



**TO:** Mayor and Councilmembers

**SUBMITTED BY:** Robert Nisbet, City Manager

**PREPARED BY:** Jaime A. Valdez, Assistant City Manager

**SUBJECT:** FIFA World Cup 2026™ Team Base Camp Host City Agreement

**RECOMMENDATION:**

- A. Authorize the City Manager to execute the attached Team Base Camp Host City Agreement in substantially final form and as included as Attachment 1, subject to any final negotiation considered in consultation with the City Attorney, between the City and a Participating Member Association Team that has been qualified to participate in the FIFA World Cup 2026™ Competition; and
- B. Authorize the City Manager to expend an amount not to exceed \$150,000 for public safety, community engagement, and other appropriate uses related to the Team Base Camp Host City Agreement; and appropriate \$100,000 from the General Fund Unassigned Fund Balance to the City Manager's Department to supplement existing budgeted funds as described in the Fiscal Impact section; and
- C. Find that the appropriation in Recommendation B, and any future allocation, to support any City obligations under the Team Base Camp Host City Agreement, is in the best interest of the City, serves a strong public purpose and is not a gift of public funds. Specifically, any allocation of City funding in support of the Team Base Camp Host City Agreement will bolster the City's local economy and local businesses, among other Goleta Strategic Plan goals.

**BACKGROUND:**

In late December 2025, Visit Santa Barbara contacted City staff about the possibility of Goleta serving as a Host City for a qualifying Participating Member Association Team (PMA Team) associated with the FIFA World Cup 2026™ (Competition) in North America. Since that time, the City has been working with relevant parties to review the attached Team Base Camp Host City Agreement (Host City Agreement) being recommended to the City Council. Authorizing the City Manager to execute the Host City Agreement does not guarantee that a qualifying PMA Team will select Goleta before this summer's North

America Competition events; however, the City must execute that Host City Agreement first, to be considered for selection.

As expected with a global sporting event, there are several logistical challenges involved. The Competition will be the largest in history, featuring 48 national teams, instead of the 32-team format in previous years. The timing considerations associated with signing the Host City Agreement is the reason the City has scheduled this matter for a January 12, 2026, Special City Council meeting.

## DISCUSSION:

City staff was provided the general Host City Agreement template, which is included as Attachment 1 to this staff report, with several minor site-specific modifications. Attachment 2 is the 2026 FWC Hosting Requirements, which is incorporated by reference into the Host City Agreement (see Section 4). The general Host City Agreement sets out the manner in which Goleta would support the Competition, the selecting PMA Team, and any local, Competition-related events as a “Team Base Camp,” should Goleta be selected.

As defined in the Host City Agreement, “Team Base Camp” means the headquarters of a PMA Team, consisting of a “Team Hotel and a Training Site.” The Training Site under consideration is outside the City of Goleta’s jurisdiction. Thus, the selected Training Site will need to separately execute a Training Site Agreement associated with the Competition. Importantly, the City Council’s authorization to execute the Host City Agreement creates an irrevocable commitment by the City to serve, and waives any right to challenge the specific, participating PMA Team that is then empowered to choose Goleta (see Host City Agreement, Section 2). In other words, there is no guarantee of which country, and which PMA Team, may come to Goleta. In addition, it is worth noting that portions of the Host City Agreement remain binding even if the City is not selected to host.

The Agreement uses template language and will be subject to only minor modification. The substantive terms are uniformly required of all host cities. Goleta’s role includes ensuring a safe and successful setting as a Host City by guaranteeing certain future governmental support and security for the PMA Team. That obligation is one of several described below, which are meant to highlight a non-exhaustive list of some of the commitments the City would be making under the Host City Agreement.

- **Section 5, Transport and Parking.** The Host City agrees at its own cost to implement appropriate directional signage, provide a traffic management plan, and ensure efficient movement and parking associated with the PMA Team’s movements in and around Goleta.
- **Section 6, Team Base Camp Host City Promotion.** The Host City agrees to bear the costs and expenses associated with any open-to-public training sessions in coordination with FIFA. The City’s promotion is limited by Sections 11-12, described below.

- **Section 7, Safety and Security.** The Host City guarantees security support at all relevant areas within its jurisdiction for the PMA Team, and agrees to bear all related costs and expenses. This includes police escorts within and reasonably outside Goleta, to the extent requested by the City.
- **Section 9, General Legal and Administrative Support.** The Host City shall issue all applicable licenses, permits, and other local approvals necessary at the City-level, and bear the costs of those obligations.
- **Sections 11-12, Commercial Rights, Ownership of Competition Marks.** Within these sections, and as emphasized elsewhere in the Agreement, the Host City acknowledges that all commercial rights, trademarks, names, designs, and any and all other associated emblems regarding the Competition and its related events are solely owned by FIFA. The Host City, absent receiving express clearance, is thus limited in its ability to promote and market the events in the region that use any such "Competition Marks."
- **Section 14, Taxes, Duties and Levies.** The Host City agrees and acknowledges it is subject to relevant taxes, duties, and levies specifically associated with entering into, implementing, or canceling the Host City Agreement.
- **Section 20, Termination.** The counter-signing PMA Team has the ability to terminate the Host City Agreement at any time. The Host City does not have that same authority.
- **Section 24, Indemnification/Limitation of Liability.** The Agreement includes one-sided indemnification, requiring the Host City to indemnify the PMA Team and FIFA, and the Host City waives any and all claims of liability to the extent permitted by law. Accordingly, approving the Host City Agreement would include obligations on the City that are at this time both known and unknown, and it is difficult for City to evaluate all risk and exposure at this time.
- **Section 25, General.** The rights and obligations of the parties to the Host City Agreement are governed by the laws of Florida, and in the case of any dispute, subject to arbitration in that State.

In preliminary conversations with the Santa Barbara County Sheriff's Office (SBSO), SBSO personnel have indicated they believe that they can provide the necessary law enforcement and security based on the perceived needs for this type of event/setting. Any additional services beyond those articulated in City's Law Enforcement Services Agreement (LESA) with the SBSO would be billed as stipulated in the LESA.

Any future funding assistance provided by the City as required by the Host City Agreement serves a public purpose and is not gift of public funds. That public purpose is laid out in the City's 2-Year Strategic Plan and described in more detail throughout this report and future expenditures could return at future City Council meetings.

## **GOLETA STRATEGIC PLAN:**

**City-Wide Initiative:** 4. Support Economic Vitality

**Strategic Goals:**

- 4.1 Promote a sustainable local economy
- 4.3 Encourage residents, neighboring shoppers, and tourists to support locally owned businesses in Goleta
- 4.4 Support regional economic vitality in the community through enhanced partnerships such as with UCSB, local businesses, and Chamber of Commerce organizations

### **FISCAL IMPACTS:**

The Agreement does not provide for reimbursement of City costs. The primary fiscal impact will be increased public safety services provided by the Santa Barbara County Sheriff's Office (SBSO), as well as costs associated with City staff and contracts to manage traffic or logistics, community engagement, and other associated uses.

Details of actual services are not immediately available at this time. Depending on FIFA's specific requirements, the PMA Team being hosted, and other related necessities, City staff estimates at this time the City's costs will be approximately \$150,000. To avoid the need for multiple future Council actions and delays, staff recommend utilizing a combination of existing funds and a one-time appropriation of \$100,000 from the General Fund Unassigned Fund Balance to the City Manager's Office Professional Services Account 101-10-1200-51200. Total funding support will then include:

- \$50,000 from Citizens' Option for Public Safety (COPS) (Fund 302) (Anticipated to have \$50,000 available)
- \$100,000 budget appropriation from the General Fund's Unassigned Fund Balance (balance is approximately \$834,000)

This amount represents a preliminary estimate and provides a prudent contingency to cover unforeseen security requirements or "surge" operational needs without requiring additional Council action during the event. If the final costs are lower than the appropriate amount, the remaining funds will return to the General Fund. All expenditures related to this event will be tracked with an assigned project code to ensure transparency and facilitate any potential future reimbursement or economic impact analysis.

Should Goleta be selected, City staff anticipates an uptick in economic activity from increased hotel stays, food and retail purchases, as well as other expenditures associated with the Competition-related events in the region, along with broader, induced consumer spending by community members and visitors to the area. Additionally, hosting a PMA Team provides potential intangible value through destination marketing and global visibility for the City of Goleta.

Upon securing additional information, City staff can return to the Council for an update.

### **ALTERNATIVES:**

The Council could decide not to authorize the Agreement and forego the opportunity to potentially serve as a Team Base Camp Host.

**LEGAL REVIEW BY:** Isaac Rosen, City Attorney

**APPROVED BY:** Robert Nisbet, City Manager

**ATTACHMENTS:**

1. General Template, "FWC2026 US, INC. TEAM BASE CAMP HOST CITY AGREEMENT"
2. 2026 FWC Hosting Requirements

## **ATTACHMENT 1**

General Template, "FWC2026 US, INC. TEAM BASE CAMP HOST CITY  
AGREEMENT"

**[PARTICIPATING MEMBER ASSOCIATION]**

**TEAM BASE CAMP HOST CITY AGREEMENT**

between

**[PMA LEGAL ENTITY NAME AND ADDRESS]** ("PMA")

and

**City of Goleta**

**130 Cremona Dr # B**

**Goleta, CA 93117** ("TBC Host City Authority")

This **AGREEMENT** ("Agreement") is made effective as of **[DATE]** (the "Effective Date"), by and between PMA. and the TBC Host City Authority, a municipal corporation . PMA and the TBC Host City Authority may be referred to herein individually as "Party" or collectively as "Parties."

- A. PMA has been established to support their football team in the participation of the FIFA World Cup 2026™ (hereinafter, the "Competition").
- B. FIFA26 Inc. has been established to undertake activities for the encouragement and promotion of amateur football for the recreation and entertainment of the general public, including coordinating and overseeing the necessary preparations for the FIFA World Cup 2026™.
- C. The Team Base Camp Training Site is selected by the PMA for use in the Competition.
- D. This Team Base Camp Host City Agreement together with its schedules (the "Agreement") sets out the manner in which the TBC Host City Authority will support FIFA26 Inc. in delivering the Competition and supporting the PMA in the use of the Team Base Camp Training Site.

1. Definitions

**2026 FWC Hosting Requirements** means a document developed and issued by FIFA for the Competition (as updated from time to time by FIFA), which contains certain requirements to be complied with by Competition stakeholders (which may include the TBC Host City Authority) in connection with hosting and staging the Competition, as further described in Clause 4.

**Ambush Marketing** means any attempt by an entity to gain an unauthorized commercial association with FIFA and/or the Competition to the detriment of FIFA or FIFA26 Inc., whether by way of an unauthorized use of the Competition Marks or otherwise.

**Competition** means the 2026 FIFA World Cup, including any matches and Competition-related Events, which is scheduled to be staged in the Host Country in the year 2026.

**Competition Marks** means the official emblem, the official trophy, the official slogan, the official posters, the official mascot, any official titles of the Competition (in any language) and any abbreviations thereof, the official "look and feel" of the Competition, and any other Intellectual Property related to the Competition or a Competition-related Event.

**Competition Period** means the period commencing ten (10) days prior to the Opening Match and concluding five (5) days after the last Match of the Competition.

**Competition-related Events** means any events or activities other than Matches which are directly or indirectly related to the Competition (as applicable) officially organized, supported, sanctioned by, or staged under the auspices of, FIFA, FIFA26 Inc., or, at FIFA's discretion, the Member Association and which are designed to promote, celebrate, enhance or facilitate the hosting and staging of the Competition, including the following events and activities directly or indirectly related to the Competition:

- (a) ceremonies (including the opening ceremony, closing ceremony and award ceremonies);
- (b) other ceremonies, events, activities, workshops and seminars;
- (c) cultural events (such as concerts, exhibitions, displays, shows or other expressions of culture);
- (d) events related to FIFA sustainability activities;
- (e) press conferences and other media events;
- (f) training sessions;
- (g) launch of the official mascot, official emblem, official slogan, official posters and any other launch events; and
- (h) any other activities that FIFA considers relevant for the hosting and staging of the Competition.

**Event Transport** means the transport and general mobility of the constituent groups involved in the preparation, hosting and staging of the Competition or a Competition-related Event, as defined by FIFA. For the avoidance of doubt, Event Transport does not include transport and general mobility of fans and other groups of people not being part of such constituent groups.

**FIFA** means the Federation Internationale de Football Association including any of its direct or indirect subsidiaries (excluding FIFA26 Inc.).

**FIFA Competition(s)** means any competition staged, operated, or organized by FIFA and any events related to such competitions, including but not limited to, the Competition.

**FIFA Marks** means any mark incorporating FIFA26 Inc. or FIFA's corporate emblem and any approved permutations or derivations thereof used to indicate the FIFA brand or any brand associated with FIFA or FIFA26 Inc..

**Government** means the national government of the Host Country.

**Host Country** means the United States of America.

**Human Rights** means, at a minimum, those internationally recognized human rights, including labor rights, expressed in the International Bill of Human Rights and the principles concerning fundamental rights set out in the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. The latter includes ILO's core labor conventions, C29 on Forced Labour and Protocol to C29, C87 on Freedom of Association and Protection of the Right to organise convention, C98 on the Right to organise and to Collective Bargaining, C100 on Equal Remuneration, C105 on Abolition of Forced Labour, C111 on Discrimination (Employment and Occupation), C138 on Minimum Age, and C182 on the Worst Forms of Child Labour. Depending on the nature of activities and potential impacts, the scope and consideration of internationally recognized human rights shall be enlarged to include, for instance, the United Nations instruments on the rights of indigenous peoples; women; national or ethnic, religious and linguistic minorities; children; persons with disabilities; and migrant workers and their families, as well as the ILO's Convention C135 on Workers' Representatives and C155 and C167 on Occupational Safety and Health.

**Intellectual Property** means all intellectual property now in existence or developed or created in the future of whatever nature, howsoever arising and in whatever media, including copyrights, trade marks, service marks, trade dress, designs, patents, images, performances, concepts, audio or visual recordings, broadcasts, photographs, films, choreography, lyrics, music, compositions, scripts, brand names, business names,

logos, indicia, references, phrases, expressions, trade secrets, business concepts, know-how, domain names, circuit designs, circuit layouts, discoveries, inventions, documents, drawings, specifications, records, manuals, models, memoranda, technical data and social media handles, account names, usernames or web addresses or other literary, musical, artistic or dramatic works, and any applications for the protection or registration of such rights and all renewals and extensions thereof and goodwill throughout the world.

**Intellectual Property Rights** means all rights existing in the Host Country or elsewhere, whether created before, on or after the commencement of this Agreement, whether registered or not and whether protected by legislation or not, which attach to or subsist in any Intellectual Property, including all rights to register such rights, but excluding moral rights.

**Marketing Rights** means, in any and all media, in all languages and throughout the universe, any and all advertising rights, promotional rights, rights of endorsement, rights of association, premium and giveaway rights, marketing rights, merchandising and licensing rights, catering and concession rights, sponsorship rights, hospitality rights, travel and tourism rights, ticketing rights, accommodation rights, publishing rights, betting/gaming rights, retail rights, music rights any other rights and/or associated commercial opportunities relating to the Competition and the Competition-related Events, to the extent that such rights are not Media Rights.

**Match** means any football match in its entirety (including replays, extra-time and penalty shoot-out phases), which takes place as part of the Competition.

**Member Association** means the national football association in the Host Country which is officially affiliated to FIFA which has been (together with other FIFA member associations) appointed by FIFA for the co-organization together with FIFA of the Competition in the Host Country.

**Media Rights** means the rights, in any language and throughout the universe, to report upon, record, transmit or otherwise exploit any still or moving visual-only images, any audio-only material, any audio-visual material, any text and any data by any means whatsoever (whether now known or hereafter devised, developed or invented), any aspect or element of the Competition and Competition-related Events on a live, as-live and/or delayed basis, in full length or in part, in any media and by any means of transmission or delivery, whether now known (including successor technologies) or hereafter invented, including any news access rights. For the avoidance of doubt, the right to broadcast, stream and/or transmit the basic audio-visual feed (or any supplemental feed) and the right to transmit radio commentary of any Match constitute Media Rights. Media Rights include the right to record, create and exploit any official films or any official concerts of the Competition and/or similar audio-visual products and programming, including public exhibition rights.

**Opening Match** means the opening Match of the Competition.

**Participating Member Association** means any member association whose Team has qualified to participate in the Competition.

**Site** means

- (a) any Team Base Camp;
- (b) any official parking area,
- (c) any other locations, areas and/or facilities designated by FIFA as an official site in relation to the Competition, including media facilities, the locations for the Competition-related Events and to which access is permitted only to accreditation pass holders.

**Team** means any team representing a Participating Member Association at the Competition.

**Team Delegation** means the delegation of a Team, consisting of players, coaches, managers, medical staff, officials, media officers, representatives and guests of a Team as well as other individuals

appointed by FIFA or the Member Association for the purposes of accompanying and liaising with the Team.

**Team Hotel** means any hotel at which a Team Delegation is accommodated during the Competition Period.

**Team Base Camp** means the headquarters of a Team during the Competition Period of the Competition, consisting of a Team Hotel and a Training Site.

**Team Base Camp Host City** means the city in which, or in the vicinity of which, the Team Base Camp Training Site is located, and which is therefore selected by FIFA as a team base camp host city of the Competition.

**Team Base Camp Training Site** means Harder Stadium, University of California, Santa Barbara, Stadium Rd, Santa Barbara, CA 93106

**Training Site** means any training site located in, or in the vicinity of, the Team Base Camp Host City which is selected by FIFA26 Inc. for the Competition to conduct Competition-related training sessions of a Team.

**Training Site Agreement** means the agreement entered into between FIFA and the Training Site in relation to use of the venue by FIFA for the Competition.

**Venue** means the area comprising all Sites and their connections used for the Competition and/or a Competition-related Event within the Team Base Camp Host City and, if determined by FIFA26 Inc., all sites connected to, but located outside, of the Team Base Camp Host City (such as the Airport(s), if applicable).

## 2. Selection And Fulfilment of Agreement

2.1 The TBC Host City Authority agrees and acknowledges that FIFA26 Inc. has the authority to select and determine the number of Team Base Camp Host Cities proposed for the Competition in its sole discretion. The PMA has selected their preferred Team Base Camp, based on their individual needs, from a variety of sites offered to them by FIFA26 Inc.

2.2 This Agreement shall be concluded and come into full legal effect for the Parties as and when the PMA accepts the offer by the TBC Host City Authority by providing the TBC Host City Authority with a countersigned version of this Agreement.

## 3. Term

3.1 The term of this Agreement commences on the date of countersignature of this Agreement by PMA pursuant to Clause 2.2 and will expire on 31 December 2026, unless previously terminated in accordance with the provisions this Agreement.

3.2 For the avoidance of doubt, the provisions of Clauses 1, 2.1, 3, 9.3, 10, 11, 12, 14, 15, 19.1(e) and 21 to 25 (inclusive) shall survive expiry or early termination of this Agreement.

3.3 Notwithstanding Clauses 2.2 and 3.1, the TBC Host City Authority acknowledges and agrees that: (a) the provisions of Clauses 1, 2.1, 3.3, 9.3, 11, 12, 15, 19.1(e), 21, 22, 24, 25.1, 25.4 and 25.5 of this Agreement shall apply to and be binding upon the TBC Host City Authority with immediate effect upon unilateral execution of this Agreement by the TBC Host City Authority; and (b) in the event that the Team Base Camp Training Site is not selected by PMA (or FIFA26 Inc. otherwise does not choose to keep the Team Base Camp Training Site), the relevant provisions set out in 3.3 shall remain binding on the TBC Host City Authority and PMA.

#### 4. 2026 FWC Hosting Requirements

The TBC Host City Authority acknowledges and agrees that the 2026 FWC Hosting Requirements may contain specific requirements to be complied with by the TBC Host City Authority in connection with hosting and staging the Competition, including descriptions, quality standards, specifications and modifications of the obligations under this Agreement and further obligations and requirements of the TBC Host City Authority. The 2026 FWC Hosting Requirements shall form an integral part of this Host City Agreement.

#### 5. Transport and Parking

5.1 Transport in connection with the Competition is comprised of Event Transport, transport infrastructure and general mobility. The TBC Host City Authority shall support, and shall seek to ensure that the Government, any further competent local, regional and/or national governmental authorities, and further private stakeholders in the Venue (as applicable) support, Event Transport as contained in this Agreement.

5.2 The TBC Host City Authority shall implement appropriate directional signage to the Sites at any relevant public areas, to be determined by the TBC Host City Authority in consultation with FIFA26 Inc.

5.3 The TBC Host City Authority shall coordinate all competent local, regional or national governmental authorities and relevant private stakeholders in the relevant Venue with respect to the provision of their support for Event Transport.

5.4 The TBC Host City Authority shall support, and shall seek to ensure that any further competent local, regional and/or national governmental authorities, and further private stakeholders in a Venue (as applicable) support, FIFA26 Inc. with respect to its responsibility to elaborate and implement a transport strategy and concept in connection with the Competition for the general mobility of Team Base Camp Host City Teams, and any other relevant parties. In particular, the TBC Host City Authority shall support and assist FIFA26 Inc. with:

- (a) parking limitations to ensure that buses have efficient movement between Team Hotels and Training Sites;
- (b) obtaining any required permits for Event Transport around official Sites (including the Airport, Training Site and Team Hotel); and
- (c) the entry and exits of transport into Sites.

5.5 The TBC Host City Authority agrees to enact such parking limitations as instructed by FIFA26 Inc. to enable FIFA26 Inc. buses that are a minimum of 13.5 - 15m long x 2.5 – 2.8m wide each, (44 -49ft x 8- 9ft), with a turning circle of 24-26 meters (79-85 ft) to gain access to roads into the relevant Sites.

5.6 Where requested, the TBC Host City Authority will provide FIFA26 Inc. with a traffic management plan covering such topics as agreed with FIFA26 Inc..

5.7 The TBC Host City Authority shall support, and shall seek to ensure that the Government, any further competent local, regional and/or national governmental authorities, and further private stakeholders in a Venue (as applicable) support, FIFA26 Inc. with respect to ensuring the availability of such number of parking facilities, including load zones and staging areas, at all Sites for the exclusive use for the Competition, to enable Teams to enter and exit vehicles within close proximity to the entrance and exit for such Site, including the following parking spaces at both the Airport(s) and Team Base Camp:

- (a) 2 x Buses (13.5 - 15m / 44 -49ft per bus);

- (b) 1 x kit van (8m/27ft per van);
- (c) 1 luggage truck (10m/33ft - 46ft including tail lift)
- (d) 2 x passenger vans (6m/20ft per vehicle) (d) 2 x car (5m/16.5ft per vehicle).

5.8 In this regard, the TBC Host City Authority agrees and acknowledges that it will provide:

- (a) separate dedicated parking facilities for buses and cars as detailed above, including dedicated parking facilities for disabled people; and
- (b) dedicated parking facilities for FIFA client groups (including without limitation media, broadcast, workforce, teams, and guests) outside the perimeter of the Team Base Camp Training Site as per the operational plan agreed between the Parties.

## 6. Team Base Camp Host City Promotion

6.1 FIFA26 Inc. has developed a dressing program and designed materials to use for the Competition. The TBC Host City Authority may provide Team Base Camp Host City dressing and signage using Competition design adjacent to the Training Sites, in key agreed locations, and/or in the immediate vicinity of the Airport(s), subject to obtaining all and any approvals required from FIFA and/or FIFA26 Inc. in relation to such dressing and signage. If the TBC Host City Authority wishes to provide such host city dressing, it shall do so at its own cost, including production, installation and dismantling of such dressing and signage.

6.2 If the TBC Host City Authority owns any outdoor media that is available during the Competition located near the Training Sites, the Airport(s) or other key locations, it shall at FIFA26 Inc.'s request make it available to FIFA26 Inc. to install Competition branding to promote the Competition.

6.3 The TBC Host City Authority shall collaborate with FIFA26 Inc. in respect of the development of any marketing promotion related to the Competition and the provision of tourism activities to Teams for use in media and PR opportunities, including but not limited to, facilitating any permits required by FIFA and/or FIFA26 Inc..

6.4 If FIFA26 Inc. decides that there will be an open training session at the Training Site located in the Team Base Camp Host City, FIFA26 Inc. will provide the TBC Host City Authority with the opportunity to coordinate with FIFA26 Inc. in organizing a community engagement. This may include, but is not limited to, inviting attendees, organizing transport to the Training Site for attendees and arranging media opportunities. Any additional costs associated with organizing the open-to-public training session will be the responsibility of the TBC Host City Authority. Where the TBC Host City Authority decides to offer any additional community activities to Participating Member Associations, it will notify FIFA26 Inc. in writing of such opportunities, and where appropriate, FIFA26 Inc. will facilitate discussions with the relevant Participating Member Association in relation to such activities.

## 7. Safety and Security

7.1 The TBC Host City Authority shall support, and shall seek to ensure that any further competent local, regional and/or national governmental authorities (including local police and/or local public safety agencies) and further private stakeholders in the Venue (as applicable) support, the safety, security and protection in the Team Base Camp Host City for all individuals present in connection with the Competition at Training Sites, Team Hotels, and any other Sites located in the Team Base Camp Host City.

7.2 A Safety and Security Plan shall be prepared in collaboration with FIFA26 Inc., and implemented

by the TBC Host City Authority in conjunction with the relevant competent local, regional and/or national governmental authorities (including local public safety agencies) at Team Hotels, Training Sites and Airports at no cost to FIFA or FIFA26 Inc.

7.3 The TBC Host City Authority, with the support of any further competent local, regional and/or national governmental authorities (including local police and public safety agencies), shall guarantee the police escort of all Team Delegation movements within the Team Base Camp Host City, and where within the TBC Host City's capability, reasonably outside of the Team Base Camp Host City to the extent requested by FIFA, as well as provide traffic control whenever necessary and in the manner directed by FIFA26 Inc.

7.4 The TBC Host City Authority shall make available, at no cost, all relevant areas/instruments at the Team Hotels and other areas in and around the TBC Host City, that are under the TBC Host City Authority's control for implementation of a secure buffer around those Sites.

## 8. Medical

8.1 The TBC Host City Authority shall support, and shall seek to ensure that any competent local, regional and/or national governmental authorities and further private stakeholders in the Venue (as applicable) support, emergency medicine operations for all individuals present at Training Sites, Team Hotels, and any other Sites located in the Team Base Camp Host City, including without limitation ensuring a response time for emergency medical services of less than ten minutes in the event of a life-threatening incident.

8.2 With respect to the hosting and staging of the Competition also in the Team Base Camp Host City, the TBC Host City Authority shall:

- (a) adopt all general fire protection and medical service measures as well as other protection measures;
- (b) pass the necessary municipal ordinances and by-laws to fully implement any arrangements for the fire protection and medical service measures; and
- (c) provide any such support and assistance as may be requested by the Government or any further competent local, regional and/or national governmental authorities.

Any such general fire protection and medical service measures shall be of the highest quality and standard with a high degree of priority, taking into account that the Competition is one of the most significant sporting events in the world occupying a high level of public interest. Further details of the support to be provided by the TBC Host City Authority in this respect shall be provided by FIFA 26 Inc. at a later stage.

## 9. General Legal and Administrative Support

9.1 The TBC Host City Authority shall provide reasonable support and assistance to the Government and further competent local, regional or national governmental authorities in relation to the construction, renovation and/or provision of any infrastructure, equipment, utilities and services required in connection with the hosting and staging of the Competition in the Team Base Camp Host City.

9.2 The TBC Host City Authority shall, to the extent permitted by applicable laws and regulations, issue to PMA, FIFA26 Inc., FIFA, and any third party appointed by FIFA or FIFA26 Inc., in relation to their activities within the Team Base Camp Host City in connection with the Competition, all applicable and relevant decrees, licenses, permits, grants, orders, decisions and other acts on a municipal level in the Team Base Camp Host City as may be required to ensure that PMA, FIFA26 Inc., FIFA or any third party appointed by PMA, FIFA26 Inc. or FIFA, may comply with their obligations, and exercise their rights, in connection with the hosting and staging of the Competition in the Team Base Camp Host City, including

by handling the processes for issuance of permits, concessions and licenses for the erection of temporary facilities in a timely, appropriate and accelerated manner.

9.3 Unless otherwise explicitly stated in this Agreement, the TBC Host City Authority shall be responsible to bear all costs and expenses incurred by the TBC Host City Authority for the fulfilment of its obligations, and the exercise of the rights granted to the TBC Host City Authority, as set out in this Agreement.

#### 10. No Association

10.1 The TBC Host City Authority acknowledges and agrees that the appointment made hereunder does not confer on the TBC Host City Authority any right of association (whether direct or indirect) with FIFA26 Inc., FIFA and/or its events/FIFA Competitions nor (unless agreed in writing by FIFA26 Inc. or FIFA) any right to use the Competition Marks, the FIFA Marks and/or any other mark, logo, designation or name relating to FIFA26 Inc., FIFA and/or the Competition or any other FIFA event/FIFA Competition. The TBC Host City Authority shall not associate itself and/or any third party or its products and services, with FIFA, FIFA26 Inc. and/or any of its events/the FIFA Competitions (including the Competition). The TBC Host City Authority shall not (without limitation) seek or purport to have any form of association (nor associate any third party) with FIFA, FIFA26 Inc., the Event, any other FIFA event/FIFA Competition whatsoever and shall not engage in any activity that in FIFA26 Inc.'s opinion creates any such association, unless FIFA26 Inc. has provided prior written consent.

#### 10.2 [PMA Optional No Association language]

#### 11. Commercial Rights

11.1 The TBC Host City Authority acknowledges and agrees that:

- (a) FIFA26 Inc. and/or FIFA owns and controls, on a worldwide basis, all commercial rights in or attaching to the Competition, including (without limitation) any and all Media Rights, Marketing Rights, Intellectual Property Rights, and any other rights in relation to sponsorship, merchandising, ticketing and broadcasting, and that FIFA26 Inc. and/or FIFA may exploit such rights directly or indirectly in their absolute discretion (without consultation with the TBC Host City Authority) and retain all revenues derived from the same;
- (b) it shall not by itself exploit, or grant or purport to grant to any third party the right to exploit, directly or indirectly, any Media Rights, Marketing Rights, Intellectual Property Rights or any other commercial or other rights and opportunities in relation to the Competition (which includes any Competition-related Events);
- (c) it shall refrain from any, direct or indirect, activity which may result in the infringement of, or unfair competition with, any Media Rights, Marketing Rights, Intellectual Property Rights or any other commercial or other rights and opportunities in relation to the Competition (which includes any Competition-related Events); and
- (d) no third party which has not been authorized by FIFA may conduct any activity which may give rise to any association between such party and the Competition (which includes any Competition-related Events) or FIFA or which, directly or indirectly, exploits in any manner the goodwill or image of the Competition.

#### 11.2 Transfer and Proof of Rights.

- (a) To the extent that any local, regional, national or other laws, regulations, directives or judicial acts applicable in the Host Country (or parts thereof) may result in any of the Media Rights, Marketing Rights, Intellectual Property Rights or any other commercial or other rights and opportunities, including any title and interest in relation to the Competition falling under the ownership and/or control of the TBC Host City Authority, the TBC Host City Authority hereby unconditionally waives, pledges and assigns and/or transfers to FIFA with immediate effect with full title guarantee in perpetuity and without any restriction any Media Rights, Marketing Rights, Intellectual Property Rights or any other present or future commercial or other rights and opportunities, including any title and interest in, and to, the Competition) for FIFA's unfettered exploitation, and waives any and all claims to, directly or indirectly, exercise and/or exploit any of such rights and opportunities itself, or to grant to any third party the right to directly or indirectly exercise any of such rights or opportunities. For the avoidance of doubt, the TBC Host City Authority shall not be entitled to withhold, refuse or restrict any waiver, assignment and/or transfer of such rights on the basis of any news access laws or any other local, regional or national laws, regulations, directives or judicial acts applicable in the Host Country (or parts thereof).
- (b) Any assignment and/or transfer of any Intellectual Property Rights under this Clause 11.2 shall be by way of present assignment of future copyright, to the fullest extent possible and for the full term of copyright, including any renewals, reversions or extensions thereof and thereafter in perpetuity.
- (c) The TBC Host City Authority shall inform FIFA in writing and without unreasonable delay if any of the Media Rights, Marketing Rights, Intellectual Property Rights or any other commercial or other rights and opportunities may be deemed to fall under the ownership and/or control of the TBC Host City Authority under any local, regional, national or other laws, regulations, directives or judicial acts applicable in the Host Country (or parts thereof).

11.3 Upon request by FIFA, the TBC Host City Authority agrees to execute, free of charge and at its own costs, in a timely manner and in compliance with any instructions given by FIFA any and all clearances or other documents (including without limitation patent applications, invention assignments and copyright assignments), as may be required by any local, regional, national or other laws, regulations, directives or judicial acts applicable in the Host Country (or parts thereof) to effect such assignment, transfer and waiver of such rights to FIFA and to enable the free and unfettered, direct or indirect, exploitation of any and all Media Rights, Marketing Rights, Intellectual Property Rights and other present or future commercial and other rights and opportunities by FIFA, or to otherwise perfect in FIFA or FIFA26 Inc. the right, title and other interest in any FIFA or FIFA26 Inc. Intellectual Property Rights. If FIFA26 Inc. is unable for any reason, after reasonable effort, to secure TBC Host City Authority's signature (or the signature of TBC Host City Authority's authorized representative(s), if applicable) on any document needed in connection with the actions specified above, TBC Host City Authority hereby irrevocably designates and appoints FIFA26 Inc. as TBC Host City Authority's agent and attorney-in-fact, which appointment is coupled with an interest, to act for and, on TBC Host City Authority's behalf, to execute, verify and file any such documents and to do all other lawfully permitted acts to further the purposes of the preceding paragraph with the same legal force and effect as if executed by TBC Host City Authority.

11.4 In case that the TBC Host City Authority is prevented from fully and unrestrictedly waiving, pledging, assigning and/or transferring any Media Rights, Marketing Rights, Intellectual Property Rights or any other commercial or other rights and opportunities, including any title and interest in relation to the Competition as described in Clause 11.2 above on the basis of any news access laws or any other local, regional or national laws, regulations, directives or judicial acts applicable in the Host Country, FIFA, at its sole discretion, shall be entitled to decide on the manner in which the TBC Host City Authority and FIFA shall comply with any such news access laws or any other local, regional or national laws, regulations, directives or judicial acts applicable in the Host Country, including any policies, rules and

requirements for accessing the relevant Sites.

## 12. Ownership of Competition Marks.

12.1 The TBC Host City Authority agrees and acknowledges that FIFA is the sole owner of all Competition Marks as well as FIFA Marks and any other trademarks, designs, names, designations, symbols, identifying music or sounds, logos, mascots, emblems, trophies and other artistic or orthographic representations which refer to, or associate with, the Competition or Competition-related Events, and that all rights and goodwill in, and in relation to, the Competition Marks, FIFA Marks and such other marks shall remain vested in FIFA both during and after the term of this Agreement.

12.2 Any and all goodwill arising from the use of the Competition Marks by the TBC Host City Authority will inure to the benefit of FIFA.

12.3 The TBC Host City Authority agrees and acknowledges that it does not, by virtue of this Agreement, obtain, or become entitled to claim, any right, title or interest in or to the Competition Marks. The TBC Host City Authority will not grant, or purport to grant, any right or license to use the Competition Marks to any third party, unless expressly authorized by FIFA in writing or unless otherwise permitted under this Agreement.

12.4 The TBC Host City Authority agrees and acknowledges not to oppose or in any other way challenge by any means, and shall seek to ensure that any competent local, regional or national governmental authorities do not oppose or in any other way challenge any of the trademark, design copyright, or any other intellectual property right applications filed by FIFA or its affiliates, nominees or licensees in respect of the Competition Marks and the FIFA Marks, or FIFA's ownership of the Competition Marks and FIFA Marks and any other trademarks, designs, names, designations, symbols, identifying music or sounds, logos, mascots, emblems, trophies and other artistic or orthographic representations which refer to, or associate with, FIFA26 Inc., FIFA, or the Competition, including the Competition-related Events.

12.5 The TBC Host City Authority shall refrain, at any time, from applying for any copyright, trademark, design, patent, or any other intellectual property protection or domain name registration in relation to the Competition Marks and FIFA Marks as well as any other trademarks, designs, names, designations, symbols, identifying music or sounds, logos, mascots, emblems, trophies and other artistic or orthographic representations which refer to, or associate with, FIFA26 Inc., FIFA, or the Competition, including the Competition-related Events, or assist any third party to do so.

12.6 The TBC Host City Authority shall not adopt, create and/or use:

- (a) any other trademarks, designs, names, designations, symbols, identifying music or sounds, logos, mascots, emblems, trophies and other artistic or orthographic representations which refer to, or associate with, FIFA26 Inc., FIFA, or the Competition, including any Competition-related Events throughout the term of this Agreement;
- (b) any registered or unregistered trademarks owned by FIFA, including any Competition Marks or FIFA Marks; or
- (c) any term or symbol which is confusingly similar to, is a colorable imitation of, or is a derivation of, stylisation, which unfairly competes with, such trademarks.

In particular, the TBC Host City Authority undertakes to refrain from the development, use or registration of, any name, logo, trademark, indicia, brand name, symbol, service mark or other mark (whether registered or unregistered) or designation which may be inferred by the public as identifying with FIFA, FIFA26 Inc., or the Competition, including the words "FIFA", "World Cup", "Coupe du Monde", "Mundial", "Copa do Mundo", "Copa del Mundo", "WM" or "Weltmeisterschaft", (or any other term

used in any language to identify the Competition), or the development, use or registration of any such marks using dates in connection with the name of the Host Country, or the Team Base Camp Host City or any similar indicia or derivation of such terms or dates in any language.

12.7 In the event that the TBC Host City Authority uses any of the Competition Marks without FIFA's prior written approval or receive a notification from FIFA that such use is not in line with the approval given by FIFA, the TBC Host City Authority shall, upon receipt of written notice from FIFA and without any unreasonable delay, cease to use the concerned Competition Marks.

12.8 The TBC Host City Authority shall not conduct any Ambush Marketing activities itself, and shall refrain from authorizing, or in any other manner permitting, or enabling any unauthorized third party to create, in FIFA26 Inc.'s opinion, any association with FIFA26 Inc., FIFA, and/or the Competition.

12.9 In the event the TBC Host City Authority becomes aware of any infringement, such as an unauthorized use of the Competition Marks, FIFA Marks or any Ambush Marketing activities, the TBC Host City Authority shall notify FIFA26 Inc., without unreasonable delay and in the manner determined by FIFA26 Inc., of such infringement, in particular of the following details:

- (a) the identity of the infringing party;
- (b) the nature of the activities;
- (c) where the activities have taken place;
- (d) the date on which the activities were discovered; and
- (e) any other information requested by FIFA.

### 13. Sustainability Requirements and Human Rights

13.1 The hosting and staging of the Competition creates a significant social, economic and environmental impact in the Host Country, including the Team Base Camp Host City. Carefully balancing social, environmental and economic considerations are key to a sustainable event.

13.2 The TBC Host City Authority shall manage any of its activities in connection with hosting and staging of the Competition in the Team Base Camp Host City in a sustainable manner.

13.3 The TBC Host City Authority shall fully support any efforts of PMA, FIFA, and FIFA26 Inc. to ensure that any adverse impact on the natural environment and resources as a result of the preparation and organization of the Competition in the Team Base Camp Host City is minimized and that, in particular, the principles of environmental protection are applied in relation to water usage, energy consumption, transport, procurement, construction and upgrading of infrastructure, waste management, tourism and the protection of environmentally sensitive areas affected by the Competition.

13.4 PMA, FIFA and FIFA26 Inc. are committed, and expect all involved stakeholders (including the TBC Host City Authority) to be fully committed, to respecting all Human Rights in every aspect of the organization of the Competition, including legacy and post-event related activities.

13.5 The TBC Host City Authority shall:

- (a) support, and participate in, any multi-stakeholder forum requested or set up by FIFA and/or FIFA26 Inc. to facilitate an open and structured dialog between the relevant stakeholders, including civil society experts, in relation to Human Rights in connection with hosting and staging the Competition in the Team Base Camp Host City and/or the TBC Host City Authority's activities relating to this Agreement;

- (b) at all times observe all national laws and international conventions concerning women workers' rights, elimination of all forms of discrimination, the banning of child labor and anti-corruption and money laundering; and
- (c) support, and cooperate with, any grievance mechanisms, monitoring activities or such other remediation processes as determined by FIFA (whether established by FIFA, FIFA26 Inc., governmental authorities and/or other relevant entities) for individuals and communities who may be adversely impacted in connection with hosting and staging the Competition in the TBC Host City and/or the TBC Host City Authority's activities relating to this Agreement.

#### 14. Taxes, Duties and Levies

14.1 Subject to Clause 14.2 below, each party shall bear its own taxes, duties and levies which result from entering and/or implementation and/or cancellation of this Agreement. The Parties agree that they shall cooperate in good faith to minimize non-refundable taxes, duties and levies in line with applicable legislation and practice.

14.2 The TBC Host City Authority agrees and acknowledges that all taxes, duties and levies which are imposed directly or indirectly by statute, directives or in any other binding legal form on FIFA, FIFA26 Inc. and/or FIFA's subsidiaries and/or the Member Association as a direct or indirect consequence of the Competition and/or the entering and/or implementation and/or cancellation of this Agreement under municipal laws and regulations applicable in the Team Base Camp Host City shall be borne by the TBC Host City Authority. For the purposes of this Agreement, such "taxes, duties, and levies" shall not include any state or local charges. The PMA shall be responsible for any state or local charges generally applicable to other residents and visitors of the TBC Host City Authority, including but not limited to local sales tax and Transient Occupancy Tax. The TBC Host City Authority agrees and acknowledges that the terms and conditions of this Clause 14.2 shall not affect any exemption from any taxes, duties and levies granted to FIFA in the Host Country on any level, including any exemption from taxes, duties and levies payable under municipal laws and regulations in the Team Base Camp Host City.

#### 15. Confidential Information.

15.1 During the term of this Agreement and in the course of TBC Host City Authority's performance hereunder, TBC Host City Authority may receive and otherwise be exposed directly or indirectly, to technical and non-technical confidential information of FIFA26 Inc., including without limitation, information relating to FIFA26 Inc.'s business, strategies, designs, products, services and technologies and any derivatives, improvements and enhancements related to any of the foregoing, or to FIFA26 Inc.'s suppliers, customers or business partners (collectively "Confidential Information"), whether in graphic, written, electronic or oral form. Confidential Information may be labeled or identified at the time of disclosure as confidential or proprietary, or equivalent, but Confidential Information also includes information which by its context would reasonably be deemed to be confidential and proprietary. "Confidential Information" may also include, without limitation, unpublished patent applications and other intellectual property filings, ideas, techniques, works of authorship, models, inventions, compounds, compositions, know-how, processes, algorithms, software programs, software source documents, formulae, information and trade secrets as well as financial information (including sales costs, profits, pricing methods), research data, clinical data, bills of material, customer, prospect and supplier lists, investors, employees, business and contractual relationships (including with third parties), business forecasts, sales and merchandising data, and business and marketing plans and any derivatives, improvements and enhancements related to any of the above, as well as the existence and terms of any negotiations, discussions or agreements between the Parties including this Agreement and all other information of a confidential or proprietary nature directly or indirectly disclosed by or on behalf of FIFA26 Inc. to the TBC Host City Authority or its personnel. Information FIFA26 Inc. provides regarding third parties as to which FIFA26 Inc. has an obligation of confidentiality also constitutes "Confidential

Information.”

15.2 TBC Host City Authority acknowledges the confidential and secret character of the Confidential Information, and agrees that the Confidential Information is the sole, exclusive and extremely valuable property of FIFA26 Inc.. Accordingly, TBC Host City Authority agrees not to use or reproduce the Confidential Information except as reasonably necessary in the performance of this Agreement, and not to disclose, lecture upon or publish all or any part of the Confidential Information in any form to any third party, either during or after the term of this Agreement, without the prior written consent of FIFA26 Inc.. Without limiting the foregoing, TBC Host City Authority shall permit access to the Confidential Information only to those third parties having a need to know such information and who have signed, prior to the disclosure of Confidential Information, confidentiality agreements or are otherwise bound by confidentiality obligations at least as restrictive as those contained herein. TBC Host City Authority shall be responsible for the breach of this Agreement by such third parties as if such breach were by TBC Host City Authority itself. TBC Host City Authority shall take, at its own expense, all reasonable steps to keep the Confidential Information strictly confidential and to prevent all third parties from prohibited or unauthorized disclosure or use of the Confidential Information. TBC Host City Authority agrees to institute measures to protect the Confidential Information in a manner consistent with the measures it uses to protect its own most sensitive proprietary and confidential information, which shall not be less than a reasonable standard of care. TBC Host City Authority shall immediately notify FIFA26 Inc. upon discovery of any actual or suspected loss or unauthorized disclosure of the Confidential Information and shall take all reasonable steps requested by FIFA26 Inc. to prevent, control or remedy any such loss or disclosure. Upon expiration or any termination of this Agreement, TBC Host City Authority agrees to cease using and to return to FIFA26 Inc., or at FIFA26 Inc.’s sole option, destroy, all whole and partial copies and derivatives of the Confidential Information, whether in TBC Host City Authority’s possession or under TBC Host City Authority’s direct or indirect control.

15.3 TBC Host City Authority will not disclose or otherwise make available to FIFA26 Inc. in any manner any Confidential Information received by TBC Host City Authority under obligations of confidentiality from a third party.

15.4 The obligations of confidentiality set forth in Clause 15.2 will not apply to information TBC Host City Authority can establish by competent proof: (i) was generally available to the public or otherwise part of the public domain at the time of disclosure; (ii) became generally available to the public or otherwise part of the public domain after its disclosure and other than through any act or omission of TBC Host City Authority; (iii) was already known to TBC Host City Authority, without confidentiality restrictions, at the time of disclosure, as shown by TBC Host City Authority’s files and records immediately prior to the time of disclosure; (iv) was disclosed to TBC Host City Authority, without confidentiality restrictions, by a third party who had no obligation not to disclose such information to others; or (v) was developed independently by TBC Host City Authority without any use of or reference to the Confidential Information, as shown by TBC Host City Authority’s files and records immediately prior to the time of disclosure. In the event a court or governmental agency legally compels TBC Host City Authority to disclose Confidential Information, TBC Host City Authority will provide reasonable prior written notice of such required disclosure to FIFA26 Inc. and take reasonable and lawful actions to avoid and/or minimize the extent of such disclosure.

15.5 TBC Host City Authority acknowledges that FIFA26 Inc. has provided TBC Host City Authority notice of TBC Host City Authority’s immunity rights under the Defend Trade Secrets Act, which states: “(1) An individual shall not be held criminally or civilly liable under any Federal or State trade secret law for the disclosure of a trade secret that (A) is made (i) in confidence to a Federal, State, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (B) is made in a complaint or other document filed in a

lawsuit or other proceeding, if such filing is made under seal; and (2) an individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose a trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual (A) files any document containing the trade secret under seal, and (B) does not disclose a trade secret, except pursuant to court order.”

## 16. Substitute Performance

16.1 In relation to any obligations of the TBC Host City Authority, the PMA reserves the right to itself assume, and/or to appoint, at its discretion, FIFA 26 Inc., or any third party (hereinafter, “Substitute Party”) to assume, at any time, full or partial control and responsibility for any of such obligations of the TBC Host City Authority in the event that FIFA26 Inc., at its sole discretion, considers the TBC Host City Authority to be not fully or partially complying with such obligations, including the development and operation of alternative solutions as well as the implementation of alternative procedures and processes.

16.2 In the event that PMA or FIFA26 Inc. considers the TBC Host City Authority to not be fully or partially complying with any of its obligations, PMA shall notify the TBC Host City Authority and give the TBC Host City Authority the opportunity to remedy the non-compliance with such obligation within:

- (a) one (1) month within receipt of such notification if the non-compliance occurs more than six (6) months prior to the Opening Match;
- (b) principally ten (10) days within receipt of such notification if the non-compliance occurs in the period between six (6) months and ten (10) days prior to the Opening Match or such ten (10) days period is necessary earlier due to the delivery of the Competition; or
- (c) principally two (2) days within receipt of such notification if the non-compliance occurs less than ten (10) days prior to or during the Competition or such two (2) days period is necessary earlier due to the delivery of the Competition.

16.3 In case any such non-compliance by the TBC Host City Authority is not remedied pursuant to Clause 16.2 above, the TBC Host City Authority agrees and undertakes to:

- (a) accept PMA’s decision to assume, and/or to appoint any third party to assume, full or partial control and responsibility;
- (b) fully indemnify PMA or Substitute Party from and against all damages, costs and/or expenses reasonably incurred by FIFA26 Inc., FIFA, and/or such third party; and
- (c) take all steps necessary or requested by PMA, FIFA26 Inc. and/or FIFA to assist PMA or Substitute Party, in the performance of the assumed obligation, for example by providing all relevant information or material.

## 17. Training Site Names

17.1 In respect of the names of the Training Sites to be used in relation to the Competition in the Team Base Camp Host City, the TBC Host City Authority:

- (a) agrees and acknowledges that FIFA 26 Inc. will determine the official names of the Training Sites for the Competition and change the name of the Training Sites for any purposes in relation to the Competition to any non-commercial name that it deems appropriate, without any reference to the naming rights sponsor, owner or user of the Training Sites (e.g. “2026 FIFA World Cup Stadium/Training Site [Host City]”) for the entire term of this Agreement;
- (b) shall exclusively use itself, and shall seek to ensure that any competent local, regional or national governmental authorities in the Training Site use, for any purposes in relation to the Competition

the official names of the Training Site for the Competition as determined by FIFA 26 Inc., in particular in any press releases, brochures and any other public written or oral statements for the entire term of this Agreement;

- (c) shall not use, and shall seek to ensure that any competent local, regional or national governmental authorities in the Training Site do not use, in any press conference, press release, printed materials or any other marketing or promotional materials or otherwise the customary name of the Training Sites with reference to the naming rights sponsor in any context with the Competition for the entire term of this Agreement; and
- (d) shall ensure that any directional signage of any Training Site will only display the official name of the Training Site for the Competition as determined by FIFA 26 Inc. as of at least fourteen (14) days prior to the Opening Match, the first training session or any other official event of the Competition taking place in such Training Site and be implemented in accordance with the directions of FIFA and/or FIFA26 Inc..

#### 18. Compliance with Laws

In exercising its rights and performing its obligations under this Agreement, the TBC Host City Authority shall at all times comply with all applicable international, supra-national, national, state and municipal laws, regulations and decrees and shall bear all costs that might occur resulting from non-complying with such laws, regulations or decrees.

#### 19. Representations, Warranties and Covenants

19.1 TBC Host City Authority represents, warrants, agrees and covenants that:

- (a) The TBC Host City Authority is duly organized, validly existing and in good standing under the laws of the jurisdiction of its formation, with requisite power and authority to enter into this Agreement and undertake all legal obligations relating to this Agreement.
- (b) The TBC Host City Authority has, and at all times during the term of this Agreement will maintain, all professional and/or business licenses required of TBC Host City Authority and all professional and/or business tax registrations associated with TBC Host City Authority's profession and/or business.
- (c) The TBC Host City Authority will ensure that all activities undertaken in connection with this Agreement comply and at all times will comply with all applicable United States and foreign laws and regulations.
- (d) The TBC Host City Authority shall not do, nor authorize to be done, anything which, in FIFA26 Inc.'s reasonable opinion, undermines or prejudices the integrity of, or brings into disrepute, FIFA26 Inc. and/or FIFA, their respective affiliates, any FIFA competitions (including any of the participants therein), or which may detract from the good image of the sport of association football, its management, administration, organization or play. This includes, but is not limited to, placing bets, or otherwise being involved in betting, on any competitions or matches organized by FIFA and posting on social media any photos, comments or information related to this Agreement or the Competition.
- (e) The TBC Host City Authority will not claim any immunity from proceedings brought by FIFA and/or FIFA26 Inc. against the TBC Host City Authority in relation to this Agreement and the TBC Host City Authority ensures that no such claim is made and waives all rights of immunity in respect of itself and its assets.
- (f) Neither the TBC Host City Authority nor the TBC Host City Authority's legal representatives, officers, directors, employees and shareholders (i) appear in the sanctions list of the American

Office of Foreign Assets Control (OFAC) or in the sanctions list of the United Nations Organization (UNO), (ii) is a person who has been determined by competent authority to be subject to the prohibitions contained in Presidential Executive Order No. 13224 (Sept. 23, 2001) or any other similar prohibitions contained in the rules and regulations of OFAC or in any enabling legislation or other Presidential Executive Orders in respect thereof, (iii) has been previously indicted for or convicted of any Patriot Act Offense, or (iv) to TBC Host City Authority's knowledge, is currently under investigation by any governmental authority for any alleged Patriot Act Offense. For purposes of this Agreement, the term "Patriot Act Offense" shall mean any violation of the criminal laws of the United States of America or of any of the several states, or that would be a criminal violation if committed within the jurisdiction of the United States of America or any of the several states, relating to terrorism or the laundering of monetary instruments, including any offense under (1) the criminal laws against terrorism, (2) the criminal laws against money laundering, (3) the Bank Secrecy Act, as amended, (4) the Money Laundering Control Act of 1986, as amended, or (5) the USA PATRIOT Act, as restored and amended. "Patriot Act Offense" also includes the crimes of conspiracy to commit, or aiding and abetting another to commit, a Patriot Act Offense.

- (g) The TBC Host City Authority will immediately notify PMA in writing of any change to its corporate form, signatory powers or ownership. In the event of any such change, PMA shall be entitled to terminate this Agreement with immediate effect.

20. Termination. PMA may, without prejudice to any right or remedy it may have due to any failure of the TBC Host City Authority to perform its obligations under this Agreement, terminate this Agreement at any time effective immediately upon written notice to the TBC Host City Authority. In the event of such termination by PMA, the TBC Host City Authority: (i) will cease to perform its obligations under this Agreement immediately after receiving notice of such termination and all permissions, licenses, rights, authorizations and consents granted to it hereunder shall be deemed immediately revoked (in each case unless otherwise advised by FIFA or FIFA26 Inc.); (ii) will immediately deliver all materials and documents received from FIFA or FIFA26 Inc. in relation to this Agreement and all materials created or produced (or in the process of being created or produced) in connection therewith; (iii) shall not have any claims or rights to damages or further compensation against PMA, FIFA, FIFA26 Inc., and/or any of their directors, officers, members, agents, auxiliary persons, representatives and/or employees, and expressly waives all such rights; and (iv) refrain from making any public statement in connection with such termination, unless otherwise explicitly approved by PMA in writing prior to such statement.

21. Independent Contractor. The TBC Host City Authority's relationship with PMA will be that of an independent contractor and nothing in this Agreement should be construed to create a partnership, joint venture, or employer-employee relationship. This Agreement does not form the basis for an on-going or regularly recurring agency relationship. The TBC Host City Authority is not the agent of PMA or FIFA26 Inc. and is not authorized to make any representation, warranty, contract, or commitment on behalf of PMA or FIFA26 Inc.. Any such representation, warranty, contract, or commitment on behalf of PMA or FIFA26 Inc. shall require the express written authorization of PMA or FIFA26 Inc. and the issuance of a special proxy by PMA or FIFA26 Inc. as applicable. Neither the TBC Host City Authority nor any of its subcontractors, if applicable, will be entitled to any of the benefits which PMA may make available to its employees, such as group insurance, profit-sharing or retirement benefits, unemployment or disability insurance, workers' compensation, health and welfare benefits, medical insurance, profit sharing, 401K or any employee stock purchase plans or any similar benefit. Further, the TBC Host City Authority waives any claim against the PMA for benefits provided to their subcontractors or employees during any period in which the TBC Host City Authority is determined to be a common law employee or some other designation and not an independent consultant. the TBC Host City Authority acknowledges that it makes this waiver knowingly and voluntarily. The TBC Host City Authority will be solely responsible for all tax returns and payments required to be filed with or made to any federal, state or local tax authority with

respect to the TBC Host City Authority's performance of its obligations under this Agreement (and those of its subcontractors, if applicable). Because the TBC Host City Authority is an independent contractor, outside of the organizational structure of PMA will not withhold or make payments for social security, make unemployment insurance or disability insurance contributions, or obtain worker's compensation insurance on the TBC Host City Authority's behalf (or for any individual performing any obligations under this Agreement on behalf of the TBC Host City Authority if applicable). The TBC Host City Authority agrees to accept exclusive liability for complying with all applicable state and federal laws governing self-employed individuals, including obligations such as payment of taxes (including state, federal or foreign income or other occupational tax) from payments to subcontractors, social security, disability and other contributions and agrees to defend, indemnify and hold harmless PMA and FIFA26 Inc. against any and all liabilities, costs or expenses, including reasonable attorney's fees and costs (to be paid as incurred by PMA and FIFA26 Inc.), interest or penalties, resulting from any claim or demand asserted by any governmental authority or individual relating directly or indirectly to the fees paid to subcontractors hereunder and the failure of PMA (or the failure of its partners or members) to withhold taxes or other legally required withholdings therefrom.

22. Anti-Corruption. The Parties acknowledge that giving and taking bribes can lead to criminal proceedings in accordance with art. 4a of the Swiss Federal Law on Unfair Competition (art. 102 of the Swiss Criminal Code) and art. 322octies and art. 322novies of the Swiss Criminal Code and any other applicable anti-bribery or anti-corruption legislation. TBC Host City Authority will at all times observe and comply with, and will cause its affiliates, representatives, agents and employees to observe and comply with the regulations, laws and legislation to combat kickbacks and corruption, including, but not restricted to, the Foreign Corrupt Practices Act ("FCPA") (15 U.S.C. § 78-dd-1 and ff., in the amended version), the UK Bribery Act of 2010, art. 4a of the Swiss Federal Law on Unfair Competition (art. 102 of the Swiss Criminal Code), art. 322octies and art. 322novies of the Swiss Criminal Code, and any other act designed to fight bribery and corruption and about conflicts of interests which applies to TBC Host City Authority and/or FIFA26 Inc.. The TBC Host City Authority undertakes to not, and will cause its affiliates, representatives, agents and employees to not, make or offer, directly or indirectly, payments, gifts, favors, entertainments, trips and/or donations to any employee, service provider, members of the board or the various committees of FIFA and/or its affiliates (including FIFA26 Inc.) or any of their respective agents, employees and/or representatives, in relation to any aspect of this Agreement, to any public authority, political party and/or to any candidate for political office (in any country, state and/or municipality) or any other person (each of the foregoing, a "Relevant Person") under circumstances where that payment, gift, favor, entertainment, trip and/or donation amounts to an unlawful payment and/or was given to derive an unfair advantage or any benefit from any such Relevant Person.

### 23. Data Protection.

23.1 The TBC Host City Authority is obligated to adhere to and implement all applicable data protection laws in performing its obligations under this Agreement.

23.2 The TBC Host City Authority shall:

- (a) notify FIFA26 Inc. immediately if, in TBC Host City Authority's determination, any FIFA26 Inc. instructions infringe any applicable laws;
- (b) process personal data only in accordance with this Agreement unless the TBC Host City Authority is required to do otherwise by law. If it is so required, the TBC Host City Authority shall promptly notify FIFA26 Inc. before processing the personal data, unless doing so is prohibited by law.
- (c) ensure that it has put in place protective measures that have been approved by FIFA26 Inc. as appropriate to protect against data incidents, having taken into account the nature of the data to be

protected, the harm that might result from a data incident, the state of technological development, and the cost of implementing any measures;

- (d) at the direction of FIFA26 Inc., delete or return personal data (and any copies thereof) to FIFA26 Inc. upon termination of this Agreement, unless the TBC Host City Authority is required by law to retain it; and
- (e) notify FIFA26 Inc. immediately if it (i) receives a data subject access request, (ii) receives a request to rectify, block or erase any personal data, (iii) receives any other request, complaint or communication relating to either Party's obligations under applicable laws, (iv) receives any communication from any regulatory authority in connection with personal data processed in relation to this Agreement, (v) receives a request from any third party for disclosure of personal data where compliance with the request is required or purported to be required by law, or (vi) becomes aware of a data incident.

