note that all illustrations included within the documents provided by UEFA are copyrighted and cannot be used without written permission.

Content of Sector 01 – Introduction

Sector 01 is your introduction to your bid. The content is left to your own discretion, but it must contain the bid book title page with the following information:

1. The name of the National Association
2. The name of the country
3. The name of the proposed host city
4. The name of the proposed stadium
5. The package choice: either “Finals Package”, “Finals and Standard Packages” or “Standard Package”
6. The stadium capacity

Number of pages

All questions in the 12 sectors must be answered within the number of pages indicated below. This includes all titles, maps, tables, illustrations, photos, etc., but excludes spreadsheets, additional documents and guarantees, which must be submitted as separate files.

Sector	Maximum number of pages
Sector 01 – Introduction	8 pages
Sector 02 – Vision, Concept and Legacy	4 pages
Sector 03 – Social Responsibility and Sustainability	2 pages
Sector 04 – Political and Economic Aspects	8 pages
Sector 05 – Legal Aspects	30 pages
Sector 06 – Safety and Security	2 pages
Sector 07 – Stadium	65 pages
Sector 08 – Mobility	16 pages (+6 pages for each additional airport)
Sector 09 – Accommodation and Training Centres	12 pages
Sector 10 – Information and Communication Technology	12 pages
Sector 11 – Event Promotion	6 pages
Sector 12 – Commercial Matters	2 pages

Maps

All requested maps must be included in the sectors with the maximum requested format. A3 maps must be drawn over two A4 pages.

List of maps

Question	Name	Maximum size	Remarks
Question 02.05 — Host city overview map		A4	
Question 07.10 — General stadium plan		A3	Use provided colour codes
Question 07.11 — Aerial photography of the stadium		A3	
Question 07.12 — Stadium overview close-up plan		A3	Use provided colour codes
Question 07.13 — Aerial close-up photography of the stadium		A3	
Question 07.14 — Stadium level maps		A4	1 for each level Use provided colour codes
Question 07.15 — Close-up map of every level of the main stand		A4	1 for each level Use provided colour codes
Question 07.16 — Stadium cross-sections		A4	1 for each cross-section
Question 07.18 — Skyboxes		A4	
Question 07.23 — Stadium access and evacuation routes		A3	All maps together
Question 07.24 — Stadium seating plan		A4	
Question 07.26 — Stadium c-values		A5	
Question 07.27 — Maximum stadium viewing distance		A5	
Question 07.28 — Camera positions		A4	
Question 07.35 — Topographic or satellite map		A3	Only for type 2 or type 3 stadiums
Question 08.03 — Airport current and planned infrastructure map		A4	
Question 08.06 — National transport infrastructure map		A3	
Question 08.09 — Host city transport infrastructure map		A4	
Question 08.12 — Stadium last kilometre map		A4	
Question 11.02 — Fan zone locations		A4	

3 – Bid book

Format

Only one example of the bid book must be provided. The format is A4. It must contain an exact print-out of all the 12 bid sectors. Two supplementary pages are allowed at the end of the book to cover copyright information and the back cover.

4 – Supplementary information

Spreadsheets

Spreadsheets must be provided, when requested, as a separate Microsoft Excel file, using the included file.

These Excel files must be uploaded to your personal web page before 25 April 2014, midnight CET.

The spreadsheet files must be named as follows:

- AAA-BBBB-Spreadsheet00.00.xlsx

where AAA stands for the three-letter country code of the National Association, BBBB for the first four letters of the proposed host city (in English) and 00.00 for the number of the related question (example: SUI-NYon-Spreadsheet08.07.xlsx).

List of spreadsheets

Question	Name
Question 07.08 — Stadium rental fee and operating expenditures calculation (a)	
Question 07.09 — Stadium rental fee and operating expenditures calculation (b)	
Question 07.19 — Skyboxes inventory	
Question 08.07 — Current and planned transport routes	
Question 08.10 — Host city transport infrastructure	
Question 09.05 — List of existing and planned hotels within 20km of the stadium	

Additional documents and guarantees

The bid sectors should not contain the additional documents or guarantees requested. These must be provided separately along with the hardcopy of the official bid dossier. In the relevant bid sectors, and under the respective question, the bidders will simply include a reference (with a note or similar) to the additional documents or guarantees submitted.

Furthermore, every requested additional document and guarantee must be scanned and provided as a separate PDF file and uploaded to your personal web page before 25 April 2014, midnight CET. If the additional documents or guarantees are not in English, a certified translation must be included.

The additional document or guarantee files must be named as follows:

- AAA-BBBB-Document00.00.pdf or AAA-BBBB-Guarantee00.00.pdf

where AAA stands for the three-letter country code of the National Association, BBBB for the first four letters of the proposed host city (in English) and 00.00 for the number of the related question (example: SUI-NYon-Document07.36.pdf).

List of additional documents

Question	Name
Question 04.05 —	Main football stakeholders support letter
Question 05.38 —	Confirmation from a firm of accountants
Question 07.20 —	Stadium safety certificate
Question 07.30 —	Time Schedule (only for type 2 or type 3 stadiums)
Question 07.32 —	Financial assurances and guarantees (only for type 2 or type 3 stadiums)
Question 07.33 —	Client project team organisational chart (only for type 2 or type 3 stadiums)
Question 07.34 —	Feasibility study and risk analysis (only for type 2 or type 3 stadiums)
Question 07.39 —	Stadium operator organisation chart (only for type 2 or type 3 stadiums)
Question 09.07 —	Hotel reservation forms for UEFA's key target groups
Question 09.10 —	Hotel and training reservation forms for team transfer hotels

List of guarantees

Question	Name
Question 03.01 —	Social responsibility and sustainability
Question 05.01 —	Support and declaration of public interest
Question 05.05 —	Intellectual property rights
Question 05.06 —	Trademark registration and monitoring
Question 05.08 —	Customs
Question 05.15 —	Ticketing and accreditations
Question 05.19 —	Rights protection enforcement
Question 05.23 —	Immigration and permits
Question 05.29 —	Foreign exchange
Question 05.30 —	Anti-doping laws
Question 05.34 —	Taxation
Question 06.01 —	Safety and security
Question 08.22 —	No night-flight restrictions

Question	Name
Question 09.03 —	Confirmation of hotel information
Question 09.04 —	Compliance with UEFA EURO 2020 hotel needs
Question 10.09 —	Radio frequency requirements
Question 11.04 —	Event promotion

5 – Bid agreements

Process

The bid agreements will be provided to the bidders after they have been announced. They include the following:

1. the staging agreement (min. 2 hard copies needed)
2. the stadium agreement (min. 3 hard copies needed)
3. the host city agreement (min. 3 hard copies needed)

The required numbers of agreements will be provided in form of hard copies. They will have to be signed in advance by the respective parties and countersigned by UEFA after the hosts have been appointed.

A scanned copy of each of one signed agreements needs also to be uploaded to your personal web page before 25 April 2014, midnight CET.

The scanned agreement files must be named as follows, depending on the type:

- AAA-BBBB-Staging.pdf, AAA-BBBB-Stadium.pdf or AAA-BBBB-HostCity.pdf

where AAA stands for the three-letter country code of the National Association, BBBB for the first four letters of the proposed host city (in English) (example: SUI-Nyon-HostCity.pdf).

Sector 02 — Vision, Concept and Legacy

Table of contents

1 – Motivation to host UEFA EURO 2020 matches	2
2 – Long-term development and post-tournament legacy	2
3 – Host city overview map	2

List of maps requested

Question 02.05 — Host city overview map

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

None.

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 4 pages.

1 – Motivation to host UEFA EURO 2020 matches

Question 02.01

What is your primary motivation for hosting UEFA EURO 2020 matches in your country and in the host city? Describe your motivation, and how you see it befitting the overall vision of the UEFA European Football Championship.

Question 02.02

What is your concrete plan as to how you will contribute meaningfully to the celebration of the 2020 edition and how this would benefit the future of football in your country?

2 – Long-term development and post-tournament legacy

Question 02.03

What will be the long-term benefits of staging UEFA EURO 2020 matches in your country and in the host city?

Question 02.04

Indicate the most important legacy initiatives related to UEFA EURO 2020 and how these are linked to the long-term planning and objectives of your association, your country and the host city.

3 – Host city overview map

Question 02.05

For the purpose of a generic illustration of the host association's bid, please provide one host city overview map. Specific maps are requested in other sections of the bid requirements. The host city overview map should be no larger than A4 and include:

1. the location of the stadium within the host city and relevant distances to other important city sites;
2. the location of the host city airport(s);
3. the location of the host city's main railway station(s).

Map — Host city overview map in A4 format.

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List of maps requested

List of spreadsheets to be filled in

List of additional documents to be provided

List of guarantees requested

Number of pages

Bilag 3

UEFA EURO 2020 Bid Dossier Template

1 – Social responsibility and sustainability guarantee

Provide a written guarantee for the implementation of the social responsibility and sustainability strategy for UEFA EURO 2020.

Guarantee — Social responsibility (conform to the template on page 3)

Guarantee template for Question 03.01

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or SJ]*

1 *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]* will undertake to develop, prepare and implement a sustainability strategy for UEFA EURO 2020, in cooperation with the UEFA member association for the territory of *[name of host country]* and in accordance with UEFA's requirements (for which the UEFA EURO 2020 Bid Requirements shall constitute the minimum requirements), and will address measures for the protection of the environment and measures for a socially responsible host city and venue, which correspond to the measures described in the UEFA EURO 2020 Bid Requirements, including but not be limited to the following:

- a) sustainable event management and transparent reporting on **sustainability performance** according to international guidelines;
- b) enforcement of a **tobacco-free** policy within the stadium perimeter and measures to promote a tobacco-free tournament in the host city (hotels, accommodation, transport and ideally fan zones) as well as prohibitions against the sale or promotion of tobacco products and other tobacco related items in connection with UEFA EURO 2020;
- c) concrete measures to integrate disabled people into all aspects of UEFA EURO 2020 and provision of **disabled access** to all activities related to UEFA EURO 2020, especially concerning minimal stadium requirements; and
- d) promote and provide a convenient public transport system for travelling to stadiums and fan zones that includes **free local public transport** for ticket holders on the match-day and until 12pm the next day, and measures to meet or surpass an 80% benchmark of match-ticket holders using public transport, travelling by bicycle or walking to the stadium.

On behalf of *[name of host country/host city/ other relevant territorial governing administration]*

(Signature)

(Official stamp)

(Place and date)

Sector 04 — Political and Economic Aspects

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2 – Political and football structures	2
National level	2
Regional and host city level	2
Football institutions	2
3 – Political and football climate	2
Public investment projections	3

List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

Question 04.05 — Main football stakeholders support letter

List of guarantees requested

None.

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 8 pages.

1 – Summary

This sector seeks to provide UEFA with:

- a clear understanding of the political and economic climate of your country, regions and host city;
- an evaluation of the jurisdiction, responsibilities and prerogatives of the national, regional and local authorities in the planning, organisation and running of UEFA EURO 2020 and related events.

2 – Political and football structures

National level

Question 04.01

Describe the political structure in your country at national level.

Indicate which institutions will be involved in the staging of UEFA EURO 2020 and their respective responsibilities and jurisdiction.

Regional and host city level

Question 04.02

Describe the political structure in your country at regional and host city level. Indicate if the mayor of the host city is elected or appointed.

Indicate which institutions will be involved in the staging of UEFA EURO 2020 and their respective responsibilities and jurisdiction.

Football institutions

Question 04.03

Describe the political and organisational structure of your association (organisational charts, organs and bodies, decision-making powers, quantity of staff, etc.).

Question 04.04

Describe the (legal) relationship of your association with the stadium owner in terms of respective responsibilities, competences, etc. as well as the current practice (if applicable) when you organise national team matches, cup finals, etc. at the venue?

3 – Political and football climate

Question 04.05

Using the form below, provide a list of the key football stakeholders in your country, indicating their respective impact and position regarding the bid and the possible staging of UEFA EURO 2020 in your country.

Football stakeholder name*	Support** for UEFA EURO 2020	Principal reasons for the support level indicated	Level** of influence
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* For example: board/executive committee, amateur football, professional clubs, leagues(s), players' union(s), National Olympic Committee, etc.
** Use: very high, high, neutral, low, very low

Document — Provide a letter from the main football stakeholders in your country, confirming their position.

Question 04.06

List all elections planned in your association at all levels (e.g. president, general secretary, board members, regional associations) until 2020.

Question 04.07

Provide any evidence (opinion polls, referendums, awareness campaigns, etc.) of the support of the national and local population, in particular in the host city for your bid and the possible staging of UEFA EURO 2020.

Public investment projections

Question 04.08

Provide a breakdown of the areas where government investment is projected or required at national, regional and city level to host UEFA EURO 2020, with approximate estimates expressed in million EUR. Refer to other parts of your bid dossier, if relevant.

Sector 05 — Legal Aspects

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

List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

Question 05.38 — Confirmation from a firm of accountants

List of guarantees requested

- Question 05.01 — Support and declaration of public interest
- Question 05.05 — Intellectual property rights
- Question 05.06 — Trademark registration and monitoring
- Question 05.08 — Customs
- Question 05.15 — Ticketing and accreditations
- Question 05.19 — Rights protection committee and enforcement
- Question 05.23 — Immigration, visa and work permits
- Question 05.29 — Foreign exchange
- Question 05.30 — Anti-doping laws
- Question 05.34 — Taxation

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 30 pages.

1 – Preamble

As a preamble to this Sector, it is acknowledged by the bidders that each guarantee (unless specifically mentioned otherwise) envisaged by this sector or any other sector's shall be provided by any and all competent authorities in each such bidding country. Furthermore, it is the responsibility of each bidder to identify all the administrations, agencies and authorities from whom a guarantee shall be provided to UEFA in accordance with this bidding procedure in order for the host association to be able to fully comply with the terms of any document being part of the bidding procedure and to fulfil any of the obligations envisaged by this documentation.–

2 – Public interest

Question 05.01

Provide a written guarantee from the relevant authorities, which provide full support for the staging of the event and classifies UEFA EURO 2020 as a matter of general interest and national and local importance.