23.3 The TBC Host City Authority shall provide PMA and FIFA26 Inc. with full assistance in relation to either Party's obligations under any applicable laws and any complaint, communication or request described in Clause 23.2 above.

23.4 When handling PMA and FIFA26 Inc. data (whether or not personal data), the TBC Host City Authority shall ensure that the security of the data is maintained in line with the security requirements of FIFA26 Inc., as notified to the TBC Host City Authority from time to time.

#### 24. Indemnification / Limitation of Liability

24.1 The TBC Host City Authority shall indemnify, hold harmless and defend PMA, FIFA, and FIFA26 Inc. as well as their directors, officers, representatives, employees, agents and/or auxiliary persons, from and against all liabilities, obligations, damages, losses, penalties, claims, demands, recoveries, deficiencies, fines, costs or expenses (including reasonable attorneys' fees and expenses) of whatsoever nature and evidenced to have been paid or incurred by PMA, FIFA, and FIFA26 Inc. resulting from, or arising out of, or attributable to, any breach of this Agreement by, or any act or omission of, the TBC Host City Authority including its officers, directors, members, representatives, auxiliary persons, employees or agents and the termination of this Agreement pursuant to Clause 20 above.

24.2 To the extent permitted by applicable laws, the TBC Host City Authority hereby waives any and all claims of liability against PMA, FIFA, FIFA26 Inc., and their officers, directors, members, agents, representatives or employees, for any loss or damage to the Team Base Camp Host City or any other personal or property losses or damages (including injuries and death), whether or not such loss or damage may have been caused by or resulted from the negligence of the FIFA, FIFA26 Inc., the Member Association their officers, directors, members, agents, representatives or employees.

24.3 Any such claims of liability caused by, or resulted from, intentional behavior by PMA, FIFA, FIFA26 Inc., their officers, directors, members, agents, representatives or employees remain unaffected from the waiver pursuant to Clause 24.2.

24.4 In addition, and without limiting the above, the TBC Host City Authority also agrees and acknowledges that PMA, FIFA, FIFA26 Inc., and their officers, agents, employees, licensees, representatives, or subcontractors shall not be liable for any damages, losses, costs and expenses resulting from or arising out of any safety and/or security incidents or accidents in the Team Base Camp Host City in connection with the Competition.

24.5 PMA, FIFA, FIFA26 Inc., and their officers, directors, members, agents, representatives or employees as well as licensees or sub-contractors shall not be liable to the TBC Host City Authority for any direct or indirect damages in connection with, or resulting from the cancellation, abandonment,

postponement or relocation of the Competition.

## 25. General.

25.1 The TBC Host City Authority may not transfer and/or assign any of its rights or obligations under this Agreement without the prior written consent of PMA, FIFA and FIFA26 Inc. PMA, FIFA and FIFA26 Inc. shall be entitled to transfer and/or assign any of their rights or obligations under this Agreement, and to delegate the performance of their obligations hereunder, to any third party. Any such purported assignment not in accordance with this Clause 25.1 will be null and void and a material breach of this Agreement.

25.2 Because the TBC Host City Authority's obligations under this Agreement are personal and unique and because the TBC Host City Authority may have access to and become acquainted with the Confidential Information of FIFA26 Inc., FIFA26 Inc. will have the right to enforce this Agreement and any of its provisions by injunction, specific performance or other equitable relief without prejudice to any other rights and remedies that FIFA26 Inc. may have for a breach of this Agreement.

25.3 All Confidential Information is provided "AS IS," without any warranty of any kind.

25.4 The rights and obligations of the Parties under this Agreement will be governed in all respects by the laws of **Florida** without regard to conflict of law principles. Any controversy, claim, or dispute ("Dispute") that may arise between two or more Parties with respect to this Agreement, including the determination of the scope or applicability of this Agreement to arbitrate, that cannot be settled by negotiation between the Parties within a period of thirty (30) days shall be submitted for arbitration conducted in accordance with the JAMS Comprehensive Arbitration Rules with Expedited Procedures ("JAMS") in **Florida**, and judgment on the award rendered by the Arbitrator (as defined below) may be enforced in any court of competent jurisdiction. The Dispute shall be heard by three arbitrators (the "Arbitrators"), and the decision of the Arbitrators shall be final and binding on the disputing Parties. PMA or FIFA26 Inc., on the one hand, and the TBC Host City Authority, on the other hand, shall each appoint one Arbitrator, and such two Arbitrators shall jointly appoint a third Arbitrator. If the two Arbitrators cannot agree on the appointment of the third Arbitrator, the third Arbitrator shall be appointed as promptly as possible by JAMS. The Parties shall request and use all reasonable efforts to assist the Arbitrators to reach a decision as soon as possible. The arbitration shall be scheduled no later than thirty (30) days after appointment of the Arbitrators, and the Arbitrators shall issue their decision within thirty (30) days of the submission of the matter to the Arbitrators for decision, and in no event more than sixty (60) days after appointment of the Arbitrators. Consistent with the expedited nature of arbitration, each Party will, upon the written request of the other Parties involved in the arbitration, promptly provide the others with copies of documents on which the producing Party may rely in support of or in opposition to any claim or defense. Any dispute regarding discovery, or the relevance or scope thereof, shall be determined by the Arbitrators, which determination shall be conclusive. All objections are reserved for the arbitration hearing except for objections based on privilege and proprietary or Confidential Information. All hearings conducted by the Arbitrators shall be conducted in English and recorded by a court reporter for purposes of preparing a transcript. Upon the request of either Party, the Arbitrators' award shall include findings of fact and conclusions of law, provided that such findings and conclusions may be in summary form. In any arbitration arising out of or related to this Agreement, the Arbitrators shall award to the prevailing Party the costs and attorneys' fees reasonably incurred by the prevailing Party in connection with the arbitration or any action to enforce this arbitration clause. The Parties agree that the arbitration procedure shall be confidential and all conduct, statements, promises, offers, views, and opinions, oral or written, made during the arbitration by any Party or a Party's agent, employee, or attorney shall remain confidential to the maximum extent permitted under Florida law. Any claim for relief, including all claims for preliminary, provisional, or injunctive relief, and all questions regarding the arbitrability of a claim or scope thereof, shall be submitted exclusively to the Arbitrators for determination, and in selecting

arbitration the Parties agree and acknowledge that they are waiving the right to trial by jury.

**25.5 Notices.** Any notices required or permitted hereunder will be given to the appropriate Party in writing and will be delivered by personal delivery, electronic mail, facsimile transmission or by certified or registered mail, return receipt requested, and will be deemed given upon personal delivery, three days after deposit in the mail, or upon acknowledgment of receipt of electronic transmission. Notices will be sent to the addresses, electronic mail or facsimile information set forth in the description of the Parties or such other address, electronic mail or facsimile information as either Party may specify in writing, and, in the case of PMA, for the attention of the PMA Legal Department.

**25.6 Entire Agreement.** This Agreement constitutes the Parties' final, exclusive and complete understanding and agreement with respect to the subject matter hereof, and supersede all prior and contemporaneous understandings and agreements relating to its subject matter. For the avoidance of doubt, no general terms and conditions of the TBC Host City Authority shall apply to this Agreement, even if any such general terms and conditions are sent to PMA by the TBC Host City Authority and PMA does not explicitly refute them.

**25.7 Waiver and Modification.** This Agreement may not be waived, modified or amended unless mutually agreed upon in writing by both Parties (except as expressly referenced in this Agreement, including in respect of modifications resulting from FIFA's issue of the 2026 FWC Hosting Requirements). In addition, any failure by PMA to exercise individual rights under this Agreement may not be interpreted as a waiver on the part of PMA with respect to these or other rights.

**25.8 Severability.** In the event any provision of this Agreement is found to be legally unenforceable, such unenforceability will not prevent enforcement of any other provision of this Agreement.

**25.9 Counterparts.** This Agreement may be executed in two or more counterparts by facsimile or other reliable electronic reproduction (including, without limitation, transmission by pdf or any electronic signature complying with the U.S. federal ESIGN Act of 2000, e.g., [www.docusign.com](http://www.docusign.com)), each of which will be considered an original, but all of which together will constitute one and the same instrument.

**TBC HOST CITY AUTHORITY ACKNOWLEDGES THAT TBC HOST CITY AUTHORITY HAS THE RIGHT TO CONSULT WITH INDEPENDENT LEGAL COUNSEL PRIOR TO SIGNING THIS AGREEMENT AND HAVE HAD A REASONABLE OPPORTUNITY TO DO SO, AND THAT TBC HOST CITY AUTHORITY EITHER HAS CONSULTED, OR ON TBC HOST CITY AUTHORITY'S OWN VOLITION CHOSEN NOT TO CONSULT, WITH SUCH COUNSEL. TBC HOST CITY AUTHORITY FURTHER ACKNOWLEDGES THAT TBC HOST CITY AUTHORITY HAS READ THIS AGREEMENT CAREFULLY AND UNDERSTANDS AND ACCEPTS THE OBLIGATIONS WHICH IT IMPOSES UPON TBC HOST CITY AUTHORITY WITHOUT RESERVATION. NO PROMISES OR REPRESENTATIONS HAVE BEEN MADE TO TBC HOST CITY AUTHORITY TO INDUCE TBC HOST CITY AUTHORITY TO SIGN THIS AGREEMENT. TBC HOST CITY AUTHORITY SIGNS THIS AGREEMENT VOLUNTARILY AND FREELY, IN DUPLICATE, WITH THE UNDERSTANDING THAT FIFA26 Inc. WILL RETAIN ONE COUNTERPART AND THE OTHER COUNTERPART WILL BE RETAINED BY TBC HOST CITY AUTHORITY.**

**IN WITNESS WHEREOF,** the Parties hereto have executed this Agreement as of the date first set forth above.

**PARTICIPATING MEMBER  
ASSOCIATION**

By: \_\_\_\_\_

**PARTICIPATING MEMBER  
ASSOCIATION**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

**[TBC HOST CITY AUTHORITY]**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title (if applicable): \_\_\_\_\_

Date: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

## **ATTACHMENT 2**

### **2026 FWC Hosting Requirements**

# 2026 FWC HOSTING REQUIREMENTS

INITIAL VERSION





# **2026 FWC HOSTING REQUIREMENTS**

## **INITIAL VERSION**

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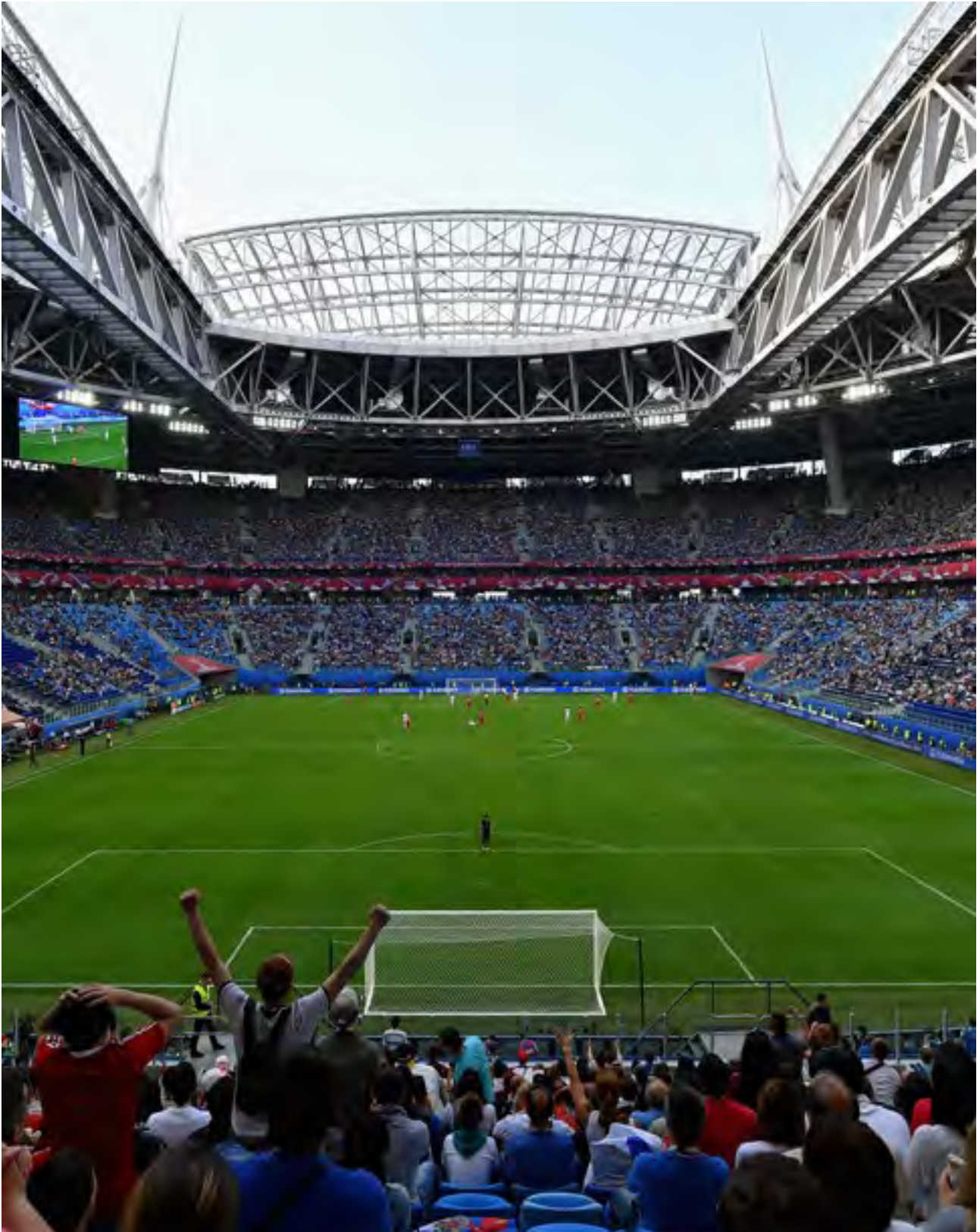
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## A. LEGAL DISCLAIMER



## Purpose of this section

This section outlines the objectives and the legal nature of the 2026 FWC Hosting Requirements and how these are integrated within FIFA's hierarchy of management tools, contracts and documents.

## 2026 FWC Hosting Requirements content

The 2026 FWC Hosting Requirements lists the requirements to be complied with by the Member Association, the Host City Authorities, the Stadium Authorities, the Airport Authorities and the Training Site Authorities in connection with the preparation, hosting and staging of the Competition with:

- detailed descriptions, quality standards, specifications and modifications of the Hosting Obligations
- further obligations and requirements of the Member Association as well as roles and responsibilities of the involved parties
- further detailed specifications in relation to the Hosting Obligations and the operational and functional areas as issued by FIFA

## Contractual basis

FIFA has appointed the Member Association to co-organise together with FIFA the Competition in the Host Country pursuant to the Hosting Agreement which sets out, in particular, the organisational and corporate structure as well as the split of responsibilities between FIFA and the Member Association.

The Hosting Agreement contains Hosting Obligations to be fulfilled by the Member Association with regard to all tasks, activities and sub-projects that are to be delivered by the Member Association as co-organiser together with FIFA in connection with the preparation, hosting and staging of the Competition. It is agreed and acknowledged that:

- a) the Hosting Obligations are based on the international technological, commercial or infrastructural standards existing at the time of the Bidding Process and some of the Hosting Obligations may only be determined and/or specified by FIFA at a later stage;
- b) the Hosting Obligations are based on the envisaged operational set-up and the allocation of roles and responsibilities of FIFA, the 2026 FWC Entity, the 2026 FWC Subsidiaries (if applicable), the Member Association and other involved parties at the time of the Bidding Process and such operational set-up and/or the allocation of roles and responsibilities may be modified by FIFA at a later stage; and
- c) the Hosting Agreement does not contain a complete, detailed and final list of Hosting Obligations and not necessarily the final operational set-up and allocation of roles and responsibilities.

Taking this into account, throughout the term of the Hosting Agreement, FIFA is likely to make specifications, modifications, reductions or enhancements of the Hosting Obligations, determine new, additional Hosting Obligations and make modifications of the operational set-up and/or the allocation of roles and responsibilities.

## Description of content in the 2026 FWC Hosting Requirements

The 2026 FWC Hosting Requirements may consist of:

- a) descriptions of Hosting Obligations, in which case the 2026 FWC Hosting Requirements shall list and refer to such requirements;
- b) specifications of Hosting Obligations, in which case the 2026 FWC Hosting Requirements shall provide further details and specifications of such requirements;

For instance, the Hosting Agreement often makes reference that a certain obligation shall be delivered "pursuant to", "in accordance with", "as specified in", "as set out in" or "as defined in" the 2026 FWC Hosting Requirements. In such case, further details and specifications of such obligation shall be contained in the 2026 FWC Hosting Requirements;

- c) modifications, reductions or enhancements of Hosting Obligations, in which case such modifications, reductions or enhancements are communicated by FIFA to the Member Association via the 2026 FWC Hosting Requirements;
- d) new, additional Hosting Obligations not contained in the Hosting Agreement, in which case such new, additional Hosting Obligations are communicated by FIFA to the Member Association via the 2026 FWC Hosting Requirements. For any such new Hosting Obligations contained in the 2026 FWC Hosting Requirements; and
- e) modifications of the operational set-up and/or the allocation of roles and responsibilities of FIFA, the Member Association and other involved parties, in which case such modifications of the operational set-up and/or the allocation of roles and responsibilities are communicated by FIFA to the Member Association via the 2026 FWC Hosting Requirements. For any such modifications of the operational set-up and/or the allocation of roles and responsibilities.

## General Legal nature

The 2026 FWC Hosting Requirements shall form an integral part of the Hosting Agreement, the Stadium Agreements, the Training Site Agreements, the Airport Agreements and the Host City Agreements. Any requirements contained in the 2026 FWC Hosting Requirements (i.e. existing requirements, changed requirements, new (additional) requirements, modified roles and responsibilities and any details and further information related thereto) represent fully legally-binding requirements for the Member Association, the Stadium Authorities, the Training Site Authorities and the Airport Authorities.

Each party concerned by the Hosting Requirements (such as the Member Association, the Stadium Authorities, Host Cities, Training Site Authorities and Airport Authorities) shall bear any and all costs incurred by them in relation to the fulfillment of the obligations under the respective agreement and the Hosting Requirements

pursuant to such terms contained in the respective agreement. In the event that the allocation of responsibility to bear the costs for a certain obligation set out in detail in the Hosting Requirements is not finally and clearly defined and/or reflected in the Hosting Requirements, FIFA, at its sole discretion, may determine cost responsibility in relation to such obligation. Each party concerned by the Hosting Requirements accepts FIFA's decision on such cost responsibility as final and binding.

## **Legal nature in view of Hosting Agreement**

Principally, any and all of the terms and conditions of the Hosting Agreement, are neither superseded nor replaced by the 2026 FWC Hosting Requirements but remain in full force and legally binding. However, in such cases where the content of a requirement or other provision of the Hosting Agreement has been modified, reduced or enhanced by, or otherwise been defined and communicated by, the 2026 FWC Hosting Requirements, the requirement or other provision shall be delivered by the Member Association in such manner described and required in the 2026 FWC Hosting Requirements. In case of any doubt as to whether a requirement or provision has been modified, reduced or enhanced, FIFA shall have the sole right to decide on this matter and will confirm its decision in writing upon request. The same applies for new, additional Hosting Obligations not contained in the Hosting Agreement and modifications of the operational set-up and/or the allocation of roles and responsibilities of FIFA, the Member Association and other involved parties.

## **Government Guarantees**

The provisions in the 2026 FWC Hosting Requirements shall by no means limit the Government's obligations towards FIFA under any Government Guarantee (including any amendments or annexes to a Government Guarantee or any other contractual documents entered into between the parties in connection with a Government Guarantee). Regardless of anything in the 2026 FWC Hosting Requirements, the Government shall be obliged to fulfil any of its obligations as set out in any of the Government Guarantees.

## **Non-Delivery of Requirement**

In the event that FIFA considers the Member Association, a Stadium Authority, a Host City Authority or any other relevant legal entity being responsible for the delivery of a requirement, to not fully or partially complying with any of its obligations and to not properly delivering a requirement, FIFA may itself assume, and/or appoint, at any third party to assume, at any time, full or partial control and responsibility for any such requirement. In such case, the Member Association, the Stadium Authority, the Host City Authority or any other relevant legal entity being responsible for the delivery of the relevant requirement has the obligation to:

- (i) accept FIFA's decision to assume, and/or to appoint any third party to assume, full or partial control and responsibility for any such requirement;
- (ii) to fully indemnify FIFA and/or such third party from and against all damages, costs and/or expenses reasonably incurred by FIFA and/or such third party in the delivery of the assumed requirement; and

- (iii) take all steps necessary or requested by FIFA to assist FIFA, or the third party appointed by FIFA, in the performance of the delivery of the assumed requirement by, for example, providing all relevant information or material

## **Initial version of 2026 FWC Hosting Requirements**

During the Bidding Process, FIFA provided to the Member Association separately from the Hosting Agreement the initial version of the 2026 FWC Hosting Requirements. Such initial version is based on the international technological, commercial or infrastructural standards existing at the time of the Bidding Process. It was agreed and acknowledged that:

- (i) the Member Association has/have received and read the initial version of the 2026 FWC Hosting Requirements and have thereby taken full note of, and accepted, the descriptions and specifications of the Hosting Obligations; and
- (ii) the requirements and obligations contained in the initial version of the 2026 FWC Hosting Requirements establish the minimum level of Hosting Obligations for the Competition.

In addition to the initial version of the 2026 FWC Hosting Requirements, FIFA may, from time to time, provide the Member Association with further detailed specifications in relation to the Hosting Obligations for the Competition as well as the operational and functional areas in general. Such detailed specifications shall form an integral part of the initial version of the 2026 FWC Hosting Requirements.

It was agreed and acknowledged that:

- (i) the initial version of the 2026 FWC Hosting Requirements provided by FIFA, including the additional detailed specifications, shall not constitute a precedent for the Hosting Obligations reflected in the final version of the 2026 FWC Hosting Requirements;
- (ii) the final version of the 2026 FWC Hosting Requirements may differ from the initial version of the 2026 FWC Hosting Requirements, including the additional detailed specifications, in its content, form and/or structure and may, in particular, contain different specifications, modifications, reductions or enhancements of any Hosting Obligations as well as new, additional Hosting Obligations as well as modifications of the operational set-up and/or the allocation of roles and responsibilities; and
- (iii) FIFA shall by no means be restricted in any manner to determine in the final version of the 2026 FWC Hosting Requirements different, adapted, changed, modified or additional specifications, modifications, reductions or enhancements of any Hosting Obligations as well as new, additional Hosting Obligations as well as modifications of the operational set-up and/or the allocation of roles and responsibilities.

## **Final version of 2026 FWC Hosting Requirements**

The final version of the 2026 FWC Hosting Requirements will be issued by FIFA by 30 June 2023.

It was agreed and acknowledged that the requirements and obligations contained in the final version of the 2026 FWC Hosting Requirements establish the further revised (i.e. modified, reduced or enhanced) and final level of Hosting Obligations for the Competition.

In addition to the final version of the 2026 FWC Hosting Requirements, FIFA may, from time to time, provide the Member Association with further detailed specifications in relation to the Hosting Obligations for the Competition as well as the operational and functional areas in general. Such detailed specifications shall form an integral part of the final version of the 2026 FWC Hosting Requirements.

## **Stadium Agreements**

FIFA will select Stadiums in which case the Stadium Authority will enter into a Stadium Agreement with the respective Member Association where the Stadium is located.

All terms and conditions set out above in relation to the Hosting Agreement and the Hosting Obligations of the Member Association shall apply accordingly (without any restriction) to the Stadium Agreements and the obligations of the respective Stadium Authority under such Stadium Agreements.

Principally, any and all the terms and conditions of the Stadium Agreements are neither superseded nor replaced by the 2026 FWC Hosting Requirements but remain in full force and legally binding. However, in such cases where the content of a requirement or other provision of the Stadium Agreements has been modified, reduced or enhanced by, or otherwise been defined and communicated by, this the 2026 FWC Hosting Requirements, the requirement or other provision shall be delivered by the respective Stadium Authority as described and required in the 2026 FWC Hosting Requirements. In case of any doubt as to whether a requirement or provision has been modified, reduced or enhanced, FIFA shall have the sole right to decide on this matter and FIFA shall confirm in writing upon request. The same applies for new, additional obligations not contained in the Stadium Agreements and modifications of the operational set-up and/or the allocation of roles and responsibilities of the Member Association, the respective Stadium Authority, FIFA as third party beneficiary and other involved third parties.

## Training Site Agreement

FIFA will select Training Sites in which case the Training Site Authority will enter into a Training Site Agreement with the respective Member Association where the Training Site is located.

All terms and conditions set out above in relation to the Hosting Agreement and the Hosting Obligations of the Member Association shall apply accordingly (without any restriction) to the Training Site Agreements and the obligations of the respective Training Site Authority under such Training Site Agreements.

Principally, any and all the terms and conditions of the Training Site Agreements are neither superseded nor replaced by the 2026 FWC Hosting Requirements but remain in full force and legally binding. However, in such cases where the content of a requirement or other provision of the Training Site Agreements has been modified, reduced or enhanced by, or otherwise been defined and communicated by, the 2026 FWC Hosting Requirements, the requirement or other provision shall be delivered by the respective Training Site Authority as described and required in the 2026 FWC Hosting Requirements. In case of any doubt as to whether a requirement or provision has been modified, reduced or enhanced, FIFA shall have the sole right to decide on this matter and FIFA shall confirm in writing upon request. The same applies for new, additional obligations not contained in the Training Site Agreements and modifications of the operational set-up and/or the allocation of roles and responsibilities of the Member Association, the respective Training Site Authority, FIFA as third party beneficiary and other involved third parties.

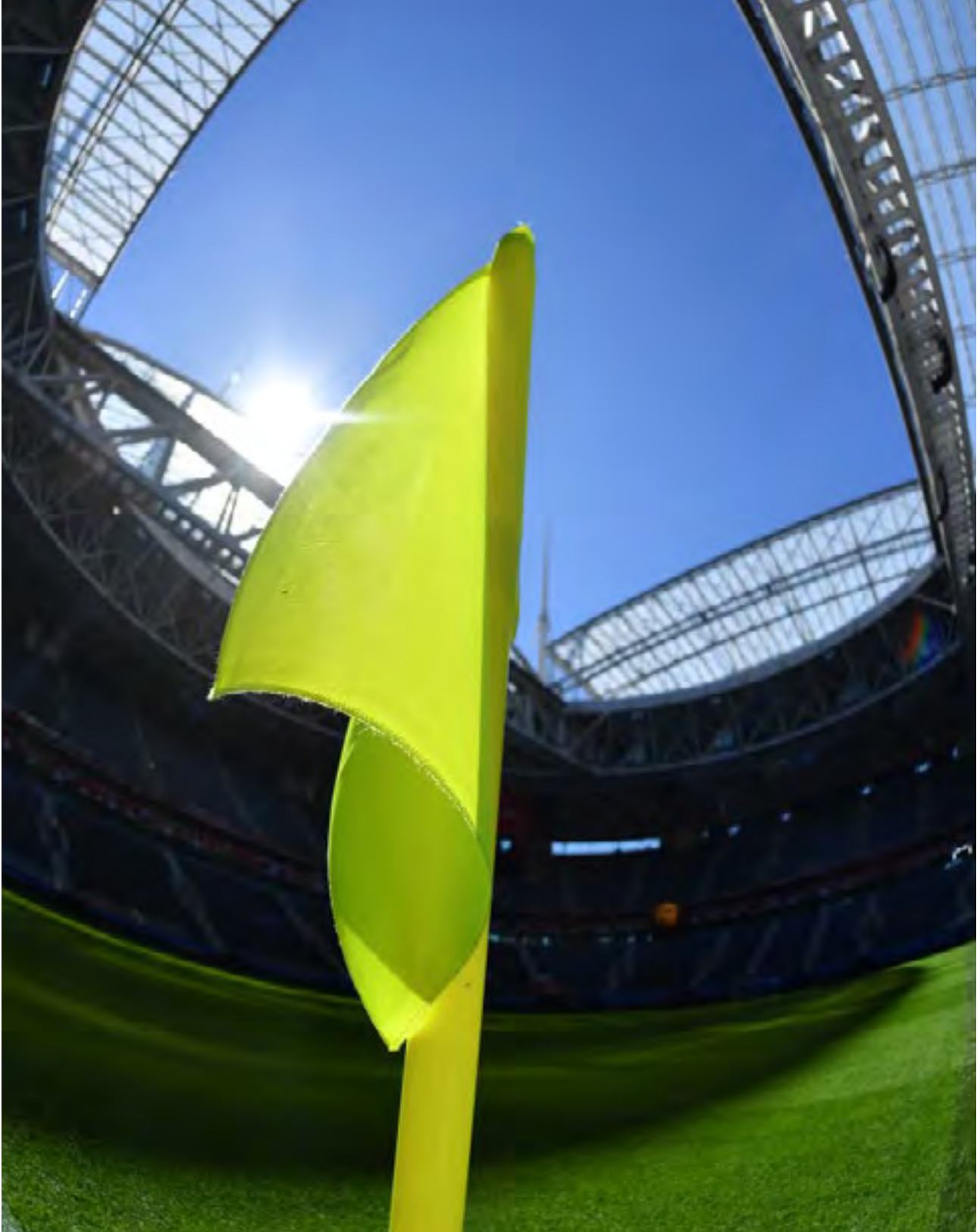
## Host City Agreement

FIFA will select a Host City in which case the Host City Authority will enter into a Host City Agreement with the respective Member Association where the Host City is located.

All terms and conditions set out above in relation to the Hosting Agreement and the Hosting Obligations of the Member Association shall apply accordingly (without any restriction) to the Host City Agreements and the obligations of the respective Host City Authority under such Host City Agreements.

Principally, any and all the terms and conditions of the Host City Agreement are neither superseded nor replaced by the 2026 FWC Hosting Requirements but remain in full force and legally binding. However, in such cases where the content of a requirement or other provision of the Host City Agreements has been modified, reduced or enhanced by, or otherwise been defined and communicated by, the 2026 FWC Hosting Requirements, the requirement or other provision shall be delivered by the respective Host City Authority as described and required in the 2026 FWC Hosting Requirements. In case of any doubt as to whether a requirement or provision has been modified, reduced or enhanced, FIFA shall have the sole right to decide on this matter and FIFA shall confirm in writing upon request. The same applies for new, additional obligations not contained in the Host City Agreements and modifications of the operational set-up and/or the allocation of roles and responsibilities of the Member Association, the respective Host City Authority, FIFA as third party beneficiary and other involved third parties.

## **B. OVERALL COMPETITION VISION & STRATEGY**



## **B.1. FIFA'S VISION**

FIFA endeavours to organise a FIFA World Cup that exploits its full potential while at the same time balancing social, environmental and economic considerations related to a FIFA World Cup. The organisation of the Competition in the best possible conditions for the world's elite football players and Teams to the excitement of millions of football fans following the event inside and outside of the Host Country is at the core of FIFA's vision.

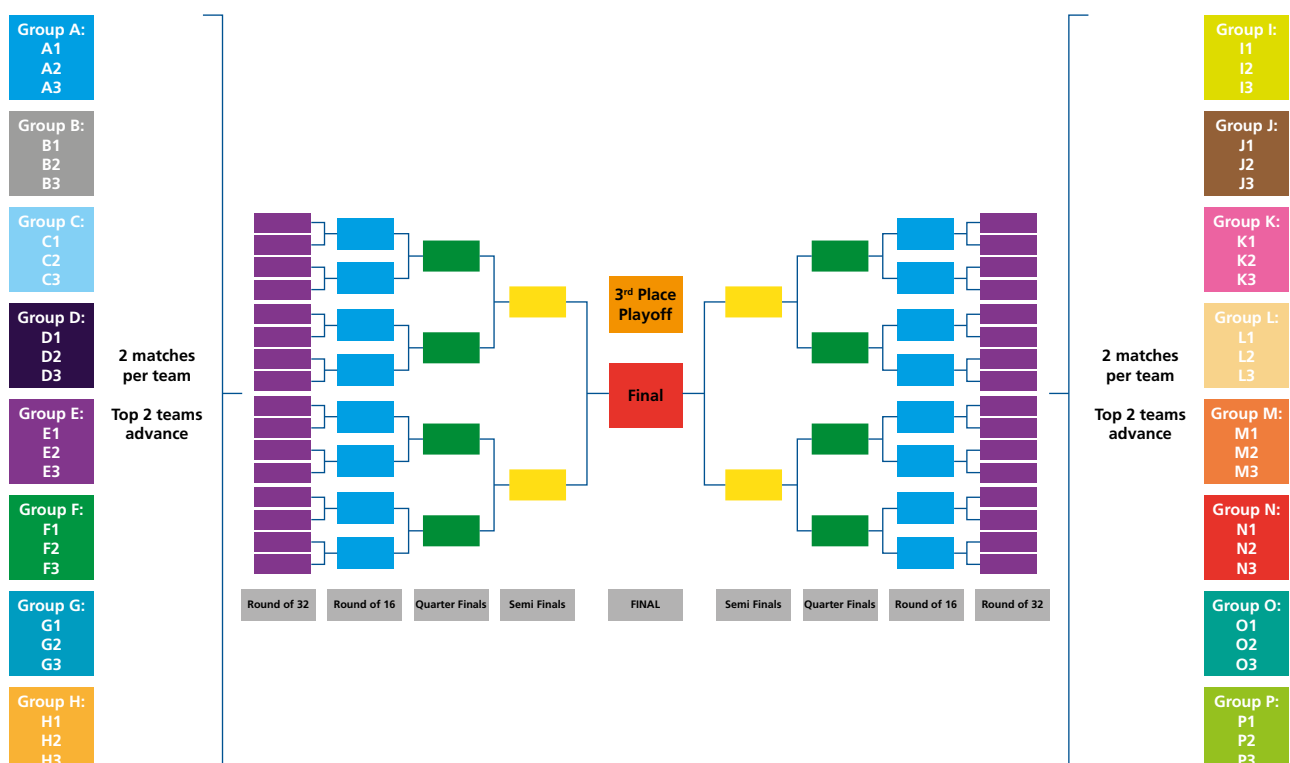
## B.2. COMPETITION FORMAT AND MATCH SCHEDULE

The Competition format for the 2026 FIFA World Cup was unanimously approved by the FIFA Council on 10 January 2017.

The format consists of 2 stages: a group stage and a knockout stage. A brief explanation of the stages is set out below:

- Group stage:
  - o 48 Teams are divided into 16 groups of 3 Teams each.
  - o Within each group, each Team plays each other once – 2 matches per Team.
  - o A total of 48 matches are played in the group stage.
- Knockout stage:
  - o The two Teams finishing first and second in each group advance to the knockout stage – 32 Teams in total.
  - o Each round of the knockout stage will involve a single-leg knockout match. The rounds will proceed as follows: round of 32; round of 16; quarter-finals; semi-finals; final.
  - o The two losers of the semi-finals will also play a single-leg match to determine the third-placed Team.
  - o A total of 32 matches are played in the knockout stage.

A visual representation of this format is set out below:



### **B.3. HOST COUNTRY'S VISION**

Every edition of the FIFA World Cup is unique – with its own characteristics, opportunities and challenges – depending upon the selected Host Country. As such, the vision of the Host Country towards the hosting of the Competition, together with the broad support of the main political actors and the general population, is imperative to the overall success of the Competition.

To that end, as part of the Bidding Process, FIFA calls upon the bidding Member Association to develop (in conjunction with the Government at national and Host City levels) an individualised and integrated hosting vision and strategy together with associated objectives, with particular attention paid to legacy effects and related objectives envisaged to be achieved by the Member Association and their respective Governments.

In parallel, as part of the Bidding Process, the Governments (at national and Host City levels) are required to develop and submit to FIFA respective vision statements which outline their vision and strategy, which should be aligned with the hosting vision and strategy of the Member Association.

Once appointed, the Member Association is required to submit to FIFA for approval a proposal for a detailed and comprehensive Member Association Hosting Vision and Strategy, with periodic reporting on an annual basis on the status of the implementation of its hosting vision and strategy as well as the Government vision statements, including progress in achieving their related objectives.

## C. COMPETITION STAKEHOLDERS



## **C.1. INTRODUCTION**

As alluded to above, the FIFA World Cup is FIFA's flagship event and the largest single-sport event in the world, making it extremely important to FIFA and several other stakeholders.

A brief overview of the key stakeholders who are integral to the organisation of the FIFA World Cup is set out below.

## **C.2. FIFA**

### **C.2.1. FIFA**

FIFA is the world's governing body for the sport of Association Football, which it promotes on a worldwide basis through its development programmes, as well as by organising, supervising and promoting international Association Football competitions and supporting and funding programmes that support social development through football.

Relevantly, FIFA is the creator of the FIFA World Cup and has ultimate authority over the manner in which it is staged and organised. It is also the sole owner of any and all commercial and other rights related to the FIFA World Cup.

### **C.2.2. 2026 FWC Entity**

For the purposes of organising the FIFA World Cup, FIFA will establish a subsidiary in the Host Country as the central entity for the operational delivery of all tasks, activities and sub-projects in relation to the Tournament by FIFA and the Member Association.

The legal form of the 2026 FWC Entity, its articles of association, its capitalisation, its ownership and shareholder structure, its management, governance and organisational structure, and its place of business shall be determined by FIFA at its sole discretion, subsequent to the appointment of the Member Association.

In the case of a co-hosting by more than one Member Association the 2026 FWC Entity may set up subsidiaries or branch offices in the other Host Countries. For the purposes of this document any references to the 2026 FWC Entity should be read as including any subsidiary or branch office in the context of a co-hosted FIFA World Cup.

### **C.3. MEMBER ASSOCIATION**

The Member Association is the national governing body for the sport of Association Football in the Host Country and is a member of FIFA and has been appointed to co-organise the FIFA World Cup with FIFA.

In the case of a co-hosting by more than one Member Association any references to Member Association in these Hosting Requirements should be read as Member Associations and refers to all Member Associations appointed to co-host the FIFA World Cup with FIFA.

## **C.4. CONTRACTUAL PARTNERS AND PARTIES**

### **C.4.1. Host Country**

This refers to the country where the appointed Member Association resides.

In the case of a co-hosting by more than one Member Association any references to Host Country should be read as Host Countries and covers all countries where appointed Member Associations reside.

### **C.4.2. Government**

This is the national Government of the Host Country - the Country of the Member Association organising the Competition.

### **C.4.3. National authorities**

These are all Government, police, customs, fire, medical, army and any other local, regional or national authorities involved directly or indirectly in the staging and organisation of the Competition and the other Competition-related Events.

### **C.4.4. Host City Authority**

This is the government authority of any Host City – a city in which Matches will be staged.

### **C.4.5. Stadium Authority/Training Site Authority**

This is the owner and/or operator of any Stadium or Training Site being used to host any Match or official training session.

### **C.4.6. Hotel Authority**

This is the owner and/or operator of any Hotel in the Host Country that has entered into a Hotel Agreement and has been designated as an Official Hotel by FIFA.

### **C.4.7. Airport Authority**

This is the owner and/or operator of airports that are used in connection with the Competition and has entered into an Airport Agreement. This particularly relates to those Airports located in, or close to, the Host Cities.

## C.5. OTHER PARTIES

### C.5.1. Commercial Affiliate

Any entity which has been or will be granted any marketing, sponsorship, media, licensing or other commercial rights in connection with FIFA and/or the Competition, including any FIFA Partners, FIFA World Cup Sponsors, National or Regional Supporters.

#### **FIFA Partner**

Any entity to which FIFA grants or has granted the most comprehensive package of global sponsorship rights and the highest level of commercial association with FIFA and the Competition.

#### **FIFA World Cup Sponsor**

Any entity to which FIFA grants or has granted the second most comprehensive package of global sponsorship rights in relation to the Competition.

#### **Regional Supporter**

Any entity to which FIFA grants or has granted the third most comprehensive package of regional sponsorship rights in relation to the FIFA World Cup and Competition-related Events, including the right to receive and/or purchase Tickets. Such Regional Supporters may activate their commercial rights only within a prescribed geographic territory established by FIFA.

#### **National Supporter**

Any entity whose principal place of business and principal operations are situated in the Host Country and which is granted or will be granted a package of sponsorship rights less comprehensive than the packages of rights granted to the FIFA Partners and FIFA World Cup Sponsors in relation to the Competition, such rights to be exercisable only in the Host Country.

### C.5.2. Constituent group

Any client, target and/or user group that receives services from a functional/project area in relation to the Competition and/or Competition-related Events.

### C.5.3. General public

All individuals interested in the FIFA World Cup, irrespective whether these would hold general admission tickets to one of the FIFA World Cup Matches. This may also include visitors of FIFA Fan Fests or any other Competition Site.

### **C.5.4. Host broadcaster**

Any entity directly or indirectly appointed by FIFA to provide services in connection with the production of any content and/or material being subject to the Media Rights in relation to all Matches, other Competition-related Events and any other aspects of the Competition which FIFA deems relevant.

### **C.5.5. Licensee**

Any entity, not otherwise a Commercial Affiliate, to which FIFA (or an appointee of FIFA) grants the right to use Competition Marks on items of merchandise and in its marketing and advertising activities, but which is not permitted to affix its own corporate or other brand or trademark to such items of merchandise, unless specifically permitted by FIFA.

### **C.5.6. Media Rights Licensee**

Any entity which acquires from FIFA, or from any entity appointed by FIFA, any Media Rights, including the right to broadcast, stream and/or transmit, via any medium and by any means of transmission, the basic audio-visual feed, any supplemental feed, audio feed or any other content and/or material that is subject to the Media Rights.

### **C.5.7. Residents**

All individuals residing in the vicinity of the Stadiums, within the Host Cities or other Competition Sites in the Host Country that may be impacted by the staging of the Competition.

Residents should be informed around the planning and hosting of the Competition as early as possible in order to maximise their public support and the positive impact that the Competition aims to achieve.

### **C.5.8. Service provider**

Any subcontractor with specialist and/or local expertise to provide the required infrastructure, installations and/or services for the delivery of the FIFA World Cup and other Competition-related Events.

### **C.5.9. Site owner**

The legal entity that owns a Site, with which FIFA and/or the Member Association should have entered into a Site Agreement.

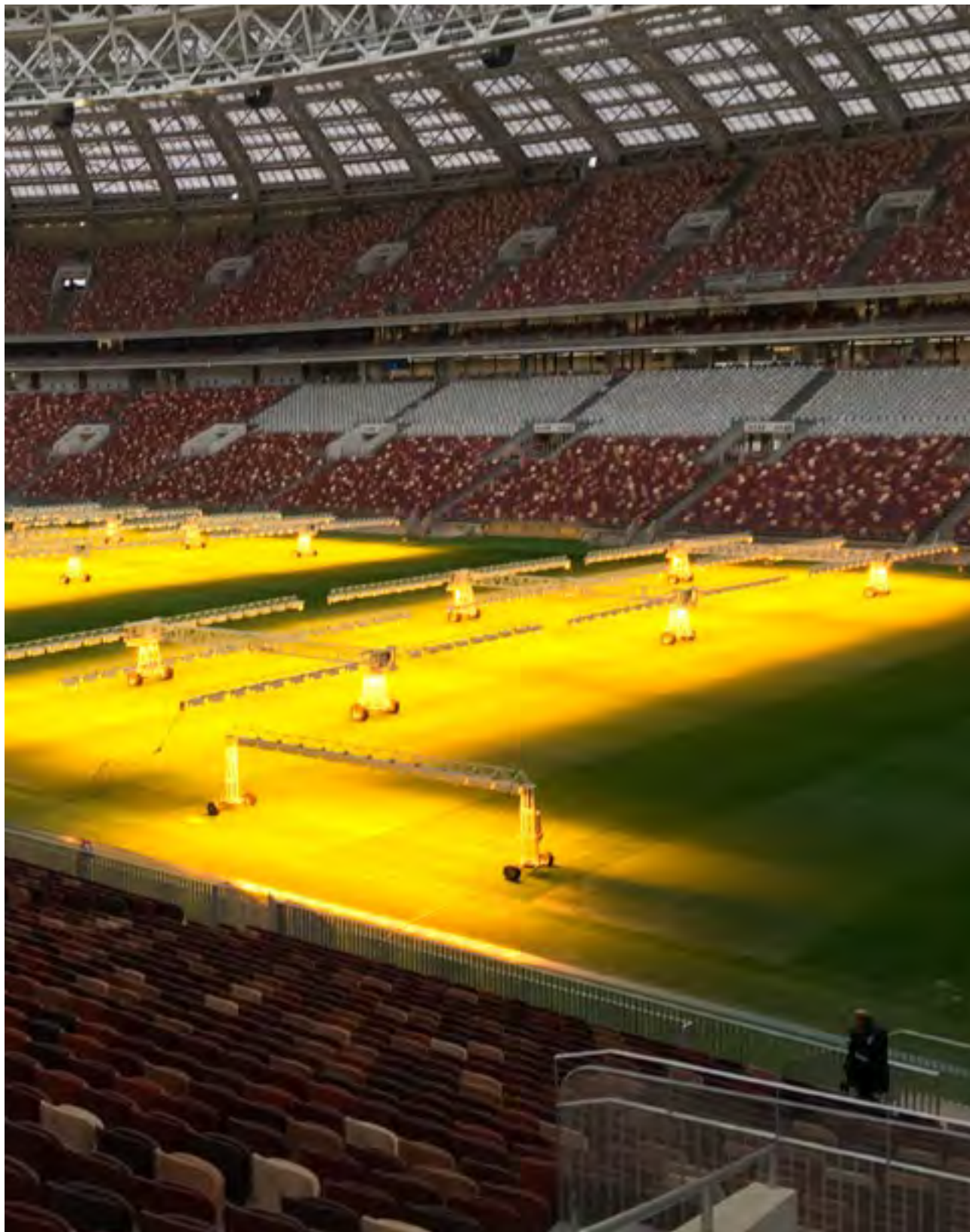
**C.5.10. VIPs & VVIPs**

Officially invited guests (by FIFA or the Member Association) who receive a VIP/VVIP Ticket and related services to access the VIP/VVIP area of the VIP Tribune and/or official functions and/or Competition-related Events.

**C.5.11. Volunteers**

Individuals working for and on behalf of the Member Association on a free-of-charge basis (except for receiving compensation for expenses), in certain supporting functions in relation to the Competition.

## **D. GOVERNANCE MODEL/ TOURNAMENT ORGANISATION**



## **D.1. INTRODUCTION**

To ensure the successful delivery of the FIFA World Cup, all stakeholders need to be aligned with and working towards the same goal. This chapter will outline the general expectations regarding the governance model that will be implemented for the FIFA World Cup as well as the overriding principles that will govern the tournament organisation.

## D.2. FIFA TOURNAMENT GOVERNANCE MODEL

The FIFA World Cup is FIFA's flagship Competition and is a highly complex undertaking involving many different stakeholders. In order to deliver the FIFA World Cup successfully and to the highest standards attainable, it is very important that the FIFA World Cup be managed professionally. A strong, clear and aligned governance framework is essential to ensure the successful delivery of the FIFA World Cup.

### D.2.1.1. Principles

While the specific governance model implemented for each edition of the FIFA World Cup needs to be unique to the specific situation of the country/countries, there are some clear guiding principles that should be consistent across all editions.

#### **Completeness**

It is essential that the governance model covers the relationships between the following key stakeholders:

- FIFA
- 2026 FWC Entity
- Member Association
- Government(s)
- Host Cities
- Stadium Authorities
- Training Site Authorities
- Airport Authorities

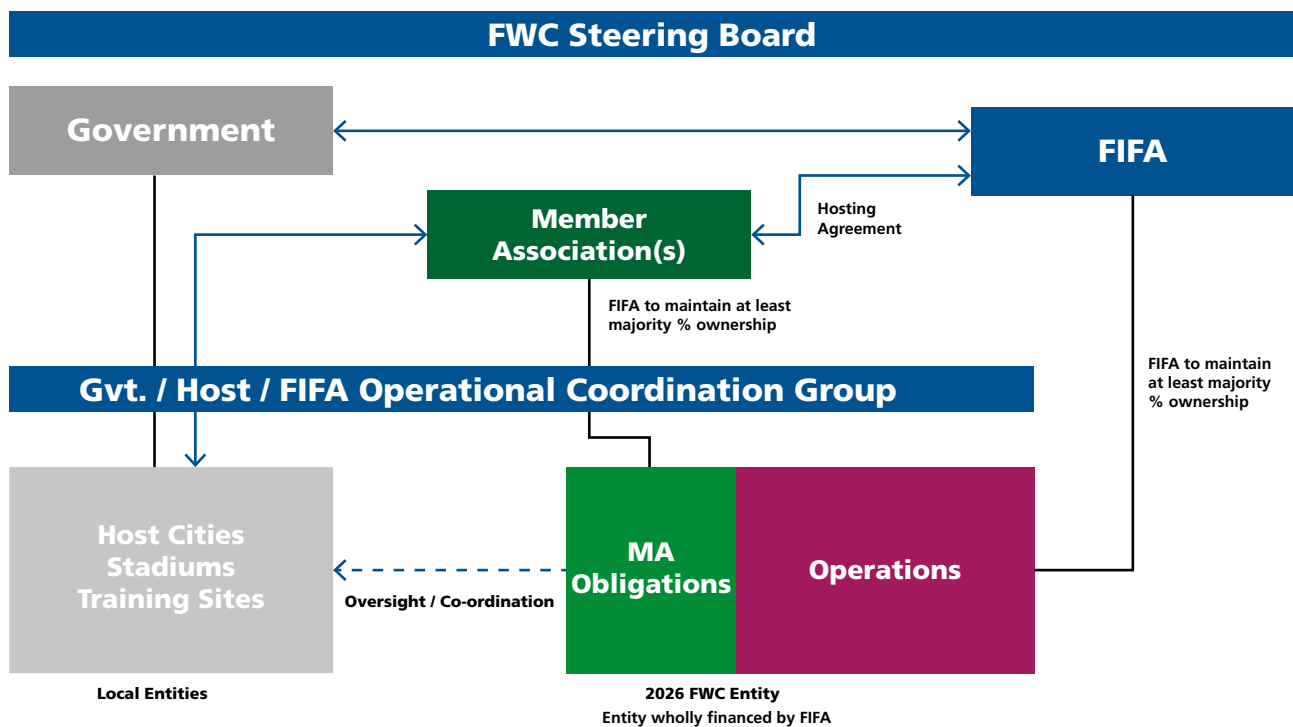
#### **Efficiency**

Given the complex nature of the FIFA World Cup and the many different stakeholders implicated, it is important that the governance model developed is as simple as possible. This is particularly important with regard to decision-making as once the Competition dates are set, it is a race against time to prepare for the opening match.

The most important principle in this area is that each stakeholder should appoint a single individual who acts as the main point of contact for all matters related to the FIFA World Cup.

## Clarity

Regardless of the governance model created, it can only work if all involved stakeholders understand their place within it and their responsibilities as part of it.



*Top-level representation of expected governance model*

## D.2.2. Standard forums

### Internal FIFA forums

As FIFA has ownership of the Competition and overall decision-making power, FIFA's standard decision-making bodies will be involved in the governance model. This includes but is not limited to:

- FIFA Council
- Organising Committee for FIFA Competitions

### FIFA World Cup Advisory Board

To ensure a consistent vision and strategy it is expected that an advisory board would be set up including representatives from FIFA, the Member Association, the host Government(s) and possibly Host Cities. This advisory board is constituted to provide a forum for the key stakeholders to meet and discuss strategic matters regarding the organisation of the Competition.

The exact composition of this board would be decided as part of the development of the governance model.

### **FIFA World Cup Operational Forum**

Whereas the steering committee described above is a strategic and coordinative forum, it is also important that there is a body involving FIFA, the Member Association, Government(s) and Host Cities that should discuss the operational integration of the Competition: most importantly, how the crossover points between operations delivered by the host country interact with the operations of the Competition run by FIFA.

It is expected that this forum will be more fluid than the steering board where only those relevant to the topic of discussion are invited to ensure the required focus on the topic at hand.

### **2026 FWC Entity Board**

This is the legal board of the event company constituted within the host country. The composition and role of this board will be determined by FIFA and may or may not include individuals from the Member Association depending on the ownership structure of the 2026 FWC Entity. Regardless of the composition of the Board, FIFA will retain full or at least majority voting rights on the board.

### **Additional Forums**

While it is expected that these forums will be integrated into the governance model, it does not provide an exhaustive list. It is expected that the Government and Host Cities will have a particular body responsible for the coordination of all matters related to the FIFA World Cup. This becomes especially important in the context of a co-hosted Competition, where there is an additional layer of complexity due to the required interaction and integration between Host Countries and national Governments.

## **D.2.3. Member Association responsibilities**

The Member Association's responsibilities with regard to the governance of the FIFA World Cup are focused on the management and integration of the stakeholders within the country and ensuring these parties deliver their responsibilities. In the context of a co-hosting situation, the responsibilities also include ensuring the coordination and integration between the stakeholders of the different Host Countries.

### **D.3. GOVERNMENT & HOST CITY RELATIONS**

The FIFA World Cup relies strongly on the support and delivery of public bodies within the Host Country. These include, depending on the political structure within the country, national, regional or city Governments.

The Member Association's role in this area is to act as the manager of these local stakeholders to ensure that:

- they understand their roles and responsibilities with regard to the FIFA World Cup
- they are monitored throughout the build-up to the FIFA World Cup
- each stakeholder delivers their responsibilities within the agreed deadlines and to the required standards
- FIFA are able to meet the relevant individuals in positions of responsibility to share information and facilitate decision-making.

To this end, the Member Association should put in place a unit who are responsible for managing the day-to-day relationship with the local stakeholders and acting as the liaison between FIFA and the local stakeholders.

## **D.4. PROJECT & KNOWLEDGE MANAGEMENT**

Successful project and knowledge management is essential to ensure the Competition is organised to the highest possible standards.

### **D.4.1. Project management**

Project management is the process by which FIFA organises and structures all of the work to be performed in the context of delivering the FIFA World Cup. In the context of all of FIFA's activities, each edition of the FIFA World Cup is run as a programme which is then broken down into numerous projects, all contributing to the successful delivery of the Competition.

FIFA will put in place project management policies and procedures that the Member Association will have to adhere to, which includes the use of FIFA's PMKT platform.

The Member Association will be required to support FIFA in the development of functional concepts and operational plans as per the defined split of responsibilities within each functional area. This includes, but is not limited to, the consolidated delivery of information from Government and Host Cities pertinent to the delivery of their obligations within the relevant legal contracts.

### **D.4.2. Knowledge management**

Knowledge management is the process by which FIFA ensures that information, documents and experiences are captured and transferred, both within a single edition as well as between editions of the FIFA World Cup.

Knowledge management has a wide range of activities that form part of the overall concept which include:

- Photo, video and data capture – capturing photos for use in all FIFA World Cup documents, production of videos and information capture.
- Observer Programmes – allowing future FIFA World Cup hosts to attend the current edition to facilitate the transfer of knowledge about the Competitions and allow them to experience the event first-hand.

## **D.5. WORKFORCE MANAGEMENT**

To deliver the FIFA World Cup requires the involvement of a significant number of individuals. Due to the time-limited nature of the Competition, many of these individuals are hired on fixed-term contracts from as little as a few weeks up to a few years.

FIFA will be responsible for managing the workforce working for FIFA, as well as all employees hired locally within the 2026 FWC Entity. This includes all individuals within the 2026 FWC Entity hired to fulfil the Member Association's responsibilities.

All employees hired within the 2026 FWC Entity will be required to adhere to the relevant HR policies and procedures put in place for that entity by FIFA.

### **D.5.1. Member Association responsibilities**

The Member Association are required to submit a staffing plan for the entire Competition cycle which will be combined with FIFA's staffing plan and used to manage the recruitment for the FIFA World Cup. The recruitment process will be managed by FIFA: however, the Member Association will be responsible for selection of individuals hired to fulfil Member Association responsibilities

## D.6. FINANCE

The overall financial approach to the FIFA World Cup is as follows:

### Revenue

FIFA is the sole owner of all commercial rights related to the FIFA World Cup and will exploit these rights and retain them centrally. These rights include, but are not limited to, TV and media rights, sponsorship, ticketing, hospitality and licencing.

### Costs

In principle, each party involved in the organisation of the FIFA World Cup is responsible for bearing the costs of the fulfilment of their obligations.

- FIFA
  - o FIFA will bear all costs related to the fulfilment of their obligations related to the operations of the FIFA World Cup. These costs may be borne by the FIFA parent company or the local 2026 FWC Entity depending on the split of responsibilities between these bodies.
- Member Association
  - o All obligations of the Member Association with respect to the FIFA World Cup are to be fulfilled within the local 2026 FWC Entity.
  - o The budget for these activities will be agreed between FIFA and the Member Association after appointment based on the budget provided during the bid and the final agreed split of responsibilities.
  - o The Member Association are required to deliver these obligations within the financial policies and procedures defined by FIFA to govern the operations of the local 2026 FWC Entity.
- Government/Host Cities
  - o Are responsible for all public infrastructure and services as well as all other costs related to the fulfilment of their obligations and requirements within the respective legal agreements and/or guarantees.
- Stadium/Training Site/Airport/Hotel Authorities
  - o Are responsible for all costs related to the fulfilment of their obligations as defined within the relevant agreements.

## **D.7. LEGAL FRAMEWORK**

### **D.7.1. Hosting Documents**

The legal framework for the Competition consists on the following contractual documents:

- The Hosting Agreement being the agreement to be entered into between FIFA and the Member Association, which in unilaterally executed form as submitted to FIFA constitutes a binding and irrevocable offer to FIFA containing the key rights and obligations of the Member Association to co-organise together with FIFA the Competition;
- The Host City Agreements being the agreements to be entered into between FIFA, the respective Member Association and a Host City Authority of a proposed Host City in the country of such Member Association, containing all rights and obligations of FIFA, the respective Member Association and the Host City in relation to the Competition;
- The Stadium Agreements being the agreements to be entered into between the respective Member Association and the Stadium Authority of a Stadium in the country of such Member Association proposed to be used for the Competition, containing all rights and obligations of the respective Member Association and the Stadium Authority as well as FIFA as a third party beneficiary in relation to the Competition;
- The Training Site Agreements being the agreements to be entered into between the respective Member Association and the Training Site Authority of a training site in the country of such Member Association proposed to be used for the Competition, containing all rights and obligations of the respective Member Association and the Training Site Authority as well as FIFA as a third party beneficiary in relation to the Competition; and
- The Airport Agreements being the agreements to be entered into between the respective Member Association and the Airport Authority of an Airport in the country of such Member Association proposed to be used for the Competition, containing all rights and obligations of the respective Member Association and the Airport Authority as well as FIFA as a third party beneficiary in relation to the Competition

### **D.7.2. FIFA as Third Party Beneficiary**

Although not being a party to the Stadium Agreements, the Training Site Agreements and the Airport Agreements, FIFA is a third party beneficiary under these agreements, This means that, in particular, FIFA may itself assume, and/or appoint, any third party to assume, at any time, any rights and obligations in accordance with the relevant agreement. FIFA has the ultimate and sole authority to exercise any rights resulting for FIFA directly or as third party beneficiary and/or the respective Member Association from these agreements.

### **D.7.3. Government Support Documents**

The Member Association shall ensure that the governmental support is provided in the Host Country. The governmental support shall be documented in the following Government Support Documents which were to be provided by the Member Association as part of its/their bid:

- Government Declaration, being the declaration to be issued by the head of the highest national executive governmental authority of the respective Host Country, demonstrating the respective Host Country's support for the Bid by the Member Association and for hosting and staging the Competition in the Host Country;
- Government Guarantees, being the guarantees issued by the Head of State, the competent minister and/or the head of the local, regional or national governmental authority in each of the Host Countries. The following Government Guarantees were required to be submitted to FIFA:

Government Guarantee Number	Subject Matter
1	Visa, Permits, Immigration, Check-In Procedures
2	Work Permits and Labour Law
3	Tax Exemptions and Foreign Exchange Undertakings
4	Safety and Security
5	Protection and Exploitation of Commercial Rights
6	Telecommunication and Information Technology
7	Waiver, Indemnification and other Legal Issues

- Government Legal Statement, being the declaration to be issued by the respective Government's Minister of Justice of the Host Country, containing in particular:
  - a high-level summary of the legal framework in the respective Host Country;
  - a confirmation on how the Governmental Support Documents will remain, subsequent to its issuance, valid, fully legally binding and enforceable with respect to the Competition; and
  - a list of all special laws, regulations and ordinances which are to be enacted by the respective Government and/or another competent local, regional or national governmental authority in the respective Host Country; and
- Host City Declarations, being the declaration to be issued by the head of the Host City Authority, demonstrating its support for the Bid and for staging Matches in the respective Host City.

## **D.8. COMMERCIAL**

FIFA owns all Commercial rights to all FIFA Competitions and related events (i.e. Draws), which includes but is not limited to the marketing rights and media rights. FIFA markets and implements these rights centrally and directly for all FIFA Competitions.

The Commercial concept of FIFA is based on product exclusivity whereby once a Commercial Affiliate has been allocated within a specific product category, then further Commercial Affiliates may not be allocated in that same category. Furthermore, only the FIFA Commercial Affiliates appointed for one or more FIFA Competitions have the right of commercial association with FIFA and said FIFA Competition. A further key cornerstone to the FIFA Commercial programme rests on the fact that no commercial third parties which are not FIFA Commercial Affiliates have the right of association with FIFA of the FIFA Competition.

FIFA also sells and exploits all media rights for the FIFA Competitions including the appointment of Media Rights Licensees on a global basis. FIFA directly manages the relationships with all Commercial Affiliates and all Media Rights Licensees but will expect support from the Host Associations to ensure that all Commercial rights are implemented and executed to highest standards.

## D.9. COMMUNICATIONS

The Member Association and the Host Country shall work in cooperation with FIFA to develop and implement a comprehensive communications strategy. Its actions and objectives shall be presented in a long-term plan, which includes a strong engagement campaign and meets the requirements set by FIFA.

For that purpose, the Member Association and the Host Country shall ensure that an experienced communications unit is working in close coordination with its FIFA counterparts.

FIFA's role in this process includes, among other responsibilities:

- providing guidance and feedback to strategic documents taking into consideration previous experiences and medium/long-term goals
- providing media guidelines that identify the terms and conditions and the manner in which media entities are permitted to use the FIFA World Cup mark;
- reviewing and approving the issuance of any public statement, as well as the organisation of any media activity, by the Member Association and/or the Host Country;
- holding the sole and exclusive rights to create, host and operate, at its own costs, the official digital platforms related to the Competition;
- developing the overall strategy and concept for all publications, whether print or electronic, issued in relation to the Competition;
- providing guidelines to ensure the official Competition title is properly promoted and used in any communications conducted by the Member Association.

## **D.10. COMPLIANCE**

To support the protection of the integrity of the preparation, hosting and staging of the Competition, FIFA will implement a compliance programme in the 2026 FWC Entity and the 2026 FWC Subsidiaries and designate a high-profile and reputable individual to act as local compliance and ethics officer. The Member Association has the obligation to promote and drive ethical and compliant conduct throughout the preparation, hosting and staging of the Competition within the Member Association and their related responsibilities and to fulfil duties and responsibilities in close cooperation with the FIFA Compliance Division.

### **D.10.1. Compliance programme**

The compliance programme ensures governance, transparency and integrity in all processes and operations related to the Competition. FIFA will develop a compliance programme in the 2026 FWC Entity and the 2026 FWC Subsidiaries including monitoring activities, annual risk assessment, due diligence procedures, export controls and trade sanctions programme as well as relevant policies including the investigation of potential violations.

### **D.10.2. Compliance and ethics officer**

The compliance and ethics officer will report to the FIFA Compliance Division and will be responsible for implementing the compliance programme established by FIFA for the Competition. He or she ensures that the 2026 FWC Entity and the 2026 FWC Subsidiaries with respect to their activities in relation to the preparation, hosting and staging of the Competition, including all FIFA Deliverables and MA Deliverables, fully comply with the relevant compliance and ethics policies and procedures and generally recognised rules of good governance.

## D.11. SUSTAINABILITY

As stated in FIFA 2.0: The Vision for the Future, “stakeholders demand a more sophisticated worldview from... FIFA, one that incorporates sustainability, human rights, inclusivity and financial performance, as well as an understanding of economic inequality, its impacts on sports and sporting events.... As well, institutions must be able to address issues that have not previously been part of their equation: the threat of terrorism, health and wellness, workers’ rights and global warming, to name only a few”.

In essence, it is imperative for an international organisation in the 21<sup>st</sup> century, as increasingly demanded by stakeholders, that FIFA becomes more sustainable, through ensuring that it acts in a socially responsible manner, by causing less harm to the environment and by promoting economic development. In order for FIFA to become more sustainable, the organisation needs to continually improve its management of social, environmental and financial risks, obligations and opportunities including in relation to its flagship event, the event through which FIFA produces its most significant impacts in all three areas.

FIFA is committed to organising the FIFA World Cup following sustainable event management principles and respecting internationally recognised human rights. The Member Association, in relation to their Competition-related activities, shall abide by the same standards as FIFA and support FIFA in its efforts to make this edition the most sustainable FIFA World Cup in history.

### **Sustainable Event Management System**

In setting up Sustainable Event Management Systems (SEMS) for FIFA World Cups, FIFA follows international standards such as ISO 20121 on event sustainability management systems, the United Nations Guiding Principles on Business and Human Rights (UNGPR), AA1000 Stakeholder Engagement Standard, and the Global Reporting Initiative sustainability reporting guidelines. FIFA expects the Member Association to follow the same standards and support FIFA in the setting up and implementation of a Sustainable Event Management System for the FIFA World Cup.

The SEMS is a set of interrelated and interacting elements and processes needed to establish sustainability objectives and continuously improve the sustainability of the Competition. The Sustainability Policy and Strategy for the Competition form the basis of the SEMS. Other elements include the governance structure, an action plan, continuous stakeholder engagement and performance tracking and reporting.

The Member Association shall collaborate with FIFA in the establishment and implementation of an SEMS and provide content related to its activities as well as Host Country-specific information relevant to sustainability and local stakeholders. Such information will be needed in the development of the following joint deliverables. The Member Association also shall collaborate with FIFA in the integration of the Sustainability Policy in operations and the implementation of the Sustainability Strategy and Action Plan.

- The 2026 FIFA World Cup Sustainability Policy
- The 2026 FIFA World Cup Sustainability Strategy
- The 2026 FIFA World Cup Sustainability Action Plan
- The 2026 FIFA World Cup Sustainability Report

## Human rights

FIFA is committed to respecting all internationally recognised human rights and to promoting the protection of these rights in accordance with article 3 of the FIFA Statutes and FIFA's Human Rights Policy. As part of that effort, FIFA will take in-depth due diligence measures towards ensuring respect for human rights in all activities related to the Competition and will provide for or cooperate in the provision of remedy where it has been involved in adverse human rights impacts through its own activities.

FIFA requires the Member Association to support FIFA in all of its efforts towards ensuring respect for human rights as they relate to the Competition, and to respect Internationally Recognised Human Rights in accordance with the UNGP in all aspects of its own activities relating to the hosting and staging of the Competition, including legacy and post-event related activities.

Furthermore, the Member Association are required to collaborate with FIFA in the development of a detailed human rights strategy and implementation plan. Such strategy and implementation plan shall be in accordance with the UNGP. Furthermore, it shall be based on and further develop the human rights strategy provided by the Member Association to FIFA as part of its Bid as well as any further requests made by FIFA in relation thereto (e.g. by way of a corrective action protocol developed by FIFA), and shall include the following elements:

1. A comprehensive report on the identification and assessment of any risks of adverse human rights impacts in connection with the hosting and staging of the Competition with which FIFA or the host Member Association may be involved either through their own activities or as a result of their business relationships. Sources of risks of particular concern should be security, potential resettlement and eviction, labour rights (including those of migrant workers), the rights of children, gender and other forms of discrimination and freedom of expression and peaceful assembly.

Such report shall take into account how the national context, including the national legislation and legal practice, may impede or enable FIFA or the Member Association to host and stage the Competition in a manner that respects all Internationally Recognised Human Rights, especially in the areas where risks of adverse human rights impacts have been identified. Such report shall take into account the findings of the independent studies on such matter that was provided by the Member Association to FIFA during the bidding process in relation to the Member Association's initial proposal for a human rights strategy. Furthermore, it shall draw on internal and/or independent external expertise on human rights and involve consultations with potentially affected groups and other relevant stakeholders in accordance with the AA1000 Stakeholder Engagement Standard.

2. Detailed information on how FIFA and the Member Association will:
  - o embed their commitment to respect all Internationally Recognised Human Rights in their operational policies and procedures as well as seek to embed such commitment in the activities of entities with whom they have business relationships;

- o implement an ongoing due diligence process to identify, prevent, mitigate and account for how they address their impacts on human rights, including, amongst other things, how FIFA and the Member Association will track and verify the effectiveness of measures taken to identify and address risks of adverse human rights impacts throughout the hosting and staging of the Competition, including legacy and post-event related activities, recognising that such risks may change over time;
- o seek ways to respect and help protect the freedoms of human rights defenders and journalists in their work to advance Internationally Recognised Human Rights in relation to the Competition;
- o provide for and cooperate in appropriate and effective grievance mechanisms for individuals and communities whose human rights may be impacted by FIFA and/or the Member Association's own activities in connection with the staging and hosting of the Competition, including legacy and post-event related activities, and how they will ensure that these mechanisms fulfil the effectiveness criteria set out in principle 31 of the UNGP;
- o seek to ensure that appropriate and effective processes are in place to identify and respond to allegations of human rights abuse by entities with whom they have business relationships in connection with the staging and hosting of the Competition, including legacy and post-event related activities, even if FIFA and/or the Member Association have not caused or contributed to such abuse through their own activities, through any grievance mechanisms established by FIFA, the Member Association, the Government authorities and/or other relevant entities.

Furthermore, the Member Association is required to:

- support and participate in any multi-stakeholder forum requested or set up by FIFA to facilitate an open and structured dialogue between the relevant stakeholders, including civil society experts dealing with human rights related matters in connection with the Competition, including any legacy and post-event related activities;
- support and participate in any processes with FIFA and the Government to address challenges relating to how the national context, including the national legislation and legal practice, may impede the Member Association's ability to carry out activities in connection with the Competition, including legacy and post-event related activities, in a manner that respects all Internationally Recognised Human Rights; and
- support, and cooperate with, any grievance mechanisms or such other remediation or monitoring processes as determined by FIFA (whether established by FIFA, Government authorities and/or other relevant entities) for individuals and communities who may be adversely impacted in connection with the Competition and/or Member Association's activities related to the hosting and staging of the Competition, including any legacy and post-event related activities.
- collaborate with FIFA in the development of the sections related to human rights in the 2026 FIFA World Cup Sustainability Report using the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines supplemented by the UN Guiding Principles Reporting Framework.

### **Diversity and Anti-discrimination**

The Member Association shall work with the Host Country and Host Cities to promote a discrimination-free environment during the Competition.

The Member Association shall support FIFA in its efforts to ensure inclusive and equal opportunity recruitment practices with the aim of including disabled people and promoting the diversity of gender, social classes, races, ethnicities and age groups of staff, Volunteers and contractors involved in the hosting and staging of the Competition.

The Member Association shall also support FIFA in creating opportunities for vulnerable groups to attend Competition matches.

### **Accessibility**

The Member Association shall ensure that all FIFA World Cup Sites, including non-Stadium Sites, are accessible for disabled people and people with limited mobility and that the design and construction of these Sites allows for this accessibility accordingly (see section F.2.1.7 for more information on Accessibility requirements for the Stadiums).

The Member Association shall also work with and encourage the Host Cities and relevant private entities to provide accessible infrastructure and services throughout the Host Cities, including accommodation, airports and public transport.

### **Tobacco-free**

The Member Association shall support and collaborate with FIFA and the 2026 FWC Entity on implementing the FIFA Tobacco Free Policy at all FIFA World Cup Sites.

### **Football for Hope Festival**

The Member Association shall propose three potential Sites for the Football for Hope Festival venue or such other event forming part of the FIFA sustainability activities, if possible free of charge, for exclusive use by FIFA for one month during the 2026 FIFA World Cup. In relation to the Football for Hope Festival, the potential venue shall comprise the following basic infrastructure:

- 2–3 star accommodation facilities with capacity for 360 people;
- fully equipped catering facilities to seat 600 people;
- at least 10 workshop and office spaces of different sizes, including an auditorium with at least 400 seats;
- 2 football pitches (40m x 20m) with spectator stands for up to 2,000 people and a warm up area (40m x 20m) close to the pitches;
- enough outdoor space next to the pitches to accommodate temporary infrastructure such as a hospitality area, mixed zone, accreditation centre, pre- and post-match discussion areas, spectator entertainment zone, temporary stage etc.;
- access to clean drinking water, Wi-Fi and uninterrupted power supply (including back-up power generator);
- parking space.

The Member Association shall support FIFA in planning and delivering the event by providing the following services with related costs covered by the Member Association, including but not limited to:

- identification and securing of Site(s) to host the Football for Hope Festival as outlined above;
- installation of IT and telecommunications infrastructure, if applicable;
- the recruitment and training of 200 FIFA World Cup volunteers.

### **Sustainable building certifications – Stadiums and non-Stadium Sites**

The Member Association shall ensure that all newly built and renovated Stadiums obtain sustainable design, build and operations certifications. The Member Association shall ensure that existing Stadiums obtain sustainable operations certification. Given that there are a number of comparable standards for such certifications, the type and level of certification shall be subject to FIFA's prior approval. In the event that the certification proposed is not internationally recognised, the Member Association shall provide FIFA with a gap analysis comparing the proposed certification with an internationally recognised certification defined by FIFA.

The Member Association shall ensure that all Stadium Authorities and Host City Authorities are aware of this requirement and shall be responsible for monitoring and ensuring compliance with this requirement. Upon request by FIFA, the Member Association shall provide FIFA with a copy of such sustainable building certifications for each Stadium.

The Member Association shall ensure that newly built non-Stadium Sites, such as the IBC, the Training Sites and Competition-related Sites, also obtain sustainable design and build certifications. The Member Association shall ensure that related authorities are aware of this sustainable building certification requirement and shall be responsible for monitoring and ensuring compliance with such requirement. Upon request by FIFA, the Member Association shall provide a copy of such sustainable building certifications.

In the selection process for other FIFA World Cup infrastructure, Competition and non-Competition related, sustainable building certifications shall be taken into account, with a preference for those with such certifications.

### **Sustainable overlay infrastructure**

If applicable, the Member Association shall also ensure that overlay infrastructure is procured, constructed and reused or disposed of according to Sustainable Event Management principles in line with such standards for sustainable building certification as approved by FIFA.

### **Carbon management**

The Member Association shall collaborate and collect data to support FIFA and the 2026 FWC Entity in the FIFA World Cup carbon management programme, including an ex-ante carbon footprint study, the development and implementation of a plan to reduce and offset emissions and an ex-post carbon footprint study.

**The reuse, reduction and recycling of waste**

The Member Association shall support FIFA in its efforts to reuse, reduce and recycle Competition-related waste, including but not limited to the provision of waste compounds that allow for the separation of waste at all Competition Sites.

**Transport**

The Member Association shall encourage and work with the Host Country and Host Cities to offer FIFA World Cup spectators environmentally friendly transport alternatives in and between the Host Cities, including but not limited to public transport and vehicles that run on renewable energy.

**Resource utilisation and conservation**

The Member Association shall ensure efficient water resource management and energy management at all Sites and in respect of any of its operational activities. The Member Association shall ensure efficient sanitation systems, the use of renewable energy (whenever possible) and the use of energy-efficient technology and equipment.

**Environmental protection**

The Member Association shall ensure that all environmental certificates required pursuant to applicable laws and regulations are obtained, while minimising possible adverse environmental impacts of activities carried out by the Member Association in connection with the Competition.

**Local economic development**

The Member Association shall ensure, to the extent reasonably possible, the engagement of the local economy to promote sustainable economic development.

## E. GENERAL AND NON-STADIUM HOSTING REQUIREMENTS



## E.1. INTRODUCTION

The present chapter E. covers requirements and principles that are applicable at all FIFA World Cup Sites and that, at all times, shall be followed by all Stakeholders involved in hosting the FIFA World Cup. The detailed requirements around the Stadiums are presented in chapter F.

Please note:

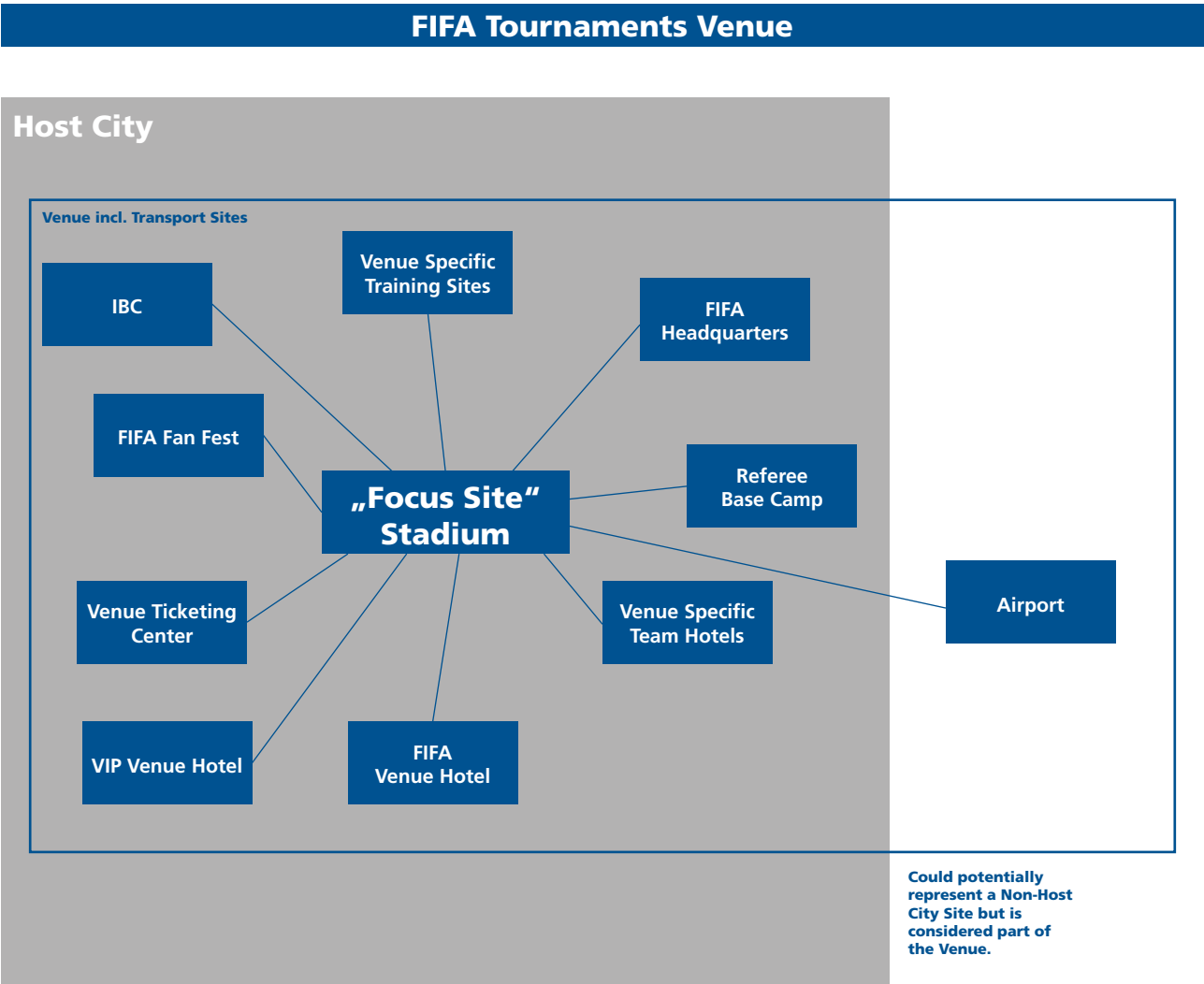
- Given the nature of technological development and the introduction of new industry standards, the present requirements are subject to change and will need to be adapted before the Competition is staged.
- As per the Hosting Agreement and in light of the nature of operational planning, FIFA reserves the right to publish further binding information at a later stage; such items include but are not limited to corrections to requirements, clarifications of requirements, or detailed specifications of requirements, etc.

### E.1.1. FIFA Competition Sites and services

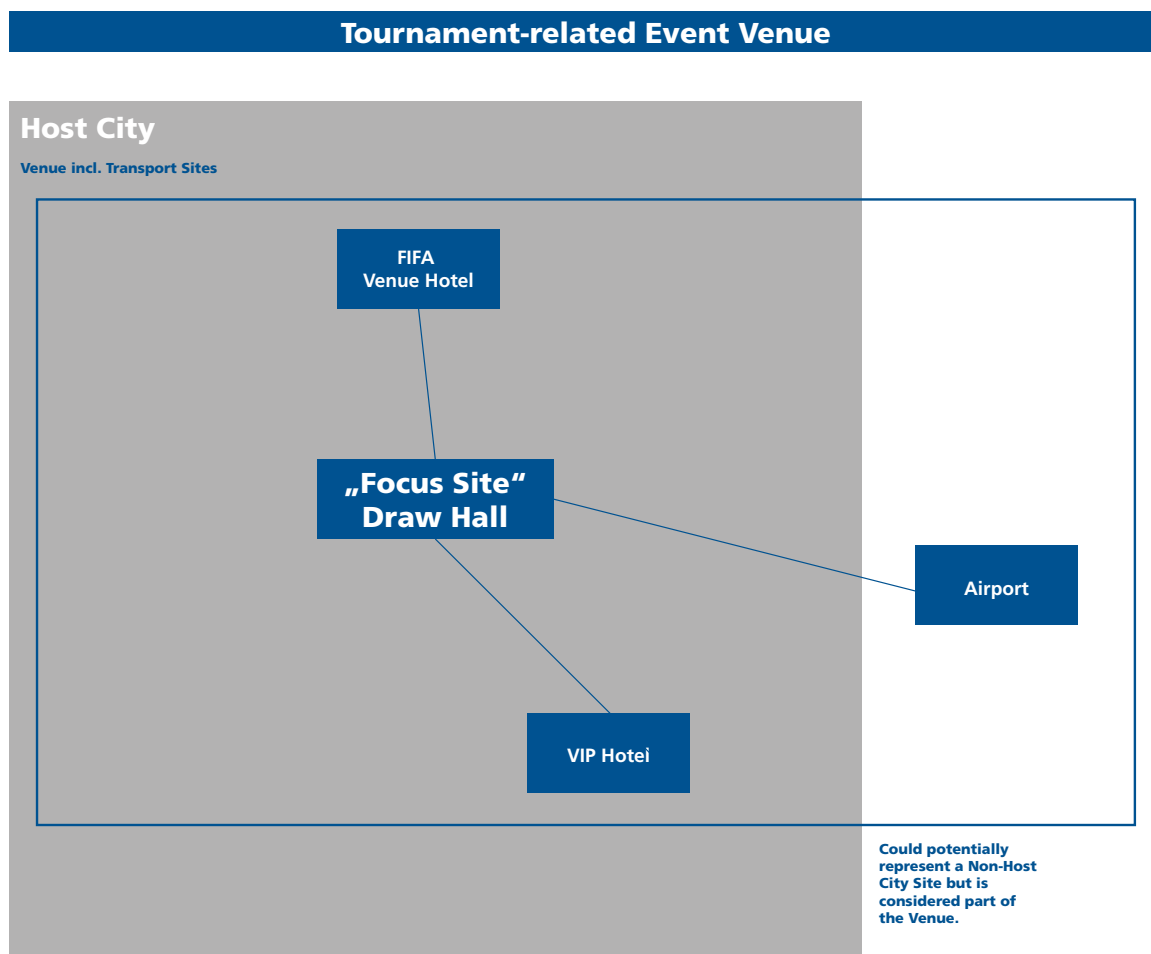
The following chapters will describe specific requirements that are Site-specific. A Site describes any location, area and/or facility designated by FIFA as an official Site in relation to the FIFA World Cup, including the Competition-related Events, and to which access is in principle permitted only to accreditation card holders or ticket holders or any other official access device determined by FIFA.

All of these Sites will be part of a Venue. A Venue is described as the collection of all Sites and their connections used for the FIFA World Cup or any Competition-related Events (e.g. a Stadium, Draw hall, etc.) within a Host City and, if determined by FIFA, outside of a Host City (e.g. an airport, Team Base Camp or Referee Base Camp if located outside of a Host City).

The following graphic visualises the principle definition of a Venue applicable to the FIFA World Cup (with the focus on the Stadiums).



The following graphic visualises the principle definition of a Venue applicable to Competition-Related Events (example refers to a Draw Venue).



### E.1.2. Exclusive-Use Periods

Please refer to Stadium-related Exclusive-Use Periods under F.1 that define the Exclusive-Use Period and details any requirements specific to the delivery of Stadium infrastructure and services.

Please find hereafter a summary of all-non-Stadium Sites' Exclusive-Use Period, wherever they deviate from the Stadium.

- Training Sites – fourteen (14) days prior to the opening Match of the relevant Competition until three (3) days after the last use of such Training Site). No activity on the pitch from 28 days prior to the opening match.
- IBC – 6 months prior to the opening match
- Draw Halls – in principle, 2 weeks before the event

## **E.2. GENERAL REQUIREMENTS**

This section indicates requirements valid for all elements needed to organise the FIFA World Cup. They shall be implemented at all times throughout the Competition lifecycle, the different Competition Sites and locations (Stadium and non-Stadium related areas) and by all involved stakeholders.

### **E.2.1. Access & egress principles**

The following general principles shall be present at all Competition Sites when it comes to access and egress:

- Within every FIFA Competition Site, access and egress installations shall be adapted to Site-specific vehicle and pedestrian flows to allow for an easy and efficient connection with areas outside the Site's outer perimeter.
- Access and egress principles shall be planned and implemented in accordance with the event transport, ticketing, mobility and security operations that are present at the respective FIFA Competition Sites.
- The operational lead of a FIFA Competition's Site shall be responsible for the planning and implementation of the access and egress principles on the respective Site.

### **E.2.2. Facility management**

This section describes the requirements dealing with technical support services that shall ensure the technical functionality of every FIFA Competition Site (management and control of the permanent Site functions).

The Site Owner shall ensure that the Site is provided in accordance with FIFA's requirements as stipulated in the respective FIFA World Cup documentation and managed according to the following requirements.

The Site Owner shall:

- Manage, maintain and operate the Site and the related facilities required in good working order and in compliance with all applicable international, supra-national, national, state and municipal laws, regulations and decrees, considering at least:
  - o Building authorities and certificates concerned.
  - o Fire department.
  - o Health authority.
  - o Health & safety department.
  - o Food safety authorities.
  - o Emergency evacuation considering FIFA World Cup space & area planning.
- Hire the appropriate staff in order to meet all statutory and operational requirements and introduce a technical on-call service, available to FIFA and the Member Association, in particular from the beginning of the set-up works up until the end of the dismantling works.

- Install a technical/facility management team that shall:
  - o Coordinate and perform any Site operations.
  - o Support the Site Owner in their role to deliver services and infrastructure.
  - o Mediate between the parties involved, should any technical problem arise.

### **E.2.2.1. Technical personnel/services**

The Site Owner shall ensure that a technically competent and qualified employee coordinates in particular the following technical operations:

- Site maintenance engineering
- Plumbing
- Carpentry
- Masonry/bricklaying
- Rigging
- Electricity
- ICT
- Elevator and escalator installation
- Fire detection

The exact number of technicians required is determined by the relevant demands of the operational situation.

### **E.2.2.2. Venue inspection tours**

All Official Sites identified by FIFA shall be open to visitation and inspection to ensure proper integration within the overall Competition and the construction/implementation adequateness of the Sites' specific characteristics (i.e. focus on operational cross-functional matters). It shall allow the participants to review and evaluate their respective Sites, facilities and functional spaces "on-site" and to get a general understanding of the Host City/Venue.

Site owners/operators and qualified personnel shall cooperate and all areas of the Site shall be accessible.

These tours shall take place starting at the latest 4 years prior to the FIFA World Cup. The number of tours per year shall be defined at a later stage.

### **E.2.2.3. Working site visits**

In contrast to the Venue inspection tours, several stakeholders require function-specific "working site visits" to the Site(s) falling under their responsibility to achieve a common understanding of the Site(s) and/or to detail and finalise any infrastructural and/or operational plans.

These visits shall allow them to obtain a clear picture on the Site-specific characteristics and resolve any issues or open matters that are specific to a certain FIFA World Cup Site (e.g. construction progress report, space and area allocation, procurement activities, etc.).

The working site visits shall be integrated into the overall Venue delivery and shall take place as often as required to ensure the handover of a Site in accordance with the requirements. They shall take place at any time after the award of the FIFA World Cup.

Working site visits shall, where possible, not overlap with Venue inspection tours as participants cannot take part in both simultaneously.

### **E.2.3. Health and safety**

Any stakeholder involved in the delivery of infrastructure and services must comply with the national health and safety norms which may be required for the safe and secure delivery of infrastructure and services deliverables.

All Sites shall be operated according to the highest international standards of safety and security and in accordance with all requirements by FIFA on the basis of this Hosting Requirements document and set out in detail in the relevant technical specification documents provided by FIFA. The Member Association shall obtain all required health and safety permits and certificates to operate such Sites. In cooperation with the competent local and other Government authorities, it shall establish appropriate procedures at each Site to ensure the safety and security of all people present at the Sites during the periods in which the Sites are under the control of the Member Association and/or FIFA.

## **E.2.4. Infrastructure deliverables**

### **E.2.4.1. General requirements**

The provision of an infrastructure deliverable always includes its planning, production, transport, installation, operation, repair/maintenance and, where applicable, dismantling.

### **E.2.4.2. Setting up and dismantling**

The setting up and dismantling of any infrastructure or installation shall be carried out and coordinated through the Stakeholder that contracted their construction/installation.

### **E.2.4.3. Handover and handback**

Infrastructure deliverables shall be handed over to/handed back by FIFA or any other third party as determined by FIFA from the provider of an infrastructure deliverable prior to its use or occupation in accordance with the handover and handback process, subject to reasonable wear and tear.

### **E.2.4.4. Security measures**

Any equipment, facility, material, installation or facility during its setting up, operation or dismantling shall be secured and managed by the respective Site owner, unless otherwise specified by FIFA for certain areas or installations.

### **E.2.4.5. Permanent and overlay infrastructure**

Unless otherwise specified, any deliverable defined as an infrastructure deliverable may be delivered by means of a permanent or a temporary infrastructure specifically set up for the Competition. If the latter case applies, it is called overlay infrastructure.

In deciding as to whether an infrastructure deliverable shall be delivered by a permanent or a temporary installation to comply with the FIFA World Cup requirements, FIFA shall be consulted to jointly define the most effective solution for the Competition.

In any case, an overlay infrastructure must always meet the requirements set out for the respective infrastructure.

## **E.2.5. Language**

High-quality provision of language services is essential to facilitate the smooth running of almost all aspects of the FIFA World Cup. The requirements range from having highly skilled interpreters in booths at top-level strategic meetings to producing Competition Regulations that are clear and correct in the four official FIFA languages, and from communicating successfully with the world's media about this global sporting event to providing clear and correct signage in the appropriate language.

The language services operations are clearly split into two distinct parts:

- translation (written)
- interpreting (spoken)

The project is predominantly a FIFA-led project, with the Member Association mainly responsible for translating all correspondence and documentation to and from the local language into English, where necessary.

### **E.2.6. Permits and approvals**

All permits, authorisations, orders and regulatory consents (whether for temporary or permanent structures), including building permits, security permits, catering permits, sanitation permits, fire authority permits and any other permits as may be necessary to enable the timely and lawful holding of all Competition-related Events shall be secured in a timely manner by the Member Association as determined by FIFA.

### **E.2.7. Subcontracting**

If a stakeholder wishes to appoint a subcontractor, i.e. a service provider, for the provision of any infrastructure or services, they shall only subcontract companies that are experienced in the respective area of expertise or, if required or requested by FIFA, have the relevant experience with major sporting events to ensure smooth implementation.

FIFA shall be informed of all subcontractors, including freelancers, whenever requested.

### **E.2.8. Testing**

Test events represent the best possible lever to challenge the design of any FIFA World Cup infrastructure and train staff to operate under full capacity conditions prior to the Competition. At least three football events shall be staged as a test for the FIFA World Cup in each Stadium with ideally full capacity prior to the provision of the Stadium for the FIFA World Cup.

Test Events shall:

- be organised under the format of a professionally organised football Match, and with the opportunity to test certain parts and systems of the Competition operations
- provide skills training for all Site operations
- support validation of envisaged space & area allocations, incl. access and egress flows of all constituent groups
- test the readiness and functionality of any future FIFA Competition infrastructure, service deliverable and operational plans
- provide all stakeholders with a platform to test staff, interfaces, operational structures and integrated plans around hosting a Match
- result in a debrief leading to recommendations on how to further improve operational plans for staging the FIFA World Cup

### E.3. ACCESS MANAGEMENT

Access management is the implementation of policies, systems and infrastructure to ensure all authorised personnel and vehicles can access working areas in a timely manner.

In general, FIFA will be responsible for the development of the access management concept and the implementation of the accreditation operations, however the Member Association and other Host Country stakeholders will be required to support the project in specific areas which are explained in detail below.

#### E.3.1. Infrastructure

According to the access management concept developed by FIFA, for all non-Stadium Sites that require access management infrastructure, it is the responsibility of the Site owner to provide such space as is required in the space requirements for that Site. Non-Stadium Sites that are expected to require a dedicated accreditation centre include:

name of space/installation	minimum amount	minimum area required (m <sup>2</sup> )
FIFA Headquarters	1	30
IBC	1	500
Competition-related Event Sites (Draws etc.)	1	500

#### E.3.2. Data protection

The Member Association is required to ensure that the legal framework is in place so that all personal data collected in connection with the accreditation project complies with applicable laws and that any data protection legislation does not restrict or impede FIFA from requesting certain information from accreditation applicants.

#### E.3.3. Background checks

The Member Association is required to liaise with the security authorities to ensure appropriate background checks are able to be conducted on accreditation applicants. Such procedures should be elaborated in the safety and security concept prepared under section E.16. Procedures must be in place so that security checks can be performed in a timely manner to deal with accreditation applications during the Competition.

## **E.4. ACCOMMODATION**

Accommodation is a key component of the successful hosting and staging of the Competition. A large inventory of rooms at suitable Hotels (location, standard, size and price) shall be provided in the Host Country prior to, and during, the FIFA World Cup for FIFA, the Member Association, the Participating Member Associations (PMAs) and the other FIFA constituent groups requiring accommodation.

As part of the bid, the Member Association and Host Country are required to perform an assessment of the accommodation inventory within each proposed Host City and provide a proposal for hotel allocation to FIFA's constituent groups.

The Member Association shall maintain a close relationship and support FIFA's discussions with the Government and further competent local, regional or national Government authorities (as applicable) as well as any relevant tourist and other organisations in connection with the planning, organisation and implementation of the accommodation operation.

### **E.4.1. Accommodation analysis**

As part of the bid, an in-depth review of the Host Country's accommodation infrastructure must be performed to assess the current state and determine the need for additional hotels and/or temporary accommodation.

This analysis shall allow for an optimal allocation of the existing accommodation infrastructure to all constituent groups and consider the following elements:

- Market capacity evaluation
- Hotel classification and price level
- Hotel room allocation (incl. temporary accommodation if necessary) and segregation policy proposal

#### **E.4.1.1. Market capacity**

A substantial number of hotel rooms and other accommodation facilities must be available in the Host Cities and their immediate surroundings to satisfy the demand from all stakeholders. The following factors must be taken in consideration when evaluating the demand for Accommodation at a Host City:

- Geographical location
- Host City's attractiveness and connections
- Stadium size
- Type of Match and Match schedule
- Participating Teams
- Public viewing opportunities

Based on these factors, the Host Country/Host Cities must be able to demonstrate that the local Accommodation market will be able to respond to the increase in demand caused by the FIFA World Cup.

To calculate the accommodation capacity, estimations can be calculated in accordance with the Stadium capacity required for specific Matches of the FIFA World Cup. It is estimated that the number of peak rooms required in a Host City after a Match will be the FIFA constituent groups' rooms + 20% of the remaining Stadium capacity in twin rooms for the general public.

Market capacity	Occupancy (expected no. of people)	Additional specifications	Opening match	Group match	Round of 32	Round of 16	Quarter-final	Semi-final	Third-place match	Final
General Public Match-specific Accommodation demand at Competition Host Cities	6,499 guest rooms	– assuming 20% of remaining Stadium capacity (70,000 seats) in double occupancy rooms – including FIFA Congress	x							
General Public Match-specific Accommodation demand at Competition Host Cities	3,824 guest rooms	– assuming 20% of remaining Stadium capacity (40,000 seats) in double occupancy rooms		x	x	x				
General Public Match-specific Accommodation demand at Competition Host Cities	3,694 guest rooms	– assuming 20% of remaining Stadium capacity (40,000 seats) in double occupancy rooms					x		x	
General Public Match-specific Accommodation demand at Competition Host Cities	6,372 guest rooms	– assuming 20% of remaining Stadium capacity (70,000 seats) in double occupancy rooms						x		
General Public Match-specific Accommodation demand at Competition Host Cities	6,192 guest rooms	– assuming 20% of remaining Stadium capacity (70,000 seats) in double occupancy rooms								x
Total FIFA Constituent Groups' Accommodation demand	5,010 guest rooms		x							
Total FIFA Constituent Groups' Accommodation demand	1,760 guest rooms			x	x	x				
Total FIFA Constituent Groups' Accommodation demand	3,060 guest rooms						x		x	
Total FIFA Constituent Groups' Accommodation demand	6,280 guest rooms							x		
Total FIFA Constituent Groups' Accommodation demand	8,080 guest rooms									x

### E.4.1.2. Hotel classification and price level

It is essential that the provided accommodation corresponds to international standards. 5-star, 4-star and 3-star hotels constitute the expected level of quality for all of the constituent groups and for most of the general public. If the supply of hotel rooms is not sufficient for the general public, other means of accommodation must be provided (e.g. Bed & Breakfast, youth hostels, camping, etc.)

Hotel	Description	Minimum facility requirements	Minimum service requirements
5-star	This hotel type corresponds to accommodation for the highest demands (e.g. luxury Hotels and resorts, deluxe boutique and design Hotels).	<ul style="list-style-type: none"> <li>• Bedrooms for single or double use minimum 26m<sup>2</sup></li> <li>• High standard, functional, clean, spacious furniture and bathrooms</li> <li>• Choice of suites and prime rooms</li> <li>• Reception hall, fully serviced restaurant, Hotel bar</li> <li>• Substantial health and fitness facilities</li> <li>• Meeting facilities</li> <li>• Bedroom facilities including minibar, air conditioning, safe</li> <li>• High-speed internet access in the room</li> <li>• Secure area/location</li> </ul>	<ul style="list-style-type: none"> <li>• Trained, multilingual staff (English required)</li> <li>• Luggage service</li> <li>• International TV and radio channels in the room (English, Spanish, French, German required)</li> <li>• 24-hour room service for meals and beverages</li> <li>• 24-hour reception and concierge service</li> <li>• Laundry service available seven days per week within 12 hours</li> <li>• Ironing service available seven days per week within one hour</li> <li>• Sewing and shoe-cleaning service available seven days per week</li> <li>• Hot and cold breakfast buffet</li> <li>• Hair drier and amenities in the bathroom</li> <li>• Acceptance of major credit cards</li> </ul>
4-star	This hotel type corresponds to Accommodation for high demands (e.g. Business Hotels, tourist Hotels, etc.)	<ul style="list-style-type: none"> <li>• Bedrooms for single or double use minimum 22 m<sup>2</sup></li> <li>• High standard, functional, clean, spacious furniture and bathrooms</li> <li>• Choice of suites and prime rooms</li> <li>• Reception hall, fully serviced restaurant, Hotel bar</li> <li>• Health and fitness facilities</li> <li>• Meeting facilities</li> <li>• Bedroom facilities including minibar, air conditioning, safe</li> <li>• High-speed internet access in the room</li> <li>• Secure area/location</li> </ul>	<ul style="list-style-type: none"> <li>• Trained, multilingual staff (English required)</li> <li>• Luggage service</li> <li>• International TV and radio channels in the room (English, Spanish, French, German preferred)</li> <li>• 18-hour room service for meals and beverages</li> <li>• 18-hour reception (reachable 24 hours)</li> <li>• Laundry service available seven days per week within 12 hours</li> <li>• Trouser press or ironing facilities in the room or ironing service available seven days per week</li> <li>• Sewing and shoe-cleaning service available five days per week</li> <li>• Hot and cold breakfast buffet</li> <li>• Hair drier and amenities in the bathroom</li> <li>• Acceptance of major credit cards</li> </ul>
3-star	This hotel type corresponds to Accommodation with high comfort (e.g. Business Hotels, tourist Hotels, etc.)	<ul style="list-style-type: none"> <li>• Bedrooms for single or double use minimum 18m<sup>2</sup></li> <li>• Functional, clean furniture and bathrooms</li> <li>• Choice of prime rooms</li> <li>• Reception hall, restaurant preferred</li> <li>• Air conditioning in the bedrooms preferred</li> <li>• Beverages available in the bedrooms</li> <li>• Safe available</li> <li>• Internet terminal (high-speed internet access in the room preferred)</li> <li>• Secure area/location</li> </ul>	<ul style="list-style-type: none"> <li>• Trained, bilingual staff (English required)</li> <li>• Luggage service</li> <li>• International TV and radio channels in the room (English news channel required)</li> <li>• 14-hour reception (reachable 24 hours)</li> <li>• Laundry service available five days per week</li> <li>• Ironing facilities available</li> <li>• Hot and cold breakfast buffet</li> <li>• Hair drier and amenities available</li> <li>• Acceptance of major credit cards</li> </ul>

The price levels charged by all accommodation suppliers must reflect the true value of the related accommodation and conform to market rates (i.e. no inflated prices due to the FIFA World Cup).

#### **E.4.1.3. Hotel/room allocation and segregation policy**

The allocation of hotels and rooms for the constituent groups of the FIFA World Cup shall be performed well in advance of the Competition.

When developing the Member Association proposal for the allocation of different constituent groups to different hotels, the following restrictions should be applied:

- FIFA/Member Association's Hotels: not to be shared with Participating Members Associations, Broadcasters, Media and supporters
- Participating Members Associations' Hotels: not to be shared with Referees, Commercial Affiliates, Broadcasters, Media and supporters
- Referees' Base Camp: not to be shared with Participating Members Associations, Broadcasters, Media and supporters
- Other hotels: not to be shared with Participating Members Associations and FIFA/Member Association

### **E.4.2. FIFA constituent groups' accommodation**

- FIFA VIP Hotels
  - o In the Host City of the FIFA Headquarters, the VIP Hotel is an exclusive separate room inventory to accommodate the FIFA VVIP/VIPs (including FIFA Council Members) and FIFA VVIP/VIP guests.
  - o In every Host City other than the one where the FIFA Headquarters is located, they are only necessary if the standard or size of the FIFA Venue Hotel is not suitable (in all Host Cities other than the main Host City, VVIP/VIPs shall be lodged in FIFA Venue Hotels when possible).
- FIFA Venue Hotels shall:
  - o Be the exclusive accommodation in the respective Host Cities' of the FIFA delegation, Referees, Member Association personnel and other entities, representatives and guests as determined by FIFA in each Host City other than the Host City where the FIFA Headquarters is located.
  - o Be the Sites where FIFA VIPs and VIP guests are also accommodated if the Hotel quality is suitable and large enough.
  - o Be located near the necessary FIFA VIP Hotels of the respective Host City if they cannot accommodate FIFA VIPs and VIP guests.
- Member Association Hotels
  - o The Sites where the Member Association's staff and guests will reside for the entire duration of the FIFA World Cup
- Commercial Affiliates Hotels
  - o The Sites where, as part of their sponsoring rights, the Commercial Affiliates' customers, sales agents, associates, guests and staff will reside for the entire duration of the FIFA World Cup
- Hospitality Hotel
  - o The Sites where Hospitality Programme's participants will reside during the Competition, providing them with an exceptional Match experience
- Host Broadcaster Hotel
  - o The Sites where the Host Broadcaster's staff will reside during the Competition
- Media and Media Rights Licensees Hotels
  - o The Sites where the accredited media and the representatives of TV rights-holding stations will reside during the Competition
- IBC Hotels
  - o The Sites where the IBC's staff will reside during the Competition

The FIFA Headquarters is covered as part of the workforce infrastructure section (see section E.26.). The Congress Hotels, Draws Hotels and hotels required for other Competition-related Events are covered as part of the Competition-related Events section (see section E.19.).

The following table provides an overview on the required infrastructure:

FIFA Constituent Groups' Accommodation	Minimum amount	Position/location	Additional specifications (please note: this requirement forms part of the total guest room requirement as per E.4.1.1.2.)	Opening match	Group match	Group match with home team	Round of 32	Round of 16	Quarter-final	Semi-final	Third-place match	Final
FIFA VIP Hotel	1 per Host City	<ul style="list-style-type: none"> <li>– in all Host Cities</li> <li>– if feasible FIFA VIP Hotel is located with FIFA HQ/Venue Hotel (if not, it shall be a standalone Hotel close by)</li> </ul>	<ul style="list-style-type: none"> <li>– 5-star hotel</li> </ul>	200	50	50	50	50	100	150	100	300
FIFA Venue Hotel	1 per Host City	<ul style="list-style-type: none"> <li>– secure area in the centre of the Host City</li> <li>– close proximity to Stadiums, airports, public ground transport and VSTHs/VSTSS</li> <li>– ideally located with FIFA VIP Hotel</li> <li>– ideally Event-time offices located in walking distance</li> </ul>	<ul style="list-style-type: none"> <li>– 4- or 5-star hotel</li> </ul>	450	100	100	100	100	150	250	150	See E.2.5.2
Member Association Hotel	1 per Host City	<ul style="list-style-type: none"> <li>– in the respective Host City</li> <li>– in close proximity to the FIFA Headquarters and/or FIFA Venue Hotels</li> </ul>	<ul style="list-style-type: none"> <li>– 4-star/5-star hotels</li> </ul>	400	50	50	50	50	100	200	100	400
Commercial Affiliates Hotel	enough hotels to cover the overall occupancy demand in each Host City	<ul style="list-style-type: none"> <li>– in the respective Host City</li> </ul>	<ul style="list-style-type: none"> <li>– 4-star/5-star hotels</li> <li>– Possibility for Commercial Affiliates to place Hospitality desks, product displays and signage at the respective Hotel</li> </ul>	800	350	350	350	350	750	1,500	750	2,000
Hospitality Hotel	enough hotels to cover the overall occupancy demand in each Host City	<ul style="list-style-type: none"> <li>– in the respective Host City</li> </ul>	<ul style="list-style-type: none"> <li>– 4-star/5-star hotels</li> </ul>	800	350	350	350	350	750	1,500	750	2,000
Host Broadcaster Hotel (excl. IBC Hotels)	1-4 per Host City	<ul style="list-style-type: none"> <li>– in the respective Host City</li> </ul>	<ul style="list-style-type: none"> <li>– 3-star/4-star hotels</li> </ul>	400	200	200	200	200	250	500	250	500
Media and Media Right Licensees Hotel	enough hotels to cover the overall occupancy demand in each Host City	<ul style="list-style-type: none"> <li>– in the respective Host City</li> </ul>	<ul style="list-style-type: none"> <li>– 3-star/4-star hotels</li> </ul>	1,000	500	500	500	500	800	2,000	800	2,000
IBC Hotels	enough hotels in the city where the IBC is located to cover the demand	<ul style="list-style-type: none"> <li>– in close proximity to the IBC</li> </ul>	<ul style="list-style-type: none"> <li>– 3-star/4-star hotels</li> </ul>	4,000								

The following principles shall apply to all of the above facilities:

- All locations will require offices, function rooms, conference rooms, meeting rooms or other working spaces. Unless explicitly approved by FIFA in writing, the Member Association shall ensure that such working spaces are provided in facilities other than a guest room.
- Any necessary Competition-related activity (e.g. dressing material and signage, welcome desks, Commercial Affiliates' equipment, flags, etc.) shall be permitted within and outside of the respective Hotels.

The detailed processes for the selection of the location, specifications for infrastructure and services are introduced in the respective FIFA World Cup documentation, published at a later stage.

### **E.4.3. Participating Member Association' and referees' accommodation**

The following accommodation facilities will be required for the Participating Member Associations and the Referees during the FIFA World Cup. They shall be combined with a Training Site (see Training Site section E.24.):

- Team Base Camp Hotels
  - o Hotel that will serve as the headquarters of a Team during the Competition Period and where the Team will stay for the entire length of the Competition, except for nights when it stays at the Venue-Specific Team Hotel. It shall also accommodate certain Team Delegation members, certain FIFA Delegation members and certain Member Association personnel.
- Venue-Specific Team Hotels
  - o Hotel where a Team is obliged to stay the night before a Match. It shall also accommodate certain Team Delegation Members, certain FIFA Delegation members and certain Member Association personnel.
- Referees' Base Camp Hotel
  - o Hotel that will serve as the headquarters for the Referees during the Competition Period and where they will stay for the entire length of the Competition. It shall also accommodate certain FIFA Delegation members and certain Member Association personnel.

FIFA Constituent Groups' Accommodation	Minimum amount	Occupancy (expected no. of people)	Position/location	Additional specifications
Team Base Camp Hotel	72	80 guest rooms per Hotel (70 guest rooms for the PMA + 10 guest rooms for the FIFA delegation)	<ul style="list-style-type: none"> <li>– quiet and secured environment within a one (1) hour bus drive from the Airport suitable for at least one hundred (100) seater plane</li> <li>– within a 20-minute bus drive from the Team Base Camp Training Site</li> </ul>	– 3-, 4-, 5-star hotel
Venue-Specific Team Hotel	4 per Venue	80 guest rooms per Hotel (70 guest rooms for the PMA + 10 guest rooms for the FIFA delegation)	<ul style="list-style-type: none"> <li>– within a 30-minute bus drive from the Host City's Stadium</li> <li>– within a 20-minute bus drive from the Venue-Specific</li> </ul>	– 4- or 5-star hotel
Referees' Base Camp Hotel	1	200 guest rooms	<ul style="list-style-type: none"> <li>– in the Host City of the Final Match/ FIFA HQ</li> <li>– within a 20-minute bus drive from the selected Referees' Training Site</li> <li>– no more than 60-minute drive from an airport with international flights</li> </ul>	<ul style="list-style-type: none"> <li>– First-class Hotel (4- or 5-star)</li> <li>– number of required rooms will slowly increase prior to 1<sup>st</sup> MD before reaching full occupancy</li> </ul>

The number of required Team Base Camp Hotels and Venue-Specific Team Hotels can be modified by FIFA at any point in time to reflect the specific characteristics and requirements of the FIFA World Cup.

## E.4.4. Competition-related event accommodation

### E.4.4.1. FIFA draw hotels

The FIFA Draw Hotels shall:

- Be located in close proximity to one another (multiple hotels required), close to the site of the Draw.
- Be the Sites where the guests of the Draw will reside for the entire duration of the Draw.
- Be a collection of Hotels of different standards (3-, 4- and 5-star Hotels) to accommodate the demands of all stakeholders present at the Draw.

### E.4.4.2. FIFA Congress hotels

The FIFA Congress hotels shall be:

- located in close proximity to one another (multiple hotels required), close to the site of the Congress and the Stadium of the Opening Match.
- the Sites where the guests of the Congress will reside for the entire duration of the Congress taking place before the FIFA World Cup.
- all of a similar quality standard (i.e. 4- or 5-star) and equipped with sufficient working space and offices facilities.

## **E.5. CATERING**

“Catering” refers to the provision of food and beverages to different FIFA constituent groups at the FIFA World Cup and Competition-related Events.

FIFA will develop a catering concept covering the various constituent groups. For the avoidance of doubt, the catering solution does not include the food and beverage concessions for the general public.

## **E.6. CLEANING AND WASTE MANAGEMENT**

Cleaning and waste management is fundamental for the health and safety of spectators, staff, volunteers, media and others but also greatly impact our environment. Based on this principle, it shall be understood that every indoor and outdoor area (e.g. Competition Sites, Host-Cities, other public areas, etc.) related to the Competition must be, at all times, maintained in a clean and adequate state through cleaning and waste management activities and installations.

FIFA will develop a cleaning and waste management concept that will elaborate the principles and policies that must be applied by the Site operators at every Site within the Competition or Competition-related Events.



## E.7. FIFA FAN FEST

The FIFA Fan Fest shall:

- Be the official public viewing event of the FIFA World Cup and transport the FIFA World Cup atmosphere from the Stadiums into the centres of the Host Cities at the FIFA Fan Fests (1 FIFA Fan Fest per Host City) and be the “best place outside the Stadium to watch the matches of the FIFA World Cup”.
- Be located at an iconic Site, ideally in the city centre, capable of receiving a high volume of foot traffic and be easily accessible through different transport means (e.g. by public transport, bicycle, foot, etc.) by as many people as possible.
- Offer a safe, secure and festive environment for fans to watch live broadcast feeds of every Match of the FIFA World Cup alongside a robust entertainment programme, provide activation opportunities for FIFA Commercial Affiliates and be free of charge for all guests to enter.
- Be situated in a location that does not impact or overlap with the transport of the Stadium.
- Be an integral part of the Host City programme and therefore be organised by the Host City with support and guidance from FIFA.

The FIFA Fan Fest shall allow the supporters to have a clear and unobstructed view of the giant screen(s) and the footprint of the Site shall be sufficiently large to accommodate the following core infrastructure:

- stage(s)
- giant screen(s) and sound equipment
- concession areas for the sale of food and beverages
- Commercial Affiliate display area
- spectator area
- grandstands/hospitality areas
- adequate overflow area
- structures for official merchandise

As the FIFA Fan Fest also serves as a commercial zone, measures must be taken to ensure that only the FIFA World Cup's Commercial Affiliates can execute their commercial activities at the FIFA Fan Fest. The Clean Site principle shall apply at the FIFA Fan Fest.

The Host City shall provide one HD satellite uplink on matchdays for transmission of live images back to the International Broadcast Centre (see section E.10.) for distribution to Media Rights Licensees via FIFA's content sharing platforms.

Name of space/ installation	Minimum amount	Occupancy (expected no. of people)	Position/location	Additional specifications
FIFA Fan Fest (all match categories except Final)	1 per Host City	15,000	– iconic location in the city centre and easily accessible with all means of transportation and large vehicles	– minimum opening times: every matchday of the FIFA World Cup (in principle) from three hours before a Match kick-off until midnight
FIFA Fan Fest (Final Match location)	1	40,000	– location shall not overlap with Stadium traffic – on a flat surface with unobstructed views and unaffected by weight load – location should be a popular and well known event Site and ideally widely accessible by foot and public transport	incl.: – stage(s) – giant screen(s) and sound equipment – concession areas for the sale of food and beverages – commercial partner display area – public viewing area – grandstands – adequate overflow area – merchandising area – fenced and secured

## **E.8. GENERAL MOBILITY AND EVENT TRANSPORT**

General mobility and event transport are a key element to both the FIFA World Cup and Competition-Related Events due to the spread geographical nature of the FIFA World Cup across multiple cities and multiple locations within each city.

In principle, the relevant host country stakeholders are responsible for the general mobility within their area of competence and FIFA will be responsible for the event transportation of its constituent groups.

### **E.8.1. General mobility**

Mobility is a key element to the FIFA World Cup because of the high inter-relations between the multiple Sites and the high volume of people travelling to the Host Country to either watch or organise the Competition.

The multitude of transport and mobility authorities and operators involved calls for a strong coordination and monitoring during the whole preparation towards the Competition.

#### **E.8.1.1. Mobility strategy**

As part of the bid, the Member Association shall provide an overall mobility strategy which shall outline proposals for:

- Entry and exit procedures to and from the Host Country
- Major transport infrastructures such as Airports, railway stations and transport malls and integration of key transport stakeholders
- Transport in and between Host Cities
- Site-specific requirements and facilities (e.g. parking, disabled spectators' requirements, etc.)
- Traffic management considering impact on background traffic (e.g. non-Competition-related traffic) and public transport matters

The mobility strategy shall report on the existing and planned transport infrastructure in the Host Country with a specific focus on the Host Cities and important transport hubs.

The detailed considerations and implementation/operationalisation pertaining to each of the above mentioned points are covered below.

#### **E.8.1.2. Airports and air traffic**

Airports and their connections with ground transportation means will play a crucial part in the efficient movement for all participants. A large number of passengers will arrive to and depart from the Host Country by means of air travel and the airports shall efficiently process the increased amount of travellers flying with commercial, charter or business and private flights.

The airports shall possess the adequate capacities by means of customised procedures, extra facilities and additional workforce to cope with the higher flow of travellers, especially around matchdays. This is especially important for security checks and customs/border control points.

It shall also be ensured that, on matchdays and other days as required by FIFA or the LOC, the Host City Airports are open for late-night and early-morning flight arrivals and departures to accommodate Match kick-off and conclusion times in the Host City and the requirement to enable spectators to fly in and out of the Host City with maximum flexibility. Airline operators shall not be required to pay any premium airport taxes, charges, or penalty fees for flying in or out of the Host City Airports before or after customary airport closure times during the entire Competition Period.

Airports shall be prepared and organised to ensure a quick and efficient transfer to/access from the Host Cities and other FIFA Competition Sites.

### **Flights coordination and ground handling**

The FIFA World Cup will undeniably increase the amount of planes landing and taking-off at airports all around the Host Country. To protect the Competition related flight operations and to accommodate the high volume and diversity of aircrafts, airport airside operations adaptations shall be studied and implemented. This could include temporary reconfiguration of the aprons, slot times, parking allocation, refuelling and catering regulations, etc. in order to ensure the maximum reliability and capacity of airport platform.

Ground-handling material, areas and workforce capacity shall be adapted to respond to the higher number of aircrafts.

Bold air traffic management measures (e.g. air traffic control procedures, slot coordination, airline liaison, etc.) shall be studied and planned. These can include priorities granted to dedicated constituent groups defined by FIFA (slots, landing permissions etc.) to allow for efficient arrivals and departures of aircrafts and to support airport platform management operations.

### **Airport capacity**

Airports should provide the minimum level of information:

- Max. inbound/outbound hourly capacity
  - With data regarding split of international vs. domestic
- Max. apron parking capacity (no. of stands) with a foreseen event-time configuration
- Max. type of plane size

### **Airport services**

The following services and operations shall be provided at each Airport:

- Welcome service and event transport at all Airports for the constituent groups identified by FIFA.
- Apron welcome ceremony for Teams first arrival into the Host Country
- Dedicated Airport signage and dressing for the branding of facilities and decoration spaces available at the Airport

### **Airport event transport presence**

Event transport will have a large presence at Airports as they are large entry and exits points for FIFA stakeholders. Indoor and outdoor areas (see Transport E.8.2.) are required to be installed at airports to welcome guests at their arrival in the Host Country.