Guarantee — Support and declaration of public interest (conform to the template on page 9)

3 – Intellectual property

Question 05.02

Describe the existing laws and regulations in your country that are available to protect UEFA's intellectual property in accordance with the tournament requirements as well as the respective registration, opposition and enforcement procedures and their typical durations.

Question 05.03

Describe the laws and procedures currently available in your country to combat unauthorised public viewing activities.

Question 05.04

Identify the departments or agencies (at any level) that are responsible for administering and/or enforcing the laws and legislation described in your response to the questions above and describe their respective roles in such administration and enforcement.

Question 05.05

Provide a written guarantee that each of the UEFA and UEFA EURO 2020 related intellectual property rights as well as UEFA's rights to exclusively license public screening events can be protected under legislation in your country and if not that a law will be enacted as soon as possible.

Guarantee — Intellectual property rights (conform to the template on page 10)

Question 05.06

Provide a written guarantee from the relevant authorities which administer and enforce existing intellectual property laws or regulations that such administration and enforcement will be executed quickly and effectively including through use of the required expedited registration processes.

Guarantee — Trademark registration and monitoring (conform to the template on page 11)

4 – Customs

Question 05.07

Identify the authorities that are responsible for administering your country's customs regulations and for monitoring the import and export of unauthorised goods which display UEFA or UEFA EURO 2020 marks.

Question 05.08

Provide a guarantee that designated persons will be permitted to import items which are necessary or desirable in order to fulfil their function in relation to UEFA EURO 2020 without limitation, without restriction and without any customs duties or other taxes or liabilities being levied or payable.

Guarantee — Customs (conform to the template on page 12)

Question 05.09

Identify the authorities that are competent for legislation and responsible for the implementation of your country's custom regulations and for administering and monitoring the import and export of goods as well as for levying customs duties, taxes and other fees on imports and exports.

Question 05.10

Identify international and multilateral and bilateral conventions or similar international agreements on customs, import and export of goods your country has currently signed. Provide a list of goods of which imports into your country are forbidden or restricted.

Question 05.11

Describe all customs duties, levies, taxes and other fees levied on the import of goods into your country (both temporary and permanent import). Design the ports of entry (frontier customs, airports, harbours etc.) for clearance of imported and exported goods and describe the clearance procedure and the requirements for documents and carriers.

5 – Ticketing and accreditations

Question 05.12

Describe the existing laws and regulations in your country that restrict the transfer and use of tickets or accreditation passes for a sports event.

Question 05.13

Identify the authorities that are responsible for administering and enforcing the laws and regulations identified in your response to the question above and their respective responsibilities in this respect.

Question 05.14

If not already existing, laws and regulations will have to be enacted to prevent the unauthorised transfer and use of tickets for matches or other official events related to UEFA EURO 2020 and, if relevant, describe the steps required for and the scheduled timing of their enactment, taking into consideration that such law would have to be enacted before 1st January 2018.

Question 05.15

Provide a written guarantee that certain key terms and conditions of UEFA EURO 2020 tickets are or will be enforceable under existing or future laws.

Guarantee — Ticketing and accreditations (conform to the template on page 13)

6 – Ambush marketing, enforcement and rights protection committee

Question 05.16

Describe the laws and procedures currently available in your country to combat ambush marketing and counterfeit activities. Responses in relation to the protection of UEFA's intellectual property rights and unauthorised public viewing activities shall be dealt with in your answers to Question 05.02 and Question 05.03 above.

Question 05.17

Provide a list of authorities responsible for prohibiting ambush marketing activities and counterfeit activities. Responses in relation to the protection of UEFA's intellectual property rights and unauthorised public viewing activities shall be dealt with in your answer to Question 05.04 above.

Question 05.18

Provide the name, title and contact details of a senior representative from the enforcement authorities identified in your response above who will cooperate with UEFA during the bidding procedure.

Question 05.19

Provide a written guarantee from each authority identified in your responses above or that are otherwise responsible for administering or enforcing the prohibition of ambush marketing activities, the protection of UEFA's intellectual property rights, the prohibition of counterfeit activities, the prohibition of illicit ticketing activities and the combating of unauthorised public screening events (including, without limitation, IP/trade mark, office, customs, police and prosecutors) that such authorities will assist UEFA in its enforcement activities, in particular in its on-site operations during UEFA EURO 2020, and that respective representatives will be appointed as members of the relevant rights protection committee(s).

Guarantee — Rights protection committee and enforcement (conform to the template on page 14)

7 – Advertising Restrictions

Question 05.20

Describe any restrictions imposed by applicable laws that may prohibit or limit commercial advertising and promotions at sports events held in the host country and propose legal measures that could help to minimise the effect of such restrictions in the host country.

8 – Immigration/visas/work permits

Question 05.21

Describe the laws and regulations in force in your country regarding immigration, entry and exit visas, work permits for foreign nationals, restricted professional activities in your country and identify the authorities that are responsible for their administration.

Question 05.22

Describe the process (including any related costs) and average length of time required for a foreign national to obtain a work permit and/or entry and exit visa for your country, differentiating between categories of people where applicable together with a list of nationals that need a visa to enter your country.

Question 05.23

Provide a written guarantee that all foreign nationals attending UEFA EURO 2020 will be promptly granted all necessary authorisation to enter and/or work in your country in accordance with a simplified and expedited procedure.

Guarantee — Immigration, visa and work permits (conform to the template on page 15)

9 – Local organising structure(s)

Question 05.24

Propose efficient local organising structure(s) in your country complying with the bid requirements. Describe the advantages and possible disadvantages of each proposed structure as well as any legal, fiscal or administrative obligation of UEFA in this respect. Present practical solutions to the above issues and/or alternatives that overcome the above inefficiencies.

10 – Employment law

Question 05.25

Describe employers' financial obligations under the laws of your country in respect of employees and contract workers, pertaining to their salaries (e.g. minimum wage) and pertaining to other administrative and financial obligations (e.g. pension, accident and health insurance and social security contributions) including for volunteers. In addition, describe any requirements under the laws of your 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.

Question 05.26

Describe the procedure through which an employer may terminate the employment of its contract workers and the financial obligations that may result, as well as potential requirements to be taken into account regarding workers' unions.

Question 05.27

In relation to the proposed organisational model:

1. confirm that the proposed organisational model enables UEFA, the host association and/or the local organising structure(s) to set up a volunteer programme for UEFA EURO 2020;
2. describe any requirements, limitations, financial obligations under the laws of your country in relation to the volunteer programme for UEFA EURO 2020 as well as any means to overcome such requirements, limitations and/or obligations if any.

11 – Foreign exchange

Question 05.28

Describe any specific regulations and processes with respect to import and export of money in your country.

Question 05.29

Provide a written guarantee with respect to foreign exchange transactions in your country and the import and export of money into and out of your country.

Guarantee — Foreign exchange (conform to the template on page 17)

12 – Anti-doping laws

Question 05.30

Describe any anti-doping legislation or regulation that is currently in force or is about to be proposed in your country and provide a written guarantee that UEFA may itself directly apply the UEFA anti-doping

regulations and that the relevant authorities will fully support and cooperate with UEFA including in relation to the planning and conduct of controls and transportation of samples.

Guarantee — Anti-doping laws (conform to the template on page 18)

13 – Taxation

Question 05.31

Describe the various types of taxes and other duties and levies (including the relevant rates) currently levied in your country (at national and local levels) which might apply to the organisation and staging of UEFA EURO 2020 including, without limitation, sales taxes, value-added taxes, capital taxes, income taxes, corporate taxes, turnover taxes and withholding taxes or any other taxes related with such event (e.g. taxes on entertainment, advertising etc.).

Question 05.32

Identify the taxes described in your response to Question 05.31 to which UEFA, UEFA facilities, the local organising structure(s) and designated persons (including players and referees) would ordinarily be subject because of their involvement in UEFA EURO 2020. Describe the possibilities and procedures for exemption from such taxes.

Question 05.33

Identify the authorities that are responsible for tax legislation, tax exemption, tax reclaim and administering and collecting the taxes referred to in your response to Question 05.31.

Question 05.34

Provide a written guarantee from each of the authorities identified in your response above as set out in the guarantee template provided.

Guarantee — Taxation (conform to the template on page 19)

Question 05.35

Identify the taxes listed in your response to Question 05.31 that would ordinarily be recoverable by the local organising structure(s) and/or any UEFA's facilities (e.g. value-added taxes, sales taxes or withholdings). Describe any relevant circumstances in which such recovery would not or would only partly be possible. Describe the process involved in such recovery, including the time usually involved.

Question 05.36

Would dividends, service fees, royalties or other distributions paid by the local organising structure(s) or a UEFA facility in your country to UEFA normally be subject to withholding taxes or other deductions and, if so, which and at what rate?

Question 05.37

Provide a detailed analysis of the taxes, duties and levies on goods and services (including but not limited to VAT) in your country, indicating the framework and handling of such taxes (a copy from a tax handbook is not enough). Special attention should be given to:

1. applicable rates and items which are subject to such taxes (goods and services);
2. the treatment of VIK (value-in-kind) and any tax liabilities (VAT, withholdings, etc.) on its provision and/or invoicing as well as its recovery (e.g. goods provided by sponsors for free, like the rental of sponsor cars);
3. taxes (VAT, sales tax and others) that apply to ticketing (including tax rates) and the treatment and taxation of;
4. complimentary tickets (without face-value);
5. corporate hospitality packages (ticket, catering, gifts, other services);

6. tickets sold to participating national associations (including the host association) and the resale of such tickets by the national associations to spectators and sponsors;
7. the sale and purchase of event-related goods and services on which reduced VAT rates apply and the possibility of introducing such reduced VAT rates for other event-related goods and services;
8. any reduction or exemption of the goods and services listed above from VAT or any sales taxes;
9. the possibilities and conditions for reclaiming taxes on goods and services by UEFA, UEFA facilities the local organising structure(s) and designated persons and the reclaim procedure (including declaration and reclaim deadlines). Describe under what conditions UEFA, UEFA facilities and the local organising structure(s) may qualify as "not-for-profit organisations" in your country and explain the consequences of such a status with regard to VAT and VAT reclaim.

Question 05.38

Provide written confirmation from a firm of accountants of international standing practising in your country, stating that the information provided in your responses to Question 05.31 to Question 05.32 (inclusive) is true, accurate and complete.

Document — This confirmation may be provided in any format in a maximum of 2 pages.

14 – Insurance

Question 05.39

Describe the national insurance system and identify all insurance types for a tournament staged in your country which are:

1. required by national and/or local laws;
2. customary for major football tournaments in your country; or
3. advisable and appropriate for a tournament of the size of UEFA EURO 2020.

Question 05.40

Specify the advisable insurance cover for the tournament in your country as identified in Question 05.39 for:

1. UEFA (including its facilities, employees and appointees);
2. delegations and participating teams;
3. the host association and other local organising structure(s);
4. service and security providers and owners/tenants of sites/stadiums;
5. other designated persons and accredited members of the football family, UEFA commercial partners and media.

Question 05.41

Describe the scale and scope of the national insurance market for sports events in your country and assess the capacities of your national market to provide comprehensive insurance cover for UEFA EURO 2020.

Question 05.42

Assess and identify by insurance category (third party liability, etc.) the possibility of insuring the following risks:

1. financial and economic losses;
2. cancellation of the tournament;
3. force majeure;
4. terrorism;
5. liability claims under foreign law (including USA and Canada).

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Switzerland

Reference: [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

[Insert name], the descriptive signatory's position in government/host city/other relevant territorial governing administration) of [name of host country/host city/other relevant territory] confirm that the [name of host country/host city/other relevant territorial governing administration] hereby fully and without restriction supports the bid by [name of bidding association] to host matches of the final tournament of the UEFA European Football Championship 2018-20 and all official related events ("UEFA EURO 2020"), and fully supports the organisation and staging of UEFA EURO 2020 in [name of host country/host city/other relevant territory] and hereby classifies the preparation and staging of UEFA EURO 2020 as a matter of general interest and national [local] importance if UEFA appoints [name of bidding association] as one of the host associations of UEFA EURO 2020.

(Signature) (Official stamp)

On behalf of [name of host country/host city/other relevant territorial governing administration]

- 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.

(Official stamp)

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Switzerland

Reference: [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

[Insert name], the (describes signatory's position in government/host city/other relevant territorial governing administration) [name of host country/host city/other relevant territory] confirm that the [name of host country/host city/other relevant territorial governing administration] hereby confirms and undertakes that each of the designations and rights listed below will be protected (as well as UEFA's right to exclusively license public screening of UEFA EURO 2020 matches) under the trademark, intellectual property or other laws of [name of host country/host city/other relevant territorial governing administration] and that such designations and rights will be entitled to the full protection of such laws (including protection against ambush marketing), and that the violation of such protection will be subject to criminal or administrative sanctions.

Guarantee template for Question 05.05

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Reference: [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

[Insert name], the (describes signatory's position in government/host city/other relevant territorial governing administration) [name of host country/host city/other relevant territory] confirm that the [name of host country/host city/other relevant territorial governing administration] hereby confirms and undertakes that each of the designations and rights listed below will be protected (as well as UEFA's right to exclusively license public screening of UEFA EURO 2020 matches) under the trademark, intellectual property or other laws of [name of host country/host city/other relevant territorial governing administration] and that such designations and rights will be entitled to the full protection of such laws (including protection against ambush marketing), and that the violation of such protection will be subject to criminal or administrative sanctions.