### **E.8.1.3. Arrival at/departure from host country**

The Host Country shall ensure that, irrespective of the transportation mode used by visitors (i.e. air, road, rail or water) to enter and exit the Host Country, measures are implemented to ensure that the border crossings are as efficient as possible. All connections to foreign borders (e.g. airports, ports, border crossing points, customs, etc.) shall be physically and operationally enhanced to accommodate the anticipated flow of visitors. The following elements shall be considered when evaluating the flow of visitors that will travel to the Host Country for the FIFA World Cup and identify the optimal ports of entry into the Host Country:

- Participating Member Association
- Stadium capacities
- Public viewing opportunities and other side-events
- Host Country's location and overall population of the region
- Host Country's international connectedness
- Visa and border entry procedures
- Host Country's/Host Cities' attractiveness
- Accommodation availability within the Host Country

### **E.8.1.4. Mobility between Host Cities**

The Host Country shall have a modern transport infrastructure allowing for optimal connections between all FIFA World Cup Sites and the ports of entry in the Host Country. Suitable transport modes based on travel time, reliability, capacity, comfort and budget shall be able to respond to the demands of the different participants and Stakeholders. The nationwide infrastructure of all transportation means shall be physically and operationally enhanced to respond to the higher demand caused by the visitors of the FIFA World Cup and the different transportations means shall complement each other. Special attention shall be paid in the period MD-1 to MD+1 to ensure that the available capacity can respond to the demand caused by Match attendees.

## Road

Road traffic will be an important transportation means used by many individuals. The road system shall:

- Be modern, well developed, well connected and of a high quality standard.
- Have efficient connections between the main highways, the different Host Cities and the non-Host-Cities.
- Have easily accessible major road transport hubs (e.g. bus stations, taxi centres, etc.) that are adequately connected to the rest of the road network to ensure a smooth transportation and avoid traffic jams.
- Not have any major construction Sites that could affect traffic and cause congestion during the Competition.
- Temporary traffic management measures, event-related directional signage and background traffic diversion signage shall be implemented in order to adapt the functioning and decongest the road network particularly in the vicinity of the Competition operations.

## Rail

Rail transport is an attractive option when it comes to travelling inside the Host Country and will be used by many participants, spectators and stakeholders throughout the entire FIFA World Cup. The rail service shall:

- Develop a temporary railway schedule in order to provide efficient (direct as much as possible) connections between the different Host Cities and the ports of entry of an international quality standard
- Provide a sufficient amount of train connections to accommodate the higher demand caused by the FIFA World Cup visitors, based on the transport demand forecast modelling
- Have adapted train stations to cope with the higher flow of travellers and care must be taken to ensure a pleasant experience at all train stations
- Provide the travellers with efficient transfer points around the train stations to ensure a smooth transition between the localities and the rail transport network.
- Consider free/reduced fares for all ticket holders and accredited Stakeholders that will take part in the FIFA World Cup and commercial initiatives to encourage the use of railway transport for spectators, when infrastructure could ensure its competitiveness towards other means.

## Air

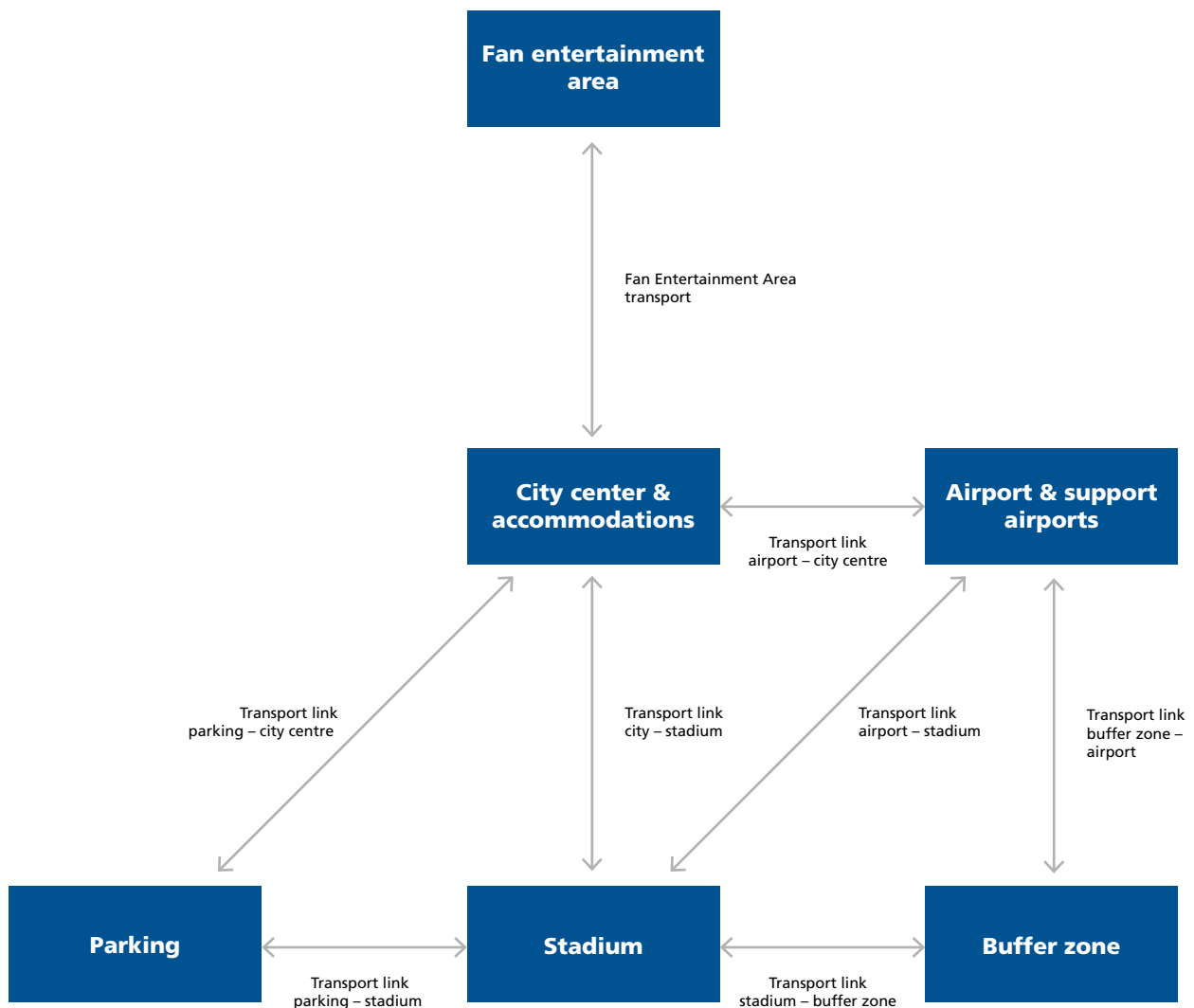
Travelling by air will also be an attractive option for FIFA World Cup's visitors, especially in Countries where the travel times are long and the Competition's Sites are located further away from one another. See E.8.1.2 above for air transport. The air travel network shall:

- Adequately plan and organise airspace capacity and contingencies (including slot times, parking allocations and all airside operations including the suitability of infrastructure and the requirement for additional capacity measures)
- Adapt the Airport operations to accommodate the FIFA World Cup's visitors (giving priority to the highest FIFA constituent groups and defining a user-friendly and effective process for both arrival and departure)
- Ensure efficient linkage between the Airports with Sites related to the Competition ground transport operations

- Private jets shall be considered for transporting some of the highest-level constituent groups. To guarantee a high level of service, private jets will have existing dedicated processes both airside and landside.

### E.8.1.5. Mobility within the Host City

All Host Cities of the FIFA World Cup shall have a complete and well-developed transport infrastructure and systems to allow for optimal connections between the different FIFA Competition Sites and different areas of the cities as well as the transport hubs and the multiple accommodation areas located within the Host City area. Those measures shall also be adapted to the specific Match Schedule to ensure quick and pleasant movements through the Host Cities across the entire Competition for all Stakeholders. Adequate special measures shall be implemented around critical Sites (e.g. Stadium, IBC, FIFA Fan Fest, etc.) to cope with the heavy traffic load that will take place around these locations.



### **General traffic and public transport**

- When and where required, public access shall be restricted and specific traffic lanes and escorts shall be deployed to ensure efficient mobility of specific constituent groups. Road closures and traffic diversions shall be implemented where necessary to assist vehicle and pedestrian flow.
- Critical points between pedestrian and vehicle traffic shall be identified and adequate measures shall be taken to ensure the safety of all individuals and guarantee ease of movement.
- Parking facilities shall be identified and made available to respond to the general public's requirements and ensure a fluid traffic within the Host Cities.
- Adequate and specific signage shall clearly identify the different routes for each constituent group and lead to an easy way-finding throughout the entire Host City.
- Public transport will play a crucial role in the movement of all participants and spectators within each Host City. All types of public transport (e.g. bus, subway, tramway, etc.) shall be modern and of an international standard to cope with the demand of the visitors and shall interact seamlessly to ensure a quick and efficient transfer between the different areas and Sites of the Host City. Additional capacities (e.g. higher frequency, new lines, express service, etc.) shall be implemented where and when required.
- All Match Ticket holders shall be able to access public transport for free on matchdays to allow travel between Stadiums, Airports, railway stations, hotels and other touristic areas as well as the FIFA Fan Fest. All accredited individuals shall be able to access public transport for free throughout the exclusive use period.

### **Traffic and transportation information system**

- A traffic and transportation information system is to be established in each Host City to allow for monitoring of traffic during the entire Competition. It shall cover all transport providers and all the different transportation means used in each Host City.

#### **E.8.1.6. Last mile**

Traffic perimeter: the area immediately outside the outer Stadium perimeter where all transport operations merge. This area is a preliminary transport filter to any traffic, in order to reduce the pressure of the background traffic and to avoid disruptions for the event-related transport operations.

Spectators' no parking policy: in general, no parking shall be provided to spectators in the vicinity of the Stadium, with the exception for spectators and supporters organised in groups (coaches). This calls for the implementation or the activation of Park-and-Ride solutions for spectators coming by car.

In parallel, public transport shall guarantee the adequate capacity to cope with the spectators' mobility. The public transport stops in the Stadium's last mile shall be adapted to cope with the forecasted demand. As a general requirement, the public transport system shall be able to transport 50% of the Stadium capacity in 1 hour for the arrival. For departure, 70% of Stadium capacity shall be transported in 1 hour. Transport operations shall be guaranteed for -3h and +3h around the match.

Residents and local mobility during event: part of the local population could be affected by the Stadium's last-mile operations. The Host City shall guarantee the necessary measures to ensure their mobility in a compatible way with the Competition operations.

### **E.8.1.7. Site-specific mobility**

Site-specific infrastructure shall be implemented according to the respective Site's characteristics to ensure an efficient entry/exit of stakeholders to/from all Sites used for the Competition.

#### **Accessibility infrastructure**

- Access and egress routes
  - o Although not strictly an area, access routes require dedicated space to allow for access/egress routes for vehicles to reach/leave their permitted load zones and parking areas within the different FIFA Competition Sites.
  - o Access routes are specific and, wherever possible, shall not be shared by constituent group. Transport routes need to be logical and clearly signed (using both horizontal and vertical signage) for the relevant user constituent groups. Pedestrian routes shall also be implemented.
- Emergency Access & Egress Routes
  - o Emergency and security forces vehicles will require a defined, direct and unrestricted access route to and from every Site as well as defined and dedicated parking spaces to allow for a quick and immediate response in case of an emergency, regardless of its location. Where required, a separate route for emergency and security vehicles must be implemented.
- Accessibility for Disabled Individuals
  - o Adjustments must be made to accommodate disabled individuals and to ensure accessible facilities and services that meet their specific requirements. The following categories of disabled individuals can be distinguished and every Competition Site must be designed with these groups as beneficiary:
    - Wheelchair users
    - People with limited mobility
    - Partially sighted and blind people
    - Hard-of-hearing and deaf people
  - o Accessible vehicle drop-off and pick-up points for cars, taxis, minibuses and coaches must include a flat, wheelchair-suitable surface, dropped kerbs, direct access to suitable Site entry/exit points with no kerbs or obstructions.
  - o Accessible vehicle parking space shall be wide enough to accommodate wheelchair users transferring out of their vehicle into their wheelchairs and shall be clearly marked.

### **E.8.1.8. Parking**

#### **Permitted parking areas**

- Parking areas for vehicles (e.g. cars, buses, trucks, etc.) must be made available according to the Site's specifications for a variable amount of time and in accordance with the Site's specific vehicle flow and constituent group priority. Separate parking facilities for buses and cars, including dedicated parking facilities for disabled people, shall be provided. Dedicated parking facilities shall be provided for all constituent groups and individuals nominated by FIFA.
- Access and egress traffic flows and Site-specific logistics shall be taken into consideration for the design and implementation of the dedicated parking. Security shall be considered when selecting the location and viability of parking areas around the Site.
- Access to parking areas needs to be controlled via permit checks and all parking areas need to be secure and fenced to ensure integrity of access.

### **E.8.2. Event transport**

FIFA is responsible for the development and implementation of a transport concept for the movement of FIFA constituent groups to and from all Matches and Sites of the FIFA World Cup and Competition-related Events using a variety of transport modes suitable for either mass or dedicated services.

The event transport concept shall be developed taking into consideration the mobility strategy and in collaboration with the security strategy to ensure the quick and safe transport of individuals.

### **E.8.2.1. Site-specific event transport infrastructure**

In order to adequately deliver its services, event transport require essential indoor/outdoor facilities found within and around each Competition Site, which are described below. They shall be implemented at every required Competition Site to allow for an optimal circulation flow based on the Site's specific traffic considerations.

#### **Indoor areas**

- Transport Desk/Office
  - o Event transport offices located within relevant Sites (e.g. FIFA Official Hotel, Stadiums, etc.) provide working space for the Senior Management and relevant staff of the Host City event transport team. It could be implemented as a shared or dedicated office set-up and will serve as radio base for the event transport operations.
- Driver's Lounge
  - o Drivers' lounges, located adjacent to parking areas, provide a comfortable area for accredited, non-accredited or non-ticketed drivers (and bodyguards, where applicable) without relevant FIFA Site access privileges to wait for their principals/clients during the operational period.
- FIFA Transport Desk
  - o Client-facing welcome desk owned by event transport to allow transport clients to liaise direct with the transport department. Its role is to supply any event transport-related information and booking services for event transport operations.
- FIFA Load Zone Base
  - o Base to welcome transport clients and direct them to the correct entry point and loading bay. It shall serve as a link between the clients and the vehicles to ensure a professional experience for all clients and assist in ensuring that vehicles are staged efficiently.

#### **Outdoor Areas**

- Arrival/Departure Load Zone
  - o Specific area(s) for transport system vehicles to arrive/depart in the Venue and for passengers to load/unload. This area shall be separated by constituent group.
- Vehicle Staging Areas
  - o Areas used by system vehicles or public transport to prepare for arrival or departure and to wait until they are called to the load zone.
- Transport Malls
  - o Transport malls consist of load zones and manoeuvring areas, accommodating multiple arrivals and departures to and from multiple destinations. In these areas, pedestrian areas shall be guaranteed with necessary safety standards.

### **E.8.2.2. Host City event transport sites**

Specialist facilities will need to be provided in each Host City to support the event transport/vehicle operations. The following Sites shall be provided:

- Fleet commissioning/decommissioning centre
  - o All event transport vehicles will pass through this Site at the beginning and end of the FIFA World Cup and where the specific event transport equipment will be allocated (e.g. tracking, log book, etc.).
  - o The initial and final operations related to the vehicle fleet will take place at this Site (i.e. handovers and handbacks of vehicles from the supplier to the operator as well as the initial and final inspections, washes, fuelling and branding operations).
- Host City Car and Bus Fleet Depot and Distribution Centre
  - o The operations related to the vehicles attributed to the respective Host Cities are executed here and it serves as the drivers' base of the respective Host Cities.
  - o Depot required to be surfaced to cope with the traffic of heavy vehicles.
- Transport Operations Centre
  - o It consists of a temporarily built operational structure to centrally command and control all ongoing activities and fleet operations. Coordination of all event transport activities shall be assured via this centre.
  - o The use or the development of a specific transport and fleet management platform/software could facilitate the activities of such a centre.
  - o Located where the coordination of all transport services in connection with the FIFA World Cup is executed.

### **E.8.2.3. Vehicle access and parking permit system**

A vehicle access and parking permit system shall be developed and implemented by FIFA to manage the access to official Sites and the use of any parking facilities to be used as part of any official Site.

## E.9. GUEST MANAGEMENT

Guest management offers VIPs and VVIPs guest a unique lifetime experience by ensuring high-quality Event platforms as well as excellent logistical and overall guest management services.

Based on consultation with the Member Association, FIFA will decide on the split of roles and responsibilities for the management of specific categories of guest. For the avoidance of doubt, FIFA will always retain ownership of the management of FIFA invited guests. The guest management project shall cover and implement the following elements:

- Visa process: coordination and implementation of special visa procedures to facilitate the visa-obtaining process for the FIFA World Cup.
- Guest-List Management: estimation of the number of guests for the FIFA World Cup.
- Liaison with Government and diplomatic corps: specific measures to welcome Head of States and Government representatives.
- Invitation process and RSVP/response management: contact with and invitation of the guests to ensure a smooth reservation/cancellation process.
- VIP/VVIP Ticketing/invitations (for Matches and other Competition-related Events): production, distribution, control and safe transport of tickets for the above-identified guests.
- VIP Tribunes/Seating (see F.7.): seating layout, design and allocation.
- On-Site guest management (activities in the Host Cities): prior to matchday and matchday operations to ensure guests' well-being (e.g. information on the latest developments regarding guest lists, seating plan and other attendance-related elements, VIP/VVIP areas cleaning, etc.).
- Other Competition-related Events: organisation of the Companions' Day (programme showcasing the Host Country and Cities culture to FIFA Council Member companions), handshakes before Matches, special involvement of guests at Award Ceremonies and other special events (e.g. brunches, dinners, cocktails, etc.).
- Events gifts and corporate gifts/give-aways: provision of gifts to the guests.
- Uniforms: Member Association staff and hostesses uniforms for the personnel who will service the guests as well as specific uniforms for volunteers in VIP/VVIP areas.
- VIP Travel & Transport operations: specific travel and transfer arrangements for guests for their movements all throughout the Competition and specific airport services (e.g. airport pick-up, welcome services, etc.), hotel transport and Stadium transport.
- VIP Security: specific security arrangements to ensure the safety of the guests throughout the entire Competition.
- Hostess & Volunteer operations: specific arrangements to ensure the well-being of the guests throughout the entire Competition.
- Accreditation Access Control: specific arrangements to ensure restricted and secure access to guests-specific areas throughout the Competition.
- VIP Medical Services: specific arrangements to ensure the provision of quick medical services to guests throughout the entire Competition.

## E.10. TV AND MEDIA OPERATIONS

The majority of TV and Media operations relate to activities at the Stadium, please see section F.17. During the Competition, additional space is required for an International Broadcast Centre and outdoor presentation studios as detailed below.

### E.10.1. International Broadcast Centre

The International Broadcast Centre (IBC) is

- the central hub for incoming and outgoing broadcast signals from all Competition Sites to the FIFA Media Rights Licensees around the world
- the main working area for Media Rights Licensees broadcasting the FIFA World Cup
- a non-Competition Site for the FIFA World Cup
- required at one Host City only (ideally at the Opening-Match or Final-Match Venue)
- the centre of television, radio, mobile and new media operations for the Competitions; serving as the telecommunications hub for all national and international connectivity
- only accessible to Broadcast professionals as approved through the official Accreditation system
- operational 24/7 throughout the entire FIFA World Cup period

The location of the IBC will be determined by FIFA based on proposals by the Member Association.



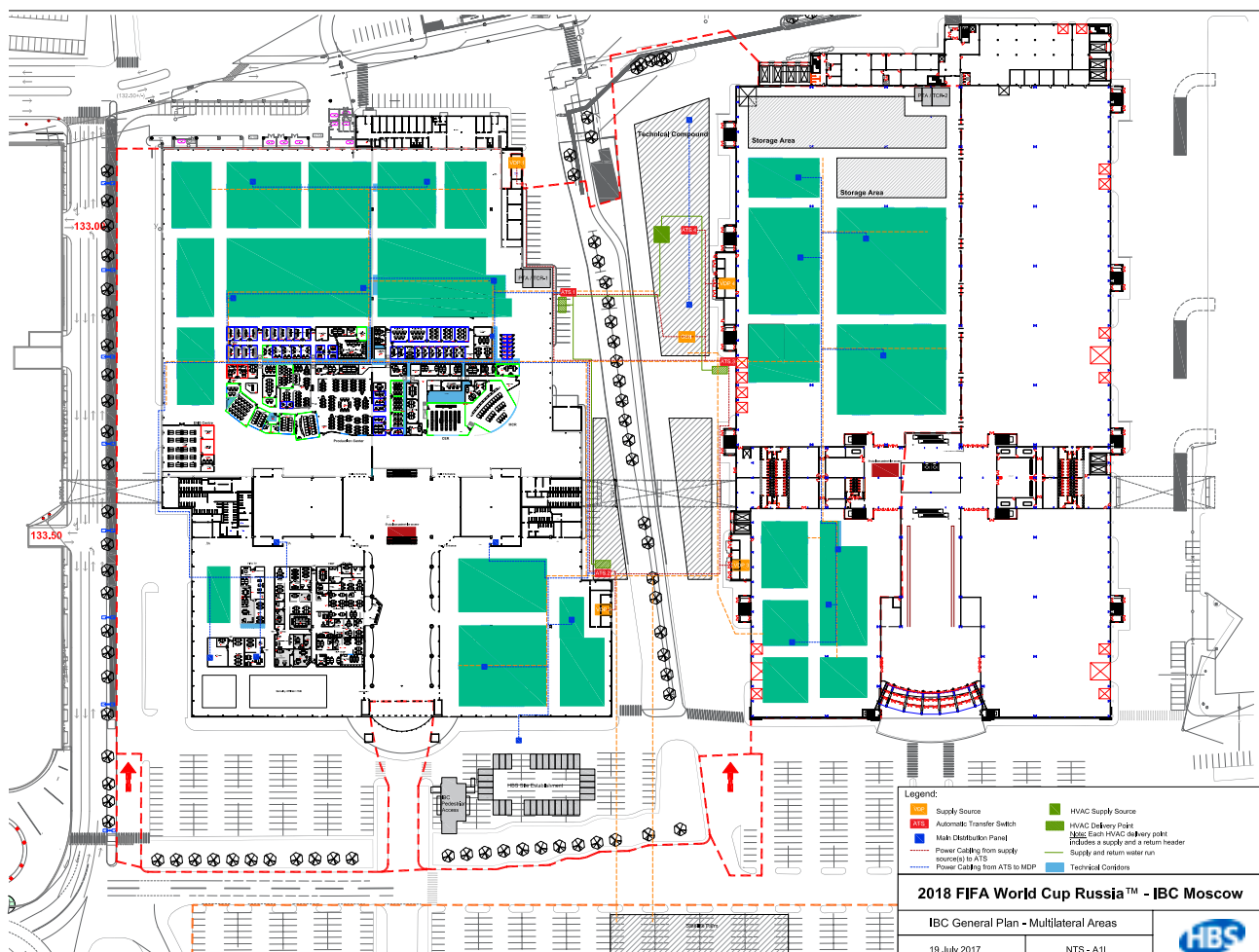
The most important characteristics of the IBC building are large, modern open spaces such as those found in exhibition centres, which provide the necessary space, height and flexibility for an effective and cost-efficient design of studios, technical rooms, production areas, offices, restaurants, shops etc.

### E.10.1.1. IBC indoor space

The following allocation of space and floor weight-bearing capacity shall be provided for the raw indoor space of the IBC:

- 15% with a free height of no less than 12m – minimum floor supporting load 1,800kg/m<sup>2</sup>
- 50% with a free height of not less than 8m – minimum floor supporting load 1,800kg/m<sup>2</sup>
- 35% with a free height of not less than 5m – minimum floor supporting load 1,000kg/m<sup>2</sup>

If the IBC space is split over other levels than ground level, heavy-duty ramps and freight elevators are required to deliver materials to those levels above the ground.



### E.10.1.2. IBC outdoor space

There shall also be ample space outside the building for the housing of satellite farms, power compounds, supplementary air-conditioning units and parking. The following surface weight-bearing capacities shall apply:

- Satellite farm shall have a ground supporting load of at least 1,800kg/m<sup>2</sup>
- Technical Compound shall have a ground supporting load of at least 1,800kg/m<sup>2</sup>
- Parking area shall have a ground supporting load of at least 1,000kg/m<sup>2</sup>
- Logistics space surrounding the IBC shall have a ground-supporting load of at least 1,800kg/m<sup>2</sup>

If several grouped spaces are used, the various areas need to have user-friendly links allowing for efficient crowd circulation. In addition, links between the various areas must allow for easy technical connectivity with water pipes, power cabling, telecommunications and audio video cabling.

IBC – International Broadcast Centre	Minimum amount	Minimum area required (per amount)	Occupancy (expected no. of people)	Position/location	Additional specifications
Indoor Space – Media Rights Licensees/ Press agencies/Host Broadcaster, FIFA and other FIFA entities	1	35,000	2,500	– within the IBC location	– incl. the IBC Accreditation Centre
Indoor Space – Telecommunications/IBC main entrance/Catering and restaurant services/Other on-Site services/Storage for FIFA, Media Rights Licensees, Host Broadcaster and other FIFA entities	1	10,000	500	– within the IBC location	– incl. the IT Command Centre
Outdoor Space – Satellite Farm	1	5,500		– within IBC perimeter with pedestrian access to the IBC Site	
Outdoor Space – Technical Compound	1	2,500		– within IBC perimeter with pedestrian access to the IBC Site	
Outdoor Space – Parking	1		600 vehicles & 25 large buses	– adjacent to IBC	– incl. a bus waiting area & bus terminal
Outdoor Space – Logistics	1			– Sufficient outdoor space within the surrounding IBC perimeter	– suitable for deliveries and other outside functions

### E.10.2. Outside presentation studios

FIFA requires access to an iconic public location where Outside Presentation TV studios with an elevated view of the location can be installed. This location shall be considered a Site for the purposes of the FIFA World Cup.

The Outside Presentation Studios are typically a temporary construction with space for accompanying production and support functions.

## E.11. INFORMATION AND COMMUNICATION TECHNOLOGIES

The Information and Communications Technologies (ICT) project consists of:

- IT and telecommunications infrastructure (such as voice and data network infrastructure, whether based on wireless technologies or structured cabling) and
- related services, supplies and facilities, hardware, software, applications, ICT equipment, power, support staff as well as environmental and security control required to prepare, host and stage the Competition and used at FIFA World Cup Sites.

The following general specifications shall be met:

- Infrastructure must meet latest standards and allow for optimal voice, data and video communication channels

### Commercial Affiliates

- Unless otherwise approved by FIFA in writing, all technical facilities, equipment, infrastructure, services and resources used for the development, preparation and implementation of the ICT Project must be sourced from the Commercial Affiliate appointed in the relevant product category.
- FIFA shall at all times remain the owner of any and all intellectual property rights in connection with all elements of the ICT project.

The detailed processes and specifications for the ICT-related infrastructure and services are introduced in the respective FIFA World Cup documentation, published at a later stage.

In a co-hosting scenario, there is added importance in all areas regarding cross-country alignment of infrastructure and services. The split of responsibility and handover points between the countries must be established at an early stage.

### E.11.1. Applications

FIFA utilises many applications in the delivery of a FIFA World Cup. The most significant is the Integrated Football and Event System (IFES), which is explained below.

If the Member Association requires applications or software as part of the delivery of their obligations, they should first consult FIFA to determine the extent existing applications exist that can serve the purpose or be adapted to serve the purpose of the Member Association.

### The Integrated Football and Event System

In order to support the FIFA World Cup and the Member Association, FIFA provides a set of software applications for Football & Event Management: the Integrated Football and Event System (IFES). This solution provides systems used to manage the people (delegates, players, officials, accreditation holders, Volunteers, VIPs, etc.),

organisations (Teams, committees, hotels, suppliers, etc.), physical objects (cars, computers, etc.), movements (air travel, transport, Accommodations, Ticketing, etc.) and results (Competitions, Match results, football Events, disciplinary Events, etc.). Additional FIFA software or solution elements shall be provided and integrated into/ interfaced with IFES if required. The platform will be localised for use for the FIFA World Cup.

### **E.11.2. End-user equipment**

Independent of the Competition Site, adequate end-user equipment must be provided to allow for an optimal work situation. End-user equipment is comprised of dedicated (i.e. mobile devices and personal computers) and shared (i.e. printing equipment, conference telephones, audio-visual equipment and video conference system) devices.

All personnel fulfilling Member Association obligations as part of the 2026 FWC Entity will receive all end-user equipment from FIFA.

### **E.11.3. Broadcasting telecommunications**

Broadcasting is a crucial element of the FIFA World Cup and relies heavily on ICT infrastructure to successfully deliver and support FIFA TV broadcast operations. Sufficient national and international connectivity and bandwidth for video and audio circuits must be made available to ensure an adequate transfer of data and information. The following connections shall be provided according to the highest standards to ensure an optimal quality:

- Stadium-to-IBC (Venue contribution) services
- Non-Venue-to-IBC (domestic contribution) services
- IBC-to-Media Rights Licensees' home countries (international distribution) services

Current requirements are outlined as follows, however it must be noted that the requirements for the Competition must always reflect the latest state of the art technology.

Adaptation technology is not specified for the time being, due to ongoing discussions of broadcast standards. In any case, interfaces will have to include standard HD-SDI/1.5Gbps, but also Ultra High Definition, also called UHD.

A dedicated C-Band SNG uplink at every Venue is required. The provision also includes the respective space segment and the required downlink at the International Broadcast Centre. The operational set-up needs to include requirements for two simultaneous Matches.

## E.11.4. ICT services

### E.11.4.1. Wide Area Network

A Wide Area Network (WAN) is a telecommunications or computer network that covers a large geographical distance. In the case of the FIFA World Cup, the WAN shall be covering the entirety of the Host Country and specifically connectivity between Competition Sites.

The nationwide infrastructure shall act as the platform for the event-dedicated national network, public internet service (ISP) and international leased lines to ensure an optimal transmission of data, voice and broadcast picture transmission.

#### Path requirements

Many of the Competition Sites require WAN connectivity. Due to the importance of the WAN service to certain locations, some Competition Sites will require a redundant and protected WAN path while other Sites will only require a single WAN path.

The following gives the current requirements for certain key Sites. These requirements may be modified in the future.

LOCATIONS	Dual WAN path	Single Wan path
<b>Permanent locations</b>		
Central Services Location	x	
FIFA/LOC office	x	
Equipment staging location	x	
Testing lab	x	
LOC Venue offices		x
Main Ticketing Centre (MTC)	x	
<b>FCC &amp; FWC event locations</b>		
Additional Ticketing Locations (ATL)		x
Airports		x
FIFA Headquarters	x	
FIFA Venue Hotels		x
FIFA Venue Ticketing Centres	x	
IBC/TIR	x	
IBCC/TIR	x	
ITCC	x	
Outside Presentation Facilities (OPF)	x	
Referees' Headquarters	x	
Remote Interpretation Centre (RIC)	x	
Stadiums	x	
Team Base Camp Hotels		x
Team Base Camp Training Site		x
Train stations		x
Transportation Depots		x
Venue-Specific Team Hotel (VSTH)		x
VIP Hotel(s)		x

<b>OTHER EVENT LOCATIONS</b>		
<b>Preliminary Draw</b>		
Preliminary Draw location	x	
FIFA Headquarters	x	
PMA/VIP Hotels		x
Transportation Depots		x
Airports		x
Train stations		x
<b>Final Draw</b>		
Final Draw location	x	
FIFA Headquarters	x	
PMA/VIP Hotels		x
Transportation Depots		x
Airports		x
Train stations		x
<b>Team Workshop</b>		
Team Workshop location	x	
FIFA Headquarters	x	
PMA/VIP Hotels		x
Transportation Depots		x
Airports		x
Train stations		x
<b>FIFA Congress</b>		
FIFA Congress location	x	
FIFA Headquarters	x	
FIFA Congress Hotel(s)		x
Transportation Depots		x
PMA/VIP Hotels		x
Airports		x
Train stations		x
<b>Football for Hope Festival</b>		
Festival location		x

### Availability and service level agreement

Three Service Level Agreement (SLA) parameters for all WAN connections have been defined in addition to the WAN access infrastructure. These parameters are based on an average availability (per month) and a Guaranteed Maximum Time to Respond (GMTR) to fix an issue.

Quality level	Description
Silver – lower availability	<ul style="list-style-type: none"> <li>• 1 physical circuit</li> <li>• Availability: 99.16%</li> <li>• Circuit down-time maximum 363 minutes (6 hours)/month</li> <li>• GMTR: 6 hours</li> </ul>
Gold – medium availability	<ul style="list-style-type: none"> <li>• 2 physically separate circuits from one exchange, terminated on a single customer edge router</li> <li>• Availability: 99.44%</li> <li>• Primary and secondary circuit simultaneous down-time maximum 242 minutes (4 hours)/month</li> <li>• GMTR:               <ul style="list-style-type: none"> <li>o Event period: total service outage must be repaired immediately (i.e. within 30 minutes) at least to the point of one circuit being repaired to allow work to resume. Total resolution must be within two hours. Outage of one circuit must be repaired within two hours.</li> <li>o Non-Event period: total service outage must be repaired within two hours at least to the point of one circuit being repaired to allow work to resume. Total resolution must be within two hours. Outage of one circuit must be repaired within four hours.</li> </ul> </li> </ul>
Platinum – maximum availability	<ul style="list-style-type: none"> <li>• Two physically (end-to-end) separate circuits from two different exchanges</li> <li>• Availability: 99.99%</li> <li>• Primary and secondary circuit simultaneous down-time maximum four minutes/month</li> <li>• GMTR:               <ul style="list-style-type: none"> <li>o Event period: total service outage must be repaired immediately (i.e. within 15 minutes) at least to the point of one circuit being repaired to allow work to resume. Total resolution must be within one hour. Outage of one circuit must be repaired within one hour.</li> </ul> </li> </ul>

The following tables indicates the required SLA for the main WAN circuits. If a location requires access to the Event network via an alternative access method (e.g. xDSL, mobile data service, 4G), or if the final requirement is not yet defined, this is highlighted accordingly.

LOCATIONS	Required SLA
<b>Permanent locations</b>	
Central Services Location	Platinum
FIFA/LOC office	Platinum
Equipment staging location	Platinum
Testing lab	Gold
LOC Venue offices	Silver/Gold
Main Ticketing Centre (MTC)	Platinum
<b>LOCATIONS</b>	
FIFA Venue Ticketing Centres (FVTC)	Platinum
IBC	Platinum
IBCC	Platinum
ITCC	Platinum
Outside Presentation Facilities (OPF)	Platinum
Referees' Headquarters	Platinum
Remote Interpretation Centre (RIC)	Platinum
Stadiums	Platinum
Team Base Camp Hotels	To Be Confirmed by FIFA TV
Team Base Camp Training Site	To Be Confirmed by FIFA TV
Train stations	Silver/xDSL
Transportation Depots	Silver/xDSL
Venue-Specific Training Hotel (VSTH)	TBD
VIP Hotel(s)	Silver/xDSL

OTHER EVENT LOCATIONS	
<b>Preliminary Draw</b>	
Preliminary Draw location	Platinum
FIFA Headquarters	Platinum
PMA/VIP Hotels	Silver/xDSL
Transportation Depots	Silver/xDSL/4G
Airports	Silver/xDSL
Train stations	Silver/xDSL/4G
<b>Final Draw</b>	
Final Draw location	Platinum
FIFA Headquarters	Platinum
PMA/VIP Hotels	Silver/xDSL
Transport depots	Silver/xDSL/4G
Airports	Silver/xDSL
Train stations	Silver/xDSL/4G
<b>LOCATIONS</b>	<b>Required SLA</b>
<b>Team Workshop</b>	
Team Workshop location	Platinum
FIFA Events	Platinum
PMA/VIP Hotels	Silver/xDSL
Transportation Depots	Silver/xDSL/4G
Airports	Silver/xDSL
Train stations	Silver/xDSL/4G
<b>FIFA Congress</b>	
FIFA Congress location	Platinum
FIFA Headquarters	Platinum
FIFA Congress Hotel(s)	Silver/xDSL
Transportation Depots	Silver/xDSL/4G
Airports	Silver/xDSL
Train stations	Silver/xDSL/4G
<b>FIFA for Hope</b>	
Festival locations	Silver

### Access links and required bandwidth

The detailed specifications regarding the type and capacity of WAN links for all Sites are introduced in the respective FIFA World Cup documentation, published at a later stage.

## E.11.4.2. Local Area Network

A local area network (LAN) is a computer network interconnecting devices (i.e. computers) within a limited area such as a building or Site that has its network equipment locally managed. For the successful delivery of the FIFA World Cup, all Sites shall possess the adequate amount and quality of LAN components to provide highly available, cost-effective and scalable connectivity to all users.

## E.11.4.3. Basic services

In addition to the high-volume capacity circuits necessary to support the FIFA World Cup, smaller scale telecommunications and data services are also required in various Event-related Sites and shall be provided. These are primarily voice communication services (e.g. fixed/landline telephony, POTS analogue, ISDN, Private Branch Exchanges, etc.) and broadband services (e.g. A-DSL, V -DSL, V-DSL2 Cable Modem, FTTH, etc.).

All basic services should anticipate the need for Wi-Fi enabled elements as part of the delivery of capability at all Event Sites.

To offer a stable, suitable and functional service, the adequate active and passive components shall be provided to allow the Stakeholders to adequately accomplish their tasks and ensure the proper delivery of the FIFA World Cup.

#### **E.11.4.4. Mobile telephony and data**

All Stakeholders related to the FIFA World Cup will rely heavily on mobile services at all Event-Related Sites in the Host Country.

All Event-related Sites shall have access to stable mobile network and service. This translates to 3G (HSPA & HSPA+) or 4G voice and data or higher. The service shall be in line with the current state-of-the industry at the time of implementation.

#### **E.11.4.5. Central systems and services**

The central systems and the services comprise the core components of the Event network and almost all network traffic will travel through these devices. They shall be available for all users and computers on the common Event network. Therefore, these systems and services must be robust, easily available and reliable.

The central systems are composed of:

- The core network equipment for the common Event network (the Event WAN), the internet service provider and the international leased line circuits
- The servers which provide central services to all users on the common Event network
- The security and management devices to protect the Event network and internet access

They shall all be located at a Central Services Location (CSL). A central monitoring of IT network and services shall be implemented.

The following services shall be provided on the Event network:

- Domain and Active Directory
- DNS server service
- DHCP server service
- Print server service
- Scan-to-mail service
- Operating system imaging

#### **E.11.4.6. IT security**

To deliver a successful Event, a comprehensive IT Security concept based on standard industry best practice will be put in place and must be adhered to by all devices and users/groups connected to Event network(s). It shall cover the following elements:

- Data protection and data privacy of all data gathered by, and/or saved on, equipment used for the operation of applications delivering services to the various Event business units
- Design and implementation of IT infrastructure according to strict guidelines, especially for all devices which are in any way involved in traffic flow outside of the Event network (e.g. .firewall, routers, VPN, etc.)
- Monitoring of IT Security Alerts, service availability, operating system process status, file system capacity, back-up success/failure and operating system performance
- Implementation and use of the security utilities and devices such as firewall, proxy, intrusion prevention, 802.1x Authentication and anti-virus

#### **E.11.4.7. Telecommunications rate card services**

Certain user groups at FIFA Events will need on-demand ICT services, which they will pay for themselves. FIFA will develop a rate card to ensure the timely availability of these services throughout the entirety of the FIFA World Cup for all user groups defined by FIFA who required them.

The telecommunication rate card services are concerned with fixed telephony, ISDN, broadband internet access and mobile telephony and data.

#### **E.11.4.8. Venue communications**

Communication, both within a Venue and between Venues, is essential for the successful operation of the FIFA World Cup. FIFA will assess existing systems for suitability on a case-by-case basis.

### **E.11.5. ICT support infrastructure**

The following points discuss all aspects of ICT infrastructure which will be required throughout the FIFA World Cup lifecycle.

Unless it is expressly otherwise stated, it is understood that this infrastructure is for the exclusive use by FIFA for the agreed upon duration of the operations periods of the respective events within the entire Competition lifecycle.

### E.11.5.1. General ICT infrastructure

The following separation regarding ICT infrastructure shall lead to the faultless implementation of ICT operations and the delivery of services at all Competition Sites:

- Basic IT Infrastructure: permanent infrastructure that constitutes the “foundation” of the physical infrastructure, without which the IT services necessary to conduct the Event(s) could not be delivered. This covers:
  - o Technical installations: cable paths (internal and external cable paths) and cabling, access switches, aggregation switches, core switches, routers, wireless access points, wireless controllers, security devices and other devices
  - o ICT-adapted environmental elements: power, security, HVAC, fire protection/suppression and specific room design (e.g. raised floor, dropped ceiling)
- Event overlay infrastructure: overlay IT components that are temporary in nature, provisioned, installed and configured specifically for FIFA’s use during the respective Event in one or more particular Venues. Overlay components are always built on top of the Basic IT Infrastructure foundation and, therefore, under no condition will Basic IT Infrastructure components be included within the scope of overlay installation

All Competition Sites and areas that require ICT installation shall be provided with the adequate basic and overlay ICT infrastructure as defined by FIFA.

### E.11.5.2. Technical areas

To ensure the adequate delivery and quality of ICT service at all Competition locations, technical rooms shall be implemented in accordance with the Site’s specific requirements. Sufficient space for these rooms shall be made available, as they ensure adequate ICT cabling termination and a secure housing of network equipment. The following technical rooms are required for the staging of a FIFA World Cup and shall be provided at all required Competition locations:

- Telecommunications Carrier Room (TCR)
  - o This space shall house the termination of WAN cables and housing of central provider equipment if the telecommunications provider requests a dedicated “carrier room” due to the criticality and availability of required services.
- Primary Technical Area (PTA)
  - o This area designates the core active network equipment housed in one or two main technical rooms in each Competition Site, provisioned specifically and used exclusively by FIFA for the management of service delivery to event staff and media.
- Secondary Technical Area (STA)
  - o Technical areas located, when required, throughout a Competition Site and where network distribution is housed and terminated and the user access is provided. These areas and equipment will also be used exclusively by FIFA for the management of service delivery to event staff and media.

- Local Technical Area (LTA)
  - o These areas shall be established in locations outside the tertiary perimeter of a PTA or STA room or to increase a gap in the number of available network ports in a specific area. An LTA shall also be used in locations where only a small amount of FIFA IT Solution (FITS) network ports is required and to terminate WAN circuits as necessary.

Please see an overview of the infrastructure requirements for the above locations:

	Minimum amount	Minimum area required (m²)	Position/location	Additional specifications
Telecommunications Carrier Rooms (TCR) (excl. Stadium)	two for Platinum SLA – One for other locations when needed	50	<ul style="list-style-type: none"> <li>– IBC (1)</li> <li>– FIFA Headquarters (2)</li> <li>– FIFA/Member Association office (1)</li> <li>– Preliminary Draw (draw hall and surrounding) (2)</li> <li>– Final Draw (draw hall and surrounding) (2)</li> <li>– FIFA Congress (main Congress Site) (1)</li> <li>– other Sites to be determined at a later stage</li> </ul>	<ul style="list-style-type: none"> <li>– combined with PTA or as close as possible to the corresponding PTA</li> <li>– With redundant connections, there will be two in Sites with Platinum SLA</li> <li>– in this case each TCR must be located in area with separate fire protection zones</li> </ul>
Primary Technical Area (PTA) (excl. Stadium)	Two for Sites with Platinum SLA – one of others when needed	20–30	<ul style="list-style-type: none"> <li>– IBC (2)</li> <li>– FIFA Headquarters (2)</li> <li>– Preliminary Draw Site (2)</li> <li>– Final Draw Site (2)</li> <li>– IBC (2)</li> <li>– FIFA Congress Site (1)</li> <li>– FIFA/Member Association office (1)</li> <li>– IT Command Centre (1)</li> <li>– Main Ticketing Centre (1)</li> <li>– FIFA Venue Ticketing Centre (1)</li> <li>– FIFA Venue Hotels (1)</li> <li>– Member Association Venue offices (1)</li> <li>– Referee Headquarters (1)</li> <li>– other Sites to be determined at a later stage</li> </ul>	<ul style="list-style-type: none"> <li>– combined with the TCR or collocated in an existing technical room of a building</li> <li>– When two PTA are required – must be located in different fire protected area</li> </ul>
Secondary Technical Area (STA) (excl. Stadium)	Number is dependent on the distribution requirements of Infrastructure at Site	5–12	<ul style="list-style-type: none"> <li>– IBC</li> <li>– IT Command Centre</li> <li>– FIFA Headquarters</li> <li>– FIFA/Member Association office</li> <li>– FIFA Venue Hotels</li> <li>– VIP hotel(s)</li> <li>– Referee Headquarters</li> <li>– Additional ticketing location(s)</li> <li>– Transportation Depot</li> <li>– Testing lab</li> <li>– Staging lab</li> <li>– Member Association Venue offices</li> <li>– Remote Interpretation Centre</li> <li>– Preliminary Draw</li> <li>– Final Draw</li> <li>– FIFA Congress</li> <li>– Team Workshop (as main technical area)</li> <li>– other Sites to be determined at a later stage</li> </ul>	<ul style="list-style-type: none"> <li>– exact location determined based on FIFA's space allocation</li> <li>– proximity to technical room is preferable.</li> </ul>
Local Technical Area (LTA) (excl. Stadium)	Number is dependent on the distribution requirements of Infrastructure at Site	5	<ul style="list-style-type: none"> <li>– IBC</li> <li>– IT Command Centre</li> <li>– FIFA Headquarters</li> <li>– FIFA/Member Association office</li> <li>– FIFA Venue Hotels</li> <li>– VIP hotel(s)</li> <li>– Referee Headquarters</li> <li>– Member Association Venue offices</li> <li>– Airports/train stations (as main technical area)</li> <li>– PMA Hotel (as main technical area)</li> <li>– Team Base Camp Hotels (as main technical area)</li> <li>– Team Base Camp Training Sites (as main technical area)</li> <li>– Venue-Specific Training Sites (as main technical area)</li> <li>– Preliminary Draw</li> <li>– Final Draw</li> <li>– FIFA Congress</li> <li>– Team Workshop</li> <li>– other Sites to be determined at a later stage</li> </ul>	<ul style="list-style-type: none"> <li>– Outside the tertiary perimeter of a STA or PTA room or</li> <li>– locations where small amount of FITS network ports is required and to terminate WAN circuits as necessary</li> </ul>

### **E.11.5.3. ICT support locations**

To adequately deliver the ICT solution, specific ICT-related spaces and areas shall be set up to manage, coordinate and supply support to all FIFA World Cup stakeholders when required. The following spaces shall be implemented to allow for an efficient ICT delivery:

- IT Command Centre (ITCC)
  - o The ITCC will be the central point of management for the IT operations. The role of the ITCC will focus on the management, coordination and surveillance of all IT operational and structural matters. It shall ideally be located at the IBC.
- Venue IT Offices
  - o The Venue IT offices will be used by the IT staff to support the ICT infrastructure deployed locally and to provide on-Site first-level support to the users. These offices shall be located at every Stadium and at the FIFA HQ.
- Central Service Location
  - o Facility in the Host Country used for the housing/hosting of core network equipment and server systems which deliver core services to users working on the Common Event Network (e.g. domain, DNS, DHCP, etc.). It is also the location at which WAN services are aggregated within the Common Event Network and where security and management devices are located to protect the Event network and internet access.

### **E.11.6. Other ICT support considerations**

All support staff for any services or infrastructure in this section will need to be considered by the responsible party. This includes the support needed between event periods if a service and/or the related infrastructure is in use.

## E.12. GENERAL AND EVENT LOGISTICS

Logistics is responsible for securing simplified import and export customs procedures and implementation thereof, to operate warehouse and distribution services, and to ensure the logistics infrastructure and operation at Competition Sites.

The Member Association plays a vital part for the success of the sub-projects of customs and freight forwarding, distribution and Venue logistics, whereas all other sub-projects are mainly managed by FIFA.

### E.12.1. Customs and freight forwarding, distribution

In the event of a combined bid of two or more Member Association, all requirements mentioned below need to be addressed with a central approach in order to align simplified processes and to ensure smooth and timely transits of goods and materials between countries.

Whilst many goods might be sourced inside a Host Country or the customs union to which a Host Country belongs, there is a significant amount of goods that need to be brought into a Host Country to stage the FIFA World Cup. Depending on the Host Country's event industry, the goods imported usually include large amounts of technical equipment and temporary infrastructure.

- Based on the nature of event logistics and critical timelines involved, the customs processes will need to be simplified as much as possible in order to facilitate all needs of the various client groups needing to import and export goods and materials for the FIFA World Cup.
- Due to necessary amendments to existing rules and regulations and since Government approval processes are a time-consuming task in most Host Countries, this task needs to start early and with high priority. Depending on the extent to which these rules and regulations are decentralised to regions, alignment from a national level to the regions is essential.
- A guide is needed on customs and freight forwarding specific to the FIFA World Cup to inform all relevant parties on appropriate procedures.
  - o The guide shall be issued by local authorities and function as a reference tool to everyone needing to ship freight internationally and import/export into/from the Host Country.
  - o It shall give detailed information on Host Country-specific regulations, freight policies and shipping procedures especially, clearly outline any process simplifications that might be introduced and highlight the beneficiaries of such rules.
  - o The guide shall be made available in electronic format via the FIFA World Cup website to ensure all relevant stakeholders have easy access to this important information.
- The Member Association must ensure that all relevant import and export points (ports, airport, road borders) are able to facilitate volume peaks especially prior to and straight after the Competition and work on contingency plans in case of strikes. All major road infrastructure between Competition Sites and from/to international borders (port, airport, road) must be modern and operational

### **E.12.2. Venue logistics**

In order to control delivery flows for each Venue, especially the FIFA World Cup Stadiums and the International Broadcast Centre, and to ensure simple and unhindered delivery flows while complying with safety and security provisions, a detailed delivery procedure shall be put in place and be communicated to all relevant parties. At the latest during the Exclusive Use Period, all Venue-specific deliveries shall be logged on the Master Delivery Schedule provided by FIFA or its logistics service provider.

The Member Association together with relevant authorities should support the following areas and ensure the infrastructure readiness thereof at all Stadiums as well as at the International Broadcast Centre:

- Delivery Routes
  - o They shall allow the safe and efficient access and egress of Logistics vehicles to the Competition Sites.
  - o They shall be suitable for trucks and other heavy vehicles and allow heavy vehicle traffic at night and on weekends.
- LOG Point
  - o This shall serve as the Logistics entry point where each vehicle delivering or picking-up material and goods that seeks access to the Site needs to pass through.
  - o It shall be linked efficiently with the road network, access points and adequate parking spaces to allow a fluid traffic of heavy vehicles.

## E.13. MAPS & DRAWINGS

Maps & drawings visualise any space and area allocation and/or operational planning on the Site of the FIFA World Cup and Competition-related Events. Any Site owner shall be prepared to also provide Building Information Modelling data over the course of the subsequent planning phases of the FIFA World Cup.

Maps & drawings are highly relevant to any planning processes of projects that implement on-Site operations over the course of the FIFA World Cup lifecycle. They contribute to:

- the understanding of locations, areas and spaces and their interaction with the surroundings
- an effective allocation of areas and spaces required for the Competitions and Competition-related Events
- the communication of Venue and Site set-ups and demarcation lines

### E.13.1. Maps & drawings categories

In the context of the FIFA World Cup and Competition-related Events, the following categories of maps & drawings have been identified as key for the proper running of the FIFA World Cup and shall be developed for every relevant Site/Area of the FIFA World Cup.

- Overview Maps
  - o Country and regional overview maps put distances and geographical relations between any Host Cities/Venues and/or non-Host City Sites within a Host Country or specific region in context.
  - o Venue/Host City overview maps introduce the allocation of Sites as well as facilities and/or functional spaces and put distances and geographical relations between them in context.
- Site Maps
  - o Site Maps introduce the allocation of facilities and put their relation in context. Site Maps can also introduce further details that might be required for the planning of installations like utility connection points, surface descriptions, etc.
- Floor Plans/Level Drawings
  - o Floor plans/level drawings introduce the more detailed allocation of functional spaces and put their relation in context. Building maps/level drawings can also introduce further details that might be required for the planning of installations like utility connection points, cable routes, etc.

### E.13.2. Maps & Drawings standards

The following requirements, standards and principles shall be applied for all maps & drawings and shall be consistent across all Host Cities, Venues and Sites.

Host Country stakeholders who are required to deliver maps or drawings as part of their obligations are required to deliver these in a manner consistent with the raw data requirements as outlined below. Such maps and drawings will then be adapted by FIFA to conform to FIFA's policies regarding colour coding and space allocation principles.

### **E.13.2.1. Raw data requirements**

The Raw Data contains any information relevant for the planning of a location like exact dimensions, contours, areas, openings, installations, utility connections etc. as either built or planned. Raw Data are required for literally all maps & drawings as they represent the starting point of any drawing, i.e. the status quo of the construction/ location as built or currently planned.

All raw data shall be made available by the required stakeholder in the adequate electronic format file and shall be functional and independent from any other file.

The raw data content shall:

- always support the identification of the exact dimensions, capacities and/or contours of any space, area, room, building, roads, walkways, etc.
- include the following information:
  - o exact space dimensions and contours
  - o any access and egress possibilities (i.e. doors, elevators, escalators, staircases, gates, etc.)
  - o any restrictions to the use and utilisation of a space & area (e.g. height < 2.50 m for rooms within a building or load-bearing capacity restrictions on open spaces, etc.)
  - o fence lines and/or walls
  - o any legacy elements
  - o cable runs and utility connection points
- not be limited to the borders of the respective structure that might be utilised for the Competitions and Competition-related Events but also encase the surroundings

### **E.13.2.2. Base maps production**

The raw data shall be uniformly processed into base maps to ensure consistency (set-up, format, coding, etc.) across all Sites and eliminate any architectural specificities.

### **E.13.2.3. Contents and formatting standards**

Any maps & drawings relating to spaces and areas considered to be used at the Sites and facilities for the FIFA World Cup shall highlight the raw data content provided and ensure its clear presentation. Particular attention shall be paid to the potential overlay structures and ensure that they are clearly identifiable.

The following elements must be part of the maps & drawings' respective stamps:

- Disclaimer
  - o Version of the Map/Drawing
  - o Map/Drawing Owner and the year
- Competition and Match Specifics
- Maps & Drawing-Specific Information
  - o File Name
  - o File Path
  - o Revision Number
  - o Production Date
  - o Date of the Raw Data used for the Map/Drawing
- Orientation/Location
- Scale
- Map Name and Location

### **E.13.3. CAD standards**

CAD (computer-aided design) standards shall apply if the maps & drawings are only developed with two-dimensional drawings. In this case, CAD standards shall be developed in order to optimise production and undermine any kind of manipulation of drawings. All the constituent groups shall align themselves with these standards.

## E.14. MARKETING RIGHTS DELIVERY

Marketing Rights delivery covers the organisation and execution of marketing activities associated with FIFA World Cup marks and marketing assets as well as the organisation and delivery of the Marketing Rights programme to Commercial Affiliates. It shall allow society to understand the concepts, benefits, positive impact and legacy of hosting a major sporting event in a country in order to embrace the Competition and, by doing so, strengthen the support for the FIFA World Cup including the core goal of prompting local and international audiences to purchase tickets for the FIFA World Cup. It also focuses on building awareness and excitement surrounding the FIFA World Cup globally, in the Host Country and within each Host City.

Communication, marketing and promotional activities, initiatives and campaigns shall be implemented across a variety of platforms, including digital ones, and coordinated with all stakeholders involved in the promotional activities to reach a global audience.

### E.14.1. Competition Marks

Certain Competition Marks will be created in relation to the Competition to aid in the recognition and promotion of the Competition and Competition-related Events. FIFA will have the sole right to determine the concept, design and selection of the Competition Marks. The Competition marks that are expected to be created include:

- Official Emblem
- Official Slogan
- Official Mascot
- Official Poster

FIFA may elect to involve the Member Association, Government and/or other stakeholders in the creation process at its sole discretion.

#### E.14.1.1. Additional marks

##### Host City poster

The Host City posters are official Competition-related posters, which may be created for each Host City at FIFA's sole discretion. Through specific Host City-specific design elements and Competition Logos, each Host City, in collaboration with FIFA, may be appointed to create a poster for the purpose of promoting their unique brand identity and character. The specific artwork is to be developed in two formats, promotional (non-commercial purpose) and retail (commercial purpose) and constitutes a key marketing tool of the Host City/Competition promotion.

##### Host City logo

Each Host City may have an official logo at FIFA's sole discretion. This aims at increasing appeal, recognition and credibility and shall capture the Competition's positioning and values.

### **E.14.2. Digital platforms**

Digital content (e.g. fan services/information) shall be leveraged across FIFA's digital media channels. It shall be performed on the overall FIFA Competition-related Digital platforms and information about the Host Cities, the Stadiums and any other information relevant for potential spectators of the FIFA World Cup shall be available. Also, information about the Member Association including any information on the initiatives, activities and campaigns shall be made accessible. All specific Competition content (e.g. Match coverage) is the responsibility of FIFA.

Any digital media content shall be produced, translated, monitored and analysed to optimise the use communication and promoted under the official domain (currently [www.FIFA.com](http://www.FIFA.com)).

### **E.14.3. FIFA World Cup promotional events**

Events targeted at both the Host Country's population and potential/actual visitors shall be planned, organised and implemented throughout the FIFA World Cup's lifecycle to add a sense of involvement, a local touch of colour and to promote the country and cities' status as hosts of the FIFA World Cup. All promotional events shall follow the Competition marks narrative and keep focus on achieving the commercial objectives. Said promotional events may take place at locations specially provided for the event, equipped with all the necessary physical requirements, utilities and services, free of any unapproved third party commercial identification and with space for any organisational personnel tasks that need to be fulfilled in relation to the events.

#### **E.14.3.1. General promotional events**

The following types of events shall be considered as part of the Marketing Rights delivery to improve the commercial delivery around the FIFA World Cup:

- Banquets and receptions (e.g. Team welcome Events etc.)
- Cultural programmes (e.g. music concerts, art exhibitions, etc.)
- Festivals (e.g. street parties. Beach Events, etc.)
- Tournaments (e.g. local youth football Competitions etc.)
- Roadshows (e.g. mass mobilisation Events etc.)
- Exhibitions and displays (e.g. trade fairs, conferences, etc.)
- Public participation projects (e.g. social responsibility projects etc.)
- Partnership events (with Host City associated non-commercial entities) (e.g. public service projects etc.)
- Existing events (e.g. sport and cultural events etc.)

#### **E.14.3.2. Public launch of Competition Marks**

Public launch events relating to the official Competition Marks shall be planned, organised and implemented as part of the overall Marketing Rights delivery and Competition-related communications.

### **E.14.3.3. FIFA/member association promotional events**

Official promotional events surrounding the FIFA World Cup will be staged to create public awareness around the Competition (e.g. tournament roadshows, countdown milestone celebrations, etc.).

### **E.14.3.4. Host City poster/logo launch event**

A public launch event may be planned, implemented and organised to promote the reveal of all Host City posters/logos if created.

### **E.14.4. Giveaway items distribution**

In order to locally promote the FIFA World Cup, giveaway items bearing the Competition Marks can be distributed free of charge as defined by FIFA in relevant distribution guidelines. If such giveaway items are distributed, it shall be executed and permitted with a reasonably small number of promotional and protocol gifts and they shall be obtained from a FIFA approved and licensed provider.

### **E.14.5. Commercial Display Areas (Fan Zones)**

Commercial Display Areas at non-Stadium Sites are entertaining and interactive displays where Commercial Affiliates are located and can showcase their products with the objective to engage with the audience in the best possible and entertaining way. Sales of food & beverages and Official Licensed Product sales shall also be conducted at the Commercial Display Areas.

These areas shall:

- Provide a safe and secure space for Fans and individuals to engage with the Commercial Affiliates
- Grant space to every Commercial Affiliate to erect a display
- Grant Space to the Host City to erect a display
- Grant Space to an Official Licensed Product Shop/Outlet

### **E.14.6. Brand protection operations**

On-Site brand protection operations shall be implemented to prevent ambush marketing activities and/or infringement of FIFA intellectual property within the Competition Controlled Area and to enforce the tournament-specific commercial and communication regulations. A Controlled Area is defined as any area determined by FIFA that is located directly adjacent to the Outer Security Perimeter, in which certain commercial and other activities are prohibited on matchdays and the days prior to matchdays to ensure the smooth implementation of the staging and organisation of the Matches and protect the rights of the Commercial Affiliates.

The operations shall consist of matchday patrols of the Controlled Area around Stadium and non-Stadium Sites to prevent ambush marketing activities and/or infringement of FIFA intellectual property.

## **E.15. MEDICAL SERVICES**

The provision of effective and efficient medical services according to the highest international standards to ensure the health and well-being of all stakeholders is an integral part to the successful planning and provision of the entire FIFA World Cup.

### **E.15.1. Public medical services**

The Member Association must ensure that the relevant Host Country stakeholders put in place sufficient public medical facilities and procedures to deal with the influx of people during the FIFA World Cup.

This includes:

- Ensuring that sufficient hospitals, and ambulances are available to cover the cities during the Competition.
- Procedures are in place to ensure that foreign visitors are able to access the healthcare system.
- Procedures for dealing with large-scale medical emergencies within each Host City and nationally.

### **E.15.2. Medical services strategy**

The detailed medical services strategy shall outline proposals for the following:

- Designated hospitals shall provide facilities and services such as pre-arranged access, full range of medical specialist care and medication and adequately qualified medical staff (e.g. doctors and nurses).
- Advanced life support prehospital paramedics and timely access to 24-hour advanced life support and intensive medical care emergency medical services, by road or by air so as to provide a fast, efficient and effective seamless service of resuscitation, stabilisation, transfer, diagnostic investigation, definitive care and inter-hospital referral, if and when necessary on a national basis shall be provided.
- 24-hour availability of medical centre staffed with appropriately qualified and equipped doctors and medical support personnel shall be provided at the FIFA Headquarters and the Referees' Base Camp at such times to be defined by FIFA.
- English-speaking, appropriately qualified doctors and medical support personnel shall act as liaison officers between the Team Delegation members, the Referees and the FIFA Delegation members during the entire Competition.
- Trained medical staff must also be readily available at every Competition Site. Special attention shall be paid to ensure that Medical Services are readily available at all accommodation Sites where the FIFA Delegation, the Teams and the Referees are lodged.
- Appropriate personnel appointments, comprehensive planning, focused training and Match exercises must be undertaken to ensure readiness and adequacy of services.

For medical services provision at the Stadium, refer to section F.12.

### **E.15.3. Medical services operations**

The medical services operations deal with the implementation and enforcement of the medical services strategy to ensure that all constituent groups will receive the adequate treatment when required.

### **E.15.4. Ambulances**

All ambulance transfers must be executed according to a critical patient ambulance transfer plan, involving an official traffic escort, to minimise the transport time to the designated hospital.

All Competition Sites must have either a dedicated ambulance(s) or a vehicle on standby in the near vicinity for immediate dispatch. The ambulances must be positioned in a way enabling a response time of a maximum of five minutes after the call for assistance.

Within each Training Site, Team Base Camp Hotel and Venue-Specific Team Hotel, a dedicated basic life support and automatic external defibrillator (AED)-equipped ambulance operated by appropriately qualified medical personnel with medical equipment shall be provided.

#### **E.15.4.1. Designated FIFA Competition hospitals**

Designated FIFA Competition Hospitals shall:

- Be located in every Host City (1 per Host City)
- Be responsible for the evaluation, diagnosis, treatment and rehabilitation of any FIFA Delegation patient that is presented to the hospital for medical assistance, both in emergency and non-emergency situations.
- Be equipped with hospital facilities and medical services of the highest international level of care in all medical specialties based on current evidence.
- Have comprehensive interpreting services available on a 24-hour basis for foreign language patient verbal communication purposes, particularly the main FIFA languages (i.e. English, French, Spanish and German).

## **E.16. SAFETY AND SECURITY**

A safe and secure FIFA World Cup is the aim of all those involved in its planning as well as the millions of spectators around the world. To ensure the safety and security at all times of all individuals present at every Competition Site, transport hubs and public areas, cooperation, integrated planning and coordinated procedures of the highest quality standard amongst all stakeholders involved in the Competition delivery are essential. More precisely, the Member Association, the Host Country's Government and the appropriate authorities (e.g. law enforcement agencies and armed services), a reputable security provider and international agencies (e.g. Interpol) shall cooperate for the development of the security strategy and the delivery of the safety and security operations.

The fundamental principles of the security project will be:

- Safety of all participants
- Asset protection
- Access control
- Dynamic risk assessment and contingency planning
- Incident management

### **E.16.1. Safety and security concept**

The safety and security concept delivered shall address the key safety and security matters as set out in the FIFA Guidelines on Developing a Safety & Security Strategy and Concept, including:

- categories of people covered by the safety and security operation
- the footprint of the event including all the Sites covered by the safety and security operation
- the types of issues the safety and security operation will cover
- start, phasing, and end dates for the safety and security operation

It will also set out the responsibilities and accountability of the various organisations in the Host Country who will be involved in the delivery of the overall objective of the safety & security concept.

The safety and security concept shall be developed alongside other related projects such as accreditation and ticketing.

### **E.16.2. Security operations**

The security operation aims to ensure that every Competition Site and stakeholder is, at all times, able to operate in a safe and secure setting to allow for an optimal delivery of the Competition.

### E.16.3. Security perimeters and access points

Security will apply perimeters around all Sites both for vehicles and pedestrians. These perimeters, and their related access points, will therefore act as a filtering point for all traffic flows and must be factored into transport planning from an early stage.

In principle, the following Access Control Points and Zones must surround all Competition Sites:

Security Perimeters & Areas around Sites	Description
Traffic Permit Control	Point where permitted vehicles are allowed to pass through quickly and efficiently while non-permitted vehicles are being redirected away from the perimeter.
Traffic Preliminary Zone/ Public Zone	Traffic/Security zone limitation established to filter permitted and non-permitted traffic around a Site.
Vehicle Permit Checkpoints	Traffic/Security zone limitation established to filter permitted and non-permitted traffic around a Site. Located between the Traffic Permit Control and the Vehicle Permit Check.
Traffic-free Zone	Perimeter/area/zone established to assist in the prioritization of traffic around a Site. This zone is located after the vehicle permit check.
Vehicle Screening Area	Final high-level security search of vehicle and occupants on entry to Outer/Inner Secure Perimeter. The space must be able to accommodate the Site's traffic at peak hours and it is where the entire vehicle inspection will take place and where cargo security seals are checked. X-ray machines shall also be present to scan specific items when required.
Pedestrian Screening Area	A designated area where spectators and accredited personnel are screened prior to entering the through the Venue security ring to ensure that no prohibited items enter the Venue. This is where the pedestrians shall surrender any prohibited items, the X-ray scans of carried equipment, the physical searches and pat-downs and the physical inspection with handheld and walkthrough metal detectors shall take place.
Outer/Inner Perimeter and relevant defined Area(s)	Secure Area for vehicles, occupants and any pedestrian flow.

#### **E.16.4. Site security infrastructure**

Each Competition-related Site will require specific security infrastructure to fit the needs of the safety and security operation on that Site as identified by the Venue operational plan. At a minimum, the following will be required:

- Operational Command Centre: designated room from which the safety and security operation will be managed. It must be secured on a 24/7 basis and only be accessible to authorised personnel. In the Stadium, this will be the Venue Operation Centre (see section F.13.8.).
- Closed circuit television system (CCTV): camera surveillance system which covers the entire footprint of the Site.
- Fencing and similar infrastructure to create a secure perimeter.
- Appropriate facilities for security staff including an office for the security manager and guard posts.
- Search and screening areas (mag & bag) for persons and vehicles (as appropriate): points where security screening takes place, including passing through metal detection units and physical or electronic inspections of hand carried items.
- Remote search park: facility where the search and screening of goods before their delivery to a Competition Site takes place. It must be secured on a 24/7 basis and equipped with CCTV, large pallet x-ray equipment and other baggage and vehicle X-ray equipment.

## E.17. DRESSING AND SIGNAGE

Event dressing and signage aims at creating a memorable festive atmosphere prior to and during the FIFA World Cup and fulfils a functional role of assisting visitors and functional groups with way-finding signage. It shall be consistently applied across all the Competition-related Events, Stadiums and Sites.

- All dressing and signage material shall be designed by FIFA and produced according to FIFA's specific graphic guidelines for the FIFA World Cup by FIFA unless otherwise agreed.
- The material used for all dressing and signage must meet the quality standards defined by FIFA and may consist of adhesive posters, banners, stickers and tarpaulins of different sizes and shall be made of materials which are suitable for covering and/or decorating surfaces of all kinds.
- Dressing and signage shall also achieve the goal of providing the best and most effective event look and recognition to FIFA Commercial Affiliates.
- All dressing and signage shall meet with all applicable security requirements and regulations, including those relating to the prevention of fire as well as the highest standards with regard to sustainability.

### E.17.1. Dressing

FIFA World Cup dressing is indoor and outdoor branding that celebrates the FIFA World Cup and shall be displayed prior to and during the Competition and Competition-related Events in high-profile locations in, on and around all of the Sites and infrastructure. FIFA will develop a Venue dressing programme which covers:

Dressing can be considered to be split into a number of parts:

- Host City Dressing
- Outdoor Media Space
- Protocol Routes
- City Beautification
- Competition Site Dressing

#### E.17.1.1. Host City dressing programme

A major component of the FIFA World Cup's branding and communication strategy involves decoration of certain locations within the Host City as of approximately 14 days before the Competition or Competition-related Event. FIFA will develop designs to be used in each city to decorate the city with the official marks and Commercial Affiliate marks of the FIFA World Cup. Such dressing will go a long way to help create a festive atmosphere in the Host Cities and other key locations within the Host Country.

Thus, the Host City will be required to secure the following locations in order to support the Venue dressing programme.



- The direct vicinity of the Stadium
- Adjacent to the Training Sites
- Adjacent Venue-Specific Team Hotels
- Adjacent to the FIFA Fan Fest
- Adjacent to other Official Hotels (FIFA Headquarters and Venue Hotels)
- Within and around Host City airports and main train stations
- Within and around public transportation Sites, such as bus and metro stations
- Along principal traffic routes and other in high-profile areas around the city centre

Such decoration space shall be reserved throughout the entire Competition (a minimum of 14 days prior to the start of the Competition until a minimum of 48 hours after the end of the Competition). In addition, such space shall be reserved prior to and during the main Competition-related Events, such as the Preliminary and Final Draws, the Team Workshop and the FIFA Congress.

FIFA, together with the Host Cities, will produce various types of branding media to be applied to city infrastructure such as lampposts, billboards, bus shelters highway bridges among many other types of city branding infrastructure.



### **E.17.1.2. Outdoor media space**

The Host Cities will be required to reserve a quantity of Outdoor Media spaces (e.g. billboards, bus kiosks, bus facades, etc.) whereby the Commercial Affiliates may purchase such space exclusively to advertise and associate their commercial relationship with the FIFA World Cup and otherwise help to promote the FIFA World Cup. Such inventory must be provided exclusively to Commercial Affiliates to purchase in key locations within the Host Cities.

Minimally, the following locations shall reserve and allocate Outdoor Media Space:

- The direct vicinity of the Stadium
- Training Sites
- The Venue-Specific Team Hotels
- The FIFA Fan Fest
- Any other Official Hotels (FIFA Headquarters and Venue Hotels)
- Host City airports and Main train stations
- Public transportation Sites, such as bus and metro stations
- Principal traffic routes and other in high-profile areas around the city centre

Outdoor Media Space shall be reserved throughout the entire Competition (a minimum of 14 days prior to the start of the Competition until a minimum of 48 hours after the end of the Competition) as well as prior to and during the main Competition-related Events, such as the Preliminary and Final Draws, the Team Workshop and the FIFA Congress.

### **E.17.1.3. Protocol routes**

Protocol routes are the main road thoroughfares leading towards the FIFA World Cup Stadiums and/or Event Venue (Draw Venue, FIFA Fan Fest, etc.) where a large quantity of decoration material will be installed and presented to be seen by the a large proportion of the individuals within all Host Cities.

Every Host City shall identify and prepare protocol routes where the Competition-specific decoration material will be presented.

### **E.17.1.4. City beautification**

In order to render Host Cities as welcoming and attractive as possible to members of the public and visiting football fans, the Host Cities shall use their best efforts to improve and embellish their public facilities and public spaces (e.g. hiding of construction sites, greening and landscaping, beachfront revitalisation, litter removal, etc.). Specific attention to beautification projects shall be made to areas that will be in close proximity to the Competition operations such as protocol routes, Stadium surroundings, FIFA Fan Fest area, transportation hubs, city centres, etc.

### **E.17.1.5. Competition and Competition-related Event Site dressing**

FIFA will be responsible for the dressing of all Sites related to the Competition or Competition-related Event. The dressing project extends to all Official Sites including, but not limited to FIFA hotels, the International Broadcast Centre, Airports, Draw Venues and potentially Team Training Sites and Team Hotels.

### **E.17.2. Signage**

Signage encompasses all solutions to allow the different constituent groups as well as the general public to swiftly and easily navigate through the Host Country/Cities and the different Competition-related Sites.

Signage is divided in the following categories:

- Orientation signage: Signage such as “You are here” Maps, info towers, which contain information regarding the standpoint of a particular location or infrastructure at or around the Site.
- Directional signage: Signage to assist the different client groups to reach their destinations.
- Identification signage: Signage which indicates the purpose of a particular space or room (e.g. “Media Centre”).

#### **E.17.2.1. Public signage**

In addition to the Venue dressing programme above, the Host City should ensure that there is sufficient signage throughout the city to allow all stakeholders to access the relevant Sites. Signage should be in English and the local language and be located around all the key Sites including but not limited to:

- Main arrival/departure hubs within the city such as airports and train stations to ensure fans arriving are able to navigate around.
- Areas between public transport drop-offs and the outer Stadium perimeter should be adequately signed so that the spectators are directed to the correct entries according to the spectator flow plans.

#### **E.17.2.2. Site signage**

FIFA will be responsible for the signage at all official Sites of the Tournament and Competition-related Events.

## E.18. COMPETITION-RELATED EVENTS

Apart from the preparation and organisation of the Matches, the FIFA World Cup also comprises certain Competition-related Events. Those Competition-related Events are required to be hosted and staged in connection with the Competition and, due to the public awareness for certain of these Competition-related Events, will create an important opportunity to promote the FIFA World Cup and the Host Country around the world.

Operational support for the staging of the Competition-related Events is required. The operational projects described as part of the present Hosting Requirements (i.e. Security, Transport, Guest Management, Language, Accreditation, Medical Services, ICT, Media Services, Volunteers, etc.) shall also be implemented as part of these Competition-related Events.



## **E.18.1. Draws**

In connection with the FIFA World Cup, two Draws shall be staged:

- Preliminary Draw: ceremony in which Teams of all Member Association participating in the qualification for the FIFA World Cup are drawn into groups for each of the qualification zones.
- Final Draw: ceremony in which Teams in the final Competition of the FIFA World Cup are drawn into Competition groups that will be featured in the Competition's Match Schedule.

### **E.18.1.1. Draw organisational requirements**

The Draws shall be organised according to the following elements:

- Shall be staged in a Site providing adequate office space, working spaces and the set-up of commercial displays by the Commercial Affiliates.
- The Draw shows shall be televised and have a national flavour. Performing artists must be chosen accounting for the interests of FIFA and its Commercial Affiliates or any other third parties.
- The look and feel and event branding including Competition Marks and assets and Commercial Affiliates presence shall be designed by FIFA and incorporated in the Draw show.

Surrounding the Draw will be a programme of activities and services covering a variety of different areas, with some beginning before the Draw show. Their operations shall be viewed as extensions of the main event and planned and implemented accordingly. The following elements are expected to be held in conjunction with the Draw:

- FIFA Banquet before the Draw show
- Cocktail reception before and/or after the Draw show in the Commercial Affiliates area, depending on the timings of the Draw show
- FIFA Club and Social Events
- FIFA Committee Meetings
- Team Seminar/Team Workshop
- Commercial Affiliates and Media Rights Licensees workshops or round tables
- Sustainability Events
- Sponsorship agreement or renewal announcements

The Member Association is required to make proposals for the location of the Draws as part of the Bid from which FIFA will make a final selection. Should proposals from the Member Association not meet FIFA's operational requirements then FIFA may ask the Member Association to make additional proposals.

### E.18.1.2. Draw Site

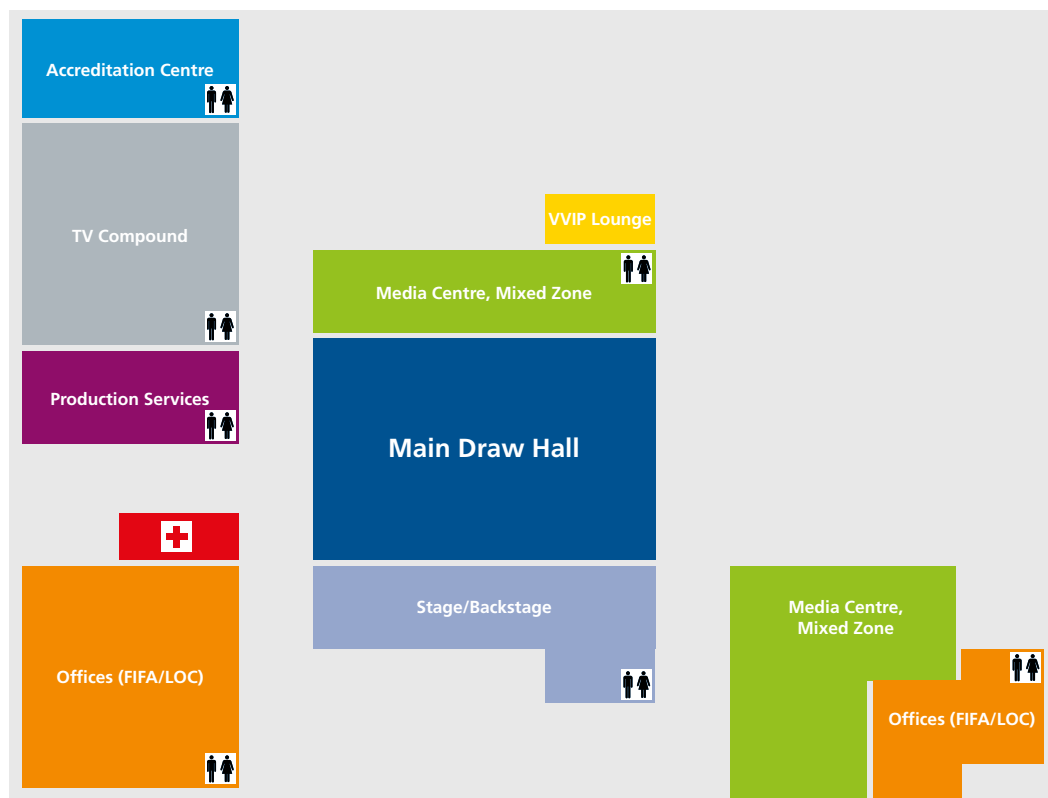
The Draw Site shall be able to accommodate the important number of guests that will attend the Draw and the related events. When selecting a location, proximity to the following mandatory infrastructure shall be ensured:

- Draw Hall and Commercial Display Area (including guest reception areas)
- Media Centre & Broadcast Compound space
- FIFA and Member Association offices and hotels

Additional on-Site facilities shall be located in the close proximity of the main Draw Hall to allow for a smooth and seamless development of the activities and ensure a quality broadcast of the event. It shall include the following

- Accreditation Centre
- Volunteer Centre
- IT Control Centre (ITCC)
- Logistics Compound
- Catering facilities
- Parking, drop-off/pick-up points, vehicle circulation areas, staging area and access ways, luggage deposit areas
- Locations for potential outside TV presentation platforms

A sample layout of a Draw Venue can be found below.



Name of space/ installation	Minimum amount	Minimum area required (m <sup>2</sup> )	Occupancy (expected no. of people)	Position/location	Additional specifications
<b>Preliminary Draw</b>					
Draw Hall (Preliminary Draw)	1	5,000	<u>1,100</u> 1,300	– location in one of the Host Cities – subject to confirmation	tbc – difference in Draw Hall Occupancy shall be reflected in in the area – strong W-LAN connection in all areas
Mixed Zone (Preliminary Draw)	1	1,000		– adjacent to Draw Hall and close to the Media Centre – very short walking distance between the different locations	– separate area in addition to the Media Centre
Broadcast Compound and Broadcast Areas (Preliminary Draw)	1	2,000		– as close as possible to Draw Hall	Stable foundation to hold the weight of a number of trucks and very heavy equipment
Event-Time Offices and Workspaces (Preliminary Draw)	1	1,900	170 workstations	– at the Draw Site	
Event-Time Offices and Workspaces (Preliminary Draw)	1	1,700	145 workstations	– at the FIFA HQ	
Event-Time Offices and Workspaces	1	100	8 workstations	– at the VIP Hotel	
Commercial Display Area/ Reception	1	2,000–3,000	Up to 20 displays of 5m x 5m	– on the pathway between the Red Carpet and the Draw Hall	Must have space for: – Commercial Affiliate promotion displays – Official Merchandise Stand(s) – FIFA corporate display(s) – Host City displays – reception and catering for guests pre- and/or post-show
VIP Lounge	1	500–700		– on the pathway between the Red Carpet and the Draw Hall	– exclusive/separate space from the Commercial Display Area/ Reception
Media Centre	1	1,500–2,000			– dedicated catering facilities for Media representatives
Accreditation Centre	1	500		– adjacent to the outer security perimeter of the Draw Site	
Volunteer Centre	1	200–300			
IT Command Centre	1	250			incl. – two Primary Technical Areas – two Telecom Carrier Rooms
Draw Hotels (Preliminary Draw)	enough hotels to cover the overall demand in Host City where the Draw takes place		1.500 guest rooms	– close to the Draw hall – all Hotels in close proximity to each other	– 3-, 4- and 5-star hotels – also where the Team Seminar during the Preliminary Draw takes place

Name of space/ installation	Minimum amount	Minimum area required (m <sup>2</sup> )	Occupancy (expected no. of people)	Position/location	Additional specifications
<b>Final Draw</b>					
Draw Hall (Final Draw)	1	5,000	<u>1,750</u> 1,950	– location in one of the Host Cities – subject to confirmation	tbc – difference in Draw Hall Occupancy shall be reflected in in the area – strong W-LAN connection in all areas
Mixed Zone (Final Draw)	1	2,000		– adjacent to Draw Hall and close to the Media Centre – very short walking distance between the different locations	– separate area in addition to the Media Centre
Broadcast Compound and Broadcast Areas (Final Draw)	1	3,000		– as close as possible to Draw Hall	Stable foundation to hold the weight of a number of trucks and very heavy equipment
Event-Time Offices and Workspaces (Final Draw)	1	2,200	190 workstations	– at the Draw Site	
Event-Time Offices and Workspaces (Final Draw)	1	2,000	155 workstations	– at the FIFA HQ	
Event-Time Offices and Workspaces	1	100	8 workstations	– at the VIP Hotel	
Commercial Display Area/ Reception	1	2,000–3,000	Up to 20 displays of 5m x 5m	– on the pathway between the Red Carpet and the Draw Hall	Must have space for: – ommercial Affiliate promotion displays – Official Merchandise Stand(s) – FIFA corporate display(s) – Host City displays – reception and catering for guests pre- and/or post-show
VIP Lounge	1	500–700		– on the pathway between the Red Carpet and the Draw Hall	– exclusive/separate space from the Commercial Display Area/ Reception
Media Centre	1	1,500–2,000			– dedicated catering facilities for Media representatives
Accreditation Centre	1	500		– adjacent to the outer security perimeter of the Draw Site	
Volunteer Centre	1	200–300			
IT Command Centre	1	250			incl. – two Primary Technical Areas – two Telecom Carrier Rooms
Draw Hotels (Final Draw)	enough hotels to cover the overall demand in Host City where the Draw takes place		1.900 guest rooms	– close to the Draw hall – all Hotels in close proximity to each other	– 3-, 4- and 5-star hotels – also where the Team Seminar during the Preliminary Draw takes place

### **E.18.2. FIFA Congress**

The FIFA Congress is the supreme body of world football's governing body. As the legislative body of world football – football's "parliament" and General Assembly – it is one of the most important Events in FIFA's calendar and FIFA expects the highest quality standards for staging this important Event.

In the year of the FIFA World Cup, it is expected that the FIFA Congress shall be staged in the Host City of the FIFA World Cup Opening Match, immediately prior to the start of the Competition.

The FIFA Congress is not only an assembly. but consists of a one-week event with different events and happenings. Their operations shall be viewed as extensions of the main event and planned and implemented accordingly.

The following events are expected to be held as part of the FIFA Congress activities:

- A variety of pre-Congress meetings
- FIFA Council meetings
- Confederations meetings/congresses
- A small-scale football tournament
- FIFA banquet
- The actual FIFA Congress (general assembly)
- Press conferences and other media activities
- Other smaller social events (FIFA Council dinner, welcome cocktail reception or farewell party/ post-Congress cocktail reception, etc.)

The Congress Site should provide space to accommodate between 1,200-1,300 guests and the auditorium should have 2,500-3,200m<sup>2</sup> of useable space. This does not include other spaces used during the Event such as offices, meeting rooms, broadcast compounds, media centres, accreditation centres etc.)

The Member Association is required to make proposals for the location of the Congress as part of the Bid from which FIFA will make a final selection. Should proposals from the Member Association not meet FIFA's operational requirements then FIFA may ask the Member Association to make additional proposals.

### **E.18.3. Team Workshops/Seminars**

Workshops and seminars are typically held for Participating Member Associations in the country of the Competition. The meetings are coordinated by team services to provide information on:

- Host Country and Venues
- Organisational principles
- Policies and procedures
- Preparations for the Competition
- Requirements of the participants



The Team Workshop Site shall provide space to accommodate approximately 1,500 people and the plenary session room should have 1,500m<sup>2</sup> of useable space. This does not include other spaces used during the Event such as offices, meeting rooms, broadcast compounds, media centres, accreditation centres etc.)

Most Team Workshops or Seminars will take place surrounding other Competition-related Events, such as the Draws, however the main Team Workshop for the FIFA World Cup will take place as a stand-alone event a few months prior to the first match of the FIFA World Cup. The Member Association is required to make proposals for the location of the Team Workshop as part of the Bid from which FIFA will make a final selection. Should proposals from the Member Association not meet FIFA's operational requirements then FIFA may ask the Member Association to make additional proposals.

### **E.18.3.1. Team Workshop Site**

The workshop/seminar Site shall be:

- A congress centre with accommodation facilities or a hotel of an adequate size, where all the different facilities used for the different meeting activities are located as close to one another as possible
- In the proximity of an airport with international connections, which shall also be sought to accommodate the MAs and PMAs from all over the world.

A Team services centre shall be set up to provide Participating Member Associations an opportunity to get relevant information on, and/or to organise Site inspection visits for its representatives with regard to possible Team Base Camps, Training Sites and relevant Stadiums. The Team service centre shall:

- Be located at the Site of the Team Workshop.
- Include meeting spaces, travel booking facilities, transport services and adequate exhibition/booth spaces

Team services will arrange accommodation and transport, meeting facilities, and meals for constituents where applicable. They will develop the content for the meetings and provide for the safety and security of the participants.

## E.19. SPECTATOR SERVICES

Spectator services relates to the coordination of various operational function for individuals and groups of individuals that are attending the Competition, with a particular focus on ticket holders. Within the Stadium perimeter the provision of services to spectators is the responsibility of FIFA (see F.14.) and outside of this the responsibility lies with the Host City.

The Host City must ensure that the Spectators shall experience the FIFA World Cup in an engaging and stimulating way and receive a unique taste of the Host Country's character and passion. At all times during the FIFA World Cup lifecycle, they shall feel and experience the high standing of the FIFA World Cup.

The Host City must put in place a spectator services unit that will be responsible for coordinating all aspects of a spectators journey in the Host City from the arrival to departure, in particular taking into consideration all logistical aspects, such as transport, accommodation, entertainment, security and an integrated communication platform.

On Match Days, in order to ensure a high quality and positive experience through a seamless and efficient end-to-end spectator experience, the Host City Authority shall ensure the full support of the Stadium Authority to establish and operate a pedestrian flow system and a spectator information and guidance system, including Stadium spectator service points at suitable locations in close proximity to the Stadium. In particular, the Host City Authority shall be responsible to ensure all spectator-related operations for the "last mile", meaning the walkway between the Stadium transport hubs and the access to the Stadium.

## **E.20. TEAM SERVICES**

Team services perform a dual role whereby they both deliver certain services directly to Teams as well as ensuring the coordination of all other services provided to Teams.

FIFA will be responsible for the Team services function but rely on the support of the Member Association in certain areas.

### **E.20.1. Team delegation inspections**

Many Teams will travel to the Host Country prior to the Competition in order to form a personal impression of the Host Cities, Stadiums, Team Hotels, Training Sites and other key infrastructure.

The Teams shall be guided through the Country by FIFA and official inspection tours of the relevant Sites shall allow the Teams to collect the required information for the planning of their arrival for the FIFA World Cup, such as:

- General information on all the Venues
- General geographical and cultural features of the surroundings
- Environmental and climatic conditions of the locations to be visited
- Sunset and sunrise times of each of the relevant regions
- Health and vaccination recommendations
- Distances from the Team Hotel to the Training Site, Stadium, airport, dedicated hospital and the city centre
- The Member Association will be required to support FIFA through provision of information or support in gaining access to certain infrastructure as requested by FIFA.

## E.21. TECHNICAL SERVICES

Essential technical installations are required to support a Site's infrastructure and operations.

The following elements will be covered as part of technical services:

- Power
- Heating, Ventilation and Air Conditioning
- Cabling
- Sanitary Facilities
- Fresh/Wastewater
- Pitch Maintenance
- Lighting

### E.21.1. Power

The increased level of activity and Overlay Infrastructure that are required at a Site to stage the FIFA World Cup or Competition-related Event push the electrical loads to levels well beyond normal for such Sites. This power demand is also influenced, to a great extent, by the wide television coverage required and all the material necessary to broadcast the FIFA World Cup all around the globe.

Therefore, additional power infrastructure must be planned for and installed to ensure that facilities and Stakeholders are able to function with sufficient power. All Sites shall have state-of-the-art power configurations leading to a safe power supply and the sufficient primary, secondary power sources to mitigate against nearly all possible power issues.

#### E.21.1.1. Energy sources

Different sources of electrical energy and methods of supply can be used to satisfy the needs at Competition Sites.

The available sources are:

Source	Definition
Utility Power	Electrical power supplied by the local utility (also called "grid power").
Generator Power	Electrical energy produced by one or more diesel generators located on the premises.
UPS Power	UPS – electrical power supplied through conditioning equipment maintaining continuous energy flow without interruptions (accomplished by using a static set-up – batteries – or a rotating dynamic set-up).
Primary Source	Energy source supplying the distribution network under normal operating conditions.
Back-up Source	Energy source capable of supplying the distribution network in case of failure of the Primary Source.

### E.21.1.2. Types of distribution

The following terminology regarding the types of power distribution apply in the context of the FIFA World Cup.

Type	Purpose of use	Power topology	Level of service
<b>Broadcast Technical Power (BTP)</b>	Feeding all broadcasting and auxiliary equipment critical for the FIFA World Cup broadcast operations.	BTP primary and back-up source and distribution must be isolated from VDP and/or BDP disturbances.	Required to be backed up and must be designed to be uninterruptible. 2N redundancy required.
<b>Broadcast Domestic Power (BDP)</b>	Feeding all temporary broadcast Site facilities and their equipment (e.g. distributions feeding the general lighting, broadcast domestic sockets and all HVAC units inside temporary broadcast Site premises plus the HVAC supply systems )	The VDP source can be the primary or back-up source for BDP if it meets the capacity, specifications and voltage levels required for BDP. The VDP source alone does not meet the Level of Service requirements for BDP.	Required to be backed up and in case of an interruption of supply must be restored within 1 minute.
<b>Venue Domestic Power (VDP)</b>	Feeding all general lighting for both indoor and outer Venue space, air conditioning and/ or heating of the Venue and any other (existing/ permanent) infrastructural element of the Venue and its precinct requiring power supply, e.g. Ticketing Centre, Accreditation Centre, etc.	VDP is a specification for the supply source and distribution provided to the Venue. The VDP source can be the Primary Source for BDP as long as it meets the capacity, specifications and voltage levels required for BDP.	Required to be backed up and in case of an interruption of supply must be restored within 3 minutes.

The separation between Broadcast and Non-Broadcast Powers is required in order to emphasise the requirement that Broadcast Power shall run independently and on totally separate sources of power than any other user group like power for Hospitality, Field-of-Play lighting or Stadium backup power.

### E.21.1.3. Broadcast power (BTP & BDP)

Broadcast Power is required to provide power to the (mostly) temporary infrastructure required for Host Broadcaster operations. The solution for Broadcast Power supply and distribution shall be consistent across all Sites and will be provided by FIFA.

In order to facilitate the quality and consistency of concepts and implement cost savings to the extent legally possible according to the applicable laws, FIFA may, at its sole discretion, request to source Broadcast power by means of a central procurement process (i.e. a joint and central sourcing across all Stadiums and, if applicable, other Sites in the relevant Venue).

The Service Provider for the power supply must have a proven track record in the delivery of temporary power for large-scale international live broadcasted events. It must have logistical hubs strategically located throughout the country in order to be able to deliver (spare) equipment within one day of notification to each of the Venues. In order to limit the impact of external factors on the continuous delivery of Broadcast Power, it is required to have sufficient fuel storage and parts for maintenance on Site to ensure support for the indicated total nominal power consumption for at least 48 hours.

### Levels of service

The different levels of service for Broadcast Power are defined as follows, ranging from Level 1 to Level 3. These levels of service shall be considered in addition to the ones identified for the different types of power distribution.

<b>Level of service 1</b>	Level of Service 1 is neither required to be backed up nor designed as uninterruptible.
<b>Level of service 2</b>	Level of Service 2 is required to be backed up and, in case of an interruption of supply, must be restored within 1 minute.
<b>Level of service 3</b>	Level of Service 3 is required to be backed up and must be designed to be uninterruptible.

The detailed levels of service and power specifications for all Broadcast infrastructure and services are introduced in the respective FIFA World Cup documentation, published at a later stage. These will include precisions on the most vital parameters and principles like electrical standards, specifications for UPSs, lightning protection, Equipotential Bonding systems, electromagnetic compatibility and voltage quality.

### Specific International Broadcast Centre requirements

The broadcast technical power at the International Broadcast Centre shall:

- make provision for an indicative total power consumption of 2,500kVA. Taking into account the required redundancy, the total installed power required must be 2x 2,500kVA.
- have a distribution consisting of 22 circuits, rated at 400A, that terminate at end demarcation points located throughout the IBC.
- have an entirely redundant supply and distribution (2N redundancy) and must not contain any single point of failure. Redundant Path A and Path B circuits must follow physically separate cable routes. Each BTP distribution circuit must be protected by adjustable overcurrent and Earth Leakage Protection.

The broadcast domestic power at the International Broadcast Centre shall:

- Make provision for an indicative total power consumption of 4,000kVA. Taking into account the required redundancy, the total installed power required is 2x 4,000kVA.
- Be configured according to the layout of the IBC with demarcation points located throughout the IBC.
- Have an entirely redundant supply and distribution (2N redundancy)

## E.21.1.4. Non-broadcast power

The following section briefly describes the different levels of reliability for the power supply at Non-Broadcast Sites and gives an overview of the expected general power requirements.

### Levels of Reliability for Non-Broadcast Power

Non-Broadcast Power provision is mainly based on existing power supply at the locations, and follows a slightly different philosophy than the temporary power setup for broadcast purposes. Therefore, a different terminology

is used for Non-Broadcast Power and “levels of reliability” replace “levels of service”. These levels of reliability shall be considered in addition to the levels of services identified for the different types of power distribution. The different levels are as follows:

<b>Level of reliability 1 – basic</b>	One source, no back-up option, fully dependant on existing grid supply A or B or single generator (like every household and normal business facility).
<b>Level of reliability 2 – medium</b>	Backup by switchover to alternate grid supply/generator < 30 seconds.
<b>Level of reliability 2.5 – high</b>	Backup by generator, online < 30 seconds in case of loss of both grid supplies (generator could also run under load in island mode on matchday).
<b>Level of reliability 3 – critical</b>	UPS backup, plus supply from permanent generator after switchover.

### Site-specific power requirements

<b>Level of reliability 1 – basic</b>	One source, no back-up option, fully dependant on existing grid supply A or B or single generator (like every household and normal business facility).
<b>Level of reliability 2 – medium</b>	Backup by switchover to alternate grid supply/generator < 30 seconds.
<b>Level of reliability 2.5 – high</b>	Backup by generator, online < 30 seconds in case of loss of both grid supplies (generator could also run under load in island mode on matchday).
<b>Level of reliability 3 – critical</b>	UPS backup, plus supply from permanent generator after switchover.

### Specific International Broadcast Centre requirements

The Venue domestic power at the International Broadcast Centre shall:

- Originate from redundant ring feeders connected to separate substations. Interruptions of up to three (3) minutes are acceptable.
- Have a back-up supply source with a capacity equal to, or higher than, the indicative total power consumption.
- Allow the manual transfer to any supply source at any time, allowing for supply by the regular primary source or the back-up source; whichever is required. In case the back-up source becomes the primary source, the complete set-up must be able to run the indicative total power consumption, without refuelling, for at least 48 hours.
- Have a procedure for recovering VDP supply and distribution in a controlled sequence for potential failures of the primary source.
- Have sufficient VDP capacity and connection points accessible at indoor and outer locations for the parties involved in constructing and dismantling temporary IBC premises and/or organisations involved in the operations of the IBC.

The detailed levels of reliability and power specifications for all Non-Broadcast infrastructure and services are introduced in the respective FIFA World Cup documentation, published at a later stage. These will include precisions on the most vital parameters and principles like electrical standards, specifications for UPSs, lightning protection, Equipotential Bonding systems, electromagnetic compatibility and voltage quality.

### **E.21.2. Heating, ventilation and air conditioning**

Heating Ventilation and Air Conditioning (HVAC) refers to the technology necessary to guarantee indoor environmental comfort based on the principles of thermodynamics, fluid dynamics and heat transfer. For safe and healthy conditions inside all facilities, temperature and humidity are regulated and “fresh air” from outdoors shall guarantee sufficient ventilation.

All Competition Sites, whether permanent or temporary, shall have an adapted and functioning HVAC system that ensures adequate temperature (i.e. cooling and/or heating), humidity and ventilation levels configured to respond to the specific size and purpose of the facility as well as its surrounding environment provided by the Site owner.

The positioning of HVAC equipment shall take into account the surrounding installations as well as sound and heat emissions to cause as little interference as possible.

When needs arise, technicians must be provided to maintain and operate the equipment.

Environmentally-friendly and energy-optimised solutions must be considered and implemented where possible.

#### **ICT-specific requirements**

Areas where ICT equipment will be operated must be kept cool due to technical reasons. The maximum room air temperature independent of the outside temperature is 25° C.

#### **Broadcast facilities requirements**

Temperatures for all broadcast-related rooms must be adjustable between 18-26°C using heating and/or air conditioning.

### **E.21.3. Cabling**

The seamless integration of all of the facilities as well as functional spaces and areas within the Sites requires connectivity between them. These physical connections are guaranteed by means of cabling routes. Such cable routes and pathways shall be provided for:

- Broadcast/TV
- IT
- Power
- Other (e.g. CATV, communications, etc.)

#### **E.21.4. Sanitary facilities**

A sufficient amount of high-quality sanitary facilities, provided as a permanent or temporary solution, must be made easily accessible for both genders at every Competition Site for general spectators and all other stakeholders alike. Provisions must also be taken to accommodate the needs of people with disabilities.

Environmentally-friendly solutions must be considered (e.g. electric hand-dryers, use of rainwater for toilets, eco-cleaning products, paper from sustainable sources).

#### **E.21.5. Freshwater/wastewater**

At every Competition Site, adequate infrastructure and services must ensure that the provision of freshwater and the processing of wastewater is sufficient and based on adequate volume calculations. This includes the following points:

- Adequate drainage of any facilities (temporary and permanent)
- Flooding certification of international standards
- Freshwater supply and substitution of drinking water
- Temporary water supply
- Wastewater processing
- Extinguishing water

#### **E.21.6. Lighting**

Every Competition Site must be equipped with sufficient permanent or temporary lighting equipment. It shall provide, throughout the whole Competition, the adequate lighting level at the area/Site based on the functionally intended use.

In the case of a power failure, emergency lighting solutions is to be provided at every Competition Site to allow the occupants to safely find their way towards emergency exits and fire-fighting and other security equipment.



## E.22. TICKETING

Ticketing is about the process of producing and selling Tickets for the Competitions as well as the management and administration of the universe of Tickets that are on offer. The objective of Ticketing is to provide Tickets in a fair and transparent manner to all persons and entities who either purchased Match Tickets or are entitled to receive Complimentary Tickets allowing them to enter the Stadium, obtain a seat and watch the Match as well as, if applicable, other performances related thereto.

### E.22.1. Ticketing policy

FIFA will develop a Ticketing policy which will cover the principal aspects of the ticketing project. More precisely, Ticket sales, Ticket categories, Ticket prices, the Ticket sales strategy, Ticket terms and conditions and Ticket sales regulations regarding the purchase and use of Tickets, data management requirements, Ticket payment conditions and systems, Ticket distribution requirements, the Ticket design, content and embedded security technology, Ticketing requirements in relation to the electronic access control solutions in the Stadiums, the VIP Tribune management policy, the Ticketing rights protection and enforcement strategy as well as any other relevant matters are hereby covered. FIFA shall take the final decision on the manner in which the Ticketing Policy is implemented.

### E.22.2. Ticketing operations

FIFA will manage the entire ticketing operation and services. FIFA will take care of the implementation of the IT solution, operate the Ticketing sales activities, conduct the fulfilment and distribution to the constituent groups, manage the Tickets inventory and execute the operations at the Stadium.



### E.22.3. Domestic sales support

To assist the sale of tickets for the FIFA World Cup in the Host Country, the following domestic sales measures shall, if and when required, be implemented:

- Development of the domestic sales programme, such as locations required for the Ticket application, payment, distribution and customer servicing process.
- Support the domestic Ticket sales promotional campaign as part of the Member Association's overall Competition marketing programme.
- Provide FIFA contact information and sales information in all informational and other appropriate publications of the Member Association.
- Assist in the identification of outlets which may be used for the distribution of Ticket application forms and/or Tickets by any electronic and other means such as Ticket terminals.
- Provide suitable locations or facilities in the Host City to be used for the setting up of Ticketing Centres at the Venues, main Ticketing Centres or any other Ticketing facilities for the sale and/or distribution of Tickets.
- Determine and oversee procedures and systems required for the identification of Host Countries residents and/or spectators.
- Assist FIFA in the management of any Ticket-related initiatives and ensure that the Ticket terms and conditions and Ticket sales regulations are fully enforceable under all applicable laws and regulations of the Host Countries, particularly with regard to data protection matters, Ticket payment exclusivity methods, prohibition of the unauthorised transfer of Tickets and the use of Tickets in unauthorised price Competition, promotions or sweepstakes.



#### E.22.4. Ticketing infrastructure

Certain infrastructure and locations are required to ensure an adequate ticket distribution and/or Ticket issue resolutions in the Host Country.

Stadium infrastructure requirements in relation to Ticketing activities will be covered in section F.16.

- FIFA Venue Ticketing Centres
  - o Shall be the Sites where, in each Host City, ticket collections as well as Ticket sales will be conducted during the Last-Minute Ticket sales phase of the FIFA World Cup
  - o Shall help generate a positive impression and provide each Host City with an ideal set-up to promote and showcase their particularities to visitors
  - o Shall have ticket distribution and/or customer service facilities which contain multiple helpdesk Ticket terminals, Self-service Ticket terminals, to ensure an efficient sale, distribution and issue resolution of Tickets delivered in mobile devices to the visitors.
- Additional Ticket Service Centres
  - o Additional Ticket Service Centres shall, if required, be implemented in the Host Cities and/or other FIFA Competition-related Sites to ease the sale and distribution of ticket as well as customer service for ticket-related issue resolution.

Name of space/installation	Minimum amount	Minimum area required (m <sup>2</sup> )	Position/location	Additional specifications	Opening match	Group match	Group match with home team	Round of 32	Round of 16	Quarter-final	Semi-final	Third-place match	Final
Venue Ticketing Centre													
Main FIFA Venue Ticketing Centre – Indoor Area	1	500	<ul style="list-style-type: none"> <li>– location likely to be at Opening/Final Match Venue</li> <li>– subject to confirmation</li> <li>– next to the outdoor area</li> <li>– easily within reach for all</li> </ul>	incl. the following areas: <ul style="list-style-type: none"> <li>– Ticket distribution areas</li> <li>– queuing area</li> <li>– customer services area</li> <li>– information point</li> <li>– private meeting room</li> <li>– private, secure back office for staff requirements</li> <li>– bulk print room</li> <li>– print room</li> <li>– IT Secure room</li> </ul>	(x)								(x)
Other FIFA Venue Ticketing Centres – Indoor Area	1 per Host City	400	<ul style="list-style-type: none"> <li>– within all Host Cities other than the Main FIFA Venue Ticketing Centre</li> <li>– next to the outdoor area</li> <li>– easily within reach for all</li> </ul>	incl. the following areas: <ul style="list-style-type: none"> <li>– Ticket distribution areas</li> <li>– queuing area</li> <li>– customer services area</li> <li>– information point</li> <li>– private meeting room</li> <li>– private, secure back office for staff requirements</li> <li>– bulk print room</li> <li>– print room</li> <li>– IT Secure room</li> </ul>	x	x	x	x	x	x	x	x	x
Ticketing Centres – Outdoor Area (Main & Other Ticketing Centres)	1 per Host City	250	<ul style="list-style-type: none"> <li>– next to the indoor area</li> </ul>		x	x	x	x	x	x	x	x	x

## E.23. TRAINING SITES

The following dedicated Training Sites combined with the specific accommodation facilities are required for the FIFA World Cup:

- Team Base Camp Training Sites
  - o 72 Team Base Camp Training Sites are required to be proposed by the Member Association
  - o These facilities would be the “homes” of the Participating Member Associations during the FIFA World Cup and where the Participating Member Associations would stay between their matches.
- Venue-Specific Training Sites
  - o 4 Venue-Specific Training Sites are required to be proposed, per Host City, by the Member Association
  - o These facilities are the locations near to each Stadium which the Participating Member Associations would be able to use for the time that they are in that particular city.
- Referee Base Camp Training Sites
  - o 2 potential Sites are required to be proposed by the Member Association
  - o These facilities are the “home” of the Referees throughout the whole Competition.

As part of the bid, the Member Association is required to source Training Sites and make a proposal for the allocation of these Sites as Team Base Camp, Venue-Specific or Referee Base Camp facilities. FIFA will make the final selection of the facilities according to the needs of the Competition and the relevant Participating Member Associations.



### E.23.1. Training Site infrastructure

The distance between the above mentioned accommodation and their associated Training Site shall be no more than 20 minutes. All proposed Training Sites must be of high quality in a clean, safe and protective environment, allowing open and closed training sessions. The field of play shall not be visible in its main parts from any public or private buildings in the surroundings of the Training Site.

All Training Sites must be designed according to the highest international standards and in accordance with all FIFA requirements.

All Pitches at Training Sites shall comply with the latest version of the Laws of the Game: Law 1 – The Field of Play (to be downloaded in the latest version from FIFA.com)

Name of space/ installation	Minimum amount	Minimum area required (per amount)	Occupancy (expected no. of people)	Position/ location	Additional specifications
<b>Training Sites</b>					
Training Site Infrastructure					
Field of Play	2 per Training Site	105 m x 68 m			<ul style="list-style-type: none"> <li>– grass-playing surface</li> <li>– floodlight (min. 500 lux)</li> <li>– no markings from other sports</li> <li>– space behind the touchlines to have a panel advertising system</li> <li>– not used for the 28 days preceding the 1<sup>st</sup> MD</li> </ul>
Dressing Rooms	2 per Training Site	100			
Press Conference Room	1 per Training Site media facilities		100	– within Training Sites media facilities	<ul style="list-style-type: none"> <li>– conference podium</li> <li>– stand for photographers</li> <li>– press conference material</li> </ul>
Stands	1 per Training Site		500		

### E.23.2. Pitch maintenance

Every Pitch used over the lifecycle of the FIFA World Cup shall be maintained in optimal conditions to ensure the best possible staging of training sessions and Matches.

It is fundamental and in the interest of FIFA, the Member Association and Host Country, to ensure that all Pitches are constructed, prepared and maintained to the highest international standards. As noted above, pitches should not be used for any activity for 28 days preceding the opening match of the Competition.

The following aspects must be taken into account for every Pitch involved in the delivery of the FIFA World Cup:

- All Pitches used in the context of the FIFA World Cup shall be delivered in a state in accordance with the FIFA Standards.
- Field Access shall be limited to only the adequate stakeholders (e.g. Teams, Team Officials and Groundsmen) to ensure their safety and an optimal Field of Play surface.
- The playing surface shall be made of grass of the most suitable species, ensuring that it is suitable for the prevailing of any meteorological conditions.
- The Field of Play shall be equipped with an adequate drainage, heating (where required for climactic conditions) and water/sprinkler systems.
- The Field of Play surface must be such that, at any time, the risk of injury to players is minimised.
- The Field of Play shall have a perfectly straight, visible and appropriate line marking (i.e. line colour, line width) and mowing pattern according to FIFA instructions.
- Fertiliser shall be used to improve the pitch ability to regenerate and the density of the grass.
- All relevant maintenance equipment (e.g. hand tools, brushes and rakes, fertiliser spreaders, line markers, mowers, tractors and other power units, sprayers, etc.) must be readily available to ensure an adequate playing surface and must be operated by qualified Groundsmen.
- All Field of Play equipment (e.g. goals, corner flags, benches, etc.) must be readily available to ensure an adequate playing surface.



## E.24. VOLUNTEERS

The Volunteers' project plays a critical role in the delivery of the FIFA World Cup. It shall:

- Provide all areas/departments with an adequate number of capable and trained Volunteers at the required times.
- Provide Volunteers, who will be the first and regular point of contact for national and international visitors and spectators and representing the society of the Host Country, helping to create an open, welcoming and amicable atmosphere as well as to demonstrate the support and engagement by the population of the Host Country.
- Create long-lasting positive legacy effects through professional training, development of experience and educational measures that may involve universities, language schools, driving schools and similar institutions.

In principle, FIFA will be responsible for the volunteer programme, however the Member Association is required to support the project with regards to the sourcing and recruitment of the volunteers. It should be noted that the volunteers considered as part of this project relate only to the operations at official Sites of the Competition or Competition-related Event. Any additional volunteers to work in areas of the host cities do not form part of this process, however there should aim to be an alignment between these processes if possible to ensure that they are not presented as competing programmes.

### E.24.1. Volunteer recruitment concept

The Member Association is required to create a volunteer recruitment concept, which shall include:

- Details of relevant local legislation regarding the use of volunteers within the Host Country.
- Information regarding the volunteer culture in the Host Country and, where available, information regarding existing volunteer databases that can be used for the recruitment of volunteers for the FIFA World Cup.
- A detailed proposal for how the Member Association proposes to recruit the sufficient number of volunteers to make the FIFA World Cup operations a success.

## E.25. WORKFORCE INFRASTRUCTURE

This section explains the key requirements pertaining to the delivery of Infrastructure required to allow the different constituent groups' workforce (i.e. FIFA employees, Member Association employees, other relevant Sites' workforce) to realise their operations relating to the FIFA World Cup.

These locations will require offices, function rooms, conference, meeting rooms or other working spaces. Unless explicitly approved by FIFA in writing, the Member Association shall ensure that such working spaces are provided in facilities other than a guest room.

### E.25.1. Offices

The office needs during a FIFA World Cup programme vary greatly and may range from a couple of hundred square metres all the way to an entire building, with a wide array of associated professional services to support multiple Teams for several months.

Two categories of Offices are hereby presented and shall be implemented accordingly:

- Permanent Offices
  - o Offices set up for a prolonged period of time that house the staff locally within the host country.
 Permanent offices could be considered to be set up not just in one location but across host cities where required. FIFA will consult with the Member Association regarding the location of the permanent office for the local FIFA entity.



- Event-time Offices
  - o During the event time, there is a significant increase in the number of staff requiring office space in all Host Cities and across different Sites. The different office locations are as follows:
    - The HQ for the Competition is the most significant office location and is covered in more detail below.
    - HQs are also required for each of the Competition-related Events taking place in the lead up to the Competition but these are much smaller scale than the Competition HQ. In addition, smaller office spaces are required in Venue hotels, VIP hotels and the Referees' Base Camp.



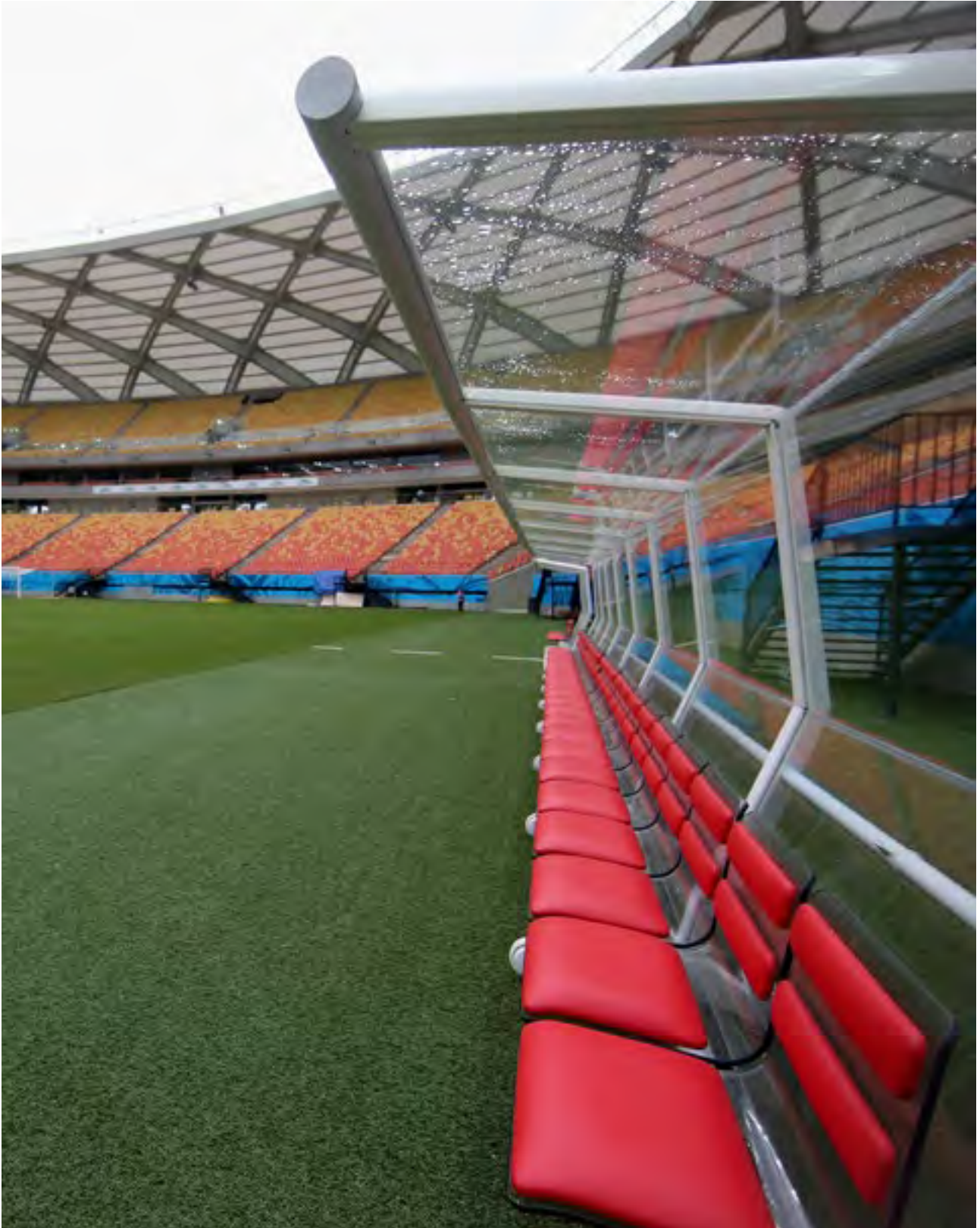
## E.25.2. FIFA headquarters

The FIFA Headquarters shall:

- Be the operational Headquarters of FIFA and the Member Association during the Competition and exclusive accommodation of the FIFA Delegation, Referees, Member Association personnel and other entities, representatives and guests as determined by FIFA.
- Be located in a high-standard business Hotel to provide a combination of Accommodation for the FIFA Delegation and FIFA/Member Association Event-Time offices.
- If no single Hotel in the Host City provides a sufficient number of bedrooms and meeting facilities to welcome the FIFA Headquarters, make provision of alternative spaces and facilities (i.e. converted Hotel bedrooms, convention centres, administrative office buildings or temporary structures), all within walking distance of each other.

Name of space/ installation	Minimum amount	Minimum area required (m <sup>2</sup> )	Occupancy (expected no. of people)	Position/location	Additional specifications
FIFA Headquarters	1		700 guest rooms	<ul style="list-style-type: none"> <li>– location likely to be at Opening/ Final Match Venue – subject to confirmation</li> <li>– secure area in city centre with close proximity to Stadiums, airports, public ground transport, VSTHs/ VSTs and IBC</li> <li>– FIFA VIP Hotel is located nearby</li> <li>– if relevant, event-time offices within walking distance</li> </ul>	– 4– or 5-star hotel
FIFA HQ Offices	1	8,000	550	<ul style="list-style-type: none"> <li>– combined with the FIFA Headquarters Accommodation</li> <li>– close proximity to Stadiums, airports, public ground transport, VSTHs/VSTs and IBC</li> </ul>	<ul style="list-style-type: none"> <li>– incl. the FIFA Headquarters Accreditation Centre</li> <li>– incl. Staff break and rests areas with catering</li> </ul>

## F. STADIUM-RELATED HOSTING REQUIREMENTS



## F.1. INTRODUCTION

The present chapter F covers all Stadium-specific requirements that apply to all infrastructure, facilities and services in and around Stadiums required for the FIFA World Cup.