Guarantee template for Question 05.06

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- the *[host country/host city/other relevant territorial governing administration]* will appoint a dedicated set of examiners to administer all registrations related to UEFA EURO 2020 and all related events and to consider any opposition by UEFA to a registration which it alleges conflicts with any of its registrations or other rights protected under law;
- the *[host country/host city/other relevant territorial governing administration]* will expedite all applications for registrations by UEFA related to UEFA EURO 2020 and ensure that any such application is completed within six months of receipt of the relevant application;
- the *[host country/host city/other relevant territorial governing administration]* will expedite any opposition or invalidation action initiated by UEFA against an application or registration which it alleges conflicts with any of its applications, registrations or other rights protected by law;
- the *[host country/host city/other relevant territorial governing administration]* will monitor all applications for intellectual property registrations which it receives in order to quickly identify applications which conflict with any UEFA application or registration and will reject any such conflicting application without UEFA having to take any action;
- UEFA will bear no responsibility or liability in respect of any exceptional costs related to any of the above.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and date)

Guarantee template for Question 05.08

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms and undertakes that, throughout the preparations for UEFA EURO 2020, during the tournament itself and following its conclusion, any person who is participating in UEFA EURO 2020 or involved in the organisation or staging of the UEFA EURO 2020 (including, without limitation, any designated person) will be permitted to import into *[host country/host city/other relevant territory]* any goods which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2020 including, without limitation:

- ☐ personal effects;
- ☐ sports equipment;
- ☐ medical supplies and instruments;
- ☐ pharmaceuticals and food supplements;
- ☐ food and beverages;
- ☐ photographic and audio-visual equipment and supplies;
- ☐ broadcast 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 or official entities in connection with the organisation and staging of UEFA EURO 2020 (including, without limitation, automobiles);

and to export such goods from *[host country/host city/other relevant territory]*, in each case without any restriction and without any customs duties or other taxes or liabilities being imposed.

Further I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, confirm and undertake that expedited and simplified procedures are implemented and that dedicated and competent responsible persons are appointed and vested with the power to decide and act as of the start of the preparations for the tournament in *[host country/host city/other relevant territory]*.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and date)

Guarantee template for Question 05.15

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms that, if tickets and accreditation passes to UEFA EURO 2020 and official related events are subject to terms and conditions, each of the following key terms and conditions will be legally enforceable under the laws of our country:

- a) prohibiting people admitted to the stadium or wishing to be admitted to the stadium from conducting promotional or commercial activities, including the transmission of match data for commercial purposes, without UEFA's prior written approval;
- b) requiring people admitted to the stadium or wishing to be admitted to the stadium to present a valid ticket or accreditation pass together with proof of their identity with a valid photograph and signature;
- c) requiring people admitted to the stadium or wishing to be admitted to the stadium to submit to inspections, body checks and removal or temporary confiscation of unauthorised objects, including commercial documents, leaflets, badges, signs, symbols, banners and headgear;
- d) prohibiting people admitted to the stadium or wishing to be admitted to the stadium from propagating any political, religious, racist, xenophobic or offensive ideas;
- e) prohibiting persons from selling or otherwise using tickets for commercial purposes (such as promoting or advertising any goods or services or using tickets as a prize in a competition or sweepstake or as part of a travel or hospitality package);
- f) permitting UEFA to refuse entry to any ticket or accreditation pass holder whose actions are inconsistent with the applicable terms and conditions or expel any such ticket or accreditation pass holder from the stadium;
- g) permitting UEFA to cancel/seize any tickets or accreditation passes acquired or used in violation of the applicable terms and conditions without any refund and to apply a contractual penalty of a lawful amount.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and date)

Guarantee template for Question 05.19

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm to

- ☐ take all necessary measures to enforce intellectual property laws, including all legislation to protect UEFA's intellectual property, to prohibit ambush marketing, illicit ticket activities, unauthorised commercial activities in proximity to official sites and unauthorised public viewing in connection with UEFA and/or UEFA EURO 2020;

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and date)

Guarantee template for Question 05.23

Union des Associations Européennes de Football
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Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- a) all foreign nationals with a valid passport attending UEFA EURO 2020 with an official personal accreditation pass or match ticket will be granted permission to enter, stay in and exit *[host country/host city/other relevant territory]* and will be provided with any applicable visas without reservation (other than in relation to public safety and security), without any cost (other than a minimal processing fee) and in time;
- b) any application for permission to enter and stay in *[host country/host city/other relevant territory]* made by or on behalf of any person entering and/or staying in *[host country/host city/other relevant territory]* in relation to UEFA EURO 2020 will be considered without regard to their national or ethnic origin, colour, religion, sex, age or mental or physical ability;
- c) all designated persons with a valid passport will be permitted to enter *[host country/host city/other relevant territory]* during the period from two years prior to the commencement of UEFA EURO 2020 until six months after its conclusion in order to fulfil their function in relation to UEFA EURO 2020 and any required visas, work permits or other permissions will be granted at no cost and in time;
- d) if UEFA considers it necessary or desirable for certain UEFA employees and other people to enter and stay in *[host country/host city/other relevant territory]* for up to four years prior to the ~~the commencement of UEFA EURO 2020~~ **UEFA EURO 2020**, to work on the organisation of UEFA EURO 2020, such employees and other designated persons will be granted permission to work in *[host country/host city/other relevant territory]* without being deemed to have residence or become domiciled in *[host country/host city/other relevant territory]*, others than those having residence or being domiciled in *[host country/host city/other relevant territory]*, and such permission will be granted at no cost and in time; and
- e) persons from *[host country/host city/other relevant territory]*, other host countries and countries of participating teams with a valid passport and ticket to one of the matches of UEFA EURO 2020 in *[host country/host city/other relevant territory]*, shall have the right to enter and exit *[host country/host city/other relevant territory]*, without visa for a period of two weeks prior to the commencement of UEFA EURO 2020 until one week after its conclusion (visa free regime).

Further I, *[insert name]*, the *[describe signatory's position in host country/host city/other relevant territorial governing administration]* of the *[host country/host city/other relevant territorial governing administration]*, confirm and undertake that expedited and simplified procedures are implemented, especially with respect to persons travelling from/to and other host countries and countries of participating teams of UEFA EURO 2020 and that dedicated and competent responsible persons are appointed and vested with the power to decide and act as of the start of the preparations for the tournament in *[host country/host city/other relevant territory]*.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature)	(Official stamp)
(Place and date)	

Guarantee template for Question 05.29

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- a) foreign exchange transactions by any person (including, without limitation, any designated person) in *[host country]* occur and, in the context of UEFA EURO 2020, will occur, at market rates;
- b) no restriction exists or will, in the context of UEFA EURO 2020, exist in *[host country]* on the import or export of money of any currency by any person (including, without limitation, any designated person); and
- c) transactions involving foreign exchange and/or the import and export of money to or from *[host country]* are not and, in the context of UEFA EURO 2020, will not be, subject to any restriction or to any withholding, tax, tariff or other deduction.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature)	(Official stamp)
(Place and date)	

Guarantee template for Question 05.30

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]* confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- a) UEFA is authorised to apply the UEFA anti-doping regulations and carry out any doping controls in the country of *[host country]* in connection with UEFA EURO 2020 without any restriction,
- b) the *[host country/host city/other relevant territorial governing administration]* will fully support and cooperate with UEFA in relation to anti-doping actions and controls and transportation of samples.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature)	(Official stamp)
(Place and date)	

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Switzerland

Reference: [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

a) Designated persons (other than those who are already resident in [host country/host city/other relevant territory], regardless of their involvement in UEFA EURO 2020) will not be subject to taxation or withholding activities in [host country/host city/other relevant territory] on payments made to them in connection with the work or services they perform in [host country/ host city/other relevant territory] or elsewhere in connection with UEFA EURO 2020 (including,

b) UEFA will not be subject to taxation in *[host country/host city/other relevant territory]* on any of its income, revenue, turnover or capital or to any corporation or other similar tax, including, in particular, on payments (whether cash or value-in-kind) to be made to UEFA in connection with the sale of the marketing, media and other commercial rights relating to UEFA EURO 2020 and UEFA will not be deemed to have a permanent establishment, nor a fixed place of business in *[host country/host city/other relevant territory]* as a result of UEFA EURO 2020 and its related operations, neither on national nor on local level;

c) any legal entity, establishment, office and/or representation of UEFA in [host country/host city/other relevant territory], or any local legal entity, any other entity entrusted with the preparation and staging of UEFA EURO 2020 in [host country/host city/other relevant territory] for the only purpose to organise, prepare and stage UEFA EURO 2020, will be exempt from capital taxes, income taxes, turnover taxes, corporate taxes and any similar taxes in [host country/host city/other relevant territory] and its revenue will not be liable to any withholding or other deduction in [host country/host city/other relevant territory] and any value-in-kind received, or to be received, by UEFA which is transferred to, or otherwise received by, the local organising structure(s) entrusted with the preparation and staging of UEFA EURO 2020 or any UEFA facility in [host country/host city/other relevant territory] will not be subject to any VAT, sales tax, automotive tax or other tax, withholding or deduction at national or local level in [host country/host city/other relevant territory].

d) dividends, service fees, royalties, distributions on winding-up and other distributions made by the entity entrusted with the preparation and staging of UEFA EURO 2020 or any legal entity, establishment, office or representation of UEFA will not be subject to any tax, VAT, withholding or other deductions in [host country/host city/other relevant territory];

e) [name of host country/host city/other relevant territory] will do whatever is necessary (including special legislation) to provide an exemption for, reduce and refund any withholding, VAT and similar taxes for all payments, exchange of goods and services provided or consumed by UEFA, the entity entrusted with the preparation and staging of UEFA EURO 2020 and all designated persons in [host country/host city/other relevant territory] in connection with UEFA EURO 2020 (including value-in-kind);

f) [name of host country/host city/other relevant territory] will establish expedited and simplified processes in respect of its dealings with UEFA or any legal entity, establishment, office,

representation of UEFA any local organising structure(s) entrusted with the preparation and staging of UEFA EURO 2020 or other designated persons and will appoint a dedicated team of employees vested with the power to decide and to administer applications, inquiries, payments and refunds by or to UEFA and/or designated persons;

and the [name of host country/host city/other relevant territorial governing administration] will duly:

- a) implement the exemptions and processes listed under a) to f) in this guarantee as of the start of the preparations of UEFA EURO 2020 in *[host country/host city/other relevant territory]*; and
- b) certify that the guarantees given under a) to f) in this guarantee conform entirely with the current legislation of *[host country/host city/other relevant territory]*; and
- c) guarantee that, until the end of the 2020, no amended or new legislation will negatively affect the full execution of the exemptions and processes listed under a) to f) in this guarantee.

On behalf of [name of host country/host city/other relevant territorial governing administration]

(Official stamp)

(Place and date)

Sector 06 — Safety and Security

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List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

Question 06.01 — Safety and security

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 2 pages.

1 – Safety and security guarantee

Question 06.01

Provide a written guarantee from the relevant authorities that they will comply with the requirements stated in the safety and security sector of the bid requirements, including the medical requirements and medical services, that they will develop and implement the described measures and that they will be solely liable regarding these measures.

Guarantee — Safety and security (conform to the template on page 3)

Guarantee template for Question 06.01

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

I (insert name), the (describe signatory's position - to be the highest possible - in government/host city/other relevant territorial governing administration) of (name of host country/host city/other relevant territory), hereby confirm that the (name of host country/host city/other relevant territorial governing administration) fully and without restriction agrees to:

- a) comply with the terms of the attached document called UEFA EURO 2020 Tournament Requirements, Sector 06 — Safety and Security including medical requirements, and stadium medical services,
- b) develop an integrated safety and security concept in cooperation with the UEFA member association for the territory of [name of host country] all in accordance with UEFA requirements for which I recognize the attached document as referred to above shall constitute the minimum requirements,
- c) confirm and undertake that the [host country/host city/other relevant territory] will take all measures and assume all responsibilities allocated to it in the integrated security concept to be developed,
- d) confirm and undertake that the [host country/host city/other relevant territory] will bear all costs associated with the implementation of such measures, in particular all measures on the public domain and
- e) confirm and undertake that between UEFA and [name of host country/region/municipality], the [name of host country/region/municipality] will be solely liable with regard to any such security measures and will hold UEFA harmless against any action from any third party in this respect.

On behalf of [name of host country/host city/ other relevant territorial governing administration]

(Signature) _____ (Official stamp)

(Place and date)

Sector 07 — Stadium

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List of maps requested

- Question 07.10 — General stadium plan
- Question 07.11 — Aerial photography of the stadium
- Question 07.12 — Stadium overview close-up plan
- Question 07.13 — Aerial close-up photography of the stadium
- Question 07.14 — Stadium level maps
- Question 07.15 — Close-up map of every level of the main stand
- Question 07.16 — Stadium cross-sections
- Question 07.18 — Skyboxes
- Question 07.23 — Stadium access and evacuation routes

- Question 07.24 — Stadium seating plan
- Question 07.26 — Stadium c-values
- Question 07.27 — Maximum stadium viewing distance
- Question 07.28 — Camera positions
- Question 07.40 — Topographic or satellite map (only for type 2 or type 3 stadiums)

List of spreadsheets to be filled in

- Question 07.08 — Stadium rental fee and operating expenditures calculation (a)
- Question 07.09 — Stadium rental fee and operating expenditures calculation (b)
- Question 07.19 — Skyboxes inventory

List of additional documents to be provided

- Question 07.20 — Stadium safety certificate
- Question 07.35 — Time Schedule (only for type 2 or type 3 stadiums)
- Question 07.37 — Financial assurances and guarantees (only for type 2 or type 3 stadiums)
- Question 07.38 — Client project team organisational chart (only for type 2 or type 3 stadiums)
- Question 07.39 — Feasibility study and risk analysis (only for type 2 or type 3 stadiums)
- Question 07.44 — Stadium operator organisation chart (only for type 2 or type 3 stadiums)

List of guarantees requested

None.

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 65 pages.

1 – Stadium template instructions

The objectives of this questionnaire are threefold:

1. to assess whether the stadiums proposed by the bidders meet UEFA's requirements for UEFA EURO 2020;
2. to assess the bidders' ability to deliver the proposed infrastructure in time for UEFA EURO 2020;
3. to identify potential risks in relation to 1) and 2).

The bid dossier will provide UEFA with specific information about the proposed stadiums and consists of stadium maps, tables, budgets, schedules, organisational charts, etc. It is split into four parts:

- 2 – General information
- 3 – Stadium and stadium surroundings maps
- 4 – Stadium information
- 5 – Project status summary information

For each of the proposed stadiums, regardless of whether they are existing stadiums (type 1), stadiums to be renovated (type 2) or stadiums to be newly built (type 3), the first two parts must be completed; the last part needs only to be completed for type 2 and 3 stadiums.

Some information may only be required for a specific type; if so, this will be explicitly indicated.

2 – General information

Basic stadium information

Question 07.01

Provide the following basic information about the stadium:

General information	
Stadium name	
Address (type 1 or 2 only)	
Website (type 1 or 2 only)	
Construction information	
Type of stadium (tick one)	<input type="checkbox"/> Type 1 – Existing stadium <input type="checkbox"/> Type 2 – Major renovation <input type="checkbox"/> Type 3 – New stadium
Completion year	
Stadium owner	
Company	
Contact person	
Telephone number	
Fax number	
Email	

	Stadium operator
Company	
Contact person	
Telephone number	
Fax number	
Email	
Website	
	Main user(s)
Company	
Contact person	
Telephone number	
Fax number	
Email	
Website	

Proposed use for UEFA EURO 2020

Question 07.02

Fill in the form below concerning the use of the proposed stadium for UEFA EURO 2020:

	Proposed use for UEFA EURO 2020
Stadium use (tick only one)	<input type="checkbox"/> Finals package <input type="checkbox"/> Standard package <input type="checkbox"/> Finals and standard packages
Is this the only stadium from this country being proposed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If not, please name the other stadium	

Stadium capacity

Question 07.03

Fill in the form below to calculate the net stadium capacity:

	Minus:	Number of seats left
Gross capacity*	0	0
Any seats with a c-value less than 900mm	0	0
Any seats with a viewing distance to the far corner of the pitch above 190m	0	0

	Minus:	Number of seats left
Any seats which have or which may cause a view obstruction (e.g. caused by a television camera, substitutes' benches, photographers, security, etc.)		
	0	0
Seats located in front of television cameras or television studios where a person waving a flag could interfere with the picture		
	0	0
Seats located too low to have an unobstructed view of the pitch over the 900mm high advertising boards (4m from touchline and 3m from goal line)		
	0	0
Seats with an obstructed view due to barriers, railings or vomitory walls, especially on upper tiers		
	0	0
Seats with an obstructed view caused by barriers or low fences (for evacuation or segregation purposes)		
	0	0
Seats with an obstructed view due to the installation of giant screens		
	0	0
Seats located around each camera position		
	0	0
Written press area, with and without desks		
	0	0
Commentary positions and television observer seats (and seats at either side which have their view obstructed by the commentary positions)**		
	0	0
Seats in front of disabled viewing platforms which may obstruct the view of disabled fans		
	0	0

* Gross capacity = total number of seats in the stadium based on a centre-to-centre seating distance of 500mm for general spectators and 600mm for VIP and Skybox seats.
** Net capacity = total number of seats which are available for sale or complimentary use and fulfil the following requirements:
• Spectators sitting in all seats can see the whole pitch taking into consideration the normal positioning of 900mm high advertising boards 4m from the touchline and 3m from the goal line.
• No view obstructions of any kind when sitting in the seat.
• Net capacity must be > 90% of gross capacity.

Additional information

Question 07.04

For existing stadiums, list all refurbishment work carried out in the last 10 years (add lines as necessary):

Completion date	Work description
dd-mm-yyy	
dd-mm-yyy	
dd-mm-yyy	

Question 07.05

For to-be-renovated stadiums, please give details of planned renovations (add lines as necessary)

Start date	Planned Finish Date	Work description
dd-mm-yy	dd-mm-yy	
dd-mm-yy	dd-mm-yy	
dd-mm-yy	dd-mm-yy	
dd-mm-yy	dd-mm-yy	

Question 07.06

For all stadiums, please list all existing and planned contracts or agreements with event organisers and/or other third parties operating within the stadium or the immediate surroundings, e.g. caterers, concessionaires, hotels, restaurants, shops etc. (add lines as necessary):

Event name	Date	Number of spectators	Organiser
	dd-mm-yy	0	
	dd-mm-yy	0	
	dd-mm-yy	0	
	dd-mm-yy	0	

Question 07.07

For all stadiums, please indicate if there are any stadium name contracts existing or planned and the duration of the existing or planned contracts:

Existing/planned stadium name	Starting date of contract	Ending date of contract	Contractual partner
	dd-mm-yy	dd-mm-yy	
	dd-mm-yy	dd-mm-yy	
	dd-mm-yy	dd-mm-yy	
	dd-mm-yy	dd-mm-yy	

Stadium rental fee and operating expenditures

Question 07.08

Spreadsheet — Provide a detailed calculation of the stadium rental fee that will be applied for the usage of the stadium for UEFA EURO 2020 by filling in the following embedded Microsoft Excel spreadsheet:



Cell K16 provides the rental fee for the standard package and cell S16 for the finals package.

Question 07.09

Spreadsheet — Provide a detailed calculation of the safety, security and medical infrastructure and services fee that will be applied for UEFA EURO 2020 by filling in the following embedded Microsoft Excel spreadsheet:



Cell Q14 provides the rental fee for the standard package and cell AE14 for the finals package.

3 – Stadium and stadium surroundings maps

Introduction

In order to evaluate the feasibility of hosting UEFA EURO 2020 in a specific venue a set of maps of the stadium are needed for analysis:

- 1. overview map (site plan);
- 2. level maps (floor plans);
- 3. cross-section plans.

All of the above maps must be provided in the format described in this part. The maps will be used to verify whether the proposed stadium fulfils UEFA's requirements for UEFA EURO 2020.

For existing stadiums, the maps must be based on up-to-date drawings of the stadium. For to-be-renovated and new stadiums, the maps must be based on the conceptual design of the proposed stadium.

Maps must be prepared in A3 format with an appropriate scale. Each map must clearly indicate:

- the scale applied;
- the north-south orientation;
- the status of the drawing;
- the author of the drawing;
- version number;
- date and revision date.

Map colour codes

All maps in this section must respect the following colour code:

Organiser	
1	Orange – RGB: 255, 165, 0
1.1	Office Organiser
1.2	Accreditation Centre
1.3	Volunteer Centre
1.4	Ticket Collection Point
1.5	Ceremonies Area
1.6	Meeting Room
1.7	Storage Organiser
1.8	Bistro
1.9	Logistics Compound
	Parking Organisation
TV & Radio	
5	Steel Blue – RGB: 70, 130, 180
5.1	Flash Interview Positions
5.2	VIP Interview Positions
5.3	Indoor TV Studio
5.4	Pitch View Studio
5.5	Commentary Positions
5.6	Commentary Control Room
5.7	Camera Position
5.8	Cable Bridge
5.9	Storage TV
5.10	Broadcast Compound
	Parking TV

Technical Area	
2	Green – RGB: 0, 128, 0
2.1	Pitch
2.2	Dressing Room Team A
2.3	Dressing Room Team B
2.4	Dressing Room Referees
2.5	Doping Control Station
2.6	Office Match Delegate
2.7	Storage Match Operations
	Parking Team Match Officials
VIP & Hospitality	
3	Violet – RGB: 238,130,238
3.1	VIP Hospitality
3.2	Tribune d'Honneur
3.3	Bodyguards Waiting Area
3.4	Storage VIP
3.5	Hostesses changing room
	Parking VIP
	Parking Team Guests
3.6	Purple – RGB: 139,0,139
3.7	UEFA Club
	Storage UEFA Club
	Parking UEFA Club
3.8	Blue violet – RGB: 138,43,226
3.9	Corporate Hospitality
	Storage Hospitality
	Parking Corporate
Media	
4	Blue – RGB: 0,0, 255
4.1	Stadium Media Centre
4.2	Mixed Zone
4.3	Media Tribune
4.4	Photographer Positions
4.5	Press Conference Room
4.6	Storage Media
4.7	Media Café
	Parking Media

Service	
6	Yellow – RGB: 255, 255, 0
6.1	Main TELCO Room
6.2	Office ICT
6.3	Storage ICT
6.4	Signage Room
6.5	Concession Merchandising
6.6	Concession F&B
6.7	Office Concessionaire
6.8	Storage Concessionaire
6.9	Storage Hospitality
6.1	Kitchen Hospitality
6.11	Waste Management Area
6.12	People Lift
6.13	Service Lift
	Parking Service
Partner	
7	Aquamarine – RGB: 127, 255, 212
7.1	Youth Program Room
7.2	Mascot Room
7.3	Commercial Display Area
	Drop-Off/Pick-up Partners
Public	
8	Maroon – RGB: 128, 0, 0
8.1	Parking Public / Disabled
8.2	Parking Team Supporters
Security	
9	Crimson – RGB: 220, 20, 60
9.1	Steward Centre
9.2	Lost & Found
9.3	Stadium Control Room
P	Police
+	First Aid
F	Fire Brigade
→	Emergency Exit
Ⓢ	Gate
+	Parking Security Forces
+	Medical Relief Area
H	Helicopter Landing

Stadium overview maps

Four stadium overview plans must be prepared:

1. a) a general map of the stadium;
b) a general aerial photography;
2. a) an overview close-up map;
b) an aerial overview close-up map.

To facilitate orientation, the stadium stands are shown in four different colours. The main stand area (red) contains media stands, VIP stand and other VIP areas, while the opposite stand is shown in green. The main stand "left" (looking from the main stand onto the pitch) is shown in blue, the main stand "right" in yellow. See the examples below.

Question 07.10

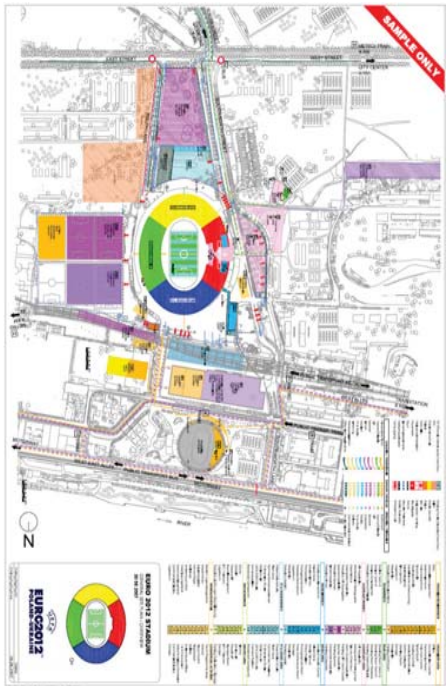
Provide a general map of the stadium, at most A3.

Map — This general map must show the stadium with its surroundings and includes, at least, the outer security perimeter and its facilities, such as areas that can be used for the hospitality area or broadcast compound and most of the parking areas.

The maps must indicate the outer areas to be used for UEFA EURO 2020 according to the following colour codes:

Colour	Space
Yellow	Space used by the organiser (accreditation centre, offices, volunteer centre, logistics compound, etc.)
Pink	VIP and hospitality (UEFA Club, corporate parking, etc.)
Dark blue	Media (stadium media centre, mixed zone, media tribune, press conference room, etc.)
Light blue	TV and media (TV compound, parking TV, cable bridge, etc.)
Yellow	Service (storage, kitchen hospitality, parking service, etc.)
Brown	Public parking (general public and supporters)
Red	Safety and security (e.g. stewards centre, lost and found, etc.)

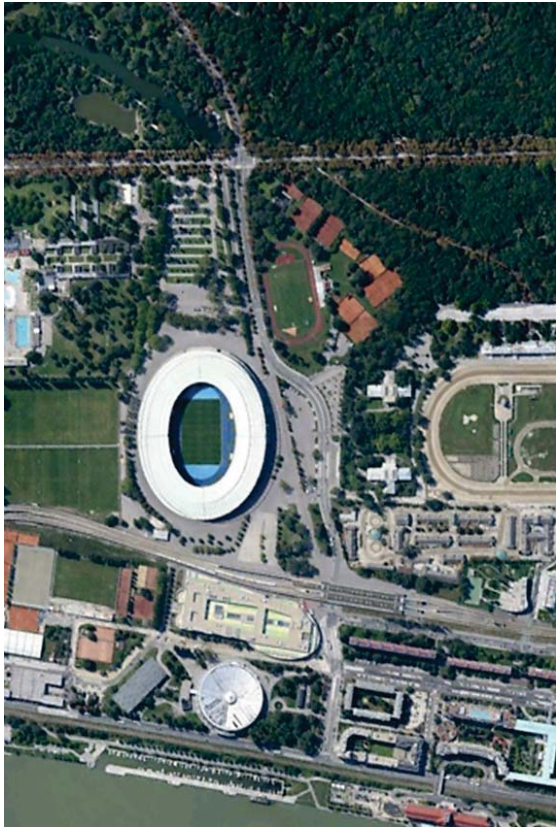
Depending on the layout of the stadium and the outer security perimeter, this plan can cover approximately 1-2 km around the stadium. An example can be found below.



Question 07.11

Provide a general and up-to-date aerial photography – at most A3 – of the stadium (Google maps are not acceptable).

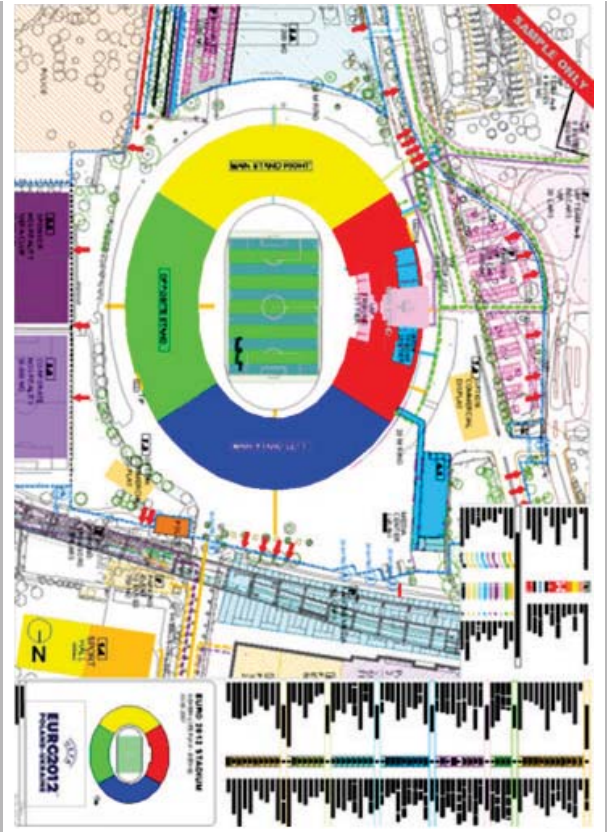
Map — The same section / orientation as for the general stadium plan should be provided. The aerial photography must be up-to-date.



Question 07.12

Provide an overview close-up plan of the stadium, at most A3.