General remarks:

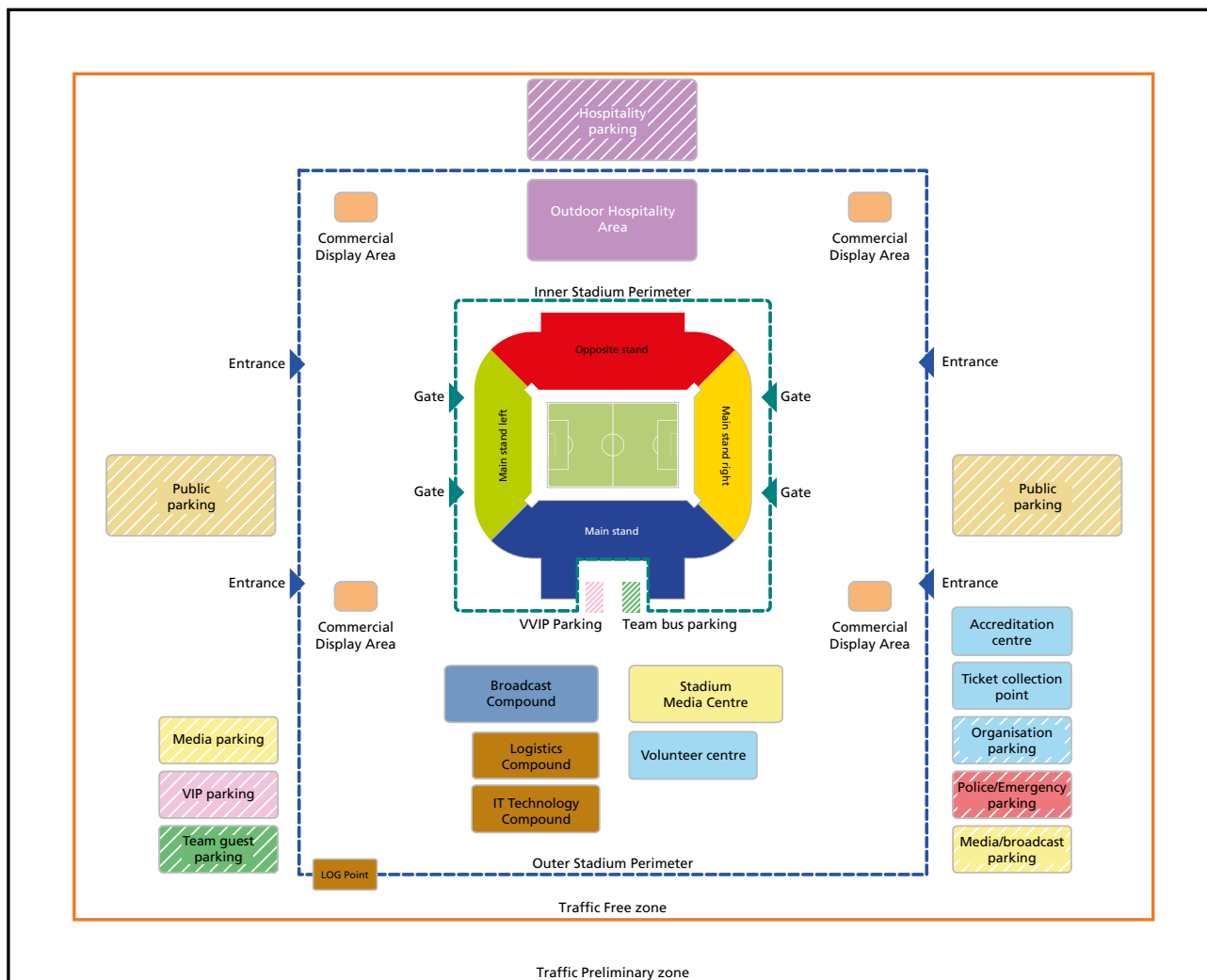
- General requirements and principles described in chapters A to E shall also apply to chapter F.
- FIFA will provide further and more detailed requirements at a later time.
- Given the nature of technological development and the introduction of new industry standards, the present requirements are subject to change and will need to be adapted from time to time.

### F.1.1. FIFA World Cup Stadium

The FIFA World Cup Stadium can be considered the most crucial Site in a Venue as it will take centre stage during the tournament. Space requirements in and around a Stadium will be higher than during regular events (league matches etc.) and adaptations to the existing infrastructure will be required to accommodate the increase in demand due to the global interest of the event. In particular, hospitality, broadcast, media and additional marketing activities will put increased pressure and demand on Stadium operations and infrastructure. Furthermore, guests and spectators attending the matches will be international and thus largely unfamiliar with the Stadium and Host City transport operation. An emphasis should be put on accommodating these guests and ensuring that their experience during FIFA World Cup matches the expectations of one of the largest sporting events in the world.

Given the additional facilities required, the approach towards the Stadium will, in most cases, be different as various (additional) perimeters will need to be implemented.

In order to ensure that a Stadium complies with the above-mentioned criteria, which are crucial for FIFA World Cup operations, it is important to understand the key spaces, areas and installations required at a Stadium. The diagram on the next page illustrates the most relevant spaces, areas and functions.



### F.1.2. Legacy first

Stadiums, due to their size, have a large impact on their surroundings and environment and therefore sustainability considerations are important.

- The decision to refurbish an existing Stadium or to construct a new one needs to be considered in line with the needs of the Host City and, in particular, take into consideration long-term and realistic infrastructure needs of local and regional football and sporting events..
- A sustainable building is defined as a building that is energy-efficient, environmentally and socially responsible.
- It is a building the design, construction, refurbishment and operational practice of which significantly reduces or eliminates its negative impact on its home town, its occupants and the surroundings, creating healthier and more productive environments for people to live and work in.
- In line with FIFA's Human Rights Policy, it is essential that any construction work on Stadiums is undertaken while respecting internationally recognised human rights (see section D.11).

- As the FIFA World Cup will generate increased activity levels at a Stadium, these sustainability considerations shall be taken into account when deciding how to implement the required infrastructure (i.e. permanent or overlay) and service levels to answer the FIFA World Cup's specific demands. More specifically, Stadium operations and services shall be implemented considering that creating a positive and long-lasting legacy is at the centre of the FIFA World Cup.

### **F.1.3. General timelines and Exclusive-Use Period**

All Stadium renovation or construction work shall be completed by no later than 30 June 2025.

In order to schedule the FIFA World Cup-related activities at the Stadium, a Venue-specific set-up, operations and dismantling schedule will be developed by FIFA. This supports the integration of reliable timelines for:

- Handovers of completed deliverables to FIFA/the Member Association
- The set-up period for FIFA/Member Association installations
- Training periods
- The operational period
- The dismantling period for FIFA/Member Association installations
- Handbacks of areas and spaces used by FIFA/the Member Association and/or their partners

Except for the Exclusive Use Period, these timelines will be defined on a Stadium- and function-specific basis. Once published, this schedule will be continuously refined to reflect the latest modifications and development in the implementation of the FIFA World Cup.

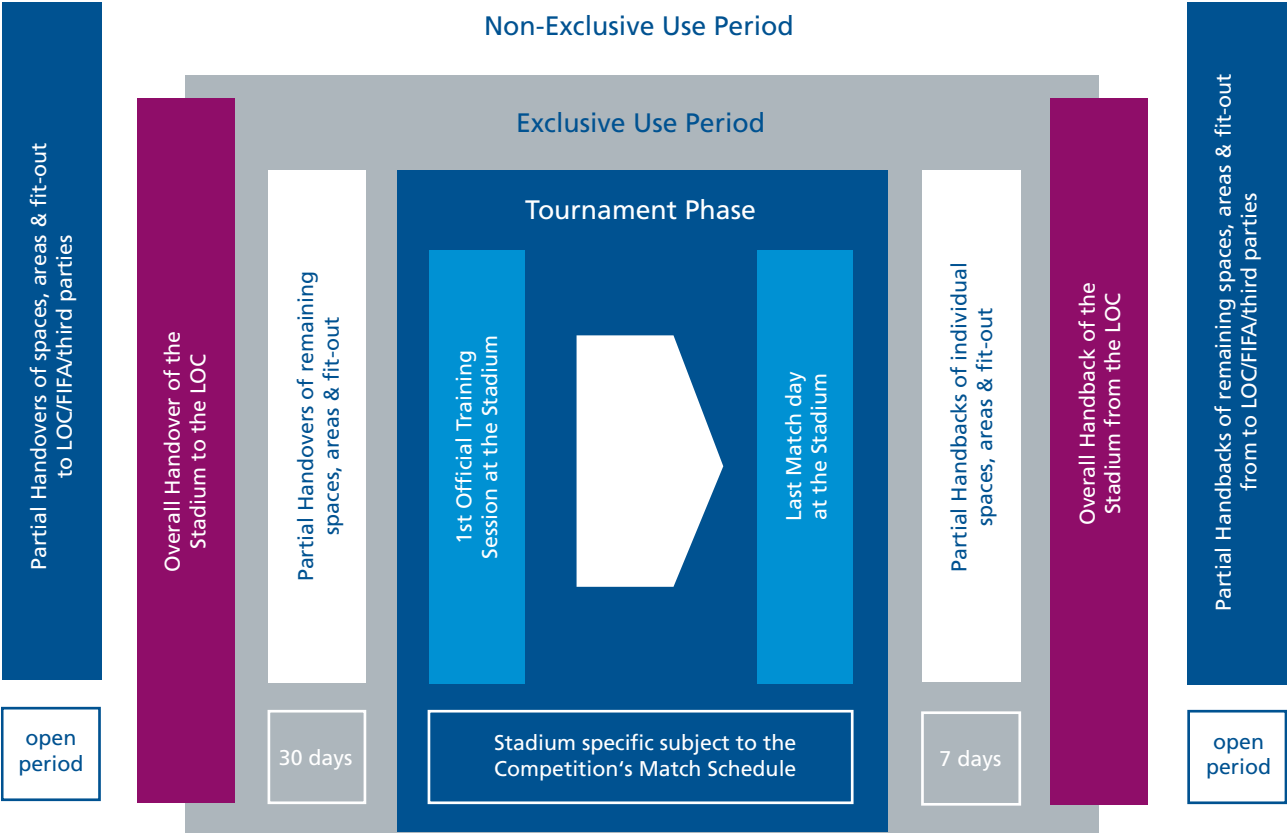
The overall stadium delivery process will be structured around the following key periods:

- Non-Exclusive Use Period
  - o This period builds the framework for the Exclusive Use Period.
  - o The Stadium shall be accessible to FIFA, the Member Association or any other third party for Stadium inspections, Site visits, installation test runs, commissioning works as well as partial handovers of areas and spaces.
  - o Football test events must be held during this period to ensure sufficient practice of the operation of the stadium as a football Venue. This is particularly important in stadiums where the primary use of the stadium is not football.
  - o This period ends with the last partial handback of areas and spaces.
- Exclusive-Use Period
  - o This period commences 30 calendar days prior to the Opening Match of the FIFA World Cup and finishes seven days after the last use of the Stadium for the tournament (the Exclusive-Use Period is embedded within the non-Exclusive-Use Period)

- o The Stadium shall be under the full and exclusive control of FIFA and/or the Member Association to allow them to use, operate, manage and control the Stadium for the hosting and staging of the FIFA World Cup matches or any other related events.
- o The start of the Exclusive-Use Period represents the date for the overall Stadium handover, while the end of the Exclusive-Use Period demarcates the date for the overall Stadium handback.

The Stadium staff shall be available 24/7 during matchdays and on matchday-1. Staff shall be prepared to work overtime within the Exclusive-Use Period, including weekends, in order to effectively run and operate the Stadium.

The set-up, operations and dismantling schedule predominantly defines the infrastructure, services and/or installations to be delivered for the Exclusive-Use Period. Some selected areas may require longer availability periods. This applies in particular to the broadcast, IT and logistics compounds, the camera positions and the media tribune, pre-installations of IT infrastructure and TV signal cabling, the outdoor hospitality area and other areas and spaces as defined in the set-up, operations and dismantling schedule that will be published at a later stage.



#### **F.1.4. Financial cost proposal**

In order to streamline the process, it is required that the Stadium Authority provide a binding initial proposal for the Stadium rental fee during the bidding process. That should include the operation expenditure including basic services (e.g. stadium management, facility management, etc.) of the Stadium during the event and will form part of the Stadium selection criteria. Subsequent to the appointment of the Member Association to co-organise the FIFA World Cup, a good faith negotiation will take place to determine the final Stadium Rental Fee that will be payable, before the selection of Stadiums. The Stadium Rental Fee will be payable subject to the compliance of the Stadium Authority with the delivery of the requirements according to the Stadium Agreement and this Hosting Requirements document.

## **F.2. GENERAL STADIUM PRINCIPLES**

### **F.2.1. Planning guidelines for new Stadium constructions or major renovation**

If a Stadium will be newly built or considerably refurbished, the Stadium Authority shall provide the following data in order to prove the feasibility and timely completion of the investment. The respective documents shall include at a minimum:

- Description of the Stadium Site and precinct
- Conceptual plans including functional space and area allocation models
- Project structure and organisation for the construction project and Stadium operations
- Stadium ownership and financing model
- Status of the procurement process for Stadium and surrounding infrastructure (e.g. transport-related investments)
- Budget breakdown and financing structure for Stadium and related costs, including contingencies
- Status of the budgeting and funding processes
- Project plan for design, construction and commissioning processes up until operational implementation
- Status of the permit and approval process
- Legacy plan for the Stadium

A feasibility study, business plan for running the Stadium as well as a Site analysis shall be provided for newly built Stadiums.

#### **F.2.1.1. Location within the city**

Stadiums shall be situated in a location that is sufficiently large to provide spacious and safe external public circulation/activity areas and marshalling space for service vehicles and functions.

The Stadium location shall include

- Access to public transport hubs (including trains, metros, buses)
- Adequate major roads and motorways leading to the Stadium from different directions (providing dedicated Site access for Teams, staff, VIPs and special spectator groups)
- Sufficient parking spaces. The most effective access and egress concepts avoid a crossover of routes for the different constituent groups – vehicle and pedestrians alike (e.g. VIPs, commercial partners, media representatives and the general public)

The general public and spectators who travel by car or bus shall ideally have an option to use park-and-ride shuttle systems in the event that parking at the Stadium may not meet the extended FIFA World Cup requirements. Smart mobility must be promoted such as carpooling, taxi sharing and soft mobility (e.g. fan walks, cycling, etc.).

In order to accurately assess the transport requirements of a potential Stadium Site, it is suggested that the respective authorities engage the services of city and transport planners and engineers alike to carry out a detailed transport impact assessment prior to choosing the final Site.

### F.2.1.2. Stadium orientation

In the northern hemisphere, any Stadium's main stand orientation shall be planned:

- Within a range of  $-45^{\circ}$  to  $30^{\circ}$
- Within a range of  $-45^{\circ}$  to  $0^{\circ}$   
(applicable for Stadiums without roof coverage on the stands behind the goals).

Stadiums located in the southern hemisphere shall follow the same principle but apply the sun trajectory applicable for the respective location in the southern hemisphere.

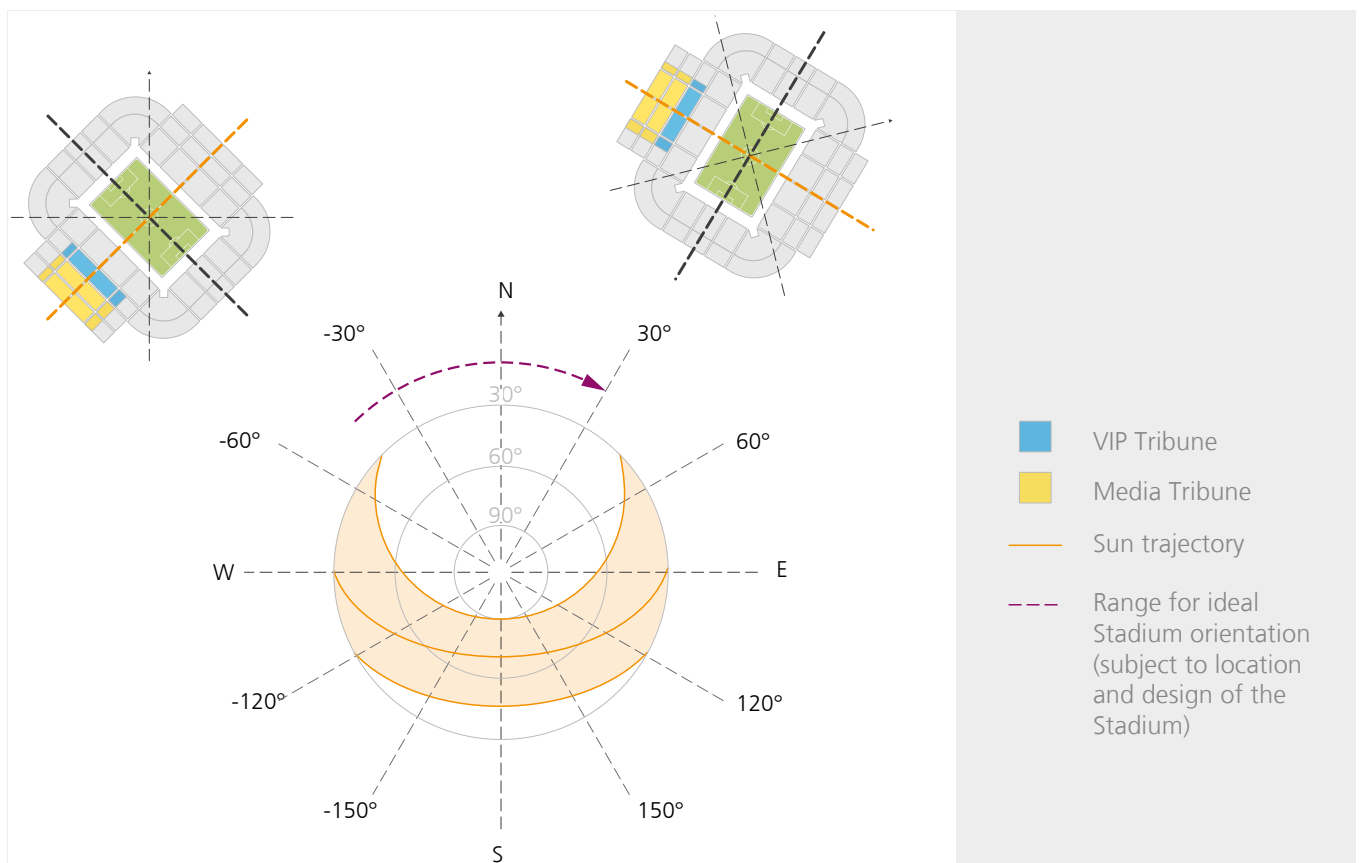


Diagram: sun trajectory and preferable main stand orientation (for the northern hemisphere)

The final decision on the Stadium orientation shall be taken based on the specifics at the Host City location.

A sun-trajectory analysis and sun-path study shall be performed and provided proving that the main stand will not face the sun from midday to sunset at the time of the FIFA World Cup and to indicate the (ideally least negative) impact of the shade onto the Field of Play.

### F.2.1.3. Stadium capacity

#### Net seating capacity

The net seating capacity reflects the capacity after deduction of any seat kills, seats with view obstructions and excludes the VIP Tribune and Media Tribune that are introduced in the respective sections.

The following net seating capacities shall be provided at the Stadiums:

# of seats / Match Category	Group match; Round of 32; Round of 16; Quarter Final; Third Place Match	Semi Final	Opening Match; Final
General spectator seats (Net seating capacity)	≥ 40,000	≥ 60,000	≥ 80,000

Any seat, not defined as a seat kill or a seat with a view obstruction, shall allow for the unobstructed view onto the Field of Play, including all touchlines..

#### Seat Kills

The following table summarises potential sources for seat kills or view obstructions impacting the net seating capacity. The exact number of seat kills will ultimately be determined by FIFA (after Stadium completion and after all relevant operational details have been defined); in any case the number largely depends on:

- The principle Stadium design;
- The match category and resulting set-up of the VIP and the Media Tribune.

Until then, a 5% seat kill contingency of the net seating capacity on top of the deductions due to the Media and VIP Tribunes shall apply. This figure is based on experience from previous FIFA World Cups.

### Gross seating capacity calculation

In order to calculate the required gross seating capacity, a two-step approach shall be applied to obtain the net seating capacity.

Step 1 – at the planning stage/before completion of the Stadium construction – the following principles shall apply:

	Sample Numbers for the Opening Match Stadium	Sample Numbers for Group-Match Stadiums, Round- of-16 Stadium, the 3 <sup>rd</sup> -Place Match Stadium	Sample Numbers for ¼-Final Stadiums	Sample Numbers for Semi-Final Stadiums	Sample Numbers for the Final Stadium
NET Seating Capacity	80,000	40,000	40,000	60,000	80,000
VIP Tribune (plus additional Seats at HQ Stadium)					
VVIP Seats	+ 300	+ 50	+ 75	+200	+300
VIP Seats	+ 1,500	+ 700	+ 800	+1,300	+1,700
Media Tribune					
Commentary Positions (9 Seat Kills / position)	+ 1,440 (9*160)	+ 990 (9*110)	+ 1,080 (9*120)	+1,170 (9*130)	+ 1,620 (9*180)
Written press with desk (3 Seat Kills / position)	+ 3,000 (3*1,000)	+ 900 (3*300)	+ 1,200 (3*400)	+2,400 (3*800)	+ 3,000 (3*1,000)
Written press no desk	+ 1,000	+ 300	+ 400	+800	+ 1,000
Tribune photographers (2 Seat Kills / position)	+ 200 (2*100)	+ 100 (2*50)	+ 100 (2*50)	+ 200 (2*100)	+ 200 (2*100)
Observer Seats	+ 500	+ 250	+ 280	+ 420	+ 500
Seat Kills Contingency (5% of NET Seating Capacity)	+ 4,000	+ 2,000	+ 2,000	+ 3,000	+ 4,000
GROSS Seating Capacity (required for planning; incl. accessible seats)	91,940	45,290	45,935	69,490	92,320

*Sample of Gross Seating Capacity calculation*

### Net Seating Capacity Calculation

Step 2 – after the completion of the Stadium construction the following principle shall apply:

Numbers for a Group-Match Stadium (as per FIFA Hosting Requirements – infrastructure overview)	
GROSS Seating Capacity as built	#
VIP Tribune	
VVIP Seats	– 50
VIP Seats	– 700
Media Tribune	
Commentary positions (9 Seat Kills / pos.)	– 990
Written press with desk (3 Seat Kills / pos.)	– 900
Written press no desk	– 300
Tribune Photographers (2 Seat Kills / pos.)	– 100
Observer Seats	– 250
Seat Kills as built	– #
NET Seating Capacity for the FIFA World Cup	≥ 40,000

Table: Sample of Net Seating Capacity calculation

#### F.2.1.4. Seating standards/accessible seats

For the FIFA World Cup, each Stadium shall be an all-seater Stadium which shall comply with the seating capacities and requirements for the respective constituent groups:

- The Stadiums shall not offer any standing areas for staff (with the exception of accredited bodyguards for VVIPs as agreed in writing with FIFA).
- All of the seats used in any of the Stadiums must be permanent and fixed seats. Temporary and modular
- Seating shall only be permitted if formally approved in writing by FIFA.
- All seats must comply with the following space requirements introduced hereafter.

#### General Spectator Seats

General Spectator Seats (or those Seats not specified otherwise) shall have the following dimensions:

- seat width ≥ 0.45m
- row depth ≥ 0.80m
- distance between seats from centre to centre ≥ 50cm

### **Accessible Seats**

The net seating capacity shall include the following accessible seating for disabled people and people with limited mobility in each area of the Stadium.

- Wheelchair-user places
  - o 210 places (+2 places per every 1,000 seats above 40,000 net seating Capacity)
  - o  $\geq 0.9\text{m}$  wide; row depth of  $\geq$  plus companion seat  $\geq 0.5\text{m}$  wide next to wheelchair-user place)
  - o Areas accommodating multiple wheelchair-users require a clear circulation zone of  $\geq 1.4\text{m}$ .
- Easy access/standard seats
  - o 70 seats (+1 seat per 1,000 seats above 40,000 net seating capacity)
  - o Aisle seats with no or minimal stepped access (2-3 steps maximum)
- Easy access/amenity seats
  - o 70 seats (+1 seat per 1,000 seats above 40,000 net seating capacity)
  - o Leg space of  $\geq 0.65\text{m}$ , equipped with removable armrests to give additional support to disabled people when sitting and standing; aisle seats with no or minimal stepped access (2-3 steps maximum)
- Easy access/extra-width seats
  - o 70 seats (+1 seat per 1,000 seats above 40,000 net seating capacity)
  - o  $\geq 0.9\text{m}$  wide; leg space of  $\geq 0.6\text{m}$ ; load carrying capacity  $\geq 250\text{kg}$ ; aisle seats with no or minimal stepped access (2-3 steps maximum)

### **Guest Management**

The seating requirements for guest management comprise those for VVIP and VIP guests (including the respective accessible seats) and are introduced in section F.8.1.

### **Hospitality**

The seating requirements for hospitality comprise those for regular hospitality seats and skybox seats (including the respective accessible Seats) and are introduced in section F.7.2.

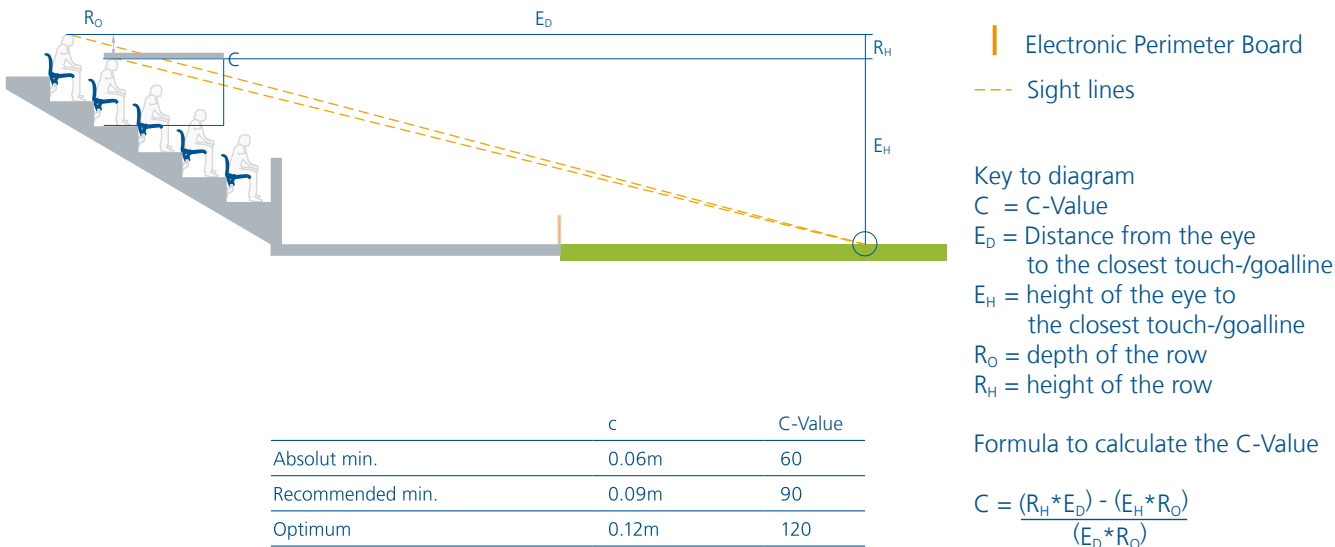
F.2.1.5. Sightlines

The following principles shall apply:

- Several sightline analyses to detail the reliability of and differences between the Gross and Net Seating Capacities should be performed during the planning process.
- The C-Value reflects the most appropriate indicator to evaluate sightlines of Seats. It is recommended that these are 90 or higher.
- Any seat not defined as a Seat Kill or a seat with a view obstruction shall allow for the unobstructed view onto the Field of Play, including all touchlines.
- Ideally, no part of the Pitch or Field of Play should be further away than 190m from any seat or viewing space.
- Sightlines shall not be obstructed by the Advertising Boards, barriers, balustrades, handrails, roof supports, pillars or columns.
- Special attention shall be paid to the unobstructed view for accessible seats for disabled spectators.

The Stadium Authority shall provide a sightline analysis that visualises the C-Value for all Seats in the Stadium.

The following diagram indicates the variables and formula required to calculate the C-Value:



Sightline and C-Value calculation

### F.2.1.6. Electronic Access Control

While Access Management is introduced in section E.3, this section defines the requirement for an Electronic Access Control System (EACS) that shall be provided at the Stadiums and include hardware and software, fully backed-up electrical and data networks, server and monitoring systems as well as any licences required to operate during the FIFA World Cup or test events. The detailed specifications will be provided by FIFA at a later stage.

Access to the Stadium requires access devices (tickets, e-tickets, etc.) to be validated by the Electronic Access Control System (EACS) at the turnstiles located at the Inner Stadium Perimeters.

Dedicated entrances, connectivity and Electronic Access Control Systems for media representatives, guests of the hospitality programme and VIP/VVIPs shall also be provided, suitably equipped with both infrastructure and software for registering the access of such guests. The respective scanning devices/mag and bag (as required), etc. in order to ensure smooth access for the guests shall form part of the Stadium delivery..



### **F.2.1.7. Accessibility**

The Stadium Authority shall ensure that the FIFA World Cup Stadium is accessible for spectators with limited mobility.

#### **Accessibility of all areas**

All areas of the Stadium (not only the Stadium bowl) shall be accessible to all (e.g. areas used by media, broadcasters, volunteers, staff, VIP/VVIP and others).

#### **Assistive listening devices**

Assistive listening devices in the Stadium bowl are required. Installation of devices to cover other areas within the Stadium is recommended.

#### **Circulation areas**

All circulation areas shall have a minimum width of 1.8m to allow for two wheelchair users to be able to pass each other and for a wheelchair user to be able to turn 180°.

All circulation areas shall be well lit and shall have concrete or asphalt flooring to create a level and stable route for all guests.

#### **Concessions**

All permanent concessions and customer-facing points shall have at least one service point with a lower counter no more than 0.85m above the floor and with a clear space beneath, up to at least 0.7m above the floor.

#### **Dropped kerbs**

Kerbs shall be dropped in any of the areas of circulation.

#### **Entrances/Exits**

All access areas to the Inner and Outer Stadium Perimeter shall have at least one corridor/entrance that is accessible for disabled people and people with limited mobility (including wheelchair users).

#### **First Aid/Medical Services Areas**

There shall be ample floor space for the wheelchair user, a companion and staff.

There shall be one wheelchair-accessible toilet (see requirements above) in each first-aid room or within a distance of 40m.

#### **Lifts**

The number of lifts provided and their sizes shall be calculated based on the number of disabled and other people expected to use them, to ensure that no one experiences delays entering or exiting the Stadium and its facilities.

The lift and its entryway shall have a minimum width of 0.95m.

**Ramps**

Any route or part of a route with a gradient steeper than 1:20 or 5% shall include ramped access.

Ramps shall have firm, non-slip surfaces, good lighting and a gradient or slope no steeper than 1:20 or 5%.

Where a ramp with a gradient of 5% exceeds 9m in length, there shall be level landings on which wheelchair users can rest. Level landings shall be at least 1.5m deep and shall all contrast visually with the ramp.

**Resting areas**

Benches with backrests and arms shall be available along routes.

**Safety and Security**

Emergency refuge areas shall be created for disabled people and people with limited mobility and a corresponding emergency procedure.

Warning systems that are both audible and visual shall be installed in locations such as toilets, where a hearing- or visual disabled person may be alone.

Toilets shall be fitted with an alarm and reset button (close to the toilet pan) registered at a security point that can be pressed by a disabled person or person with limited mobility in cases of emergency.

**Sanitary facilities**

All special access seats shall have an accessible toilet within 40m.

Accessible toilets shall be available in all areas including back-of-house.

At least 10% of stalls in each toilet block shall be accessible (at least one per block).

There shall be at least one stand-alone unisex toilet accessible to wheelchair users per every 15 wheelchair user places in the Stadium.

Wheelchair accessible toilets shall have at least 1.5m x 2.2m of floor space. They shall be designed to ensure that the transfer space is kept clear at all times.

**Stairways**

Stairways shall have uniform step riser heights and tread depths, closed risers, nosing that incorporates a permanent contrasting material, a uniform detectable warning (tactile paving and contrasting colour) at the top and bottom, and a suitable handrail on both sides when there are more than two steps.

**Tactile paving**

Tactile pavings are required at dropped kerbs, when an approach route crosses a road, accessible drop-off/pick-up points and the top and bottom of stairways and at lifts.

**Thresholds**

- Thresholds shall have a maximum change in level of 15mm, be clearly visible and chamfered with a graded floor finish to provide a flush junction.

Detailed requirements to the above-mentioned topics will be communicated by FIFA at a later stage.

**F.2.1.8. Concourses**

Concourse areas represent open spaces where spectators are free to move around throughout the period of a Match. The planning of such areas shall consider the circulation of a large number of people.

Concourses must provide adequate space on all levels of the Stadium building to:

- Ensure safe and comfortable access to and egress from the Stadium and its amenities. Safe egress particularly applies to Stadium evacuation in case of an emergency
- Facilitate a smooth spectator flow before, during and after a Match
- Floor surfaces shall be non-slippery (particularly if they may become wet).

**F.2.1.9. Stadium roof**

The Stadium roof shall comply with the following requirements:

- Newly constructed Stadiums shall be fully covered by a Stadium roof.
- At refurbished Stadiums, at least the main and reverse stands shall be covered (to ensure that the VIP Tribune and Media Tribune are fully protected from the elements).
- As the Stadium roof (depending on its complexity and design) sometimes represents up to 25% of the overall Stadium investment, it may be reasonable to carefully evaluate whether an investment in a full roof coverage is deemed necessary and sustainable for refurbished Stadiums or not.
- FIFA prefers roof constructions that are neither transparent for direct sunlight nor result in any kind of light/shadow pattern on the Field of Play.
- Stadium flag-rigging mechanisms may be installed onto the catwalk or roof for the Event.
- If the Stadium is equipped with a retractable roof, it shall be ensured that the closing or opening of the roof is feasible during a Match or Training Session.

### **F.2.1.10. Stadium-specific map and drawing requirements**

Detailed maps and drawings (in electronic and printed hard-copy form) will be produced and provided by FIFA based on base maps provided by the Stadium Authority, please see E.13 for details regarding the base map requirements.

Maps and drawings shall include in particular:

- Site maps and floor plans of the Stadium building, surrounding facilities and any areas and spaces required for the FIFA World Cup delivery (with consistent colour-coding, space area and area reference numbering, dimension in m<sup>2</sup> for each identified space, etc.)
- Visualisation of walkways and routes of the most relevant constituent groups

Please note that the space and area allocation represents an ongoing evolution, dependent on planning milestones, and any updates will be recorded within maps and drawings and communicated through the respective project.

Stadium Authorities shall provide building information modelling data (3D Revit model data) free of charge over the course of the subsequent planning phases of the FIFA World Cup.

### **F.2.1.11. Sustainability**

The Stadium shall be a sustainable building that is energy-efficient, resource-efficient and environmentally and socially responsible.

FIFA's vision for the FIFA World Cup is a long-lasting legacy. Therefore, the Stadium Authorities shall adhere to sustainable building standards.

The Stadium Authority shall obtain

- Sustainable design, build and operations certifications for newly built and renovated Stadiums; and
- Sustainable operations certifications for an existing Stadium.

Given that there are a number of comparable standards for such sustainability certifications, the type and level of certification shall be subject to FIFA's prior approval. In the event that the certification proposed is not internationally recognised, the respective Member Associations shall provide FIFA with a gap analysis comparing the proposed certification with an internationally recognised certification defined by FIFA.

The Member Associations shall ensure that any Stadium Authorities and Host City Authorities are aware of this sustainable design, build and operations certifications requirement and shall be responsible for monitoring, progressing and ensuring compliance with such requirement. Upon request by FIFA, the Stadium Authority and/or Member Associations shall provide FIFA with a copy of such sustainable design, build and operations certifications for each Stadium.

### **F.3. ACCREDITATION**

The FIFA World Cup Accreditation process forms part of the Access Management concept described in section E.3.

An Accreditation Card gives an individual the right to access one or more zones in one or a number of Stadiums.

FIFA will be responsible for the overall accreditation process however certain space must be provided by the Stadium Authority for the establishment of an Accreditation Centre.

#### **F.3.1. Accreditation Centre**

The Accreditation Centre represents the official Site established at the Stadium in which Accreditation Cards are processed and issued.

The Accreditation Centre shall

- Be located outside the Outer Stadium Perimeter, near to the staff entrance, easily accessible by public transport or vehicle and offer sufficient parking for staff and visitors alike
- Include a greeter station, queuing and waiting areas, an image capture station, a production station, an accreditation office (with 4-8 desks), a meeting room (for 10-15 people), a volunteers' room, a distribution station, a problem resolution station and some storage space
- Have the following dimensions:
  - o 500m<sup>2</sup> at all Match Categories other than the Opening and Final Match
  - o 800m<sup>2</sup> at Opening and Final Match

## F.4. CLEANING AND WASTE MANAGEMENT

As part of the Stadium delivery, all exclusive and public areas in the Stadium shall be kept in a clean state and waste shall be disposed of as per the specific Stadium cleaning schedule by the Stadium Authority..

Cleaning and waste management services shall

- Be operational at the latest by the beginning of the Exclusive-Use Period and prior to this in any areas where set-up and installation works may take place
- Cover cleaning at and waste disposal from all internal areas (i.e. areas inside any building) exclusively used by FIFA and/or the Member Association from handover to handback
- Cover cleaning at and waste disposal from all public areas, including those in front of the concession stands (including line organisers, signage and roll shutters)

As there will be little time between the Matches played at a specific Stadium, sufficient workforce shall be provided to ensure the clean state of the Stadium precinct and its readiness before the Match.

A cleaning and waste management schedule will be published by FIFA at a later stage in order to detail the cleaning requirements for all areas and spaces.

The following infrastructure shall be provided at each Stadium:

- A general waste collection compound shall be located at every Stadium having a minimum size of
- 700-1,000m<sup>2</sup>, depending on Stadium capacity; this compound could be co-located with the logistics compound
- An additional waste collection compound (200m<sup>2</sup>) has to be provided at every outdoor hospitality village
- To ensure effective waste management operations, a minimum of four (4) waste collection points (50-100m<sup>2</sup> each) shall be installed
- A multi-bin system (for segregation of waste), waste compactor, containers, waste bags, and all other relevant equipment for all public as well as internal working areas shall be provided

Waste reduction measures shall be implemented. Where waste cannot be reduced, service providers offering recycling services shall be integrated in the overall waste management programme.

The Stadium shall elaborate a cleaning and waste management concept in order to detail its plans for cleaning services and strategies to achieve waste separation at source, collection, reuse, recycling and effective disposal.

Further details around general waste management activities and infrastructure can be found in section E.6.

## F.5. COMPETITION

This section specifies all requirements related to the most central activity of the tournament: the football match and all facilities and services needed to stage the competition.

### F.5.1. Pitch

The following principles for the Pitch shall apply:

- Only FIFA shall have the right to approve any deviations from the requirements (in particular the Pitch Area, grassed area dimensions and slope).
- The Pitch requirements shall comply with the latest version of the Laws of the Game: Law 1 – The Field of Play (to be downloaded in the latest version from FIFA.com)

#### F.5.1.1. Pitch area

The Pitch Area is defined as the “area which comprises the Field of Play (length: 105m, width: 68m) and the adjacent area up to the demarcation of the stands”. It should ideally be unobstructed by any permanent installations, walkways, staircases or emergency exits from the stands, etc. In any case, free movement around the Field of Play shall be possible.

The following shall apply:

- The Field of Play’s touchlines shall be parallel to the orientation of the Stadium.
- The Field of Play shall be absolutely smooth and level.
- The Pitch Surrounding Area should extend to the position of the Electronic Advertising Boards (in a way that the advertising boards can be fully positioned on it). Ideally, this area should be artificial turf (FIFA two-star quality).
- Up until 1.5m beyond the Field of Play, the Pitch Surrounding Area shall be as smooth and level as the Field of Play.
- Beyond the 1.5m, the Pitch Surrounding Area shall have a maximum slope of 4% or stay within a maximum vertical difference of 10cm between the location of the advertising boards and the Touch/Goal Lines.
- The Auxiliary Area beyond the Pitch Surrounding Area would should usually be defined by the Stadium design but should not exceed a slope of 5%, as this area shall be considered for operations (e.g. competitions, broadcast and media, security, etc.).

#### Timing and contingency plans

- By no later than 1 January one year prior to the FIFA World Cup (FIFA World Cup Field of Play project plan due date), the Member Association and Stadium Authority shall submit to FIFA, for its prior written approval, a project plan for the management of each Field of Play (including back-up pitches and the establishment of a Field of Play management group) for all Stadiums selected for the FIFA World Cup.

- By no later than 1 June one year prior to the FIFA World Cup (FIFA World Cup Field of Play additional activities concept due date), the Member Association shall submit to FIFA, for its prior written approval, a concept with any proposed activities on the Field of Play for the FIFA World Cup, which shall contain the proposed dates and timetables and incorporate any activities on the Field of Play developed and confirmed by FIFA.
- The grass cover on the Field of Play must be established in sufficient time before the first football test match played in the Stadium to ensure that the playing surface will meet performance characteristics for smoothness, firmness, moisture content and traction.
- The Stadium shall not be used for a non-football-event as of two months before the first Match held in the Stadium in connection with the FIFA World Cup, while the Pitch Area shall not be used any more for any kind of event as of one month before the first Match held in the Stadium in connection with the FIFA World Cup.
- A contingency Pitch shall be available with the same specifications and of the same standard as installed at the Stadium for a complete or partial Pitch exchange before or during the FIFA World Cup.

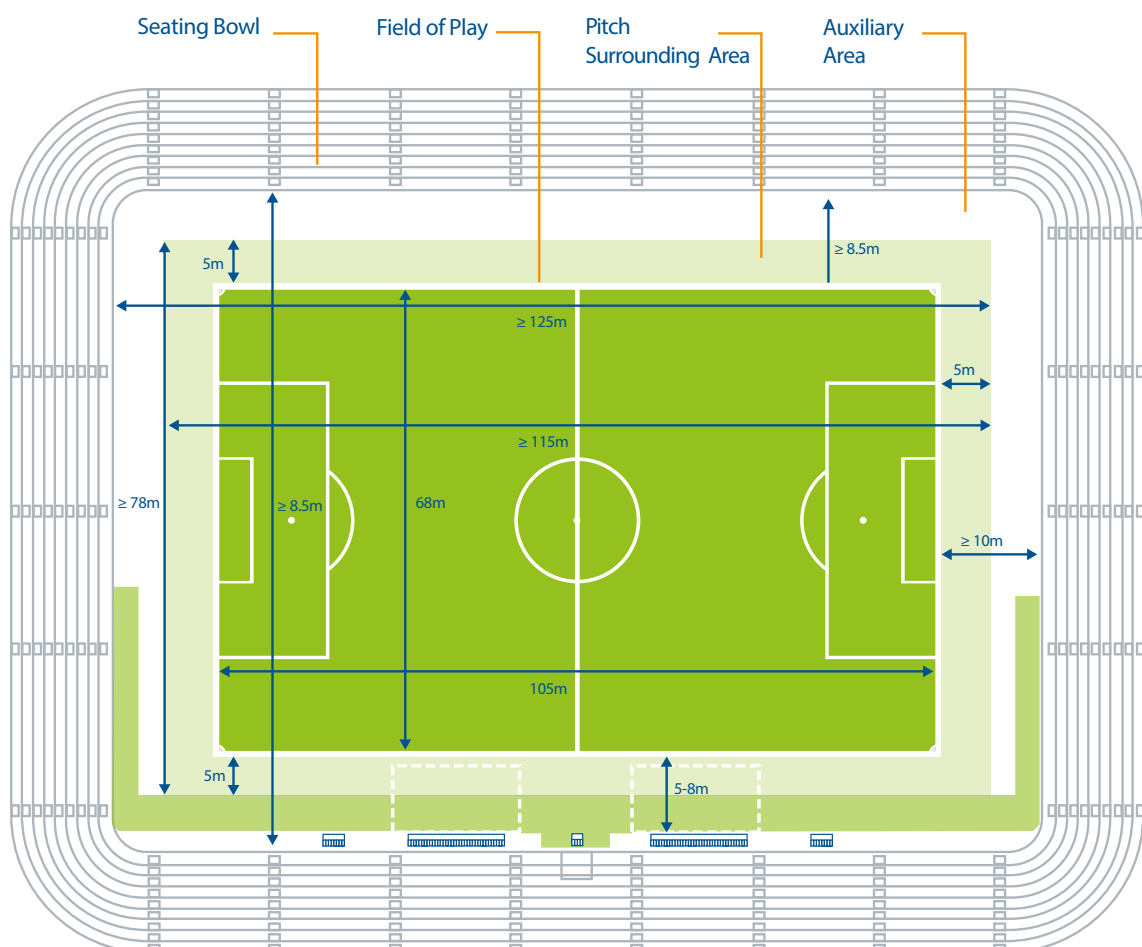


Diagram: dimensions within the pitch area

### F.5.1.2. Pitch specifications

The Pitch shall comply with the specifications described hereafter.

#### Grass standards

- The Field of Play shall be of natural grass, absolutely smooth and level and in perfect condition.
- Stadiums must be equipped with a functional heating, vacuum and ventilation system to guarantee removal of surface water immediately prior to or during the match.
- Hybrid-grass systems are considered natural grass Pitches according to FIFA's requirements.
- In addition to testing the upper rootzone for its nutrient value, the solidity and stability of the ground must be guaranteed.
- The effect of a Stadium's roof on the Field of Play must be considered already at the planning stage and may result in the need for additional installations, as natural grass pitches require enough light as well as air movement to sustain their healthy growth.
- It must be ensured that the Stadium Operator recruits qualified staff for the turf management at the latest at the time of the handover of the Stadium to the Stadium Operator.

#### Watering system

- The Stadium shall be equipped with an efficient and electronically controlled watering system.
- If pop-up sprinklers are used, those positioned in the Pitch Surrounding Area just off the Field of Play shall be in front of the advertising boards (which are typically positioned 3 to 5 meters from the sidelines and touchlines).
- Any sprinklers near the Electronic Advertising Boards may be required to be disabled so that they do not direct their water trajectory into the front or mechanics of the panels (in the case of LED panels)
- The possibility of using rainwater for watering of green and outside spaces should especially be considered.

#### Artificial Pitch lighting

- A shade analysis shall be performed to observe if the grass of the Stadium's Field of Play receives enough light (i.e. 12 mol/m<sup>2</sup>/day of appropriate light is required to provide active growth and offset the wear and tear of play).
- Where shade is a problem, a mitigation solution shall be produced in order to provide the grass with the adequate quantity of light. An artificial pitch lighting system could be adopted as part of this solution and sufficient storage space, close to the pitch area, shall be planned for.

#### Players' outdoor warm-up areas in the Pitch Area

- The Pitch Area of the Stadium shall be equipped with two (2) outdoor warm-up areas for warm-up procedures during the match.
  - o Location: each outdoor warm-up area is situated behind a goal and the photographers' position (alternative solutions like areas next to the Team benches or behind the assistant referee shall be approved by FIFA in writing).
  - o Each area has to cater for six (6) Players and two (2) officials and have a minimum dimension of 3m x 30m.
- The outdoor warm-up area surface shall be artificial turf (FIFA two-star standard or easy to clean and maintain without artificial turf maintenance machines – specifications on the FIFA two-star standards are available on FIFA.com).

### F.5.1.3. Pitch equipment

The Field of Play equipment shall be equal in design, quality and identical in each Stadium, i.e. supplied by the same supplier and provided by FIFA unless existing equipment meets the requirements, and include:

- Two (2) Team/substitutes' benches
  - o Situated either side of the halfway line, parallel to the touch line, outside and at a distance of between 5m and 8m from the Field of Play. The nearest point of each bench to the halfway line shall be at least 5m from the point where the halfway line meets the touch line
  - o Each bench shall be capable of accommodating up to 23 people
  - o Benches must be protected against bad weather or objects thrown by spectators by a transparent, heat-reflecting/minimising Plexiglas cover
- One (1) fourth official's bench
  - o Situated in the middle of the two Team benches
  - o The fourth official bench shall be easy to move (depending on the pitch area and player's tunnel position; this bench might only be put in its position after the Teams have entered the pitch area)
  - o The bench shall contain four seats
  - o The bench must be protected against bad weather or objects thrown by spectators by a transparent, heat-reflecting/minimising Plexiglas cover
- Two (2) medical staff benches
  - o Situated close to the Team benches
  - o The bench shall contain five seats
  - o The benches must be protected against bad weather or objects thrown by spectators by a transparent, heat-reflecting/minimising Plexiglas cover
- Two (2) permanent goals of the highest quality and safety shall be placed on the centre of each goal line equidistant from the corner posts
- Two (2) substitute goals of the same kind shall be located in close proximity to the Field of Play
- Two (2) portable training goals (these shall be individually procured through the Stadium Authority – i.e. not necessarily the same service provider for all Stadiums)
- Four (4) corner flags
  - o The Field of Play shall only be marked with corner flags (there will be no flags on the halfway line)
- Green matting
  - o "Green matting", i.e. artificial turf solutions without specifying any standards, could be applied everywhere to provide players with access from Team areas to and from the Pitch Area
  - o In addition, green matting might be a suitable solution for the pitch area behind advertising boards on ungrassed surfaces

Spare parts, including nets and corner flags, shall be available in close proximity to the Field of Play

### Pitch maintenance

Pitch maintenance requirements are elaborated in section E.23.2.

### **F.5.1.4. Players' tunnel and pitch area access**

#### **Players' Tunnel**

- The Players' tunnel leading to the Field of Play shall be large enough for 60 people to line up (22 players, 22 player escorts, 5 Referees and other FIFA and Member Association officials)
- Minimum dimensions
  - o Width:  $\geq 4.5\text{m}$
  - o Height:  $\geq 2.4\text{m}$
  - o Length: the length of the players' tunnel depends on the design of the Stadium. The players' tunnel should extend into the playing area far enough to allow for the prevention of injury to match participants caused by objects thrown from the main stand.
- The point where the Players and the Referees enter the pitch area and Field of Play should be at the halfway line and must be protected; this could be ensured by means of a fireproof telescopic tunnel.
- The players' tunnel shall allow for quick opening and closure so that it can be used during the Match if a Player is entering or leaving the pitch area without causing a lengthy closure.
- The doors leading to/from the tunnel area shall be wide enough to allow the people within the tunnel area to enter and exit with ease (ideally over the entire width of the tunnel, e.g. by means of sliding/folding systems).

#### **Service tunnel/pitch area access**

- A minimum of two (2) service tunnels are required to facilitate the delivery of equipment into the pitch area.
- A service tunnel shall be dimensioned to facilitate the use for 40t trucks.
- All access routes from the Teams' and Referee dressing room areas to the Field of Play shall be covered with protective non-slip flooring to ensure the safety of the Teams and Referees.
- Easy access to the pitch area shall be provided for media representatives or other accreditation card holders that shall not interfere with the players' tunnel.

### **F.5.2. Advertising boards (electronic and/or static)**

Electronic and static advertising boards in the pitch area will be provided by FIFA.

#### **Electronic advertising boards**

- These shall be placed around three sides of the pitch area.
- For the FIFA World Cup, there shall be approximately 252m of Electronic Advertising Boards at each Stadium.
- The boards shall be installed 4m from the touch line and approximately 5m from the goal lines behind the goal and arcing to around 3m on the goal lines near the far corner.
- The active screen height will traditionally be 90cm for the Competitions, while the entire unit height shall likely be of 100cm.
- The Stadium shall be equipped with a twin-pack generator of a minimum of 300kVA in order to ensure commissioning and operation.

- For environmental reasons, a grid power supply with 275 kVA shall be provided, to plug into/switch over to during set-up phase and between Matches if approved by FIFA and the appointed supplier.

### **Electronic Advertising Boards Operator's Position**

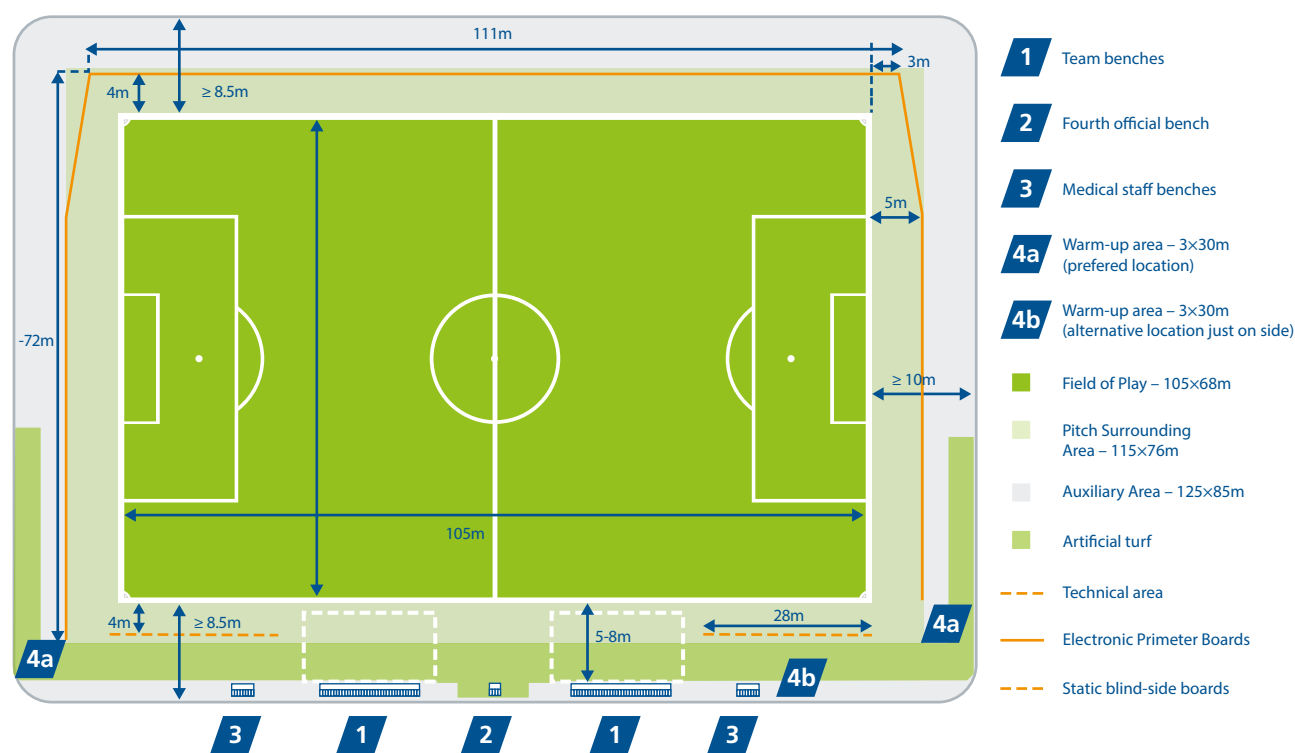
- Depending on the supplier of the Electronic Advertising Boards the operator's position may either be located on pitch level in a temporary construction provided by the Electronic Advertising Boards supplier or at a desk or a room/cabin on the main stand. In either case, the operator's position must have unobstructed views of all three faces of the Electronic Advertising Boards
- If the operator's position is provided in a dedicated cabin high in the stand, a lengthy and secure route for a fibre optic cable to the Pitch (to connect to the Electronic Advertising Boards) must be identified.
- Internet connection and HD-SDI Stadium feed signal by host broadcaster are required.

### **Electronic Advertising Board storage**

- The Electronic Advertising Boards supplier will require a storage and work room of approximately 100m<sup>2</sup> in order to store spare panels, empty crates and to provide maintenance to the panels. This storage room must be provided close to the service tunnel and therefore must also be adjacent to the pitch area.
- Power must be provided within the storage room (1 x 16A/230V).

### **Static Advertising Boards**

- These are in addition to the Electronic Advertising Boards; position is to the left and right of the Team benches.
- These boards on main touchline traditionally measure 14 units of 4m width (28m each, left and right) by 0.7m in height. There must be sufficient space made available to allow the boards to be erected around 4m from the touch line.
- Due to space restrictions between the touch line and Stadium bowl these boards could be attached to fencing or the Stadium bowl pitch perimeter (normally to be erected on the ground).



Position of Advertising Boards

### F.5.3. Team and referees' facilities

The Team and Referees' facilities cover all facets of the FIFA Stadium requirements dealing with the participating Teams as well as the match referee, assistant referee, fourth official and substitute assistant referee.

#### Players' indoor warm-up areas

- The Stadium shall be equipped with two (2) indoor warm-up areas (minimum 100m<sup>2</sup> each area) for warm-up procedures before the Match; located next to the Team dressing room areas



- |   |                                      |                                 |
|---|--------------------------------------|---------------------------------|
| <b>1</b> Player's tunnel                | <b>5</b> Team A – Dressing Room Area | <b>9</b> TV Studios             |
| <b>2</b> Match Official's dressing room | <b>6</b> Team B – Dressing Room Area | <b>10</b> Press Conference Room |
| <b>3</b> Medical Staff                  | <b>7</b> Flash Interview             | <b>11</b> VVIP/VIP Recceotion   |
| <b>4</b> Doping Control room            | <b>8</b> Mixed Zone                  | <b>12</b> Drop-off/pick-up      |

Diagram: relationship of Team dressing room areas

### F.5.3.1. Team dressing room areas

Each Stadium shall be equipped with two (2) Team dressing room areas (a total of 260m<sup>2</sup> for each Team).

The areas shall be located on opposite sides of the players' tunnel and near to the Pitch access and main stand. Both areas shall include the following rooms:

- Dressing room of 80m<sup>2</sup>
  - o one big room is required
  - o must not have any view obstructions (e.g. poles)
- Massage room of 40m<sup>2</sup>
  - o shall be separated, but with direct and private access from the Team dressing room
- Sanitary facilities/bathing area of 50m<sup>2</sup>
  - o immediately adjacent to and with direct private access from the Team dressing room
- Coaches' changing room/office of 30m<sup>2</sup>
  - o shall be separated, but with direct and private access from the Team dressing room
- Refreshment area of 15m<sup>2</sup>
  - o can be part of the Team dressing room (depending on size and layout, otherwise a separate area)
- Kit manager's room of 25m<sup>2</sup>
  - o shall be separated, but with direct and private access from the Team dressing room
- Technical office of 20m<sup>2</sup>

The Team dressing room areas shall meet the same level of standard of comfort, and their set-up must be identical in all respects.

Access from the bus positions to the Team dressing room areas shall be equipped with double or extra-wide doors (as kit managers deliver and remove several large transport cases).

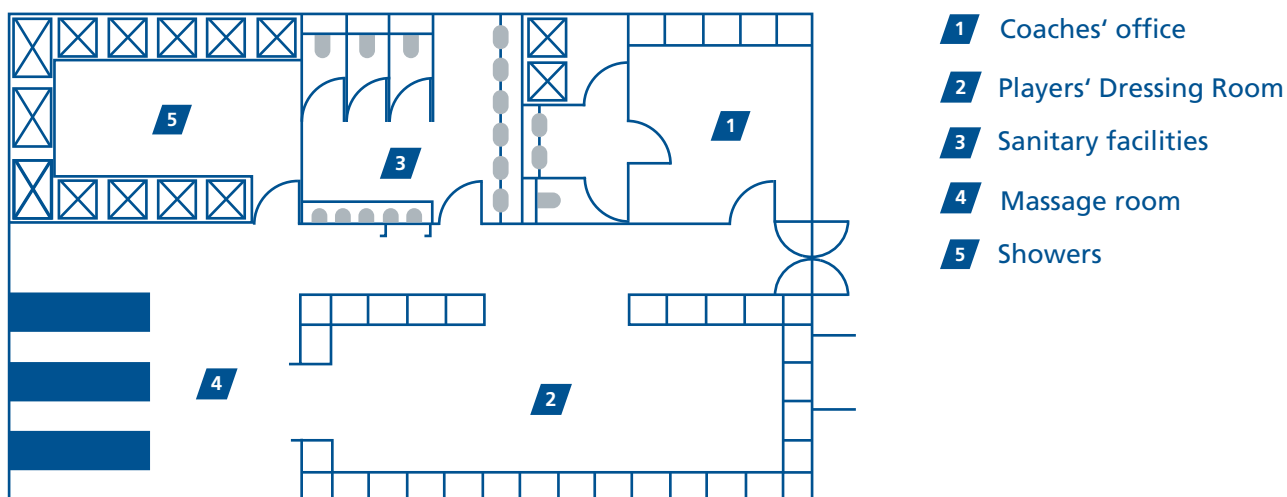


Diagram: Team dressing room area

### F.5.3.2. Referees' area

Each Stadium shall be equipped with at least one (1) Referees' area with a minimum of 45m<sup>2</sup> including

- a dressing room
  - o must not have any view obstructions (e.g. poles), and one big room is required
- sanitary facilities and showers
- massage facilities
  - o one massage table can be included in the dressing room, if space is available, otherwise connected with a door

#### Location

- Separate from but close to the Team dressing rooms and close to the players' tunnel
- Direct, protected access to the Field of Play, inaccessible to the public and the media
- Drop-off point and parking inside the Stadium

### F.5.4. Doping Control and Medical Services

Doping Control facilities

Doping controls will be carried out after each Match and every Stadium must have the following doping control facilities:

- Doping Control room of a minimum 25m<sup>2</sup>
- Sanitary facilities and showers shall be immediately next to doping control room, with direct private access
- Waiting room for players and Team officials of minimum 16m<sup>2</sup>, immediately next to doping control room, with direct private access

The doping control facilities shall be separate from but close to the Team dressing rooms and ideally not located directly in front of or adjacent to the unilateral flash Interview zone.