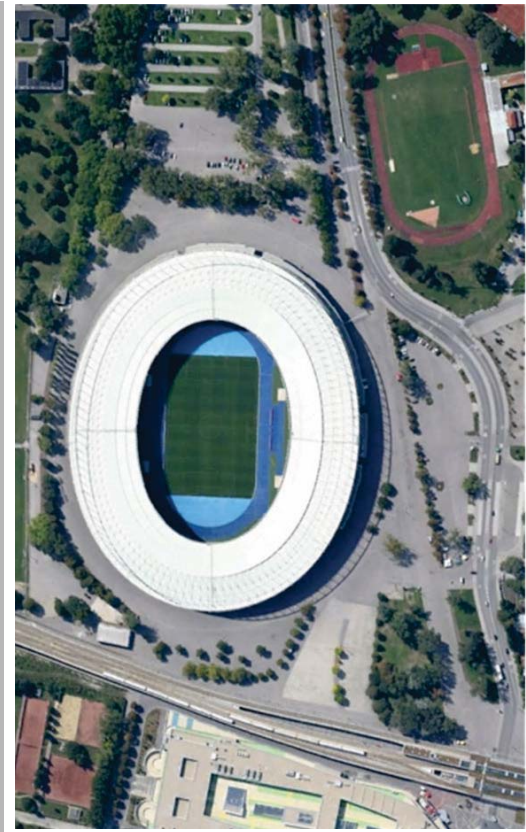
Map — A close-up of the plan highlighting details of the area directly outside the stadium:



Question 07.13

Provide an aerial close-up photography – at most A3 – of the stadium. (Google maps are not acceptable).

Map — The same section / orientation as for the overview close-up plan should be provided. The aerial / satellite photograph should be up-to-date.



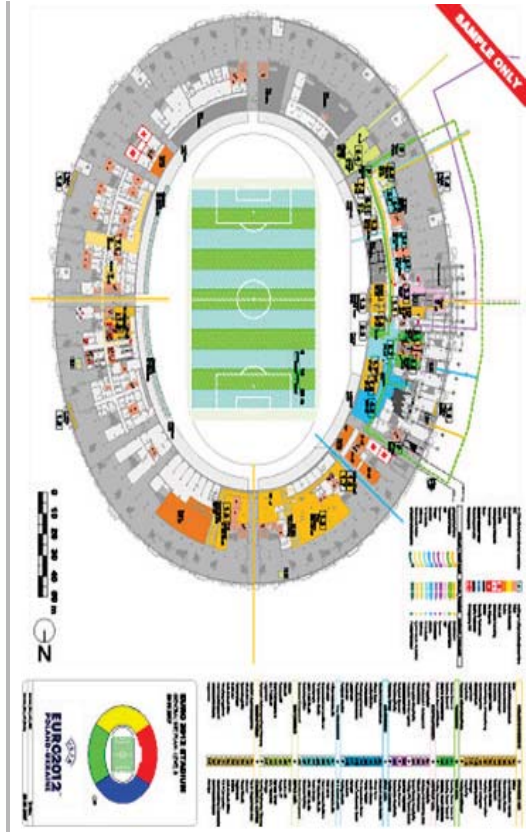
Stadium level maps

Question 07.14

A stadium level map (floor plan) must be provided for each level (floor) of the stadium, including, for example, any underground (parking) levels. (This map does not need to be colour coded.)

Map — The level maps show one entire floor with all its spaces and functions (at most A4).

An example of a stadium level map can be found below:



Question 07.15

Map — In addition, a close-up level map of every level (floor) of the main stand must be prepared (at most A4).

The main stand is usually the stand containing the dressing room area, VIP areas and media areas.

An example of a close-up level map can be found below:



Stadium cross section maps

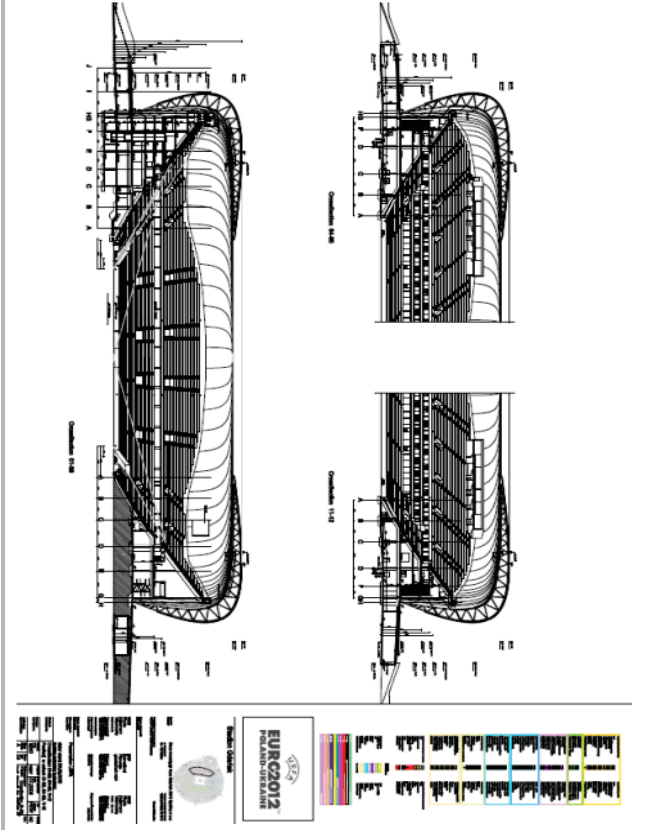
A cross section is the intersection of the stadium in two-dimensional space with a line.

Question 07.16

Map — All relevant cross sections must be prepared, including at least the:

1. west-east line;
2. north-south line.

An example of a cross section plan can be found below:



4 – Stadium information

Introduction

To clarify the feasibility of hosting UEFA EURO 2020 in a given venue, additional information must be provided in the form of tables, plans, etc., as indicated in this part.

Sizes and spaces

Question 07.17

Fill in the table below:

Pitch		Existing or planned	UEFA EURO 2020 set-up
Field of play size		0m x 0m	0m x 0m
Minimum distance from field of play to stands		0m	0m
Parking		Existing or planned	UEFA EURO 2020 set-up
Size and dimension of the teams' parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimension of the team guests' parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Total size and dimension of the team supporters' parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimension of the VIP parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Total size and dimension of the commercial partners parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimension of the organisational staff parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimension of the media parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimension of the disabled parking area		0m ² / 0m x 0m	0m ² / 0m x 0m
Outer perimeter		Existing or planned	UEFA EURO 2020 set-up
Size and dimensions of the broadcast compound		0m ² / 0m x 0m	0m ² / 0m x 0m
Location of broadcast compound			
Distance of broadcast compound to stadium		0m	0m
Distance to main tribune		0m	0m
Any large building(s) adjacent to broadcast compound blocking the south-west to south-east horizon?		Y/N	Y/N
Size and dimension of the commercial display area		0m ²	0m ²
Does an outer security perimeter fence exist?		Y/N	Y/N
If outer security perimeter fence exists, how high is it?		0m	0m
Dressing room area		Existing or planned	UEFA EURO 2020 set-up
Total size of team dressing room no. 1		0m ²	0m ²
Number of lockers in dressing room		0	0
Total size of team dressing room no. 2		0m ²	0m ²

Dressing room area	Existing or planned	UEFA EURO 2020 set-up
Number of lockers in dressing room	0	0
Size of referees' dressing room no. 1	0m ²	0m ²
Size of referees' dressing room no. 2	0m ²	0m ²
Size of the indoor warm-up areas (not mandatory)	0m ²	0m ²
Size of the match delegate's room	0m ²	0m ²
Size of the medical examination room	0m ²	0m ²
Size of the doping control station	0m ²	0m ²
Seating	Existing or planned	UEFA EURO 2020 set-up
Number of seats covered by the stadium roof	0	0
Type of seats (tip-up, static, with back, etc.)		
Number of seats for visually impaired spectators	0	0
Number of seats for hearing impaired spectators	0	0
Number of seats for mobility impaired spectators	0	0
Capacity of the VIP stand	0	0
Spectator welfare		
Number of male toilets per 1,000 spectators	0	0
Number of urinals per 1,000 spectators	0	0
Number of male washbasins per 1,000 spectators	0	0
Number of female toilets per 1,000 spectators	0	0
Number of female washbasins per 1,000 spectators	0	0
Number of disabled toilets	0	0
Number of external toilets (total of male and female)	0	0
Number of external disabled toilets	0	0
Total length of catering sales counter per 1,000 spectators	0m	0m
Hospitality areas	Existing or planned	UEFA EURO 2020 set-up
Total size of the VIP hospitality area(s) inside the stadium	0m ²	0m ²
Number of skyboxes	0	0
Size(s) of the hospitality area(s)/lounge(s)	0m ²	0m ²
Names of hospitality areas		
Size of the stadium canteen	0m ²	0m ²

Media and broadcast areas	Existing or planned	UEFA EURO 2020 set-up
Total size of the media working area	0m ²	0m ²
Total size of photographers working area, if separated	0m ²	0m ²
Number of press seats with desk	0	0
Number of press seats without desk/ observer seats	0	0
Number of television and radio commentary positions (1 position - 3 persons)	0	0
Size of the commentary control room	0m ²	0m ²
Number and dimensions of indoor television studios	0 / 0m x 0m	0 / 0m x 0m
Number and dimensions of pitch-view television studios	0 / 0m x 0m	0 / 0m x 0m
Size and dimensions of the press conference room	0m ² / 0m x 0m	0m ² / 0m x 0m
Clear height of the press conference room	0m	0m
Size and dimensions of the mixed zone	0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimensions of the area for flash interviews	0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimensions of main camera platform	0m ² / 0m x 0m	0m ² / 0m x 0m
Additional areas	Existing or planned	UEFA EURO 2020 set-up
Size and dimensions of accreditation centre	0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimensions of steward centre	0m ² / 0m x 0m	0m ² / 0m x 0m
Size and dimensions of volunteers centre	0m ² / 0m x 0m	0m ² / 0m x 0m
Total size of additional dressing rooms available for ceremonies and youth programmes,	0m ²	0m ²
Total size of administrative rooms exclusively available within outer security zone	0m ²	0m ²
Total size of the storage rooms available in the stadium	0m ²	0m ²
Size of the signage team working room	0m ²	0m ²

Hospitality

Question 07.18

Map — Provide a map (at most A4) indicating the exact location of skyboxes in the stadium.

Question 07.19

Spreadsheet — Based on the map provided under Question 07.18, fill in the skybox inventory spreadsheet which is embedded below.



Question 07.19.xlsx

Safety and security requirements

Question 07.20

For existing stadiums, provide a copy of the safety certificate showing the following information:

- 1. safe capacity of the stadium;
- 2. access and evacuation routes, including indication of the safe zone(s) during an evacuation;
- 3. evacuation time calculations;
- 4. turnstile concept and ratios.

Document — Safety certificate.

For renovated or new stadiums, please provide either the updated safety certificate or the safety concept.

Question 07.21

Fill in the form below regarding safety information:

Safety information	
Safe capacity of the stadium (number of spectators)	0
Maximum evacuation time of the stands to a safe location	0s
Maximum evacuation time of the entire stadium	0s

Question 07.22

Fill in the form below regarding turnstiles:

Sector	Gross capacity (seats)	Type*	Location**	Number	Ratio***
Main stand – VIP area	0			0	0 seats/turnstile
Main stand – other areas	0			0	0 seats/turnstile
Opposite stand	0			0	0 seats/turnstile
Main stand "left"	0			0	0 seats/turnstile
Main stand "right"	0			0	0 seats/turnstile

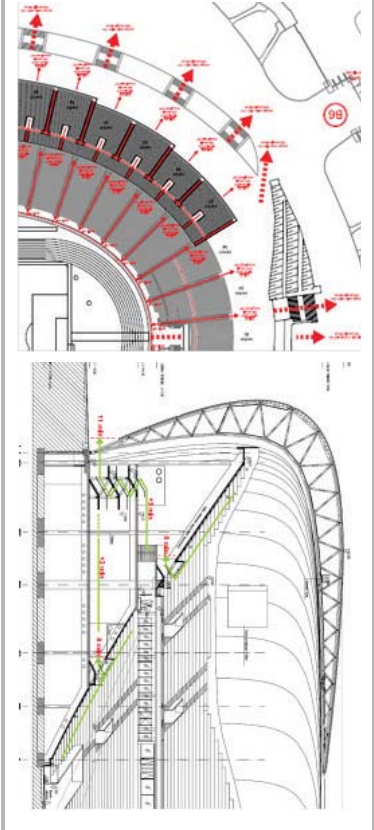
* Use: F = Full height, H = Half height, S = Hand scanner
** Use: O = Outside stadium, F = Facade of stadium
*** Ratio = Number of seats/number of turnstiles

Question 07.23

Map — Provide maps (total must fit on A3) that clearly indicate the access and evacuation routes to and from all sectors of the stadium.

Provide plans that clearly indicate the outer security perimeter fence if existing and its height. These plans must also indicate the safe locations during an evacuation.

See example below:



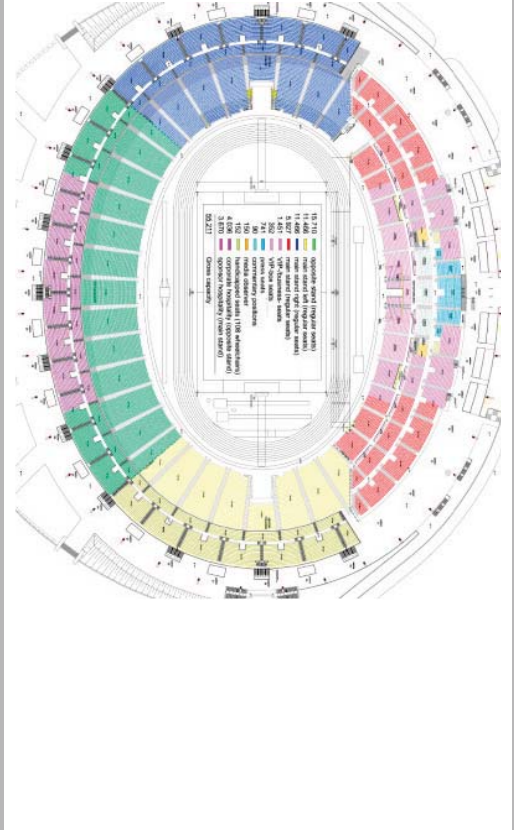
Seating quality

Question 07.24

Provide a seating plan (at most A4) for the entire stadium, indicating gross capacities per sector and clearly indicating the location and number of seats of the following target groups:

- VIPs;
- skyboxes;
- media (press positions, commentary positions, observers).

Map — See the plan below for an example:



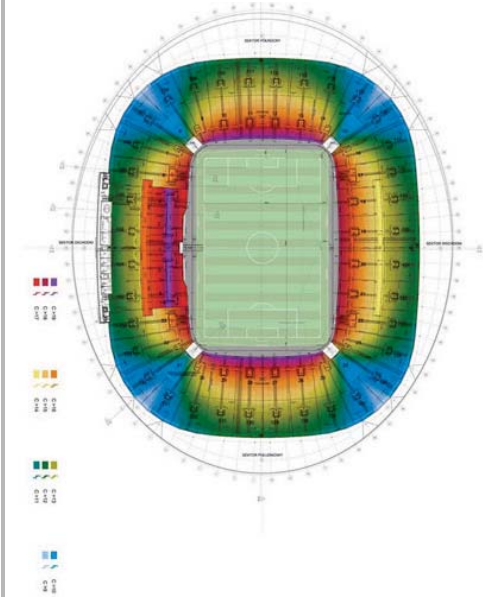
Question 07.25

Fill in the following form regarding seating quality:

Seating category	Number of seats	Seat width (centre-to centre)	Tread depth
Skybox seats	0	0mm	0mm
VIP seats	0	0mm	0mm
Regular seats	0	0mm	0mm
c-value			
Number of seats with a c-value < 90mm			
0			
Viewing distance			
Number of seats with a viewing distance of more than 190m			
0			
Total gross capacity			
Tier 1	0	0°	
Tier 2	0	0°	
Tier 3	0	0°	

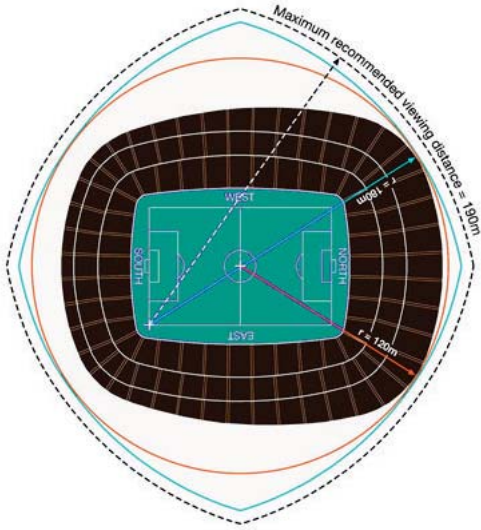
Question 07.26

Map — Provide a colour-coded plan (at most A5) showing the c-value of each individual seat.
See the example below.



Question 07.27

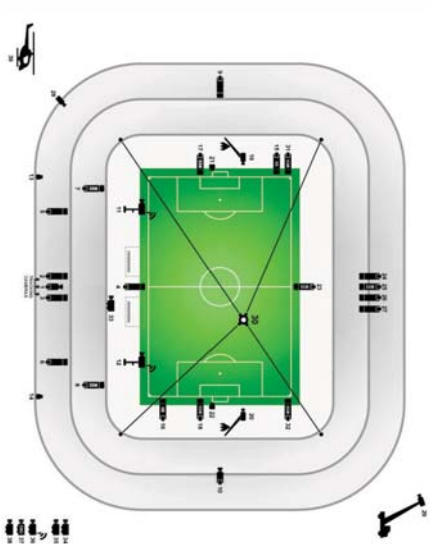
Map — Provide a plan (at most A5) showing the maximum viewing distance (190m) from the furthest point of the playing field.
See the example below.



Television requirements

Question 07.28

Map — Provide a plan (maximum A4) showing clearly the following camera positions:
1. main camera platform;
2. 16m high camera platforms;
3. 6m camera platforms;
4. camera platforms behind the goals;
5. camera platform in the opposite stand.
Please refer to the example below.



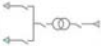
Technical requirements

Use the following power drawings to provide your answers to Question 07.29:

High- and medium voltage supply designs

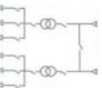
Single radial:

Outside hospitality areas and volunteer centre



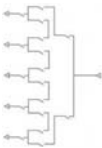
Double radial:

All high- to medium voltage sub-stations

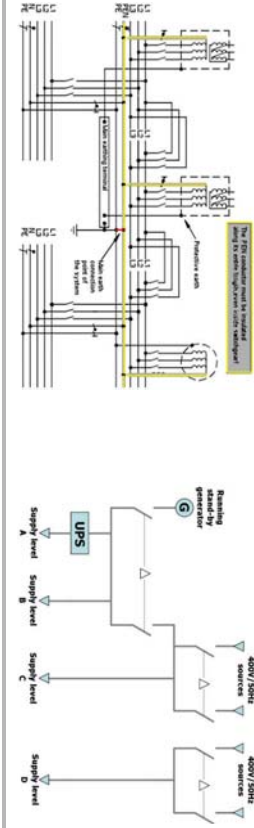


Ring:

Medium voltage feed to the stadium or internal stadium medium voltage feed



EMC design example for TN-S systems and low voltage stadium power supply diagram.



Question 07.29

Fill in the form below:

Technical utility information	
How much stadium grid power is (or will be) available?	0kVA
How much independent grid lines feed the stadium?	0 lines
Is the stadium electrical system designed as a TN-S system?	Yes /No
If no, with which electrical system is the stadium designed?	
How much overvoltage surge protection devices are installed in total?	0 pieces
Are the technical installation and operation controlled by a BMS (building management system)?	Yes/No
How much lux does the floodlight have on the brightest point towards the main camera (1m above the pitch)?	0 lux
How much lux does the floodlight have on the darkest point towards the main camera (1m above the pitch)?	0 lux

Technical utility information	
How much lux does the floodlight have on the brightest point towards the opposite stand (1m above the pitch)?	0 lux
How much lux does the floodlight have on the darkest point towards the opposite stand (1m above the pitch)?	0 lux
Percentage of hot restrrike lamps in the floodlight installation?	0%
In case of a blackout of one of the grid feeder lines, how much floodlight will shut down?	0%
Is there a power back-up source for stadium floodlight?	Yes/No
If yes, percentage of coverage?	0%
The back-up is:	<input type="checkbox"/> a battery system; <input type="checkbox"/> a generator; <input type="checkbox"/> a combination of both?
Outside the stadium, how much power is available in a distance of 100m to the stadium?	0kVA
Size of waste removal compound (container area) in the stadium?	0m ²
How many giant screens exist?	0 pieces
Size of each giant screen	m ²
Pixel pitch of the giant screens?	0Mm
Do the giant screens have a real (R) or a virtual (V) resolution?	R / V

Telecom infrastructure requirements

To provide technological services to end user at the stadium, UEFA needs an appropriate dedicated local infrastructure. This infrastructure covers cabling, telecommunications access points and voice and/or data distribution networks within the stadium.

Question 07.37

Provide the necessary financial assurances and guarantees which corroborate the budget information provided above.

Document — Financial assurances and guarantees.

Question 07.38

Provide an organisational chart of the (proposed) client project team responsible for the delivery of the project.

This organisational chart must clearly indicate the hierarchy between the following functional areas:

- client/project manager;
- client representative;
- specialist consultants in the various disciplines;
- design contractor and subcontractors;
- building contractor and subcontractors.

Please also provide documents which indicate the relations between you and the contracted consultants, design contractors and subcontractors, building contractors and subcontractors together with a declaration of independence by the consultants, contractors or subcontractors.

Document — Client project team organisational chart

Question 07.39

As part of the procedure, UFEA requires confirmation that a feasibility study and risk analysis has been carried out for the project.

Tick the appropriate box in the form below:

Feasibility studies	
A full technical and economic feasibility study for the stadium project has been carried out	<input type="checkbox"/> Yes <input type="checkbox"/> No
The project is technically feasible	<input type="checkbox"/> Yes <input type="checkbox"/> No
The project is economically feasible	<input type="checkbox"/> Yes <input type="checkbox"/> No
An environmental permit is required	<input type="checkbox"/> Yes <input type="checkbox"/> No

Document — Feasibility study and risk analysis

Project site

Question 07.40

Provide a topographic or satellite map indicating clearly the location and the boundaries of the site of the stadium with indication of scale (maximum A3).

Map — This map must also indicate:

- in the case of multiple owners, the exact boundaries;
- main roads to and from the site, differentiating between existing and proposed;
- public transport connections, differentiating between existing and proposed;
- urban zoning;
- the total gross area (in m²) available for the stadium and all its surroundings.

Question 07.41

Provide the names of the owners of the site, using the form below (add lines as necessary):

Site owner 1	
Company	
Address	
Contact person	
Telephone number	
Fax number	
Email	
Website	
Relation to bidder	
Site owner 2	
Company	
Address	
Contact person	
Telephone number	
Fax number	
Email	
Website	
Relation to bidder	

Question 07.42

Specify any geotechnical (e.g. landslides, earthquakes, etc.) risks related to the site.

Stadium business plan and future management plans

Question 07.43

Regarding the future use of the stadium, provide the following information:

Business plan	
Projected number of football matches per year	0
Projected number of major non-football events per year	0
Type of non-football events (eg: concerts, athletics, motorised sports, etc)	1) 2) 3) 4) etc.

Business plan	
Projected number of small events per year	0
Other functions to be included in the stadium (e.g. hotel, retail, casino, cinema, etc.)	1) 2) 3) 4) etc.
Operator	
Has the operator of the stadium already been appointed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When will the stadium operator be fully established?	dd-mm-yyyy
What is the (anticipated) number of staff of the stadium operator?	0
What is the total budget for staff training until 2020?	€0
Operator (if already appointed)	
Company	
Address	
Contact person	
Telephone number	
Fax number	
Email	
Website	

Question 07.44

Provide an organisational chart of the proposed stadium operator.

Document — Stadium operator organisational chart

Question 07.45

Describe the proposed training programmes that various levels of staff will undertake before 2020.

Sector 08 — Mobility

Table of contents

1 – Mobility template instructions	2
2 – Airport information	2
3 – Airport developments	3
4 – Airport advertisement	4
5 – International and national transport infrastructure	4
6 – Host city transport infrastructure	6
7 – Stadium last kilometre	8

List of maps requested

- Question 08.03 — Airport current and planned infrastructure map
- Question 08.06 — National transport infrastructure map
- Question 08.09 — Host city transport infrastructure map
- Question 08.12 — Stadium last kilometre map

List of spreadsheets to be filled in

- Question 08.07 — Current and planned transport routes
- Question 08.10 — Host city transport infrastructure

List of additional documents to be provided

None.

List of guarantees requested

- Question 08.02 — No night-flight restrictions

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 16 pages. For each additional airport a maximum of 6 pages may be added.

1 – Mobility template instructions

The aim of this template is to allow bidders to demonstrate that their current transport system, with or without specific improvements, will be able to cope with the traffic demands of UEFA EURO 2020 with minimum disturbance to normal traffic.

Information on the infrastructure of airport(s), international and national as well as host city transport is requested, including all planned developments. Only those transport routes or systems having a significant strategic role in handling UEFA EURO 2020 traffic need to be addressed and clearly outlined.

2 – Airport information

Question 08.01

For each host city airport and proposed support airport (provide an airport technical information sheet as shown below.

General airport information			
Host city name			
Stadium capacity in 2020		0	
Airport name			
Airport distance from city		0km	
Passenger traffic 2012		0	
Technical airport information		Now (2012)	Projected (2020)
Number of terminals		0	0
Total number of airport gates		0	0
Number of aircraft stands (parking positions) including ICAO aircraft code (e.g. code C)		0	0
Number of check-in desks		0	0
Maximum passenger capacity of all terminals		0	0
Annual passenger throughput (excluding UEFA EURO 2020)		0	0
Daily passenger throughput (excluding UEFA EURO 2020)		0	0
Maximum hourly passenger throughput		Inbound: 0 Outbound: 0	Inbound: 0 Outbound: 0
Annual aircraft movements		0	0
Hourly movement rate		0	0
Runway length		0m	0m
Pavement Classification Number (PCN) of runway		0	0
Airport fire category			
Maximum size of passenger aircraft that can be handled	D or higher		
Number of internal (domestic) destinations		0	0
Number of international destinations		0	0

3 – Airport developments

Question 08.02

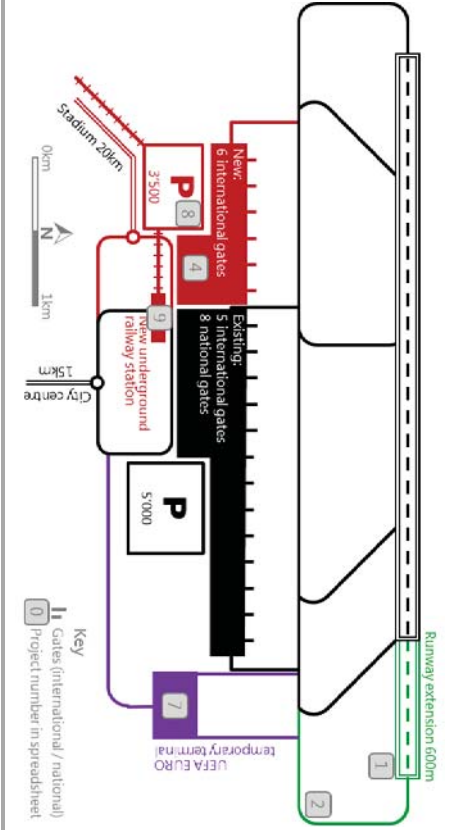
Describe any operational restrictions for any airport (e.g. night flight bans).

Guarantee — With respect to each airport identified in your response to Question 08.01, provide a written guarantee from the relevant authorities that no night-flight restrictions will be applied between 18.00 on the day preceding and 18.00 on the day following a UEFA EURO 2020 match (conform to the template on page 11).