They shall allow for direct, protected access to the Field of Play, inaccessible to the public and the media (not located directly in front of or adjacent to unilateral flash interview zones).

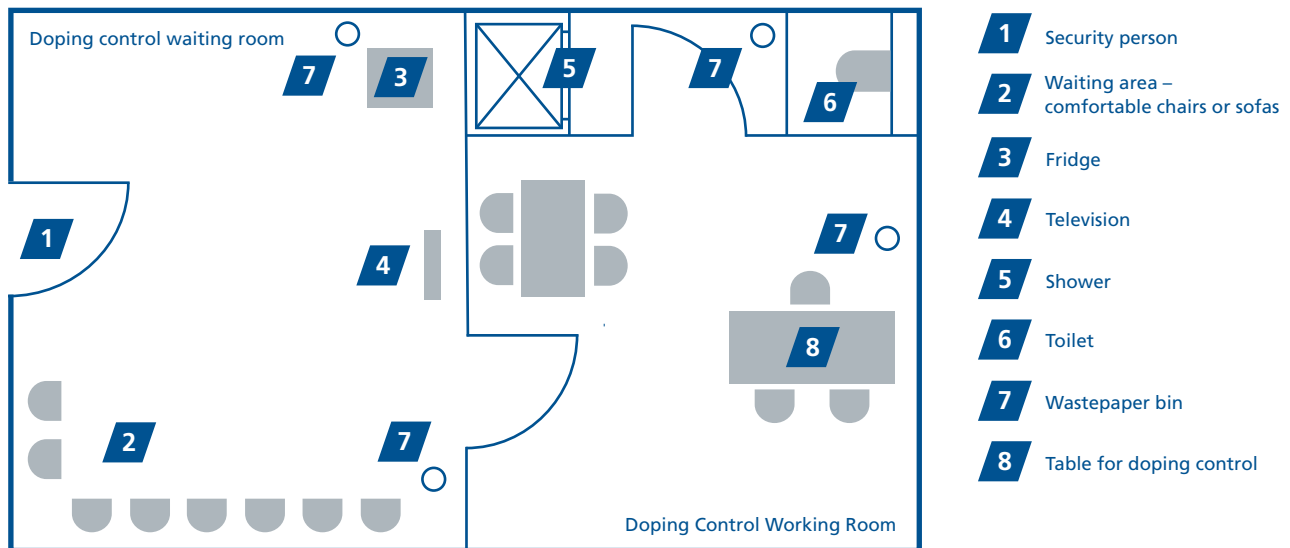


Diagram: doping control facilities set-up

### Players' Medical Services

Every Stadium must have one (1) fully equipped players' medical room with a minimum size of 50m<sup>2</sup> including all necessary logistical and medical equipment that may be required for heat-related medical activities. The area shall meet the following requirements:

- All access-ways/entrances to the medical room, the players' Tunnel and the dressing rooms must be free of all physical obstructions for easy access of all ambulances at any time.
- Designated parking for ambulances must be available (as per section F.12. – medical services)
- All entrance ways to the medical room and Players' areas must be wide enough to allow easy access for loaded ambulance stretchers.
- Fully functional ramps and/or lifts must be available for ambulance stretcher access to the players' areas in emergency situations.

## F.5.5. Football technology

### F.5.5.1. Goal-line technology

Goal-Line Technology (GLT) describes a technology which is instantly capable of automatically detecting the scoring of a goal during the Match.

The current system of Goal-Line Technology applied in the FIFA World Cup is a camera-based system.

- FIFA will decide at a later stage which Camera-based Goal-Line Technology system will be used.
- Camera-based systems work by using various cameras, focusing on each goal, to track the ball on the Field of Play.
- Various high-speed cameras which are assembled on the catwalk (if available) underneath the roof of a Stadium ensure that no goal is missed and that clear pictures are obtained for documentation
  - o Irrespective of whether the Stadium is equipped with a catwalk or the cameras are to be mounted alternatively elsewhere, power supply points must be available at different places. (If there is a catwalk: in at least at four places around the catwalk.)
  - o Cable ducts and pipes which allow for minimum bending tolerances of all cables and the optical fibre have to be provided. The exact route and the length of cabling has to be determined while taking into account the structural characteristics of the Stadium.
- The Camera-based system must comply with the requirements set out in the current versions of the Laws of the Game and the FIFA Quality Programme for Goal-Line Technology Testing Manual
- A Goal-line Technology Operator Room shall be provided
  - o Minimum size of 15m<sup>2</sup> for at least two (2) staff; lockable
  - o Ideally located on the side of the media tribune/broadcast compound (or alternatively next to the Venue Operations Centre) and as high up as possible in order to keep as short as possible the cable paths to the broadcast compound and the GLT cameras mounted on the catwalk/roof

## F.6. EVENT TRANSPORT AND MOBILITY

The general event transport aspects are introduced in section E.8, while this section introduces the movement of constituent groups to and from the Stadiums.

### Specific Stadium Transport requirements and assumptions

- To assist in the management of traffic flows and security enforcement around the Stadium, transport, security and spectator services shall identify access and security checkpoints to ensure that traffic is filtered and limited to the predefined access rights and priorities.
- Access points and parking areas shall be signposted and controlled via permit checks and all parking areas shall be secured and fenced.
- Wherever operationally possible, there should be no vehicle or pedestrian crossing points around the Stadium. If this is not possible, a valid and robust operational plan with sufficient resources to manage any such crossing points is required.
- A Vehicle Access Parking Permit System (VAPPs) will be designed by FIFA and controlled in conjunction with Host City traffic authorities to manage traffic flows and parking access around each Stadium.

Please refer to section F.13. for more details on security perimeters.

### F.6.1. Parking and load zones

The constituent groups request different parking and load zone requirements at a FIFA World Cup Stadium. Parking spaces and load zones must be designed based on the following minimum space requirements:

- 25m<sup>2</sup> per car
- 100m<sup>2</sup> per bus

Each parking area shall include a dedicated amount of accessible parking spaces ( $\geq 2.4\text{m} \times 4.8\text{m}$ ) with a safety zone of  $\geq 1.2\text{m}$  behind and to both sides of the space.

Parking inside or underneath the Stadium shall, for security reasons, only be considered for selected constituent groups (e.g. PMAs, Referees, VVIPs). The number of spaces that can actually be used depends on various factors such as local safety and security policies, the number of entrances or the considered constituent groups.

### F.6.1.1. Overview of FIFA parking requirements

Each FIFA World Cup Stadium shall be equipped with the following number of constituent group-related load zones and parking.

#### Participating Members Associations (PMAs) & Match Officials

	Minimum amount	Comments
PMA's allocated vehicles parking (cars)	12	- located near PMAs' load zones; - additional car parking for police escort could be required
PMA's allocated vehicles parking (logistic vans)	2	- located near PMAs' load zones
PMA's guest vehicles parking (cars)	12	- max. 200m from seating location
PMA's guest vehicles parking (buses)	2	- max. 200m from seating location
PMA's load zone, bays (buses)	4	- located adjacent to respective PMA dressing rooms; - additional car parking for police escort could be required
FIFA Match Officials parking (mini-buses)	1	- located near PMAs' load zones
Match Officials allocated parking (cars)	6	- located near PMAs' load zones
FIFA Match Officials load zone, bays (mini-buses)	1	- located near PMAs' load zones; minimum area 50m <sup>2</sup> ; - could be same as parking area if adjacent to Stadium entrance
Doping Control collection vehicle (bay)	1	- could be same as parking area if adjacent to Stadium entrance

#### VVIP's

	Group Match; Round 32; Round 16; 3 <sup>rd</sup> Place Match	Quarter Final	Semi Final	Opening Match; Final	Comments
	minimum amount				
VVIP parking (cars)	50 (+150 at HQ venue)	75 (+125 at HQ venue)	200 (+50 at HQ venue)	300	- near VVIP load zone - additional car parking for Police escort could be required
VVIP load zone, bays (cars)	10	15	20	30	- adjacent to VVIP reception area (depending on Security concept) - additional car staging area for Opening/Final Matches could be required

**Consolidated parking space requirements for other Constituent Groups**

	OM	GM / R32 / R16	GM (HT)	QF	SF	3 <sup>rd</sup> Place	Final	Comments
Host Broadcaster / Media Rights Licensee (cars / buses)	300/5	190/5	190/5	210/5	225/5	190/5	300/5	
Media (cars / buses)	250/5	150/3	150/3	150/3	150/5	150/3	250/5	
VIPs (cars / buses)	340/30	170/14	170/14	170/16	240/26	170/16	350/30	- at HQ-venue additional parking will be required
FIFA and Member Association workforce (cars / buses)	308/14	283/14	283/14	283/14	283/14	283/14	308/14	
Other/additional FIFA and Member Association workforce (cars / buses)	150/12	100/12	100/12	100/12	100/12	100/12	150/12	
Commercial Affiliates and Commercial Hospitality (cars/buses)	2200/730	1000/350	1350/350	1000/350	2100/605	1000/350	2200/705	- pedestrian pathways from parking to Stadium must be well secured, lit, ideally in concrete/asphalt to create a level and stable route - shuttle service needed when distances > 800m/10-min walk
General spectators (general public and organised Team supporters, including disabled people and people with limited mobility) (cars/buses)	subject to Stadium capacity/location; 6% out of total parking area shall be accessible parking spaces							- max. 50m distance between accessible parking and designated accessible mag and bag entrance

Legend: OM = Opening Match; GM = Group Match; GM (HT) = Group Match with Home Team; R32 = Round-of-32; R16 = Round-of-16; QF = Quarter Final; SF = Semi Final

### F.6.1.2. General spectators' parking

Dependent on the general mobility strategy and parking space availability around the Stadium, there may be some public parking made available for general spectators with private vehicles.

- It is recommended that if this parking is offered, it is located outside the traffic preliminary zone and pre-booked. Such parking may be park-and-walk or park-and-ride depending on pedestrian access routes and distance from the Stadium.
- General spectators' private vehicles will not be entitled to VAPPs (Vehicle Access Parking Permits) and therefore will not, under any circumstances, be allowed access to any controlled traffic perimeters/zones around Stadium. An exception to this rule shall be made for accessible parking for disabled general spectators and general spectators with limited mobility.
- It is strongly recommended that all transport movements around the Stadium for general public and Team supporters are separated from the flows of the FIFA constituent groups, or, at the least, that their impact is minimised.
- Park-and-ride can be considered if suitable space is identified around the city.
  - o Such space must allow for a defined number of car spaces and also an associated transport mall for the bus operation between the park-and-ride and the Stadium
  - o Operation of a park-and-ride is effective only if it is well planned and communicated clearly as part of the overall mobility strategy, and pre-payment is strongly recommended to maximise efficiency, otherwise bottlenecks can be created and impact the overall mobility in a Host City on matchday.

#### General spectators' load zone and parking simulation

The tables below are an elaboration of a generic Stadium model, based on a ticketed capacity of 50,000.

The objective is to estimate the car and bus parking/staging capacities for general public and organised Team supporters. The different columns represent the likely location scenarios of a Stadium within a Host City and proximity of public transport infrastructure and services.

The overarching assumption is for total ticket allocation for the general public and organised Team supporters' amounts up to a maximum of 40% of the total capacity (40% of 50,000 = 20,000) as follows:

- 20% of Stadium tickets to two "playing" Participating Member Associations (PMA) and additional 20% of tickets to public market.
- Any other constituent group requirements/numbers are not taken into consideration.
- Those tables are only a simulation to identify the potential methodology to be taken into account when defining general spectators' load zones and parking area requirements.

STADIUM LOCATION			
General spectator split	within city centre	in peripheral city area	outside city
<b>Within Traffic Preliminary Zone/Public Area</b> <b>(except spectators car parking, located outside Traffic Preliminary Zone)</b> <i>(walking distance to Main Stadium Access/Egress Gates – maximum 2km)</i>			
<b>Organised buses for Team supporters parking areas</b>	<b>10% of FIFA World Cup Ticket capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 10% = 5,000 people = 100 buses (50 seats)	<b>10% of FIFA World Cup Ticket capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 10% = 5,000 people = 100 buses (50 seats)	<b>20% of FIFA World Cup Tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 20% = 10,000 people = 200 buses (50 seats)
<b>General public shuttle buses staging areas</b>	<b>5% of FIFA World Cup tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup Tickets</i> 5% = 2,500 people = 50 buses (50 seats)	<b>10% of FIFA World Cup tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 10% = 5000 people = 100 buses (50 seats)	<b>5% of FIFA World Cup tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 5% = 2,5000 people = 50 buses (50 seats)
<b>General public shuttle buses load zone, bays</b>	<b>ratio 1/10</b> <i>(e.g.: 5 bays + pedestrian areas)</i>	<b>ratio 1/10</b> <i>(e.g.: 10 bays + pedestrian areas)</i>	<b>ratio 1/10</b> <i>(e.g.: 5 bays + pedestrian areas)</i>
<b>General public car parking areas</b> <i>(outside Traffic Preliminary Perimeter but within walking distance)</i>	<b>0% of FIFA World Cup tickets capacity</b>  <i>No example given</i>	<b>5% of FIFA World Cup tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup Tickets</i> 5% = 2,500 people = 850 cars (3 people per car)	<b>15% of FIFA World Cup tickets capacity</b>  <i>E.G: 50,000 FIFA World Cup Tickets</i> 15% = 7,500 people = 2,500 cars (3 people per car)

General spectators' load zone and parking simulation – within traffic preliminary zone

General spectator split	within city centre	in peripheral city area	outside city
<b>Outside Traffic Preliminary Zone/REMOTE requiring transport areas/facilities</b> <i>(to be serviced with shuttle services – recommended maximum 30 minutes by shuttle to Main Stadium Access/Egress Gates Load Zones)</i>			
<b>Organised buses for Team supporters</b>	<i>Bus interchange should not be considered other than exceptional circumstances for logistical and budget viability</i>		
<b>General public shuttle bus staging</b>	<i>Bus interchange should not be considered other than exceptional circumstances for logistical and budget viability</i>		
<b>General public car parking areas</b> <i>(e.g.: Parking areas to be intended as Park and Ride, interchange modal-split nodes, etc.</i>	<b>10% of FIFA World Cup ticket capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 10% = 5,000 people = 1700 cars (3 people per car)  15% missing, from 40% in the assumption, would walk/use other existing public transport facilities (existing metro/tram line and stops for example	<b>5% of FIFA World Cup ticket capacity</b>  <i>E.G: 50,000 FIFA World Cup tickets</i> 5% = 2,500 people = 850 cars (3 people per car)  5% missing, from 40% in the assumption, would walk/use other existing public transport facilities (existing metro/tram line and stops for example	<b>0% of FIFA World Cup ticket capacity</b>  No example given  n/a

General spectators' load zone and parking simulation – outside traffic preliminary zone

### F.6.2. Emergency vehicles

Parking and access for emergency vehicles will be allocated as required within the Stadium.

- Any law enforcement vehicle (police, firefighters, ambulances) mandatory and active for an Event are considered as “Emergency” vehicles.
- Other vehicles, e.g. cars/buses for police/security personnel, would be considered as “workforce vehicle requirements”.
- Both mandatory and workforce vehicle’s numbers would be defined by National Authorities Standards considering the “risk assessments” and Stadium spectator capacity. Police escort vehicles for Teams and Referees shall be included within the Emergency definition and will require parking, located at drop-off points.
- Emergency vehicles will require a defined, direct and unrestricted route to and from the Stadium, which is separated from all other access routes (to be confirmed and defined by the legislation of the national authorities).

#### Emergency vehicle parking

- Emergency vehicles will require dedicated parking spaces inside the emergency tunnels (access to Pitch) and the main vehicle ring under the stands for a variety of different types of vehicles as defined by the legislation of the national authorities.
- The respective parking shall at least cover the areas as per medical service requirements introduced in section F.12.

#### Emergency service helicopter pad

A designated emergency service helicopter pad (in accordance with the legislation of the national authorities) is required for landing/take-off in the event of a medical emergency at all times during matchday operations.

### F.6.3. Public transport

The general public represent the primary users of public transport to and from the Stadium on matchday.

Team supporters may either utilise public transport services or have organised dedicated transport vehicles.

Because of the recommended high capacity usage of public transport, it is considered best practice to locate active stations, malls, stops/load zones some distance from the Stadium (ideally not less than 1km from the Stadium-secured perimeters), this enables pedestrian walking times to filter the mass movement prior to arrival at the interchange node and also provides more room to sort both pedestrians and vehicles/trains/metros to facilitate a highly pressurised bump-out.

In general, public spectators and Team supporters' vehicles will have access to the traffic preliminary zone (through TCP – traffic control point), at least for:

- Public transport vehicles, identified and controlled access routes to specific load zones and holding areas
- Team supporter-organised charter vehicles, identified and controlled access routes to specific parking areas

### **Accessible transport requirements**

Depending on the security concept, measures – in addition to the below – might be necessary to ensure adequate access and egress for the disabled people or people with limited mobility.

#### **Accessible vehicle drop-off/pick-up points**

- Accessible vehicle drop-off and pick-up points at public transportation point(s) nearest to the Stadium must include a flat, wheelchair-suitable surface, dropped kerbs, tactile paving, direct access to suitable Sites and entry/exit points with no obstructions.

#### **Accessible vehicle parking space**

- This parking area shall be as close as possible to an accessible Stadium entrance. If there are inevitable infrastructural restrictions, the Stadium and/or Host City shall provide benches with arms and backrests every 50m and a shuttle service.

### **Public taxi requirements and areas**

Public taxis are not an individual constituent group served by FIFA or the Member Association: however, it is a Stadium requirement for Stadium operation that a suitable number of taxi areas (for drop-off and pick-up) be located in order to serve the general public.

- Taxis will require a defined, direct and unrestricted route to and from the Stadium onto a number of areas (for drop-off and pick-up).
- Taxis will not be entitled to VAPPs (Vehicle Access Parking Permit System) and therefore will not, under any circumstances, be allowed access to any controlled traffic Perimeters/zones around the Stadium.

### **Air traffic at Stadiums – requirements and areas**

- Emergency services helicopter
- Other helicopters/airships
  - o It is likely that FIFA World Cup constituent groups will request landing, parking and take-off facilities for private and corporate helicopters, airships, blimps, etc. immediately prior to and after the Match.
  - o Clear separation of area for emergency services and any other traffic movement shall be ensured.

#### **F.6.4. Other transport-related infrastructure**

A dedicated lounge area for drivers shall offer appropriate space for the relevant number of drivers and bodyguards, particularly at peak times during matchdays (related to Stadium size, parking numbers and VIP Tribune size).

It shall be located within the Outer Stadium Perimeter and always external to the Inner Stadium Perimeter as drivers shall not have access privileges to Stadium-secured perimeters.

## F.7. GUEST MANAGEMENT AND HOSPITALITY

Seating capacity requirements that drive some of the following spatial requirements are introduced in section F.2.2.

### F.7.1. Guest Management

General principles of the Guest Management/VVIP and VIP areas for VVIP and VIP guests:

- It is very important to distinguish between the VVIP and VIP areas, as these require different security and access requirements and conditions. Ideally, it would be prudent to separate the VVIP and VIP to different levels of the Stadium to avoid any possibility of crossover between the groups.
- They shall be situated in the most prominent position of the Main Stand and with the most comfortable viewing and seating conditions to enjoy the Match.
- Seating within the VVIP and VIP Tribunes as well as VVIP and
- VIP Lounges shall be established for VVIP/VIP guests of FIFA and the Member Association.
- The areas require strictly controlled access to prevent access of unauthorised individuals and any crossover with other groups (hospitality guests, media, etc.).
- Besides the infrastructural requirements, the operation of guest management services shall be ensured by FIFA.

#### F.7.1.1. VVIP Seats and Lounges

Each FIFA World Cup Stadium shall be equipped with the following number of VVIP seats:

VVIP Seats shall:

Seats/match	Group match; group match with home team; round of 32, round of 16; Quarter Final; Third Place Match	Quarter Final	Semi Final; Opening Match; Final
VVIP seats	≥ 50 (at HQ Venue: + 150)	≥ 75 (at HQ Venue: + 125)	≥ 200

- Have the following dimensions:
  - o seat width ≥ 0.6m
  - o row depth ≥ 1m
- Be located in centre of the main stand in which the players' dressing rooms are situated
- Be offered on the halfway line position with a perfect, unrestricted view of the Field of Play
- Be either in middle of or above the VIP seating section
- Allow for access to the Pitch, dressing rooms and media facilities

Furthermore, accessible VVIP seats shall be installed, forming part of the VIP Tribune and VVIP area, at a minimum of:

- 2 VVIP Wheelchair-user places; not to be included in quota for general wheelchair-user places
  - o Seat width  $\geq 0.9\text{m}$ , row depth  $\geq 1.4\text{m}$
  - o plus companion seat next to wheelchair user,  $\geq 0.6\text{m}$  wide
  - o clear circulation zone of  $\geq 1.4\text{m}$
  - o must have dedicated lift access if there is vertical access
- 1 VVIP easy access/amenity seat; not to be included in quota for general easy-access Seats
  - o Seat width  $\geq 0.5\text{m}$ , leg space  $\geq 0.65\text{m}$
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o plus companion seat directly to one of the sides of the seat
  - o must have dedicated lift access if there is vertical access
- 1 VVIP easy access/extra-width seat; not to be included in quota for general easy-access Seats
  - o Seat width  $\geq 0.9\text{m}$ , leg space  $\geq 0.6\text{m}$
  - o load-carrying capacity  $\geq 250\text{ kg}$
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o must have dedicated lift access if there is vertical access

VVIP Lounges are collective function rooms located inside the Stadium that shall have the following sizes:

	Group match; group match with home team; round of 32; round of 16; Third Place Match	Quarter-Final	Semi-Final	Opening Match; Final
Minimum area/ Match Category	100m <sup>2</sup>	150m <sup>2</sup>	400m <sup>2</sup>	600m <sup>2</sup>
Additional space requirements at HQ Venue	plus 300m <sup>2</sup>	plus 250m <sup>2</sup>	plus 100m <sup>2</sup>	n/a

These areas shall:

- Offer at least 2m<sup>2</sup> per guest (net)
- Reflect a ratio of 80-100% seated v. 0-20% standing
- Be located at the back of the viewing area (VVIP Tribune) with direct access from the interior of lounge to the designated Hospitality seating area
- Have a permanent structure being equipped with floor-to-ceiling window with direct and unobstructed view to Pitch Area

- Shall accommodate the FIFA president's lounge and the Member Association President's Lounge (at HQ venues only):
  - o Minimum area required: 20m<sup>2</sup> each
  - o Located within the VVIP lounge or with direct access to it
  - o Additional rooms might be required, particularly for Opening Match and Final Match according to local customs or security measures such as a presidential office for domestic head of government
- Shall provide a space for a "VIP Interview Position".

The VVIP area will be closely guarded, monitored and protected from unauthorised intrusion of any kind, even from those persons occupying the VIP seats and lounge.

### F.7.1.2. VIP seats and lounges

Each FIFA World Cup Stadium shall be equipped with the following number of VIP Seats:

Seats/match	Opening match	Group match; group match with home team; round of 32, round of 16; Third Place Match	Quarter Final	Semi Final	Final
VIP seats	≥ 1,500 (at HQ-Venue: +200)	≥ 700 (at HQ-Venue: + 200)	≥ 800 (at HQ-Venue: + 100)	≥ 1,300 (at HQ-Venue: + 200)	1,500

VIP Seats shall:

- Be ≥ 0.6m wide
- Be located in the centre of the main stand with perfect, unrestricted view of the Field of Play
- Be separated from VVIP seating section by means of access and movable barriers and partitioned off from public seating areas

Furthermore, accessible VIP seats shall be installed, forming part of the VIP Tribune and VIP area:

- 6 VIP wheelchair-user places; not to be included in quota for general wheelchair-user places
  - o Seat width ≥ 0.9m, row depth ≥ 1.4m
  - o plus companion seat next to wheelchair user, ≥ 0.6m wide
  - o clear circulation zone of ≥ 1.4m
  - o must have dedicated lift access if there is vertical access
- 2 VIP standard/easy access Seats; not to be included in quota for general easy-access Seats
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)

- o plus companion seat directly to one of the sides of the seat
- o must have dedicated lift access if there is vertical access
- 2 VIP easy access/amenity Seats; not to be included in quota for general easy-access Seats
  - o Seat width  $\geq 0.5\text{m}$ , leg space  $\geq 0.65\text{m}$
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o plus companion seat directly to one of the sides of the seat
  - o must have dedicated lift access if there is vertical access
- 2 VIP easy access/extra-width Seats; not to be included in quota for general easy-access seats
  - o Seat width  $\geq 0.9\text{m}$ , leg space  $\geq 0.6\text{m}$
  - o load-carrying capacity  $\geq 250\text{ kg}$
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o must have dedicated lift access if there is vertical access

VIP Lounges are collective function rooms located inside the Stadium that shall have the following sizes:

	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter-Final	Semi-Final	Opening Match	Final
Minimum area/ Match Category	1,120m <sup>2</sup>	1,280m <sup>2</sup>	2,080m <sup>2</sup>	2,400m <sup>2</sup>	2,720m <sup>2</sup>
Additional space requirements at HQ Venue	plus 320m <sup>2</sup>	plus 320m <sup>2</sup>	plus 320m <sup>2</sup>	plus 320m <sup>2</sup>	n/a

These areas shall:

- Offer at least 1.6m<sup>2</sup> per guest (net)
- Reflect a ratio of 40% seated v. 60% standing
- Be located at the back of the viewing area (VIP Tribune), ideally in one connected space on one level with a direct pitch view
- Have a permanent structure consisting of three (3) walls floor to ceiling and a floor-to-ceiling window with a direct and unobstructed view of the pitch area
- Allow easy access to the VVIP lounge in order to ensure that VVIP guests can move easily between both areas (walkway needs to be dedicated to VVIP guests only and shall not cross with any other client groups)

The VIP area shall have a high level of security and protection, but not as controlled as that of the VVIP area.

### VVIP and VIP reception areas

Dedicated VVIP and VIP reception areas shall be positioned in front of any security and/or ticket check of the respective area.

- Space requirements for VVIP reception area
  - o 25-30m<sup>2</sup>, including welcome desk (20m<sup>2</sup>) and cloakroom/wardrobe (5-10m<sup>2</sup>)
- Space requirements for VIP reception area
  - o 60-100m<sup>2</sup>, including welcome desk (40m<sup>2</sup>) and cloakroom/wardrobe (20-40m<sup>2</sup>)

### Other Guest Management/VVIP- and VIP-related infrastructure requirements

- One (1) protocol office ( $\geq 40\text{m}^2$ ) on the VVIP level, ideally with direct access to VVIP lounge
- One (1) protocol storage room ( $\geq 20\text{m}^2$ ), located adjacent to Protocol office
- One (1) protocol meeting room ( $\geq 20\text{m}^2$ )



Diagram: VVIP/VIP areas

- One (1) protocol hostess changing room ( $\geq 40\text{m}^2$ ), located as close as possible to VVIP/VIP areas
- One (1) VVIP bodyguards and drivers holding area, located on VVIP arrival/parking level
- One (1) VVIP bodyguards room, located adjacent to VVIP/Hospitality area
- A central production kitchen per VVIP and VIP area inside or adjacent to the VVIP and VIP areas considering the following minimum space requirements:
  - o VVIP kitchen:  $0.4\text{m}^2$  per guest according to highest Match Category played at the Stadium
  - o VIP kitchen:  $0.3\text{m}^2$  per guest according to highest Match Category played at the Stadium
- Protocol flags at the VIP entrance and opposite the VIP Tribune

### F.7.2. Hospitality

It is likely that FIFA will operate a three-tier programme during the FIFA World Cup, consisting of:

- A Commercial Hospitality Programme: these packages are available for general sale and the main target is the Business Community. These clients do not have any right to associate themselves or their products with the Competition or with FIFA.
- The Affiliates Hospitality Programme (also referred to as the “FIFA Affiliates Hospitality Programme”) in which benefits are delivered at cost price to FIFA Partners, FIFA World Cup Sponsors, Regional Supporters, Licensees and others.
- The VIP Hospitality Programme, catering for officials and members of the FIFA Delegation and the Member Association. The precise details and structure of FIFA’s Hospitality Programme will be developed in partnership with the Member Association: however, in order to secure the Hospitality Rights delivery for the VIP and VVIP areas, each Stadium must satisfy a number of requirements.

For the FIFA World Cup:

- Hospitality facilities required to support the hosting of guests of the FIFA Partners, Sponsors and Regional supporters, as well as for the FIFA Delegation, shall be provided.
  - o These requirements comprise indoor hospitality facilities and outdoor hospitality facilities (also referred to as “Hospitality Villages”).
  - o The demand for space at Stadiums during a major Event like the FIFA World Cup is much larger than what a Stadium is likely to face in its normal hospitality business. For this reason, FIFA could accept that a portion of the FIFA World Cup Indoor hospitality space requirements are provided in temporary or permanent facilities within the Stadium building.
- The Stadium Authority must ensure that all areas provided for the FIFA Hospitality Programmes are made available for the exclusive use by FIFA during the FIFA World Cup, complying with the Clean-Site principle and free of any obligations to the facility’s owner and/or contractor.

### F.7.2.1. Indoor hospitality facilities

#### Hospitality Seats

Each FIFA World Cup Stadium shall be equipped with the following number of hospitality seats:

Seats/Match	Group match; round of 32; round of 16; Quarter-Final; Third-Place Match	Group match with home team	Semi-Final	Opening Match; Final
Hospitality Seats (whichever number is higher)	≥ 2,250 Seats or 5% of Gross Seating Capacity	≥ 3,000 Seats or 8% of Gross Seating Capacity	≥ 5,400 Seats or 8% of Gross Seating Capacity	≥ 7,000 Seats or 8% of Gross Seating Capacity

hospitality seats shall:

- Be more comfortable than category 1 seats (equipped with armrests, cushioned)
- Be as central as possible in the main stand and/or opposite stand with perfect, unrestricted view of the Field of Play
- Not be located in the first rows of the lower tier
- Offer direct access to the corresponding hospitality area inside the Stadium (boxes, lounges or restaurants)

Furthermore, the hospitality capacity shall include the following accessible Seats that form part of the hospitality seating areas and total 1% of the overall number of hospitality Seats:

- Wheelchair-user places = 0.5% of all hospitality seats; not to be included in quota for general wheelchair-user places
  - o Seat width ≥ 0.9m, row depth ≥ 1.4m
  - o plus companion seat next to wheelchair-user, ≥ 0.5m wide
  - o clear circulation zone of ≥ 1.4m
  - o must have dedicated lift access if there is vertical access
- Easy access/standard Seats = 1/3 of 0.5% of hospitality seats; not to be included in quota for general wheelchair-user places
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o plus companion seat directly to one of the sides of the seat
  - o must have dedicated lift access if there is vertical access
- Easy access/amenity Seats = 1/3 of 0.5% of hospitality seats; not to be included in quota for general wheelchair-user places
  - o Seat width ≥ 0.5m, leg space ≥ 0.65m
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)

- o plus companion seat directly to one of the sides of the seat
- o must have dedicated lift access if there is vertical access
- Easy access/extra-width Seats = 1/3 of 0.5% of hospitality seats; not to be included in quota for general wheelchair-user places
  - o Seat width  $\geq 0.9\text{m}$ , leg space  $\geq 0.6\text{m}$
  - o load-carrying capacity  $\geq 250\text{ kg}$
  - o aisle seat with no or minimal stepped access (2-3 steps maximum)
  - o must have dedicated lift access if there is vertical access

### Hospitality Skyboxes

Each FIFA World Cup Stadium shall be equipped with hospitality seats in skyboxes that shall:

- Account for a minimum of 30% of the regular hospitality seats
- Have the following dimensions
  - o seat width  $\geq 0.6\text{m}$
  - o row depth  $\geq 1\text{m}$
- Accessible seating
  - o wheelchair-user places, easy-access amenity and easy-access extra-width Seats to be communicated to public only if included in Stadium legacy design and available during the Tournament as long as they meet the FIFA requirements for such seats

Hospitality skyboxes are individual rooms, enclosures and/or areas within any stadium which are designated to be used for hospitality purposes in relation to the Competitions (one suite, one corporate client). None of the existing hospitality boxes can be used for other purposes without FIFA approval.

The skyboxes shall

- Contain at least 10 seats situated on an outside terrace and include other hospitality-related infrastructure such as furniture and equipment for the service of food and beverages during the matchdays
- Have hospitality box seats which are segregated from the other Stadium seating areas
- Provide  $\geq 2\text{ m}^2$  per guest according to each hospitality box's individual capacity and shall have additional space available, according to capacity of hospitality box occupation, for meal preparation, storage and waste removal
- Have direct access from the interior of the hospitality box to the designated exterior seating area without compromising the view of the Pitch
- Have dedicated access routes and lifts for guests, separated from VIPs and Media
- Have a permanent structure being equipped with floor-to-ceiling windows with unique designated corridor and access through a lockable door

### Hospitality Lounges

Hospitality Lounges are collective function rooms (shared among several clients) located inside the Stadium that shall

- Offer at least 1.6m<sup>2</sup> per guest – the total Hospitality lounge guest capacity can be split into several lounges
- Have direct access to Hospitality seats in the stand without compromising the view of the Pitch
- Cover at least one centrally located lounge with direct access to seats, preferably in the east stand
- Have preferably a permanent structure consisting of three (3) walls floor to ceiling and a floor-to-ceiling window
- Shall have a seating ratio (chair or lounge chair) of 100%

### Congress Hospitality facilities

Congress hospitality guests shall be provided with a function room ( $\geq 1,600\text{m}^2$ ) that is located within the Stadium staging the Opening Match, similar to the regular hospitality lounges.

### Hospitality kitchen requirements

- One (1) central production kitchen (450m<sup>2</sup>)
  - o Located at ground level of the Stadium, with a delivery dock directly connected to the kitchen and vertical connections to all hospitality and VIP/VVIP levels (clean and dirty lifts) within kitchen
- Several satellite kitchens ( $\geq 50\text{m}^2$  each)
  - o Located adjacent to commercial hospitality areas (hospitality boxes and business seats)
  - o Including finishing kitchens and back-of-house areas

### F.7.2.2. Outdoor hospitality facilities

- At each Stadium, an outdoor hospitality village (affiliates hospitality villages and commercial hospitality villages) may be required as an exclusive area within the Stadium Outer Perimeter, located not more than
- 300m from the centre of the Stadium, in which FIFA can conduct on-Site hospitality activities.
- The outdoor hospitality village shall have the following minimum space requirements:

Minimum area/ Match Category	Group match; round of 32	Round of 16; Third-Place Match	Quarter- Final	Group match with home team; Semi-Final	Opening Match; Final
Commercial affiliate village	8,000m <sup>2</sup>	10,000m <sup>2</sup>	10,000m <sup>2</sup>	20,000m <sup>2</sup>	35,000m <sup>2</sup>
Commercial hospitality village	10,000m <sup>2</sup>	10,000m <sup>2</sup>	20,000m <sup>2</sup>	30,000m <sup>2</sup>	50,000m <sup>2</sup>

The following shall apply:

- Minimum space requirement  $5\text{m}^2$ - $5.6\text{m}^2$  per guest
- Preferably the necessary space shall be provided in one single space
- Existing buildings within the Outer Perimeter which could host such facilities for the hospitality villages and comply with FIFA's infrastructure requirements (such as other sport arenas within the stadium complex) can be considered for use by FIFA,
- The space/surface provided:
  - o Must be flat (max 1% inclination)
  - o Shall be without any obstacles
  - o Allow for the anchoring of tents (to at least 2m depth across the full extent of the area)
  - o The minimum weight capacity shall be  $500\text{kg}$  per  $\text{m}^2$  to support an overall tent village structure.
- The space as well as any access roads shall be stable to withstand tent construction machines and heavy-load truck equipment (minimum weight capacity: 20 tonnes)
- The whole area of hospitality temporary structures shall be fenced (including anchoring, windproof installations, entrance gates, etc.) and that can be dressed with appropriate material



## **F.8. ICT – INFORMATION AND COMMUNICATION TECHNOLOGY**

Most areas in a Stadium require ICT services and connectivity during the FIFA World Cup. Therefore, the adequate service level at all Stadiums and all Stadium-related areas needs to be ensured. Given the rapid technological developments in this sector, it is impossible to establish definitive long-term requirements. Therefore, this section is to be read as providing an indication based on what has been provided at the most recent instalment of the FIFA World Cup.

As important functions necessary for the adequate staging of the FIFA World Cup are located all around the Stadium precinct, it is vital that all the different locations within the Stadium building as well as all the temporary installations around the Stadium are connected through a common platform. This network shall ensure the adequate communication of all stakeholders and locations as efficiently as possible.

The Stadium precincts shall be equipped with all the adequate basic ICT infrastructure and all the cable routes that will allow the installation of the event ICT overlay infrastructure (e.g. temporary cabling, hardware extensions, etc.) that will be required for the provision of ICT services throughout the entire Stadium.

### **F.8.1. Telecommunications and mobile services**

The following services shall be made available at all Stadiums. The dimension and extent to which these services will be required depends on the structure, availability and reliability of the national telecommunication network, cost effectiveness of such measures, structure and technology of the FIFA LAN/WAN Event network, FIFA emergency communication plan and the support and maintenance structure (including remote access):

- Fixed-line telephony: shall be analogue lines with duplex voice path or ISP-based solutions, voicemail system, caller ID, call waiting, (three-way) conference calling, enhanced local emergency calls (redirection of a local call to the responsible local emergency services and fax services).
- DSL Services: in locations which only require a limited bandwidth and/or where a structure network can be implemented. Might also serve as backup service for some areas or used as primary service methods for some providers who may need to be provided with xDSL to create their own network. This requirement may be partially replaced by ISP services that offer an equivalent level of capability.
- ISDN Services: this requirement may be partially replaced by ISP services that offer an equivalent level of capability.
- Mobile telephony and data: mobile data services (2G, 3G, 4G or later generations) and mail services shall be available in all key areas of the Stadium, including all temporary locations around the Stadium. The spectator mobile data and telephony coverage shall not interfere with the IT solution networks and systems.
- Stadium communications systems/Tetra: mobile user-group based voice communication in the style of multi-channel walkie-talkies/trunked radio systems. Special care and preparation shall be taken to provide good indoor reception coverage.

- Public Wi-Fi service: provision of wireless Ethernet internet access within spatially limited areas of the Stadium (all public tribunes, hospitality areas, skyboxes, entrance/foyer and lobby areas, external areas outside main entrances). The placement of the antennas shall be optimised for each Stadium. The following requirements shall apply:
  - o Support of all WLAN defined standards (802.11 a/b/g/n) and of the 2.4 and 5Ghz spectrum (access points and antennas)
  - o Highest availability of the entire Wi-Fi solution and highest performing/available connections to the public internet
  - o Minimum 2Mb/s per user available bandwidth and WLAN capacities for at least 15% of all spectators
  - o No interference with FIFA IT Solution and Media and Broadcast Wi-Fi networks

### F.8.2. Media and broadcast needs and rate card services

In order to ensure the Broadcasting of the Matches to the entire world, the feed coming from the Stadiums shall be sent to the International Broadcast Centre (IBC). In order to ensure the adequate transfer of data, sufficient bandwidth shall be made available on the Venue-to-IBC contribution network.

A point-to-point DWDM network without any active network management with a bandwidth of at least 3 x 40 Gbps per Stadium (fully redundant set-up) shall be provided at all Stadium. All Stadiums shall be permanently connected allowing maximum flexibility and operational safety within the IBC.

Media and Broadcast operations rely on ICT services to execute their operations. The following table illustrates the required ICT and rate card (i.e. user pays based on service usage) services that are required at the different Media and Broadcast locations within all Stadiums.

Stadium Area	Free Internet Connectivity		Dedicated VLAN Solution		Telecom Rate Card Services			
	Cabled	Wireless	Cabled	Wireless	Telephony	ISDN	xDSL	DSL
Broadcast Compound	X	X			X	X	X	X
Stadium Media Centre	X	X	X	X				
Media Tribune	X	X	X	X	X	X	X	X
Presentation Studios					X	X	X	
Field of Play Photographers	X		X					
Press Conference Rooms		X		X				
Mixed Zones		X		X		X		
TV Studios					X			
Unilateral flash interview zones				X		X		
Stadium catwalk			X					

### F.8.3. Common Area Television (CATV)

The existing “common area television” systems (CATV) shall be upgraded at all Stadiums with regard to injection of additional in-house channels, produced by FIFA, as well as to add TV sets at several locations. This is in response to the demand of the different Stadiums’ main user groups that expect content delivery.

The transmission of custom-tailored TV channels, centrally generated at the International Broadcast Centre, to all Stadiums via a VLAN of the IT solution has proven to be an efficient delivery of live Matches and the FIFA news channel to the Stadiums (especially outside their matchday and matchday-1 periods).

The distribution of multiple channels to hundreds of TV sets is only possible using digital, compressed signals. Two main technologies can be utilised for this purpose:

- IPTV (signals running on a computer LAN-style network)
- DVB-C/QAM/ATSC (signals running on coaxial or fibre-optic cables, in standard cable TV formats)

Every room which is likely to be equipped with an additional TV set in the Stadium and surrounding areas shall be provided with a signal cable drop for easy connection.

There are several different channels to be produced by FIFA at a Stadium on a matchday:

- “Stadium TV”, mainly for VIP and Hospitality areas, as well as offices and Volunteer centres
- “Media TV”, mainly for the Media areas such as Stadium Media Centre, Mixed Zone, etc.
- “Infotainment”, mainly consisting of the Giant Video Screen feed created by Host Broadcaster, for TV sets in public areas

The above channels shall be produced with the following content sources:

- Enhanced TV Binary Interchange Format (EBIF) as well as tactical and Infotainment channels, produced by the Host Broadcaster (signals to be picked up from the Broadcast Compound)
- Pre-recorded material relevant to the FIFA World Cup, such as archive material, magazine programmes, received from FIFA TV
- Recordings of Press conferences, produced by the Host Broadcaster in the Remote Interpreting Centre
- Highlights and trailer packages, produced by the Host Broadcaster

Schedules and rundowns shall be prepared for every match and coordinated with FIFA.

The content production and control of the CATV system shall take place in a dedicated room (10m<sup>2</sup>), co-located with the Giant Video Screen Control Room.

### F.8.4. Frequency control

The National Frequency Authorities, operated by the respective government or local agency, plans and oversees all RF-spectrum usage and coordinates and processes any frequency applications, approvals and licences.

The more wireless communication and data transmission increase, the greater the pressure on proper spectrum allocation and control, since every frequency can only be used once in a designated area. In every nation, a Government frequency authority is in charge of regulating and supervising spectrum usage. Several political and administrative measures enable efficient operations, especially when taken early. Therefore, the frequency authority shall form a dedicated task force for the FIFA World Cup and try to adapt legislation wherever necessary.

The frequency authorities shall:

- Analyse and publish existing regulations for temporary licensing of frequencies
- Analyse and publish existing import and usage permissions for international radio frequency equipment
- Create and publish a list of licence-free RF equipment
- Liaise with the host broadcasting service provider (the major user of frequencies) for coordination of host broadcasting and unilateral frequency requirements
- Develop, implement and then operate an identification system for approved RF devices on Venue premises
- Apply pre-events (e.g. a draw) for staff training and procedure-testing purposes, preparing the operations during the FIFA World Cup
- Hold presentations at the world broadcaster meetings conducted by FIFA together with the host broadcaster, to explain procedures and cost
- Create and publish a joint briefing document, explaining the necessary processes and costs for domestic and international users how to obtain temporary licences
- Coordinate the available and assignable frequencies in every Host City

In the setup period and during the event the frequency authorities shall:

- Be present at the FIFA World Cup Venues with monitoring and administration Teams during key days of the event period, as well as scheduled/part-time in the set-up phase. An office cabin in the technology compound and a parking position for a monitoring vehicle in the broadcast compound are provided by ICT/host broadcaster
- Monitor spectrum use in the set-up phase and during the event period from specialist vehicles as well as with roaming Teams and portable equipment
- Support the engineers of the host broadcaster as well other participants in case of RF problems, signal disturbances, etc.
- Offer a payment/licensing system which allows for last-minute requests on-site

An office for the Frequency/Radio Control Agency (40m<sup>2</sup>) shall be located outside of the Stadium, ideally at the IT technology compound.

### F.8.5. Wide Area Network infrastructure

One primary dedicated WAN platform connection (plus backup) is required per Stadium. This primary connection must carry all ICT services required for the Event management at that Venue and this includes external functions located in or near the Stadium precinct. The backup line bandwidth requirements may change, depending on the Project lifecycle and the availability.

During Event periods, the backup line must offer the same bandwidth as the primary circuit and provide for automatic failover from one circuit to the other to meet the needed Service Level Agreements (SLA).

### F.8.6. Technical areas

As identified in the General and Non-Stadium Requirements (see section E.11.), the following types of technical areas shall be provided according to their individual specific requirements:

	Minimum amount	Minimum area (per amount)	Location/ additional specifications
Telecommunications Carrier Rooms (TCR)	2	50m <sup>2</sup>	located within the Stadium Building and near the Stadium Primary Technical Areas; must be separated fire protection areas
Primary Technical Areas (PTA)	2	50m <sup>2</sup>	located within the Stadium Building and near the Stadium Telecommunications Carrier Room; must be separated fire protection areas
Secondary Technical Areas (STA)	tbd	5-12m <sup>2</sup>	At least required within Stadium Building, Broadcast Compound, Stadium Media, Centre, Accreditation Centre, Ticketing Centre, IT Technology Compound, Pitch Area (at each Pitch Area corner), Media Tribune, Catwalk, Outdoor Hospitality Village
Local Technical Areas (LTA)	tbd	5m <sup>2</sup>	

The exact required quantity and location of secondary and local technical areas depend on the Stadium (i.e. Stadium design, space and area allocation, cabling routes, etc.) and shall be determined on a Stadium-by-Stadium basis

### F.8.7. ICT technology compound

The area and space for the ICT technology compound shall be provided by the Stadium Authority:

- Be used as a central point of support for all technology-related activities (IT, CATV, radio, etc.) at every Stadium.
- Have a minimum total size of 1,250m<sup>2</sup>
- Be positioned within the Inner Stadium Perimeter, as close as possible to the broadcast compound to leverage part of the IT infrastructure (i.e. cable pathways)
- Provide sufficient offices and other space (total size  $\geq 410\text{m}^2$ ) to house the activities and materials that are necessary to ensure the adequate execution of technology-related activities
- Require Basic IT Infrastructure (tertiary and horizontal cabling), a room for technical equipment (STA) and cabling termination in the proximity of the offices (90m Cat5 copper cabling limitation)

### F.8.8. Other ICT infrastructure

Other ICT Infrastructure has to be provided as defined:

	Minimum amount	Minimum area (per amount)	Location/ additional specifications
Street box Broadcast Compound	3	3m <sup>2</sup>	located in Broadcast Compound for distribution of services to Media Right Licensees and Host Broadcaster
Street box Commercial Display	1	2m <sup>2</sup>	located in Broadcast Compound for distribution of services to Commercial Display booths
Cellular mobile stations	tbd	10m <sup>2</sup>	minimum amount depends on physical size to be covered
Tetra mobile stations	tbd	10m <sup>2</sup>	minimum amount depends on physical size to be covered
Mobile providers' control rooms	4	25m <sup>2</sup>	consolidated space for one or more mobile provider covering Stadium area
Mobile providers' shared office	1	60m <sup>2</sup>	consolidated space for one or more mobile provider covering Stadium area
Mobile providers' shared storage	1	80m <sup>2</sup>	consolidated space for one or more mobile provider covering Stadium area

## F.10. LOGISTICS

The following logistic-specific spaces and areas shall be provided by the Stadium Authority to support the logistics operations at the Stadium.

The following spaces, their access and exit roads and dedicated entry/exit points or gates shall allow a 40t truck (which could be up to 20m long, 2.5m wide and 5m high) to easily pass or reverse in front of the entry, move within or exit the space.

### Logistics Compound (LOG Compound)

This compound represents the dedicated space for unloading and loading, reception and further distribution of deliveries, storage and parking of material handling equipment for the various constituent groups (FIFA, the Member Association, affiliates or any other service provider working at the Stadium).

- The compound shall be located at one of the following:
  - o Adjacent to Outer Stadium Perimeter equipped with designated entry point, where all deliveries will access the Stadium; the entry point shall be connected to the Stadium ring road (depending on local circumstances) that allows movement of vehicles and goods all around Stadium inside the Outer Stadium Perimeter
  - o Close to the Stadium Bowl and building in respect of short distances to storage and other equipment
- The following dimensions shall apply:
  - o 1,000m<sup>2</sup> at group-match, round-of-32, round-of-16 and quarter-final Stadiums
  - o 2,000m<sup>2</sup> at opening-match, semi-final, third-place-match and final Stadiums
  - o Both scenarios shall be accompanied by a lockable storage area ( $\geq 575\text{m}^2$ ) that does not form part of the required minimum area of the LOG compound
- The LOG compound shall be
  - o Equipped with a Logistics office (20-foot container or 15m<sup>2</sup>) and may also accommodate the waste compound
  - o Connected to the public roadworks and entry/exit routes leading to and from the Stadium (or its ring road)
- The space/surface provided:
  - o Must be flat (max 1 % inclination)
  - o Shall be without any obstacles
  - o The minimum weight capacity shall be 500kg per m<sup>2</sup> to support an overall tent village structure

### LOG Point

At the logistic entry point to the Stadium (in brief: LOG point), it is ensured that each vehicle is checked, registered and route cards or similar are issued for the vehicles in addition to the drivers' accreditations.

- The LOG point shall be located outside the Outer Stadium Perimeter and ideally directly adjacent to it (ideally with a minimum distance of 250m to any entrance at the Stadium, and a maximum distance of 5km)
- The following dimensions shall apply:
  - o 1,500m<sup>2</sup> at group-match, round-of-32, round-of-16, quarter-final and third-place match Stadiums
  - o 2,500m<sup>2</sup> at opening-match, semi-final and final Stadiums
 (the total dimensions also depend on the potential inclusion of a Remote Search Park function)
- The LOG Point shall be
  - o Equipped with an office container or an office (15m<sup>2</sup>) within the LOG Point area or inside an existing building, next to the LOG point entrance
  - o Provided with a "search tunnel" (i.e. a rainproof cover or roof outside the LOG point office in case of inclement weather; approx. 100 m<sup>2</sup>, minimum measures around 25 x 5 x 6m)
  - o Connected to the public roadworks and entry/exit routes leading to and from the Stadium (or its ring road)
  - o Including sufficient parking areas

### Remote Search Park

A Remote Search Park (RSP) may be established for the purposes of performing security screenings and/or certification of goods, people or both prior to the delivery at or access to the Stadium.

After the LOG-point procedures have been completed, the delivery vehicles pass on to the Remote Search Park to be security checked.

- The Remote Search Park shall be located with the LOG -Point in close proximity to the Stadium
- The following dimensions shall apply:
  - o 2,500m<sup>2</sup> at group-match, round-of-32, round-of-16, quarter-final and third-place match Stadiums
  - o 4,000m<sup>2</sup> at opening-match, semi-final and final Stadiums
- The Remote Search Park shall be
  - o Equipped with an office container (15 m<sup>2</sup>)
  - o Accompanied by a truck holding zone in front of the RSP with the following additional space requirements:
    - 600m<sup>2</sup> at group-match, round-of-32, round-of-16, quarter-final and third-place-match Stadiums
    - 900m<sup>2</sup> at opening-match, semi-final and final Stadiums

## F.11. MARKETING RIGHTS DELIVERY

Some specific Marketing Rights activities at the Stadiums include, but are not limited to, Commercial Displays within the Fan Zone, mascot activities or various other marketing campaigns conducted by Commercial Affiliates.

In order to facilitate FIFA's delivery of the Marketing Rights Programmes to Commercial Affiliates, the Stadiums shall provide the following spaces and facilities.

Beyond infrastructural requirements, and in order to protect the commercial rights of FIFA, brand protection operations shall be implemented at all Stadiums (e.g. matchday patrols of Controlled Area, entry prevention of prohibited marketing items into the Stadium precinct).

### F.11.1. Signage and dressing

The dressing and signage elements at all FIFA World Cup-Stadiums shall create a uniform and festive atmosphere. Further details around general signage and dressing activities are introduced in section E.17.

Dressing and signage support the implementation of the overall FIFA design and branding concept.

- Dressing focuses on the dressing of various elements such as
  - o Stadium dressing (external)
  - o Stadium Bowl/Stadium Site
- Signage shall consistently indicate access ways for all constituent groups within and around the Inner and Outer Stadium Perimeters and is divided into several categories:
  - o Orientation signage such as "You are here" Maps and info towers introduce and reflect the respective standpoint at the Stadium
  - o Directional signage assists the different client groups to reach their destinations
  - o Identification signage indicates the purpose of a particular space or room (e.g. "Media Centre")
  - o Furthermore, clear and visible signage for pedestrians and vehicles shall be installed in all parts of the Stadium and its precinct (including signage of major public transportation hubs and parking/drop-off areas, in cooperation with the Host City)
- The Stadium shall provide a signage storage and working room
  - o Minimum dimension: 100-150m<sup>2</sup>
  - o Located within 30m of where heavy goods vehicles can be unloaded and with convenient access to the Pitch Area
  - o Accessible by forklift and other access equipment without stepped access

### F.11.2. Commercial Display Areas (Fan Zone)

The Commercial Display Area, or Fan Zone, is a basic FIFA World Cup right granted to FIFA Partners, FIFA World Cup Sponsors, Regional Supporters and Host Cities and possibly other Commercial Affiliates as well as special sustainability-related programmes as determined by FIFA. It facilitates the demonstration and display of their respective products or services in an entertaining way.

The Fan Zone area shall become the primary entertainment and information area for spectators as they enter into the Stadium Site in the hours before a specific match.

- The location shall be:
  - o Dimensioned to cover 4,000-8,000m<sup>2</sup>
  - o As close to the Stadium as possible (within the Outer or Inner Stadium Perimeter)
  - o An accessible space, free of obstacles, e.g. benches, trees, water features, etc.
  - o Accessible for larger vehicles and forklifts minimum of 500kg/m<sup>2</sup>
- The surface shall be levelled and compacted of concrete or other firm surfaces; a grassed area is also possible but sufficient drainage shall be implemented and the Stadium owner must expect to replace such areas after the FIFA World Cup

### F.11.3. Youth programme

The youth programme is a commercial programme that manages the activities and responsibilities of three groups: ball kids, flag bearers and player escorts.

It takes place before every Match of the FIFA World Cup as part of the pre-Match protocol.

In this context, the Stadium shall provide the following infrastructure for the youth programme:

	Minimum area	Position/ location	Additional specifications
Youth Programme room	300m <sup>2</sup>	With convenient access to Players' tunnel but not near the Team and Match Officials' dressing rooms; if located outside the Stadium building, this room should be not more than 400m walking distance from the Stadium	An outdoor playing area for at least 40 children at one particular time (adjacent to the Youth Programme room) is desirable
Ball kids holding room	25m <sup>2</sup>	With convenient access to Pitch Area - does not need to be in the Competition Area	Shall include toilets within dressing room or with easy access to toilets
Mascot dressing room	20m <sup>2</sup>		Shall include toilets within dressing room or with easy access to toilets

## F.12. MEDICAL SERVICES

Within each Stadium throughout the Competition Period (on matchdays and such non-matchdays as determined by FIFA), dedicated medical centres and medical services for Team delegation members (as described in section F.5.4.), VIP/VVIP guests and spectators in the Stadium shall be operated by appropriately qualified medical personnel with medical equipment for advanced life support and medical intensive care.

A dedicated location within the Stadium shall be equipped and staffed as the main spectator medical centre.

- Located suitably within the spectator area for full patient visibility and accessibility
- Minimum capacity to adequately accommodate six ambulance stretchers/couches, four tables (1m x 1.5m) and ten chairs
- Additional spectator Stadium tier medical posts (minimum of two per Stadium level) shall be provided serving as first-aid facilities to evaluate and treat common minor illnesses or injuries.
- Dedicated parking areas shall be provided for advanced life support and intensive medical care staffed and equipped ambulances:
- Minimum of one (1) per 10,000 spectators
- Parking spaces need to be provided at least for:
  - o Two (2) ambulances at the relevant service tunnel or equivalent, dedicated to the Field of Play
  - o One (1) ambulance at the players medical room, if the two ambulances in the service tunnel cannot fulfil this function speedily
  - o One (1) ambulance dedicated to the VVIP/VIPs
  - o One (1) ambulance dedicated to the spectator Stadium tier medical posts
  - o One (1) standby ambulance being able to replace any other ambulance that leaves the Stadium for whatever reason
  - o Four (4) ambulances on immediate standby within the immediate Stadium Perimeter

Every Stadium shall have a predetermined designated multi-casualty area for the triage, treatment and transport staging of multiple patients.

## F.13. SAFETY AND SECURITY

The successful implementation of Security operations demands the full collaboration of the Stadium Authority, the Member Association as well as Government Authorities and police forces.

To prevent any incidents, all Stadiums shall cooperate with local security authorities to develop specific contingency plans addressing at least:

- Fire
- Terrorist attack
- Structural failure of buildings and/or services
- Safety equipment failure
- Crowd control and management
- Emergency evacuation
- Severe adverse weather conditions
- Natural disasters
- Strategies for a postponed, abandoned or delayed Match

The measures implemented at the Stadium shall follow FIFA's Stadium Safety and Security Regulations and form part of the Stadium delivery.

### F.13.1. Closed-circuit television

All entrances and exits as well as public spaces inside and outside the Outer Stadium Perimeter, including any areas and spaces deemed necessary for the FIFA World Cup, shall be monitored by modern public surveillance television cameras. This system shall support the identification of incidents and monitoring of crowd movements and behaviour.

The CCTV system shall:

- Monitor all approaches and all of the internal and external public areas inside and outside the Stadium Perimeter, including access points and seating areas.
- Allow for recordings of high-quality videos that shall be securely stored and that could be used in the case of possible investigations.
- Consider the best possible resolution in order to support the precise identification of individuals.
- Be controlled from a special control room within or adjacent to the Venue Operations Centre where the surveillance monitors are located.
- Temporary spaces that are not covered by the permanent system, e.g. the outdoor hospitality area, shall be integrated into the CCTV system.

### **F.13.2. Evacuation/emergency**

The Stadium Authority shall submit a Stadium-specific evacuation plan indicating all escape routes, evacuation areas and places of safety that also consider any all overlay structures in the FIFA World Cup set-up; to be agreed by all local authorities involved. Contingency plans for emergency evacuation shall take into account the special needs of spectators with disabilities in accordance with national legislation.

Emergency evacuation routes, inside and outside of the Outer Stadium Perimeter, shall be agreed upon with the police, Stewards, fire service, first aid and emergency services.

The Field of Play within the Stadium shall be accessible by at least one vehicle entry point.

All places of safety as well as emergency routes shall take into account the relevant requirements by law for ambulances' accessibility, adequate signage, sufficient lighting and sound systems.

### **F.13.3. Fire safety**

All parts of the Stadium, including entrances, exits, stairways, doors, escape routes, roofs and all public and private areas and rooms, whether legacy or temporary infrastructure, shall comply with the highest fire safety standards.

Fire safety plans shall be provided by the Stadium Authorities and fire risk assessments shall be carried out by the Member Association before any Matches and other Events such as the Opening and Closing ceremony would be staged.

### **F.13.4. Guarding**

Guarding is required in and around the Stadium and shall ensure the protection and surveillance of property assets.

Guarding activities shall be delivered at the Stadiums and implemented within the non-Exclusive Use and Exclusive-Use Periods. If a Stadium requires major renovations or construction works, guarding activities shall also be implemented to ensure the security of the areas under construction.