Question 08.03

Map — For each airport and supporting airport, provide a simplified map in at most A4 format of the airport and its current infrastructure, planned infrastructures and temporary facility.

Airport current and planned infrastructure map example



Please indicate:

- the runways
- the terminals
- the aircraft parking
- car parking at the airport
- the public transport stations
- any other relevant infrastructure

Each planned enhancement project, as well as each planned temporary facility for UEFA EURO 2020 needs to be marked with a number (this number must be the same as the one entered in the spreadsheet requested in Question 08.04 where these projects need to be further explained).

Use the following colour coding:

1. Black: existing infrastructure
2. Green: extended/improved infrastructure
3. Red: new infrastructure
4. Violet: temporary facility

Question 08.04

For each airport and supporting airport, list any key projected development and capacity enhancement schemes, as well as planned temporary solutions which will be fully operational beginning 2020.

Extended/improved infrastructure

No	Description of improvements (size/length/capacity)	Start/end date	Responsible body	Cost of upgrade
1	e.g. runway extension	0.6km	Jan 2013 – Sep 2014	€0 million
2				€0 million
3				€0 million

New infrastructure

No	Description of improvements (size/length/capacity)	Start/end date	Responsible body	Cost of upgrade
4	e.g. new international gates	6 gates	Jan 2013 – Jun 2016	€0 million
5				€0 million
6				€0 million

Temporary facility

No	Description of improvements (size/length/capacity)	Start/end date	Responsible body	Cost of upgrade
7	e.g. temporary terminal	3000 pax/day	Feb 2020 – Mar 2020	€0 million
8				€0 million
9				€0 million

4 – Airport advertisement

Question 08.05

For each airport, provide the list of companies, with their contact information, managing their advertisement.

5 – International and national transport infrastructure
















Question 08.06

Map — Provide a simplified map, no larger than A3, showing the following:

1. host city and main border crossing points that might have a significant importance for UEFA EURO 2020 from a transport point of view;
2. airports to be used for UEFA EURO 2020;
3. motorways and main highways to be used during UEFA EURO 2020;
4. railway connections (high speed rail, normal railway) between the host city and to/from bordering countries during UEFA EURO 2020.

5. any transport infrastructure projects with significant importance for UEFA EURO 2020 (improvements of existing infrastructure or new projects). Projects need to be numbered and explained in more detail in the spreadsheet from Question 08.07.

Use the following symbols and colours for your maps:

National transport infrastructure map symbols and colours			
Host city		Other cities	
Main airports		Local airports	
Main train stations		Main ports	
Type	Motorway	Expressway or main highway	Railway
Routes			
Colours		Example	
Existing infrastructure (black)			
Existing with major enhancements (green)			
New (red)			

Question 08.07

For each route (black, green or red) in the map provided in Question 08.06, give information regarding the type of enhancements or constructions to be carried out.

Spreadsheet — Provide this information separately using the following embedded Microsoft Excel spreadsheet:



Question 08.07.xlsx

- Existing transport infrastructure components are listed generically by transport mode networks and not by project
- Improvement projects are numbered 1 to n with appropriate project description. All project numbers are indicated in green in the corresponding map
- Planned transport infrastructure projects are numbered consecutively $n + 1$ to m with appropriate project description. All project numbers are indicated in red in the corresponding map

Question 08.08

Provide further details regarding all the main routes identified in your map relating to Question 08.06 where significant improvements in capacity and travel time are to be expected (add lines as necessary).

From (city)	To (city)	Train connections /day		Train travel time		Number of road lanes		Road travel time	
		2013	2020	2013	2020	2013	2020	2013	2020
		0	0	0:00	0:00	0	0	0:00	0:00
		0	0	0:00	0:00	0	0	0:00	0:00
		0	0	0:00	0:00	0	0	0:00	0:00

6 – Host city transport infrastructure

Question 08.09

Map — For the host city, provide a simplified map, no larger than A4, indicating the following locations:






- 1. stadium
- 2. airport(s)
- 3. main railway stations
- 4. main bus terminals
- 5. host city fan zone
- 6. parking areas (cars, buses)
- 7. ports (if relevant)














and at least the following four routes by public transport and by road:

- 1. between airport(s) and stadium
- 2. between main railway stations and stadium
- 3. between main bus terminals and airports
- 4. between host city fan zone and airports.

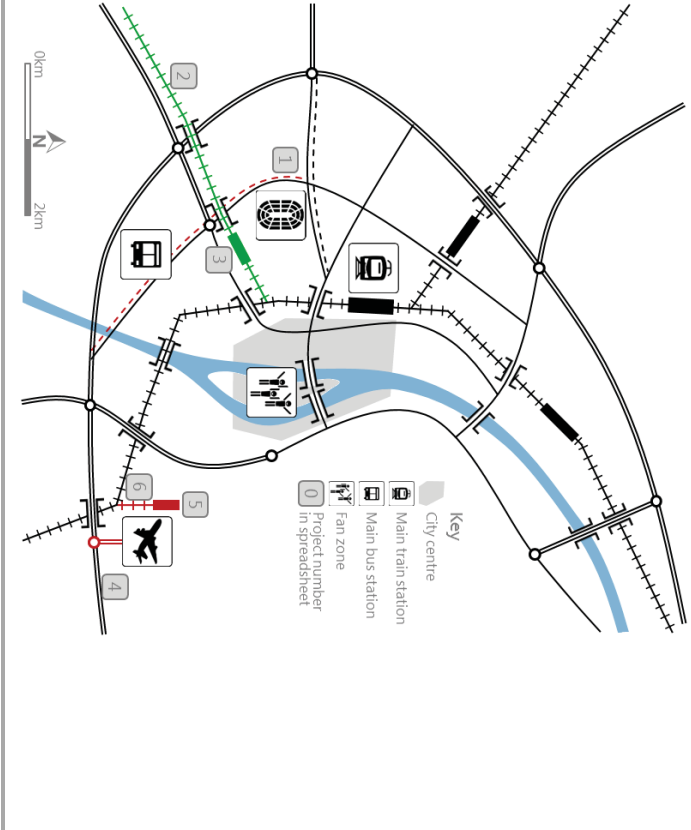
Number each route which is to be either significantly enhanced or newly constructed.

Use the following symbols and colours:

Host city transport infrastructure map symbols and colours	
Main airports	 Local airports
Main train stations	 Main ports
Main bus stations	 Car parking
Bus parking	 Car and bus parking
Stadium	 Host city fan zone

Type	Motorway	Expressway or main highway	Railway or metro	Bus route
Routes				
Colours		Example		
Existing infrastructure (black)				
Existing with major enhancements (green)				
New (red)				

Example of a current and planned host city transport infrastructure map



Question 08.10

For the map provided under Question 08.09 and each route coloured green or red, provide information regarding the type of enhancements or constructions to be carried out.

Spreadsheet — Provide this information separately using the following embedded Microsoft Excel spreadsheet:



Question 08.10.xlsx

Question 08.11

In line with the map provided under Question 08.09, fill in the form below regarding travel to the stadium in 2013 and 2020:

Stadium connection	With airport		With main railway station		With main bus terminal		With fan zone	
	2013	2020	2013	2020	2013	2020	2013	2020
Public transport	Year							
	Travel time	0:00	0:00	0:00	0:00	0:00	0:00	0:00
	Total capacity/hour*	0	0	0	0	0	0	0
Road	Distance	0km	0km	0km	0km	0km	0km	0km
	Time	0:00	0:00	0:00	0:00	0:00	0:00	0:00
	Lanes	0	0	0	0	0	0	0

* if there are different means of public transport (metro, tram etc.), specify the individual capacity of each transport mean on separate lines.





7 – Stadium last kilometre

Question 08.12

For each stadium, provide a simplified map, no larger than A4, indicating the following:





1. stadium with its outer security zone
2. roads and railways
3. bus and railway stations
4. spectator bus parking and spectator car parking
5. any pedestrian routes
6. routes from the bus and railway stations or parking areas to the stadium.

Map — Use the following symbols and colours:

Stadium last kilometre map symbols and colours			
Main airports		Local airports	
Main train stations		Main ports	

Stadium last kilometre map symbols and colours

Stadium last kilometre map symbols and colours			
Main bus station		Car parking	
Bus parking		Car and bus parking	
Stadium		Fan zone	
Stadium entrance		Underpass	

Type	Railway or metro	Bus route	Pedestrian route	Stadium entrance
Routes				
Colours				Example

Existing infrastructure (black)



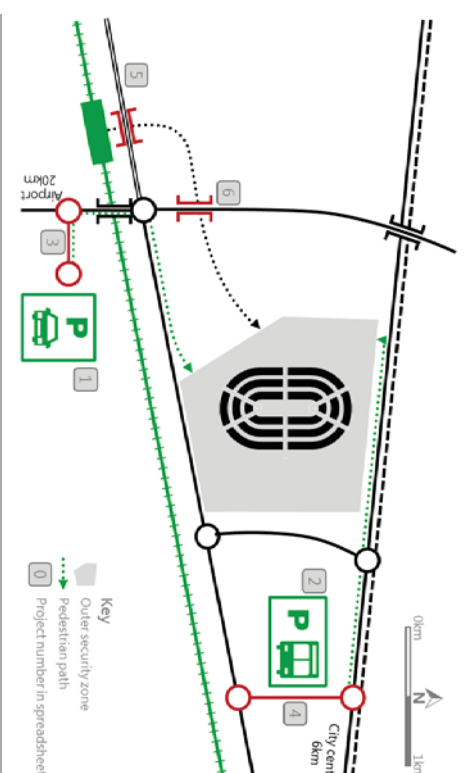
Existing with major enhancements (green)



New (red)



Example of a last kilometre map



Question 08.13

For the map provided under Question 08.12, give further information about the current accessibility of the stadium (capacity of parking areas, spectator flow etc.) and any improvements planned before UEFA EURO 2020.

Guarantee template for Question 08.02

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: [insert the three-letter country code of the
National Association, the name of the proposed host city
and the package choice: F, F&S or S]

I [insert name], the [describe signatory's position in government/host city/other relevant territorial governing
administration] of [name of host country/host city/other relevant territory], hereby confirm that the [name of host
country/host city/other relevant territorial governing administration], will undertake that aircrafts will be permitted
to land and take off at [name of airport] without restriction between 18.00 on the day immediately preceding the
day on which any UEFA EURO 2020 match is to be held in [host city] and 18.00 on the day immediately following
any such match day.

On behalf of [name of host country/host city/ other relevant territorial governing administration]

(Signature)	(Official stamp)
(Place and date)	

Sector 09 — Accommodation and Training Centres

Table of contents

1 – Tourism institutions	2
2 – Hotels	2
3 – Team hotels and training centres	3
4 – Simultaneous events	4

List of maps requested

None.

List of spreadsheets to be filled in

Question 09.05 — List of existing and planned hotels within 20km of the stadium

List of additional documents to be provided

Question 09.07 — Hotel reservation forms for UEFA's key target groups

Question 09.10 — Hotel and training reservation forms for team transfer hotels

List of guarantees requested

Question 09.03 — Confirmation of hotel information

Question 09.04 — Compliance with UEFA EURO 2020 hotel needs

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 12 pages.

1 – Tourism institutions

Question 09.01

Identify the relevant authorities that are responsible for administering tourism in your city and the scope of their responsibilities.

Question 09.02

Explain your country's hotel rating system. In this explanation, identify the official body that is responsible for administering this rating system and the criteria on which the ratings are based.

Question 09.03

Provide a written guarantee from the relevant authorities identified in your response to Question 09.01, confirming the information contained in your responses to Question 09.05 and Question 09.06.

Guarantee — Confirmation of hotel information (conform to the template on page 5)

Question 09.04

Provide a written guarantee from the official body identified in your response to Question 09.01, confirming that sufficient accommodation is available for UEFA target groups and supporters in accordance with the requirements and that this official body will use its best endeavours to ensure that the room rates proposed during the tournament are in line with average market rates proposed in the host city during the month of June 2018 and that they will not exceed the maximum rates defined in the bid requirements.

Guarantee — Compliance with UEFA EURO 2020 hotel needs (conform to the template on page 6)

2 – Hotels

Question 09.05

Provide the list of existing and planned hotels within 20km of the stadium using the form below (expand the table as necessary):

Spreadsheet — Provide this information separately using the following embedded Microsoft Excel spreadsheet:



Question 09.05.xlsx

Question 09.06

Briefly describe any accommodation possibilities (including number of rooms and beds) not addressed in your responses to Question 09.05 that are within 20km of the stadium and could be used as accommodation in connection with UEFA EURO 2020 (e.g. youth hostels, guest houses, university campuses and campsites).

Question 09.07

Hotel reservations, subject to general terms and conditions, need to be provided by the bidder. The reservations should cover 100% of the requirements for UEFA's key target groups as described in chapter 3 of Sector 09 — Accommodation and Training Centres of the UEFA EURO 2020 Tournament Requirements.

Provide this information in the spreadsheet used for Question 09.05 (last column: *Number of rooms – not beds – offered for UEFA EURO 2020*)

Document — Hotel reservation forms for UEFA's key target groups (conform to the template provided on page 7)

3 – Team hotels and training centres

Question 09.08

Identify and provide the relevant details and pictures of four different hotels (six for the final venue) that could be used to accommodate the national teams playing matches in the host city and identify four training facilities that would be used in connection with these team transfer hotels.

Question 09.09

For each of the team training centres identified in Question 09.08, provide the relevant details in the form below, each of them illustrated with 5 pictures.

Training centre number: 0	
Name	
Address	
Website	
Name of club using the stadium for their home matches and name of the league in which this club is participating in	
Name of the team hotel	
Description	
Number and sizes of pitches	
Dressing room facilities for players and coaches in accordance with UEFA requirements?	
Medical treatment room available?	
Doping control room available?	
Possible to conduct closed training sessions (no view inside the facility)?	
State of the art floodlighting system?	
Fully fenced off?	
Possible to implement strict security measures inside and outside the training centres?	
Exclusive use of training centre possible?	

Question 09.10

Hotel reservation forms and training centre reservation forms, subject to the general terms and conditions, need to be provided by the bidder for each team hotel (team transfer hotels) and each training centre.

Provide this information in the spreadsheet used for Question 09.05 (last column: *Number of rooms – not beds – offered for UEFA EURO 2020*)

Document — Hotel and training reservation forms for team transfer hotels (conform to the templates provided on page 7 and 10)

4 – Simultaneous events

Question 09.11

Provide details in the form below of all planned or proposed events in the host city during UEFA EURO 2020 that could increase the demand for accommodation.

Name of event	Date (start/end)	Expected number of hotel rooms	Organising body
	d-mmm-yy / d-mmm-yy	0	
	d-mmm-yy / d-mmm-yy	0	
	d-mmm-yy / d-mmm-yy	0	
	d-mmm-yy / d-mmm-yy	0	

Guarantee template for Question 09.03

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]*

- a) has examined the information provided by *[name of bidding association]* in the UEFA EURO 2020 bid dossier in response to Question 09.05 and Question 09.06; and
- b) certifies that all of the information presented in such responses is true and accurate.

On behalf of *[name of host country/host city/ other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and Date)

Guarantee template for Question 09.04

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]* undertakes

- a) to ensure sufficient accommodation is available for UEFA target groups and supporters in accordance with the requirements; and
- b) to use best endeavours to ensure that the hotel rates proposed during the tournament will be no higher than twenty per cent (20%) more than the average published rates in the respective hotels in June 2018 and in no case higher than seventy-five per cent (75%) of the rack rate published for the month of June 2018 and that the hotel rates will not, in principle, exceed the maximum levels set out in the bid requirements (standard rooms at 5* hotel: €400, 4* hotel: €300, 3*: €200).

On behalf of *[name of host country/host city/ other relevant territorial governing administration]*

(Signature) (Official stamp)

(Place and Date)

Hotel reservation template for Question 09.07 and Question 09.10

Hotel reservation form for UEFA EURO 2020

For [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or SJ]

To:

Hotel name and address:	
Company name:	
Registered number:	
Registered address:	

1. Hotel information

Star Rating	
Property part of following chain (if relevant)	
Property management type:	<input type="checkbox"/> owned <input type="checkbox"/> franchised <input type="checkbox"/> management contract <input type="checkbox"/> other – please specify:

Subject to appointment by UEFA of the Host Association to host matches of the final tournament of the UEFA European Football Championship 2018-2020 ("UEFA EURO 2020"), the Hotel and the Host Association agree to the following standard terms and conditions:

2. Room type

The Hotel shall reserve for the Host Association the following room block in its premises in connection with UEFA EURO 2020 for the period commencing on 1 June 2020 and ending on 15 July 2020:

Total hotel capacity	
Confirmed for EURO 2020	

% of capacity confirmed	
-------------------------	--

2. Room rates

2.1 The Hotel hereby confirms the following information to the Host Association in respect of rooms at the premises of the Hotel based on the principle that all rates quoted are per room (standard type), per night, excluding breakfast but inclusive of taxes, including, without limitation, VAT, city/tourist tax and service charges:

Rack rate published in 2013 (in €)	
Average rate achieved in June 2013 (in €)	
Cost of breakfast in 2013 (in €)	
Level of VAT at time of signature (in %)	
Level of city/other taxes at time of signature (in % or €)	

2.2 The final contractual rate, to be defined by the Parties in good faith by no later than 15 August 2018, shall be no higher than twenty per cent (20%) more than the average published rate in June 2018 and in no case higher than seventy-five per cent (75%) of the rack rate published for the month of June 2018. The final contractual rate shall not, in principle, exceed the maximum levels set out in the bid requirements (standard rooms at 5* hotel: €400, 4* hotel: €300, 3*: €200).

3. General Terms and Conditions

3.1 The terms of this hotel reservation shall remain in force until confirmation or cancellation by the Host Association of the entirety or any part of the room block (without penalty or cancellation fee due) by 1 June 2019.

3.2 The Host Association (or their duly authorized representatives) shall enter into a long-form agreement with the Hotel upon confirmation of the number of rooms required at the Hotel's premises in connection with UEFA EURO 2020, which long-form agreement shall continue until complete fulfilment of mutual obligations by both parties, unless terminated earlier in accordance with the terms of such long-form agreement.

3.3 The Host Association shall be entitled to transfer or assign any of the rights granted, or the benefit of any of the services provided, under this hotel reservation to any third party (including but not limited to UEFA) at its sole discretion. The Hotel shall remain fully liable for the performance of its obligations under this hotel reservation to such relevant third party(ies) and the Hotel acknowledges and agrees that it shall not impose any additional fees or charges as a result thereof.

3.4 The relevant travel and tourism agencies/authorities (the same as in Question 09.01) hereby acknowledge the terms of the hotel reservation form and agree to provide all necessary support and assistance to accommodate the various target groups in connection with UEFA EURO 2020.

This reservation has been signed by a duly authorised signatory:

For the Hotel:

Signature
Name
Title
Date

For the Host Association:

Signature
Name
Title
Date

For the relevant authority(ies):

Signature
Name
Title
Date

Team transfer training centre reservation template for Question 09.10

Team transfer training centre reservation form for UEFA EURO 2020

For [insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]

To:

Name of Training Centre Owner	
Registered Address	
Registered number	

Concerning:

Training Centre name	
Address	
Number and sizes of pitches	

Subject to appointment by UEFA of the national association of [name of host association] to host matches of the final tournament of the UEFA European Football Championship 2018-2020 ("UEFA EURO 2020"), the Training Centre Owner agrees to make available the Training Centre in connection with UEFA EURO 2020 and provide all existing utilities and customary services as follows:

1. Reservation Period

The Training Centre Owner shall make the Training Centre available in connection with UEFA EURO 2020 for exclusive use by the Host Association, the Local Organising Structure ("LOS"), UEFA and the national teams playing in the Host City of [name of host city] for the period commencing on 1 June 2020 and ending on 15 July 2020 (the "Reservation Period").

2. Rental Fee

Option 1: The Training Centre Owner agrees to provide the Training Centre (including all existing utilities and customary services such as pitch maintenance, cleaning, etc.) during the Reservation Period at no costs.

Option 2: The fee to be paid for the use of the Training Centre (including all existing utilities and customary services such as pitch maintenance, cleaning, etc.), during the Reservation Periods amounts to [INCLUDE amount in EUR].

3. General Terms and Conditions

3.1 The terms of this training Centre reservation shall remain in force until confirmation or cancellation by the Host Association by 1 June 2019.

3.2 The Host Association or the LOS shall enter into a long-form agreement with the Training Centre Owner upon confirmation of the use of the Training Centre in connection with UEFA EURO 2020. Such long-form agreement will set out in greater detail the terms and conditions of the cooperation between the Training Centre Owner, the Host Association, the LOS and UEFA and shall incorporate the terms of this reservation form.

3.3 The Training Centre Owner has read and understood the requirements for training centres as set out in the UEFA EURO 2020 Tournament Requirements and confirms that it will fully comply with these requirements.

3.4 The Training Centre Owner shall deliver the Training Centre at the start of the Reservation Period free and clean of any contractual obligations of whatever nature such as (without limitation) obligations arising pursuant to sponsorship and advertising agreements, naming rights agreements or leases.

3.5 The Training Centre Owner warrants that no other activities shall take place at the Training Centre during the Reservation Period.

This reservation has been signed by a duly authorised signatory:

For the Training Centre Owner:

Signature	
Name	
Title	
Date	

For the Host Association:

Signature	
Name	
Title	
Date	

Sector 10 — Information and Communication Technology

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Telecommunications competitive landscape in your country	2
Telecommunications services	2
Video and broadcast services	3
Trunk radio services and networks	3
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List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

Question 10.09 — Radio frequency requirements

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 12 pages.

1 — National telecommunications infrastructure

In order to understand the telecommunications environment as well as the current infrastructure of telecom providers*, UEFA would like you to answer the following questions.

Telecommunications competitive landscape in your country

Question 10.01

Describe the top telecommunications companies active in your country, as well as their respective market shares (max. 3).

Telecommunications services

Question 10.02

Describe the data communication portfolio of the providers. Please use the table template shown below to submit your answers. In particular, we would like to know if they are able to deploy and operate the following services:

- Local Area Network (class of service management?) Wide Area Network services over a fibre network (what kind? class of service management?)
- Fibre infrastructure
- xDSL services
- Wireless hotspots
- System Integration services
- Content delivery network services
- Security services (perimeter protection, content filtering)

We also need to understand if these providers are full service providers who could serve as single point of contact for consultation, design, installation, implementation, training and maintenance.

	Provider 1	Provider 2	Provider 3			
LAN	Yes	Comments	No	Comments	Yes	Comments
Fibre infrastructure	Yes	Comments	Yes	Comments	Yes	Comments
xDSL services	Yes	Comments	No	Comments	No	Comments
Etc.						

Question 10.03

Describe the voice communication portfolio of the providers. Please use the table template as shown in Question 10.02 to submit your answers. In particular, we would like to know if they are able to deploy and operate the following services:

- POTS and ISDN services
- system integration for PBX services
- managed services for PBX-like functionalities
- mobile services
- value-added number services (08xx, 09xx)
- Call Center Services

We also need to understand if these providers are full service providers who could serve as single point of contact for consultation, design, installation, implementation, training and maintenance.

* The terms provider, operator and telecom operator are used interchangeably within this document.

Question 10.04

Describe the manufacturer partnerships of the telecom providers.

We would like to know who the main manufacturer partners of the operators are (max. 3 manufacturers) and what kind of certification or partner status they have.

Video and broadcast services

Question 10.05

Describe the broadcast services provided by the telecom operators in your country.

We would like to know if network operators have specific competencies in contribution and distribution of video and audio contents. Describe the experience of the telecom operators in previous large events.

We would like to know if telecom operators have been involved in the delivery of video and audio signals and have experience in the installation and operation of end-to-end video services.

Question 10.06

What kind of technologies do the telecom operators use for the transmission of the video and audio signals?

We would like to know in particular what adaptation equipment has been connected to the fibre network to handle video and audio sources.

Question 10.07

How large were the video and broadcast networks for which the telecom operators were responsible (maximum number of feeds transmitted)?

We would like to know the number of feeds that were transmitted by the end-to-end video services and how the operations were organised.

Trunk radio services and networks

Question 10.08

Which body is responsible for allocating, managing and controlling the necessary radio frequencies for the usage of Radio TETRA systems in your country?

Question 10.09

Provide a written guarantee ensuring that the needed radio frequencies will be made available and monitored as necessary.

Guarantee — Radio frequency requirements

2 — International telecommunications infrastructure

The UEFA EURO 2020 final tournament will be held in 13 countries. International telecommunication infrastructures will be required to provide end-to-end services in these 13 countries plus the countries where the UEFA infrastructure is hosted.

Question 10.10

Describe the agreements the top national telecom providers have with their counterparts in other countries.

For each telecom operator, we need to understand their current or planned business agreements with competitors or other telecom companies outside of their territories. We would like to know what services are impacted by these agreements.

Question 10.11

What are the current peering agreements (with whom, where, with which capacity)?

We would like to know how the top telecom operators deliver internet related services within your country and what the capacity of the internet backbone is.

Guarantee template for Question 10.09

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby fully and without restriction agrees to:

- a) make available the necessary range of radio frequencies (ETRA walkie-talkies) required by UEFA;
- b) ensure the development of any facilities needed for this purpose and the delivery of any required licences, all at standard market rate;

monitor the above frequencies and, upon identification of conflicts or disputes, to take all necessary measures to ensure that the full operational needs are met at all times.

On behalf of *[name of host country/host city/ other relevant territorial governing administration]*

(Signature)

(Official stamp)

(Place and date)

Sector 11 — Event Promotion

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1 – Host city experience	2
2 – Fan zones	2
3 – The role of the host country in the event promotion	2

List of maps requested

Question 11.02 — Fan zone locations

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

Question 11.04 — Event promotion

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 6 pages.

1 – Host city experience

Question 11.01

Has the host city had any experience of holding major sports or public entertainment events in the past? If so, provide general details of the event and number of visitors attending.

Fill in the form below for each significant event (maximum 25):

Name of event	Short description	Number of visitors

2 – Fan zones

Question 11.02

Identify one or several (maximum 3) large areas that can host the official fan zone. This location must be:

- centrally located in the city centre;
- easily accessible by foot and public transport;
- safe and secure;
- legally acceptable;
- aligned to the commercial requirements of UEFA.

Map — Provide a map no larger than A4, indicating the proposed fan zone location(s), public transport access points and anticipated locations of the screens.

Question 11.03

Describe the specific advantages of the proposed areas, indicating also how many fans they could accommodate.

3 – The role of the host country in the event promotion

Question 11.04

Provide a written guarantee that the host country will promote the tournament and develop a fan zone programme in non-host cities.

Guarantee — Event Promotion (conform to the template on page 3).

Guarantee template for Question 11.04

Union des Associations Européennes de Football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter country code of the National Association, the name of the proposed host city and the package choice: F, F&S or S]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]* fully and without restriction agrees to:

- a) develop – in consultation with UEFA – and implement a national promotional programme for UEFA EURO 2020 in accordance with the UEFA EURO 2020 tournament requirements;
- b) develop and contribute actively to the implementation of a fan zone programme for non-host cities (host city fan zone excluded) in accordance with the UEFA EURO 2020 tournament requirements;
- c) subsidise the national promotional programme and the fan zone programme for non-host cities with a minimum amount of *[insert amount in national currency]*.

On behalf of *[name of host country/host city/other relevant territorial governing administration]*

(Signature)	(Official stamp)
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(Place and date)

Sector 12 — Commercial Matters

Table of contents

1 – Commercial rights	2
2 – Commercial inventory	2

List of maps requested

None.

List of spreadsheets to be filled in

None.

List of additional documents to be provided

None.

List of guarantees requested

None.

Number of pages

The total length of this sector, including titles, maps, tables and illustrations, must not exceed 2 pages.

1 – Commercial rights

Question 12.01

Describe the legal measures (if any) that are proposed to help support UEFA's commercial programme in relation to UEFA EURO 2020 in the host country (including to enable UEFA's appointed partners to exercise the rights granted to them by UEFA). Please note that bidders will need to discuss these matters with the relevant authorities in order to answer this question.

2 – Commercial inventory

Question 12.02

Out of the total existing or projected inventory in the host city in the areas defined in the bid requirements, please indicate the percentage that will be offered free of charge by the host city.