The Stadiums shall provide the Member Association with a perimeter and asset protection guarding plan that covers all guarding operations at the Stadium, in particular:

- Access and Outer Stadium Perimeter control
- Inspections of tickets, access devices as well as any spectators or visitors of the Stadium
- Zoning control
- Asset protection at any areas and spaces handed over to FIFA, the Member Associations and their partners (until the Handback of the respective space)

### **F.13.5. Pitch**

In order to ensure the security of players and Referees and to maintain any disturbance away from the Field of Play, this must be protected against intrusion by unauthorised people.

Stewards shall be deployed around the pitch perimeter and positioned between the advertising boards and stands.

Chairs shall be provided to prevent the stewards from standing/hindering the spectators' view of the Field of Play. "Aggressive" items (e.g. helmets, shields, etc.) shall not be used unless required by an existing threat or as per order of the police.

Design and dimension of any pitch protection measures shall be based on the Stadium structure and risk assessment. These measures shall be in line with FIFA's safety and security regulations. This implies that no physical barriers such as fences or moats shall be constructed between the stands and the pitch area that would prevent safe and effective evacuation in the event of an emergency.

### **F.13.6. Stadium perimeters/access and control**

The establishment of perimeters around a Stadium allow security operations to control the access and egress of individuals and vehicles in the Stadium precinct.

#### **F.13.6.1. Traffic preliminary and traffic-free zones**

The traffic preliminary zone is the furthestmost defined zone from the Stadium and it is where non-Match related traffic is redirected away from the Stadium.

The traffic-free zone is within the traffic preliminary zone and access and circulation within this zone would be managed through the activation of various transport/security operational points.

The following transport-related security checks shall be installed and/or operated:

- Vehicle permit checkpoint (VPC)
  - o Located around the traffic permit control, based on the mobility plan
- Traffic permit control (TPC)
  - o Located around the Outer Perimeter, based on the mobility plan
  - o The number of required TPCs will depend on the Stadium setting/layout and Stadium parking plan
- Vehicle search/screening area (VSA)
  - o Designed and planned to allow entrance of vehicles established with maximum of 10 minutes queueing
  - o Located at the Outer Perimeter
  - o The number of required VSAs depends on different access point/routes

### **F.13.6.2. Controlled area/commercial restriction area**

The Host City Authority shall operate a Controlled Area around the Stadium, where commercial activities (other than approved by FIFA) will be prohibited on matchdays.

The Controlled Area serves as a protective measure against ambush marketing and allows for quick enforcement through law enforcement in the event that such activities occur.

The area is not curtailed by a physical fence but an imaginary line that is outlined on the Host City map and included in local laws in order to provide additional legal protection against prohibited marketing activities around the Stadium, unauthorised traders, counterfeit goods and ticket touts, i.e. the Controlled Area is accessible to anyone with or without a Ticket for the respective Matches being played at the Stadium.

### **F.13.6.3. Outer Stadium Perimeter**

The Outer Stadium Perimeter is activated on matchdays and represents the Stadium boundary that only accreditation pass holders and Ticket holders are entitled to pass.

The Outer Stadium Perimeter shall:

- Be a wall, a (properly anchored) fence line of at least 2.5m height or other form of natural barrier (i.e. an unbroken line) that shall not be easy to scale, penetrate, pull down or remove
- Ideally be covered with mesh signage, provided by FIFA Marketing, so that people outside may not see activities on the inside, and therefore shall be wind-resistant accordingly
- Have specific and dedicated entry points for the following constituent groups: Teams/Referees, VVIP/VIP, hospitality guests, media, Stadium staff, volunteers, general spectators, youth programme, spectators with disabilities and or with limited mobility, emergency vehicles and delivery vehicles
- Be accessible after the first person security checks are conducted (i.e. initial visual Ticket check, metal detectors/magnetronic and bag searches, body searches) and vehicle screening
- Accommodate the number of mag and bag searches that are required to allow 70% of the Stadium capacity to enter the Stadium within one hour (queuing calculations to consider the whole process of search and screening)
- Include depots for the temporary storage of any confiscated items and containers for the disposal of any prohibited items near every entry point
- Be protected by CCTV, monitored from the CCTV control room
- Have space to accommodate the entire Stadium capacity in between the Stadium bowl and the Outer Stadium Perimeter fence line

### **F.13.6.4. Inner Stadium Perimeter**

The Inner Stadium Perimeter surrounds the Stadium building within the fence line at which the final formal Ticket check will be conducted.

The Inner Stadium Perimeter shall:

- Be an adequate fence line separating the Inner from the Outer Stadium Perimeter (at least 2.5m high), and be designed to withstand crowd pressure safely
- Be accessible after Tickets are validated by the Electronic Access Control System/turnstiles located at the boundary between the Outer and Inner Stadium Perimeters
- Have specific and dedicated entry locations for spectators with disabilities or with limited mobility
- Allow for the circulation of spectators around the Stadium and ideally provide enough space for the installation of the Commercial Display Area (Fan Zone)

A sufficient number of either half-height or full-height turnstiles shall be installed as defined in the section on the Electronic Access Control.

F.13.7. Stewarding

Stewards ensure the safety and care of spectators, players and Referees alike. They shall assist with the circulation of spectators, prevent overcrowding, reduce the likelihood of incidences or disorder and provide the means to investigate, report and take early action in case of an emergency.

Stewards shall be equipped with appropriate high-visibility jackets or tabards bearing a number and the word “steward”.

The Stewards’ responsibilities shall include:

- Safety and security checks, access control into the Stadium and directing spectators entering, leaving or moving around the Stadium
- Prevention of individuals accessing restricted areas without adequate accreditation
- Support to magnetronic and bag (mag-and-bag) operations at the Outer Stadium Perimeter
- Protection of players and officials when entering or leaving the Field of Play
- Provision of first aid (if appropriately trained) and response to any incidents and emergencies

A stewards’ changing facility, potentially also used by the guards, shall be provided close to the staff entry point. This facility shall include a sufficient office space (≥ 20m²) and be dimensioned as per the following table (and in accordance with the relevant Stadium capacity and risk assessment).

	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter-Final; Semi-Final	Opening Match; Final
Minimum area/ Match Category	400m²	400m²	400m²

### **F.13.8. Venue Operation Centre**

Each Stadium shall have a fully integrated, equipped and resourced Stadium control room, i.e. the Venue Operation Centre (VOC). All of the Stadium safety and security operations shall be coordinated, controlled and supervised from this location throughout the Exclusive-Use Period.

In effect, this means that the VOC will need to be resourced not only on matchdays but 24/7 and have an uninterrupted power supply.

The following systems shall be installed at the Venue Operation Centre:

- Public address system override (public announcer shall not be located in the VOC) to allow the use of the Public Address System in the case of an emergency
- Electronic Video Screen Control System (giant video screen operator shall not be located in the VOC) to allow the display of messages in case of emergency
- Fire Alarm Control Panel with direct communication to the commander of the fire services
- CCTV surveillance monitors and control system to properly perform surveillance monitoring, control the cameras and record security footage
- Spectator entry counting system that shall, at regular intervals, display entry numbers to assess of entry and exit flows (integrated with the Electronic Access Control System)
- Pitch lighting control panel if the Pitch lighting uncontrollably loses power

Adequate means of communication systems shall connect the Stadium security management team with:

- The police, other emergency services and medical agencies
- Officials in charge of the Competition
- The stewards and other safety personnel
- Other Stadium staff
- Local civil authorities and third-party agencies, where necessary

F.13.9. Cash in transit/cash handling

Cash-handling operations for the food and beverage concessions, merchandising concessions and any other sales point at the Stadium (e.g. media restaurant, third-party restaurant) shall be conducted in a controlled, secure manner.

Security including respective staff shall be deployed at the cash-handling office when money is handled and transferred to the armoured vehicle.

F.13.10. Other security-related infrastructure

The following Security-related infrastructure shall also be provided as part of the Stadium delivery.

	Amount	Position/location; additional specifications
Stadium operations meeting room	max. 1	Within VOC or adjacent
Security post	max. 1	To be established as per operational security plan and model, agreed with local authorities
Police station	max. 1	To be established as per operational security plan and model, agreed with local authorities
Police detention facility	1	At each Stadium, at least one (1) detention facility shall be installed in accordance with the local requirements
Police authority briefing room	1	Expected to support briefings of at least 30 police officers. To be established as per operational security plan and model, agreed with local authorities.

## F.14. SPECTATOR SERVICES

### F.14.1. General spectators

General requirements, e.g. seating, sanitary facilities, mobility, signage and dressing, etc. are covered in the respective sections of the Stadium-related hosting requirements.

### F.14.2. Public catering

Stadiums must be equipped with sufficient public food and beverage (F&B) concession stands to ensure an optimum food and beverage service to spectators.

- The F&B concession stands shall be close to accessible seating areas and accessible to all, including wheelchair users and partially sighted and blind people
- Stadiums shall ensure at least one (1) point of sale per 250 spectators with 1m to 2m counter space. Counters shall be designed with a lower section for wheelchair users at a level no more than 850mm above floor and with clear space beneath up to at least 700mm above floor
- If a Stadium does not have sufficient F&B concession stands to meet the requirement, additional temporary infrastructure to meet the minimum requirements shall be provided at a later stage by FIFA.
- If the F&B concession stands are not adequately equipped with a kitchen/food heating area, additional F&B concession kitchens must be supplied.
- Stadiums shall provide an additional hawker service having at least one (1) hawker available for every 600 Seats.
- The following F&B concession storage shall be provided in the logistics compound when storage space is not sufficiently available inside the Stadium:
  - o Eight (8) to ten (10) cold 40 foot containers
  - o Four (4) 40 foot containers for dry storage
- If the F&B concession stands cannot provide the staff with sufficient space for securely storing personal belongings and changing into their concession uniform, a dedicated F&B concession staff room ( $\geq 200$  m<sup>2</sup>) shall be made available.
- One or more experienced catering service provider(s) (concessionaires) shall be appointed by FIFA to ensure the delivery of the public catering solution at the Stadiums.
- The concessionaire(s) chosen will be responsible for delivering the catering for the public within and around the various Stadiums.
- The catering solution shall include quick convenience-type food and beverages that are dispensed across the counter and can be supplied to thousands of people in a very short period.
- Preferably, a master concessionaire will be appointed who will manage the public food & beverage concession programme at all Venues, thereby helping to streamline communication, ensure a consistency of product and quality among Venues and provide a standardised service to F&B commercial affiliates. It is also encouraged that the master concessionaire would work with local suppliers and concessions operators in the Stadiums to take advantage of local knowledge and resources.

- The F&B concession stands shall be free of all branding in line with the clean Site requirements (i.e. provided free of all rights or other entitlement of any third party) and the branding concept of F&B concessions shall be implemented in accordance with the overall Stadium signage & dressing concept.
- The directional signage is implemented in accordance with the overall Stadium signage & dressing concept.

### F.14.3. Merchandising/on-Site retail concessions

#### Stadium concessions (on-Site)

Overall, the official merchandising at the Stadiums is part of the Event business card and, for these visitors, official merchandise plays an important part of the service at a Stadium.

- FIFA holds all licensing and retail rights in relation to the FIFA World Cup.
- FIFA appoints an on-site retail concessionaire for the development and allocation of an appropriate number of on-Site concessions in each Stadium.
- The appointed on-site retail concessionaire has the right to designate its preferred locations for the sale of official licensed products (and subject to the prior written approval of FIFA, other products sourced from Marketing Affiliates/Branded Licensees) in each of the Stadiums, subject to approval by the relevant authorities.
- Provision of the chosen permanent locations shall be provided to FIFA free of any branding and commercial obligations.

The following infrastructure shall apply to merchandising concessions at the Stadiums::

	Minimum amount	Minimum area (per amount)	Position/location	Additional specifications
Shops / kiosks	8-25	16-300 m <sup>2</sup>	Within main spectator flows (i.e. on Stadium concourse, in main public areas or within Commercial Display Area)	Final number will be determined by FIFA, based on a proposal from merchandising concessionaire
Super store	1	300 m <sup>2</sup>	Between Outer and Inner Perimeter; where space permits and is convenient for sales, the superstore will be located in the Commercial Display Area	
Internal storage	1-2	150-200 m <sup>2</sup>	Between Outer and Inner Perimeter; where space permits and is convenient for sales, the superstore will be located in the Commercial Display Area	If there is no or only limited space within the Stadium, space for 6-12 40-foot containers (dependent on Stadium capacity) will be required

## F.15. TECHNICAL SERVICES

All technical services requirements described in section E. 22 also apply to the FIFA World Cup Stadiums.

The following requirements describe more specifically additional requirements that are specific to the FIFA World Cup Stadiums.

### F.15.1. Cabling

Cable paths support technical operations running all over the Stadium at a FIFA World Cup. These cable routes serve the connectivity as well as the supply of temporary solutions at the Stadium.

They shall integrate and cover any cable connections of Competition-related broadcasts, ICT and power lines.

- These physical connections are guaranteed by means of cabling routes that form part of the Stadium delivery.
- While the pathways may be combined (and from an efficiency point of view, ideally they should), each cabling usually requires an individual tray/layer that shall conform to the technically required distances (e.g. between power and signal cabling).
- Cable pathways shall planned and confirmed according the space and area allocation processes, lead and approved by FIFA.
- The handover dates will be driven by the availability periods of the connected areas and spaces as defined in the set-up, operations and dismantling schedule. This implies that all cable pathway equipment and backbone cables shall already be in place and ready to use when the Stadium is taken over for the Event.

#### F.15.1.1. Cabling, cable pathway equipment and event broadcast & ICT cabling

In order to ensure effective cabling, all cable routes shall be provided with three pathways to separate broadcast, ICT and power lines from each other.

- All cable runs must be protected in any areas and spaces that are accessible to general spectators.
- Any backbone structures and connections shall be built redundant and, if applicable, on every level of the Stadium building to ensure faultless operations.
- Metal constructions shall be connected with the equipotential earthing system in accordance with the regulations for electrical safety and electromagnetic compatibility (EMC).
- The required cable pathways and required installations shall form part of the Stadium delivery.

### F.15.1.2. Broadcast/TV

The broadcast-related cable pathways, provided by the Stadium Authority, connect all broadcast locations as well as the broadcast compound internally.

Detailed specifications introduce FIFA's approach to cableway design and their implementation at a later stage.

#### Cable Bridge

The main cable route connecting the Stadium building/media tribune with the broadcast compound shall be considered as the main cable pathway into the Stadium and requires the utmost attention, timeliness and accuracy. It is usually provided by means of a bridge and is the responsibility of the Stadium Authority.

The following requirements shall apply to this cable bridge:

- Must only be accessible by staff of FIFA, the host broadcaster, Media Rights Licensees and the power supplier (if the bridge is also used as a pathway for power cables).
- The cable bridge shall have a minimal height of 4.5m and must be a continuous structure with cables fully supported along the complete pathway through cable paths on each side of the bridge and personnel access in the centre.
- The cable bridge shall contain eight pathways (four on each side) divided in the following categories
  - o 2 pathways for power cables
  - o 3 pathways for multilateral cables
  - o 3 pathways for unilateral cables
- Each pathway shall have dimensions of 40cm width and 15cm height as well as a maximum carrying capacity of 30kg/m and shall be easily accessible, i.e. pathways shall be open and continuous.
- The cable paths on the bridge must have appropriate risers/mounting devices.
- Safe/secure stairs with handrails must be provided for access, both the stairs and the cable bridge must be sufficiently lit (minimum of 50 Lux) and have a skid-proof surface.
- The cable bridge construction must be grounded/earthed and most of the cable bridge shall be covered with dressing material fixed to the bridge to protect against the wind.
- A secondary pathway (e.g. cable trench or other cable bridge) shall be provided as a redundancy measure for critical pathways. These pathways are mainly the WAN connections for video and audio, commentary and IT. These secondary pathways shall be disjunctive and protected in steel pipes or at least 60cm below ground level.

### F.15.1.3. Stadium ICT cabling

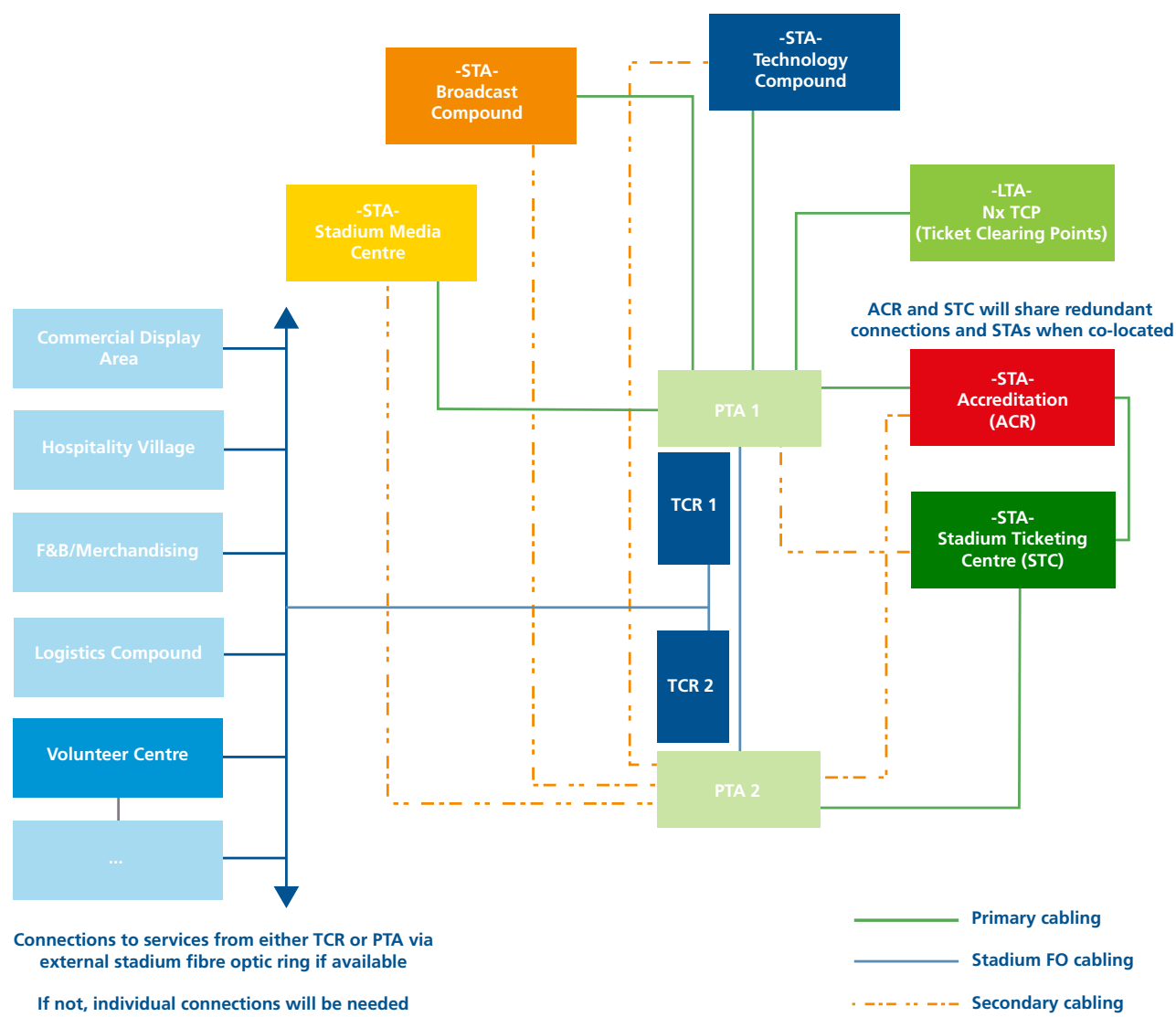
The ICT cabling at the Stadium calls for the maximum use of existing infrastructure (basic infrastructure) as long as it meets FIFA requirements, industry standards and best practices. It will be combined, where required, with event-specific temporary cabling.

- Temporary cabling shall provide the connectivity to surrounding facilities which are not permanently connected with the Stadium. In some cases, the permanent internal Stadium infrastructure may be temporarily increased or extended, when more connectivity is required at or within a location.
- The cabling should be of UCC (universal communication cabling) standard which supports all communication services. High-quality voice-, data- and video transmission must be possible.
- Special care must be taken to avoid interference to broadcast production transmission. To this end, extra attention is given by the Host Broadcaster regarding the design and layout of cable pathways for fibre optic, copper and power cabling. Therefore, Ethernet cabling in specific areas must be implemented using Screened, fully-Shielded, Twisted Pair (SFTP) cable.

The Stadium cabling concept shall be organised according to a hierarchical infrastructure differentiating between:

- Primary cabling/backbone (Stadium Site/precinct area)
  - o The primary cabling is the campus backbone which connects all organisational areas within a Stadium and the precinct area via fibre optic cable through trenches and/or conduits. This cabling terminates in both PTAs and all distribution rooms (STA).
- Secondary cabling (vertical distribution)
  - o The secondary cabling extends vertically within a Stadium (risers) and connects with the primary/backbone cabling between floors/levels. These connections are terminated in both PTAs and each respective distribution (STA) room. The following guidelines shall be followed:
    - Monomode optical fibres with halogen- free coating (9/125µm) should be used
    - These connections terminate on an optical fibre patch-panel in 19-inch format. Fusion splicing should be used
    - SC or LC connectors should be used in all fibre-optic environments.
- Tertiary cabling (horizontal articulation)
  - o The tertiary LAN cabling covers the work spaces of the floors/levels. Distribution rooms are the interface between the strict hierarchic sectors. They contain passive cabling system components and active network equipment. The following guidelines shall be followed:
    - The tertiary copper wiring (four copper pairs) always terminates on an RJ45 patch panel in 19-inch format
    - The cables should be installed in floor conduits, wall conduits and in raised floors if existing
    - Cable sharing is not allowed since all four copper pairs are needed for power-over-Ethernet (POE)

Logical overview of external cabling at the Stadiums



#### **F.15.1.4. Power cabling**

The Stadium domestic or technical power supply covers the following areas and spaces in case these are built temporarily or the available power supply does not suffice:

- VIP and hospitality areas, broadcast and media installations (including broadcast compound, media tribune, SMC), ICT installations (including ICT compound, PTA/STA etc.), operational centre and locations (including accreditation/logistics/ticketing/volunteer centre)
- The broadcast technical power supply requires the installation of two separate and protected cable paths in order to ensure sufficient redundancy.

#### **F.15.1.5. Other**

Cable routes that are required to connect various locations with regard to CATV and the Wide Area Network shall form part of the Stadium delivery.

##### **CATV**

A “common area television” system (CATV) shall be implemented at all Stadiums to respond to the demand of the different Stadium’s main user groups that expect content delivery.

The CATV system is likely to be heavily used in media areas, Stadium offices, the volunteer centre and the CATV system/special control room.

##### **Wide Area Network Path Connection**

To meet the requirements of the network availability, the Stadium itself and mission-critical locations at the Stadium must be connected to the Wide Area Network via two independent and diversely routed physical paths to two different local public exchanges.

The two separate paths shall:

- Follow separate and protected cable paths the entire distance into either Telecommunication Carrier Rooms or Primary Technical Areas, according to the Stadium-specific situation.
- Always have a distance between them of at least 10m and not merge in a common trench or conduit on/ in the Stadium precinct.

F.15.2. Heating, ventilation and air conditioning

Appropriate climate control systems shall be provided by the Stadium Authority all across the Stadium and the attached facilities to ensure comfortable working conditions. The state-of-the-art and modern system, based on the latest environmental standards and regularly maintained, shall:

- For required areas inside the Stadium, be automatically and centrally controlled from the Stadium Control Room
- Be installed in all temporary buildings or structure used for the FIFA World Cup outside the Stadium and be configured on the respective size and purposes
- Unless otherwise specified, guarantee a minimum air temperature of 20°C and a maximum temperature of 7°C below the outside temperature for all areas at a Stadium Site
- Be individually controllable for the two Team dressing rooms
- Be as quiet as possible and equipped with anti-vibration measures
- Be equipped with air conditioning with inverter mode or separate heating units to ensure the adequate heating of certain Stadium areas, mostly during the Stadium set-up, which can take place during the winter
- Ensure a maximal temperature of 25°C in all rooms with ICT equipment, irrespective of the outdoor temperature

Broadcast Facilities

The heating, ventilation and air conditioning units for all Stadium broadcast facilities shall:

- Stay between 18-26°C for all broadcast-related rooms (including host broadcaster offices)
- Have individual Residual Current Device units
- Be fed from different main breakers in all technical areas
- Have automatic failure restart
- For indoor units, be wall-mounted split systems
- For outdoor units, be mounted on the roof of the host broadcaster house

Function-specific air conditioning requirements

Stadium area	Cooling capacity	Additional specifications
Primary Technical Areas and Telecommunications Carrier Rooms	≥ two 18,000 BTU/h split units	Each unit shall function independently when the other fails/undergoes maintenance
Commentary Control Room	14kW, 48,000 BTU/h	
TV/Presentation Studios	10kW, 34,000 BTU/h	

### F.15.3. Info and fan entertainment

The info and fan entertainment programme provides content that runs on the giant screens, scoreboards, sound and public address systems in all Stadiums. FIFA is responsible for the production of the content and operation of the info and fan entertainment.

#### F.15.3.1. Giant video screens

To provide spectators in the Stadium bowl with multi-media content (e.g. replays, goal-line technology replays, crowd shots, etc.) before, during and after the Match, two giant video screens shall be installed across the Stadium.

##### Location of Giant Video Screens

- Provide optimal viewing for all spectators
- Be entirely visible from the VIP tribune
- Not be opposite the main stand
- Minimise seat loss due to view obstruction
- Be safely mounted on the Stadium structure, taking into account the movements that can be take place due to agitated fans, and avoid the possibility of interference of the general public with the screens.

##### Specifications of Giant Video Screens

- Minimum screen size of at least 70m<sup>2</sup>
- For active video area of the giant video screen, aspect ratio of 16:9
- Minimally, offer resolution near so-called SD resolution of PAL video (576 x 720 pixels)
- The dot pitch of LED wall shall be P20 (=20mm) or better, brightness at 5000 Nits or better
- Refresh rate >1000 Hz

##### Giant Video Screen Control Room

The control of the content displayed on the giant video screens shall take place in a special control room (50m<sup>2</sup>) equipped by state-of-the-art electronic and broadcast equipment allowing the production of high-definition content. The control room shall allow both giant video screens and players' tunnel to be seen directly and have the following requirements:

- Built in the HD-SDI standard (1,080 x 1,920 pixels)
- Shared location with the Venue Operations Centre, Public Address control/Stadium announcer, satellite reception and conversion equipment and the CATV/IPTV head-end to keep the cabling to a minimum
- Special care must be taken to ensure adequate connection between the room and the screens themselves

### F.15.3.2. Public address system

Each Stadium must have a working, powerful and reliable public address system through which visitors, employees and other people can be warned and instructed if there is an emergency. The same system shall also be used to provide information and entertainment.

The public address system shall be installed in such a way that announcements can also be made from the communication centres of the temporarily used spaces such as those of the hospitality areas. It shall be ensured that announcements are heard from everywhere inside the Stadium and within the Outer Stadium Perimeter.

#### Technical specifications

The public address system shall comply with the following technical specifications:

- Sound pressure level: crowd noise level + 6 decibels
- Deviations in general seating sound pressure level across the entire seating deck: +/- 3 decibels
- The system shall be capable of having its volume level automatically increased in response to increased crowd noise to ensure the intelligibility of voice messaging
- Maximal sound pressure value of 125 decibels SPL A
- Frequency (in the seating area): +/- 3d decibels in the 120Hz-5000Hz range
- Intelligibility: STI > 0.55 in the Stadium Bowl, STI > 0.5 in the other areas
- Capable of addressing messages exclusively to individual sectors within and adjacent to the Stadium and also allow different zones that can be adjusted separately.
- In areas used by the broadcasters/media representatives, be tailored to their needs to avoid any interference with the commentary signals and operations.

In case of any temporary upgrades to the sound system of the Stadium, these shall be delivered by the Stadium with the required cable pathways and/or rigging options to install any additional speakers.

#### Public Address System Control Room

The control of the public address system shall take place in a special control room in a state-of-the-art acoustically treated room. The control room shall be located in a position from where the operator has a clear view of the Stadium spectator areas and have the following requirements:

- Ability to select audio signals from the PA announcer, giant video screen control, outside broadcasters and local sources within the control room
- Set-up that allows for pre-recorded, coded and encoded messages to be released from at least these positions: Stadium announcer, audio engineer and Venue Operations Centre/Stadium control room
- Shared location with the Venue Operations Centre, giant video screen control room, satellite reception and conversion equipment and the CATV/IPTV head-end to keep the cabling to a minimum

## F.15.4. Lighting

### F.15.4.1. General lighting

The general lighting for the larger areas of the Stadium shall be switchable from the building management system control room.

The following Stadium areas require specific lighting levels:

Stadium area	Minimum lighting level
Walkways to and from external Stadium areas and any areas in the outer security perimeters	10 Lux
Any other outdoor areas foreseen for FIFA World Cup use (including outer Hospitality Villages, parking, etc.)	10 Lux
OB van parking area at the Broadcast Compound	25 Lux
Logistics Compound area	25 Lux
Stadium Media Centre working areas	300 Lux
Stadium Ticketing, Accreditation and Volunteer Centres	200 Lux
Commercial Displays and concession stands areas	25 Lux
Parking, drop-off areas and vehicle access gates	25 Lux
Spectator access and egress points (including the areas for body search channels, Ticket validation points and areas around the lost and found/property stores) or other security-related check points	50 Lux
Any other spectator pathways	25 Lux

The directional signage, in particular the information towers/you-are-here-maps, shall be visible and directly lit at night. The large Stadium dressing elements should be illuminated at night-time during the Exclusive-Use Period.

Adapted emergency lighting shall be provided in the case of power failure or other emergencies ensure the security of spectators and staff. The following requirements shall apply:

- Emergency lighting is to be provided, including in temporary buildings, temporarily used spaces and along the emergency evacuation routes to allow occupants to find their way towards emergency exits and to find firefighting and other security equipment.
- Anti-panic lighting needs to be evenly spread, with 50% of the defined emergency brightness level available in 5 seconds, and 100% in one minute.
- Back-up lighting ensures that work in critical areas (Venue Operations Centre, building management control room, etc.) can continue despite a major power failure and even during a spectator evacuation.
- In the case of a power cut, this lighting must illuminate these spaces independently of the main power grid so that visitors can find their way at all times.
- Emergency lighting is to be provided for a duration of at least three hours and emergency lighting must be in operation whenever people are present, unless the spaces are illuminated by enough natural daylight.

### F.15.4.2. Floodlighting

A lighting system which meets the needs of spectators, players and officials and in particular the needs of broadcasters to ensure adequate lighting for television purposes must be installed across the entire playing surface and be unaffected by power outage.

The floodlighting system shall:

- Be equipped with LED technology for the Venue of the opening and final matches
- Comply with the highest industry standards
- Provide an average illumination level (min. 2,000 Lux) ensuring optimal conditions for each host broadcaster camera platform regardless of voltage drops or other technical problems
- Appear even and free from obvious bright or dark zones and have an adequate illumination level, uniformity gradient, colour and contrast properties as well as glare rating as specified below
  - o Horizontal lighting uniformity ratios: min./max.: 0.7 and min./average: 0.8
  - o Lighting uniformity towards host broadcaster fixed and field camera positions: min./max.: 0.6 and min./average: 0.7
  - o Lighting uniformity for orthogonal vertical planes (facing each side of the Field of Play):  $\geq 0.6$  at each grid point
  - o Horizontal/vertical illuminance ratio: between 1.5 and 2.1
  - o Uniformity gradient: 15% per 5m in any direction
  - o Nominal colour temperature: between 4,000K to 6,500K with lamps that are of the same nominal colour temperature, brand, type and model number
  - o Colour rendering index:  $\geq$  Ra 90
  - o Pitch Area illumination levels beyond the marked Field of Play shall be lower than the illumination levels on the Pitch Area from the perspective of camera 1
  - o The contrast level shall reduce evenly to the last row of seats in the lower seating bowl
  - o The illumination on the first 12 rows of spectator seats shall be not greater than 0.33, but not lower than 0.25 than the average illuminance of camera 1
  - o Glare rating:  $\leq 40$
  - o Field of Play reflection shall not be lower than 20% and not greater than 25%
- Be designed to avoid the creation of hard-line shadows by players and referees on the Pitch Area
- Avoid unnecessary light spillage and upward waste light outside the Stadium to reduce environmental issues and reduce the required system power

### **F.15.5. Pitch maintenance**

All relevant maintenance equipment and pitch maintenance operations shall be provided at every Stadium to ensure that the playing surface is maintained in optimal conditions for the FIFA World Cup. Please refer to Pitch maintenance in the General and Non-Stadium Requirements chapter (see section E.23.2.).

To ensure that the Field of Play is in optimal condition for the start of the FIFA World Cup, it shall:

- Not be used for a non-football-Event as of two months before the first Match held in the Stadium
- Not be used anymore for any kind of Event as of one month before the first Match held in the Stadium.

### **F.15.6. Power**

A stable and reliable power supply shall be provided at every Stadium to ensure the faultless staging of the Competition activities at the Stadium and their recording and broadcast.

Each Stadium shall have two (2) sources of power supply, completely independent of each other. The power supply system shall be such that in the event of any failure of the primary supply, the second independent supply shall instantly and automatically cut in and provide an uninterrupted flow of sufficient electrical power so that a power failure does not lead to the cancellation or postponement of a Match or television Broadcast.

Each individual supply system must be able to supply sufficient electricity to all areas of the Stadium and a Stadium-specific emergency Power supply shall be provided at all FIFA World Cup Stadiums.

All of the electrical systems in each Stadium shall work as an integrated system, regardless of the exact configuration of the different power systems: the Broadcast Technical Power, the Broadcast Domestic Power and the Stadium Domestic Power. The domestic power (broadcast and stadium) must be provided by the Stadium Authority and FIFA will provide the broadcast technical power.

#### **F.15.6.1. Broadcast technical power**

The Broadcast Technical Power will be provided by FIFA.

The Broadcast Technical Power supplies all broadcasting and auxiliary equipment critical to the FIFA World Cup broadcast operations (e.g. generators/Diesel, UPS, earthing system, high-level distribution boards).

The Broadcast Technical Power primary and back-up source and distribution must be isolated from Broadcast Domestic Power and/or Stadium Domestic Power disturbances.

The following requirements shall apply to the Broadcast Technical Power:

	Group match; group match with home team; round of 32; round of 16; Quarter-Final; Third-Place Match	Opening Match; Semi-Final; Final
Total Power required / Match Category	4 x 500kVA	4 x 600kVA

The following table illustrates the specific levels of service at the various Tournament stages.

Event phase	Installation (7 weeks)	Operations (6 weeks)	MD-1 and MD
Description	Start of the Host Broadcaster's broadcast installation	Stadium operational after successful acceptance test	Matchdays and the day before that during the operations phase
From	First MD-2.5 Months	First MD-1 Month	Depending on match schedule per Stadium
Shift Schedule	NA	00:00-00:00, Mon-Sun	00:00- 00:00, Mon-Sun
Level of supply	NA	Level 2	Level 3
Required Capacity	NA	0.5N online 1.5N standby	2N

Event phase	Non-MD	Departure of Media Rights Licensees	End of dismantling
Description	Non matchdays during the operations phase	Complete broadcast installation shut down	End of Stadium – BDP required until the end of dismantling
Until	Depending on match schedule per Stadium	Last MD +1 day	Last MD +7 days
Shift Schedule	00:00-00:00, Mon-Sun	NA	NA
Level of supply	Level 2	NA	NA
Required Capacity	0.5N online 1.5N standby	NA	NA

### F.15.6.2. Broadcast domestic power

Broadcast Domestic Power must be provided by the Stadium Authority.

Broadcast Domestic Power is the power which feeds all temporary Broadcast Stadium facilities and its equipment, e.g. distributions feeding the general lighting, broadcast domestic sockets and all HVAC units required for the temporary Broadcast Stadium facilities.

The Broadcast Domestic Power primary or back-up source can be the Stadium/Venue Domestic Power source if it meets the capacity, specifications and voltage levels required, but this source alone does not meet the Level of Service requirements for the Broadcast Domestic Power. Another power source that meets the level of service for the Broadcast Domestic Power shall be provided.

The following requirements shall apply for the Broadcast Domestic Power:

- Indicative total power consumption for Broadcast Domestic Power is 350kVA – taking into account the required redundancy, the total installed power required is 2 x 350kVA.
- The Broadcast Domestic Power supply must be 2N redundant.
- The Broadcast Domestic Power distribution consists of 4 circuits, rated at 400A, that terminate at end demarcation points located throughout the Broadcast Compound.
- Each Broadcast Domestic Power distribution circuit must be protected by adjustable overcurrent and earth leakage protection.
- The Broadcast Domestic Power supply and distribution must be designed such that all single points of failure are limited as much as possible to ensure that a single failure does not lead to an interruption of supply. In case of a supply source failure, the supply shall be recovered within 1 minute.
- The temporary character of the installation by no means implies that components or materials with a short expected lifetime or of lower quality can be used.
- The generator sizing must facilitate optimum scaling of online power and power consumption.
- In case utility is not available or suitable as a primary source for the Broadcast Domestic Power distribution, a generator is required for the primary source of the distribution.
- Host Broadcaster building electrical distribution shall be wired to one Main DB with a CEE125A/5p supply input per building level.
- The high-level distribution boards for Broadcast Domestic Power are the same as for the Broadcast Technical Power, with the exception that there is no requirement for a double neutral conductor.

The following table illustrates the specific levels of service at the different Competition stages.

Event phase	Installation (7 weeks)	Operations (6 weeks)	MD-1 and MD
Description	Start of the Host Broadcaster's broadcast installation	Stadium operational after successful acceptance test	Matchdays and the day before that during the operations phase
From	1 <sup>st</sup> MD -2.5 Months	1 <sup>st</sup> MD -1 Month	Depending on match schedule per Stadium
Shift Schedule	07:00-19:00, Mon-Sat	00:00-00:00, Mon-Sun	00:00-00:00, Mon-Sun
Level of supply	Level 1	Level 2	Level 2
Required Capacity	1N	2N	2N

Event phase	Non-MD	Departure of Media Rights Licensees	End of dismantling
Description	Non-matchdays during the operations phase	Complete broadcast installation shut down	End of Stadium – BDP required until the end of dismantling
Until	Depending on match schedule per Stadium	Last MD +1 day	Last MD +7 days (ends)
Shift Schedule	00:00-00:00, Mon-Sun	07:00-19:00, Mon-Sat	07:00-19:00, Mon-Sat
Level of supply	Level 2	Level 1	Level 1
Required Capacity	2N	1N	1N

### F.15.6.3. Stadium domestic power

Stadium Domestic Power must be provided by the Stadium Authority.

Stadium Domestic Power describes the power type that feeds all non-broadcast areas in and around a Stadium.

The Stadium Domestic Power comes, wherever possible, from the local power grid. For outside locations and other temporary facilities, generators shall be considered as they might be a more optimal solution than the installation of temporary power lines connected to the local power grid.

The specific levels of service (based on the service levels described in section E.21.1.3) required at the different Stadium locations are described below.

The following table illustrates the service levels for permanent facilities.

	Permanent facilities			
	Level 3 Safety and security critical	Level 2.5 High availability	Level 2 Medium availability	Level 1 Low availability
VOC	x			
Emergency PA system	x			
Building control room	x			
Technical Zone		x		
Floodlight	x	x		
CCTV Control	x			
Telecom Connection Rooms	x			
Stadium Offices		x		
Giant Video Screen CTRL Room/ PA Control	x			
Giant Video Screen video walls			x	
Press conference room		x		
Primary Technical Areas 1 and 2		x		
VIP and Hospitality kitchens				x
VIP and Hospitality lounges/ boxes			x	
Spectator area lighting and TVs		x		
Kiosks and concessions			x	
Elevators			x	
Turnstiles	x			
Stadium offices		x		
Main air-conditioning system			x	
Perimeter lighting			x	
Emergency lighting	x			
Parking garage and areas			x	

The following table illustrates the service levels for temporary facilities.

	Temporary facilities				
	Level 3 Safety- and security-critical	Level 2.5 High availability	Level 2 Medium availability	Level 1 Low availability	Standby temporary generator
SMC				x	x
Broadcast Compound			x		x
Media Tribune		x			
TV/presentation studios		x			
Commentary Control Room		x			
Accreditation Centre		x			
Volunteer Centre				x	
Ticketing Centre			x		
Ticket collection points				x	
Electronic advertising board			x		x
Pitch photographers			x		
Primary Technical Areas 1 and 2		x			
Secondary Technical Areas			x		
Outside Hospitality Village				x	x
Temporary FIFA/Member Association offices			x		
Additional roof lighting and technical equipment for ceremonies (opening, closing, awards)			x		
Commercial display				x	
Logistics compound				x	
IT Technology Compound			x		
Entrance mag-and-bag points			x		
Cargo/vehicle entrance scan				x	

The following table introduces the expected amounts of electrical power at temporary locations for the FIFA World Cup (in kVA)

	Group match	Group match of home Team, round of 32, round of 16, Quarter-Finals, Third-Place Match	Semi-Finals, Opening Match	Final
Hospitality Village	1,500	2,500	3,500	5000
Hospitality inside the Stadium no.	250	300	350	450
VIP area inside the Stadium no.	250	300	350	450
Broadcast Compound	630	630	630	630
Media Tribune	100	120	150	180
Commentary control room	5	5	5	5
Pitch photographer (each corner, including Infotainment)	20	20	20	20
Primary technical areas 1 and 2 no.	20 each	20 each	20 each	20 each
Secondary technical areas	3 each	3 each	3 each	3 each
Telecom carrier room no.	15 each	15 each	15 each	15 each
Goal-Line Technology (GLT) control room	10	10	10	10
Additional roof lighting for ceremonies	-	-	2 x 80	
(opening Match only)	2 x 80			
IT and GLT equipment in catwalk	5	5	5	5
Logistics compound (office container)	10	10	10	10
Logistics compound (cleaning service office container)	5	5	10	10
Logistics compound (cooling container soft drinks supplier)	3 * 15	3 * 15	6 * 15	6 * 15
Logistics compound (cooling container beer supplier)	2 * 5	2 * 5	4 * 5	4 * 5
Logistics compound (cooling container concessions)	2 * 15	2 * 15	4 * 15	4 * 15
Logistics compound (charging point for equipment/e.g. golf buggies for medium cargo and passengers and/or scissor lifts)	7 * 5	7 * 5	14 * 5	14 * 5
Logistics compound (elevating working platform)	5	5	10	10
Waste compound (compactor for residual waste)	tbc	tbc	tbc	tbc
Waste collection compound (compactor for paper, cardboard, etc.)	tbc	tbc	tbc	tbc
Waste collection compound (compactor for packaging waste)	tbc	tbc	tbc	tbc
IT Technology compound	60	60	60	60
Commercial Display area	120	150	200	250
Additional concession stands (each)	15-20	15-20	15-20	15-20
Food production hubs/temporary kitchens (each)	60	60	60	60
Entrances mag-and-bag points (each)	10	10	10	10
Trunked radio base station	3	3	3	3
Vehicle search park	40	40	40	40
Stadium Media Centre *	125	150	200	250
Accreditation Centre *	20	20	30	30
Ticketing Centre *	15	15	20	20
Ticket clearing point (each) *	2	2	2	2
Volunteer Centre *	30	30	40	40
Electronic Perimeter Board	300	300	300	300

The following requirements shall apply to ensure an efficient and reliable Stadium Domestic Power supply:

- At least n-1 redundancy concept for all relevant segments of the supply
- At least two redundant feeders starting at different substations from the local distribution grid on medium voltage level
  - o Each segment feeder is required with a backup cable in a normal open half-ring operation concept and manual changeover in case of faults
- Main feeder cables to the Stadium shall not run in the same trench to ensure backup in case of cable damage
- Division of the total Stadium load in two equal segments
  - o Each main transformer station uses two transformers, one connected to mid voltage main feeder A, the other one to feeder B
- Automatic changeover system with interlock in all main transformer stations at low voltage side between transformers A and B
- One or more stationary diesel generators for backup which can be used in cold or hot standby, as well as running under full load
- Battery backed-up uninterrupted power supply systems for the most critical systems
  - o This includes but is not limited to safety and security lighting and information systems, floodlight (at least at 1,400 Lux shall be guaranteed), safety systems, main servers, key network components, and others according to operational requirements or legislation etc.
  - o Running for a minimum of three hours regarding safety and security critical installations (e.g. emergency lighting, CCTV, VOC functions) shall be ensured
  - o Running for a minimum of 30 minutes for other regular event-related functions shall be ensured
- Remote control and visualisation of key functions on SCADA (supervisory control and data acquisition)-based systems shall be implemented
- Continuous co-generation in parallel operation with the grid as a secured source is not suitable
- Complete electrical building management system, integrated into the central control room. This shall include power quality analysers in key distribution locations, with remote access and event/transient logging functionality
- Individual UPS units shall be close to the critical components/areas (central unique Stadium-wide UPS is not an option)
- UPS type shall be “dual-conversion/online” models

### F.15.7. Sanitary facilities

All Stadiums shall be equipped with adequate and clean sanitary facilities and shall:

- Be distributed evenly throughout and within the 4 sectors of the Stadium and on the different floors
- Be located within 40m of special access seats
- Be equipped with flushers and appropriate lighting, sinks and respective amenities that must be available all through the Exclusive-Use Period, in particular on any matchday
- Be (partly) designed to allow use by children, provide sufficient number of facilities for both sexes and disabled individuals and be designed according to the environmental principles to reduce wastewater
- Be serviced by cleaning and waste disposal according to the cleaning and waste management schedule
- Be lockable in order to keep the facilities clean before the gates are opened to the public
- Ideally be connected to a freshwater supply and wastewater connection when outside the Stadium bowl. Alternatively, a temporary solution with tanks shall be provided
- Include separate facilities only accessible by the VVIP/VIPs and hospitality guests in the indoor and outdoor VVIP/VIPs and hospitality areas

The number of sanitary facilities shall be planned according to Stadium capacity and layout as well as local regulations and applicable laws. Nevertheless, FIFA recommends installing sanitary facilities at a male-to-female ratio of 65:35.

The following sanitary facilities shall be installed inside the Stadium:

	Toilets	Urinals	Sinks
Male	1 per 200 male spectators	1 per 85 male spectators	1 per 200 male spectators
Female	1 per 50 female spectators	-	1 per 100 female spectators

At least one wheelchair-accessible toilet per 15 wheelchair-user places (2.2m x 1.5m each) shall be provided inside the Stadium.

In VVIP, VIP and hospitality lounges the following accessible sanitary facilities shall be provided:

	minimum amount	minimum area (per amount)	position & additional specifications
Sanitary facilities - VVIP Lounges	at least 2 per floor	2.2m x 1.5m	at least 1 at each end of each floor of the lounge; located within 40 m of special access seats;
Sanitary facilities - VIP Lounges	at least 4 per floor	2.2m x 1.5m	at least 2 at each end of each floor of the lounge; located within 40 m of special access seats;
Sanitary facilities - Hospitality Lounges	at least 4 per floor	2.2m x 1.5m	at least 2 at each end of each floor of the lounge; located within 40 m of special access seats;

Outside the Stadium, at least one stand-alone unisex wheelchair user-accessible toilet shall be provided in all of the back-of-house areas (e.g. volunteers, media, security, office areas).

Outside the Outer Stadium Perimeter at least one cabin for every 1,000 spectators' net capacity shall be provided, located adjacent to the main access points..

In the case that parking areas for spectators with disabilities are allocated outside the Outer Stadium Perimeter, toilet facilities shall be provided at the parking area: 1-2 cabins depending on the capacity of the parking are sufficient.

### **F.15.8. Freshwater/wastewater**

In each Stadium, freshwater provision and wastewater processing shall be provided according to the freshwater/ wastewater levels required/produced.

The following freshwater/wastewater requirements shall be implemented at all Stadiums:

- Drainage of any temporary areas through the public sewage system
- Flooding certification
- Freshwater supply and replacement of drinking water of such a nature that no harm to human health can ensue
- Temporary water supply for the temporary spaces around all Stadium Sites
- Building site water supply during the building or renovation phase, if applicable
- Wastewater collection with connection to sewage pipes and shafts of adequate dimensions for all permanent and temporary facilities
- Extinguishing water provision with fire hydrants or, if this is not sufficient, through temporary extinguishing water provision.

In every Stadium, drinking water fountains (1 per every 500 spectators) shall be installed near sanitary facilities throughout the concourse and Stadium bowl.

### **F.15.9. Vertical connections/lifts and escalators**

A sufficient number of passenger and cargo lifts as well as escalators shall be provided according to the Stadium-specific situation.

The following requirements shall apply:

- The number of lifts provided and their sizes shall be calculated based on the number of disabled and non-disabled spectators expected to use them on matchdays, to ensure they do not experience undue delays entering or exiting the Stadium and its facilities.
- Lifts shall be located close to other means of vertical circulation such as stairs and ramps.
- All lift systems shall be equipped with safety measures and communications.
- Lifts shall be capable of operating in different modes to allow for different access and egress scenarios.

### **F.15.10. ATMs**

Automatic teller machines (ATMs) and prepaid kiosks shall be supplied in public as well as working areas in each Stadium.

The following requirements shall apply:

- At least 1 ATM per Stadium level shall be installed in public areas.
- 1 ATM shall be installed in the Stadium Media Centre.
- A dedicated IT network infrastructure and continuous power supply (with controlled access to avoid accidental unplugging) shall be provided.

## F.16. TICKETING

A visible and appropriate ticketing presence at the FIFA World Cup Stadium is an important part of the ticketing operations. Specific ticket checks and ticketing infrastructure shall be installed to ensure that all ticket holders are provided with a high level of service and assistance should they encounter problems with their tickets or wish to collect them.

The ticketing operations and infrastructure taking place at all Stadiums shall be developed and implemented in alignment with the Electronic Access Control System (section F.2.1.6.) and the Security operations at the Stadium (see section F.13.).

While operations will be performed by FIFA, the Electronic Access Control System and infrastructure required to process the tickets shall be provided as part of the Stadium Authority deliverables..

### F.16.1. Stadium ticketing infrastructure

Sufficient space and infrastructure within each Stadium and/or at the Outer Stadium Perimeter shall be provided to permit the operation of ticket sales offices where tickets may be sold, collected and/or returned.

In case of ticket-related queries or issues (such as Stadium entry problems, lost/damaged/stolen tickets, last-minute ticket collections, print conversions, exchange or re-sold tickets and fraudulent tickets), these issues shall be treated at the Stadium Ticketing Centre and the Ticket Clearing Points.

#### Stadium Ticketing Centre

The Stadium Ticketing Centre shall:

- Be located outside the outer Stadium perimeter(close to the largest entrance) and within the Controlled Area at every Stadium Site (1 per Stadium)
- Be accessible by all Stadium visitors, also in the absence of a ticket
- Serve as a point where ticket-related queries or issues will be resolved and as deployment and strategic planning centre for the ticketing staff at the Stadiums
- Be equipped with the specific technical equipment allowing scanning, printing and replacement of tickets and smart cards and communication with all Stadium locations
- Have the following sizes adapted to the type of Match that is taking place in the Stadium

Minimum area/ Match Category	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter-Final; Semi-Final	Opening Match; Final
Stadium Ticketing Centre	232m <sup>2</sup>	282m <sup>2</sup>	432m <sup>2</sup>

Sufficient queuing area, back office and meeting room space shall be allocated to allow for a safe and efficient waiting time, allow administrative efficiency/serve as Site hub and settle sensitive customer issues.

**Ticket Clearing Points**

The Ticket Clearing Points shall:

- Be located around the Inner Stadium Perimeter, close to the turnstiles, at every Stadium Site ( $\geq 2$  per Stadium based on Stadium's capacity)
- Be the first point of contact for all ticket holders should they encounter any entry problems at the turnstiles and offer quick assistance to resolve the issue
- Have a minimum size of 4m<sup>2</sup>
- Be equipped with the specific technical equipment and event network access to the ticketing applications and the Electronic Access Control System to allow communication with all Stadium locations

## F.17. TV AND MEDIA OPERATIONS

The specific needs of host broadcaster, TV and radio Media Rights Licensees and non-rights-holders, the written press, web journalists and photographers must each be individually catered for in terms of facilities and services, while simultaneously providing millions of viewers, listeners and readers around the world with the best-possible experience.

In order to ensure that the TV and media operations have sufficient space throughout the Stadium, seat removals will have to take place to install installations such as television platforms, the media tribune, etc. The exact quantity will be decided based on the Stadium layout and the required installations at each Stadium..

All TV and media locations within a Stadium shall be delivered and equipped with the adequate general FF&E and also include power supply and other required utilities, electronical connections and plugs, HVAC, backdrops, etc. This excludes broadcast technology such as cameras, microphones and signal cables, provided through the host broadcast service provider.

### F.17.1. Media operations

#### F.17.1.1. Media tribune

The Media Tribune will, wherever the existing Stadium infrastructure cannot be used, be provided by FIFA. It is the responsibility of the Stadium to remove and store any existing seating as well as provide power as per the requirements.



The media tribune shall:

- Be the section of the Stands in any Stadium which is for the exclusive use by media representatives to report on a Match taking place within the Stadium.

- Be designed in such a way that the capacity can be easily increased or decreased as the number of seats and positions required in the media tribune may vary from Match to Match and ensure and that other media working areas are quickly and easily reached
- Be fully protected from inclement weather conditions and separated from the public areas by a buffer of observer seats and/or written press without desks
- Offer an unobstructed view of the entire field of play by being centrally situated in elevated positions on the same side of the Stadium as the main television camera positions
- Be accessible for disabled people, people with limited mobility and obese people

The layout of the media tribune shall include all of the following:

- Commentary positions (including ComCams)
- Written press with desks
- Written press without desks
- Camera positions
- Photographers' positions
- Observer seats
- Broadcast technical space (for equipment and cable pathways)
- IT&T technical spaces and cable pathways
- Announcer positions (potentially, if required)

The media tribune shall have the following minimum capacities adapted to the type of Match that is taking place in the Stadium:

Media Tribune capacities / Match Category	Group match; group match with home team; round 32; round of 16; Third-Place Match	Quarter-Final	Semi-Final	Opening Match	Final
TV and Radio Commentary Positions	110	120	130	160	180
Written Press Seats with Desk	300	400	600	600	750
Written Press Seats without Desk	100	200	300	400	400
Observer Seats	250	280	420	500	500
Tribune Photographers' Positions	50	50	100	100	100

The following requirements shall apply:

- Each commentary position consists of a desk and three chairs
- Commentary and written press desks must have at least the dimensions 1.8m x 0.6m x 0.7m (length x width x height)

Tribune photographers' positions shall be located in the front row sets of the media tribune and only every second seat of the front row shall be used (equipment space needed by photographers)

The aforementioned media tribune capacity shall include the following accessible working areas for disabled people and people with limited mobility:

Media Tribune accessible capacities/ Match Category	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter- Final	Semi- Final	Opening Match	Final
TV and Radio wheelchair user commentary positions	1	1	1	2	2
TV and Radio easy-access/extra-width seat commentary position	1	1	1	1	1
Written Press with Desk – Wheelchair users	3	4	8	8	10
Written Press with Desk – Easy-access/ extra-width seats	1	1	3	3	3
Written Press without Desk – Wheelchair users	3	4	8	8	10
Written Press without Desk – Easy-access/extra-width seats	1	1	3	3	3
Observer Seats – Wheelchair users	3	3	4	5	5
Observer Seats – Easy-access/ extra-width seats	1	1	1	2	2
Tribune Photographers – Wheelchair users position	1	1	1	1	1
Tribune Photographers – Easy-access/ extra-width seats	1	1	1	1	1

### F.17.1.2. Stadium Media Centre

The Stadium Media Centre will be equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC needs to be provided by the Stadium Authority. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium.

The Stadium Media Centre shall:

- Serve as the heart of the media facilities in the Stadium and the “home” of the journalists, especially during the Competition. This is the place where they can work, meet colleagues or take advantage of different services, including food and beverages

- Offer all the facilities and services a journalist or photographer could ask for in order to be able to carry out a professional job on a daily basis
- Be located as close as possible to the Stadium’s media areas
- Be fenced and only be accessible to those in possession of the right accreditation pass.
- Be as similar as possible across all Stadiums (i.e. type, construction quality, layout and facilities). Exceptions shall be made for the one or multiple Stadium Media Centre(s) chosen by FIFA to serve as primary Stadium Media Centre(s) with extended opening hours and meeting advanced technical and other requirements
- Have a very solid and robust structure due to the nature of the activities executed and the material that will be installed thereby
- Have the following sizes adapted to the type of Match that is taking place in the Stadium:

	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter- Final	Semi- Final	Opening Match; Final
Minimum area/ Match Category	2,000 m²	3,000 m²	4,000 m²	5,000 m²

Media Working Area

The Media Working Area shall:

- Be the central part of the Stadium Media Centre and provide a professional working environment for all media representatives to produce and send their work pieces back to their news desks
- Have the following minimum amount of work places adapted to the type of Match that is taking place in the Stadium

	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter- Final	Semi- Final	Opening Match; Final
Work places/ Match Category	300	400	600	800

### Photographers' Working Area

The photographers' working area shall:

- Be a professional working space for the photographers to allow them to produce and fine-tune their work
- Be an area separated from the media working area, as they require different working conditions than their colleagues of the media operations, although they might represent the same media organisation
- Have the following minimum amount of work places adapted to the type of Match that is taking place in the Stadium

If the Stadium Media Centre is located far away from the Stadium/pitch access, an additional photographers' working room is required (250m<sup>2</sup>)

	Group match; group match with home team; round of 32; round of 16; Third-Place Match	Quarter- Final	Semi- Final	Opening Match; Final
Work places/ Match Category	150	150	200	250

### Media catering area

The media catering area shall:

- Be available for all accredited personnel working within or immediately next to the Stadium Media Centre and shall supply a diversified catering solution to all.
- Have a service level and operating hours to be decided based upon the Stadium, Match Schedule and expected attendance
- Have the following capacity
  - o 200 Seats at the Opening Match and Final Match
  - o 100 Seats for all other match categories
- Include areas for back-of-house, storage, kitchen, etc.

**FIFA/Member Association offices**

FIFA/Member Association offices shall:

- Be a separate part of the Stadium Media Centre where members of FIFA and the Member Association conduct their daily work
- Include the following areas and spaces

	Minimum area	Occupancy (expected no. of people)
FIFA Venue Media Officers	15m <sup>2</sup>	2
FIFA Media Officers	10m <sup>2</sup>	2
Digital Office	10m <sup>2</sup>	2
Digital Office	20m <sup>2</sup>	2
FIFA Media Channel	10m <sup>2</sup>	2
Member Association Venue Press Officers	15m <sup>2</sup>	2
Member Association Deputy Press Officers	15m <sup>2</sup>	2
FIFA/Member Association communication/information	20m <sup>2</sup>	4
STA 1 (IT technical area)	12m <sup>2</sup>	
STA 1 (IT technical area)	12m <sup>2</sup>	
Meeting Room	30m <sup>2</sup>	12 seats
Meeting Room	50m <sup>2</sup>	20 seats
Volunteers' area	25m <sup>2</sup>	
Storage area	25m <sup>2</sup>	
Printer room	20m <sup>2</sup>	

### Information and Service Points

Information and service points shall:

- Be allowed dedicated space to give all media representatives information, whether for editorial purposes, logistical or pure practical information..
- Offer multiple number of information points, desks and support services, such as: reception desk, ticket desk, Host City information desk, tourism board service desk, camera repair service, area for Commercial Display, etc.
- Include the following areas and spaces

	Minimum area	Occupancy (expected no. of people)
FIFA/Member Association media office reception desk	5m <sup>2</sup>	
Information desk1	20m <sup>2</sup>	
Ticket distribution desk (Written press)	20m <sup>2</sup>	
Ticket distribution desk (Photographers)	20m <sup>2</sup>	
Internet corner		10 laptop positions
Lockers		100 lockers
Pigeonholes		20 pigeonholes
Host City Information Desk	10m <sup>2</sup>	
Tourism board information desk	10m <sup>2</sup>	
Travel Services	10m <sup>2</sup>	
IT Helpdesk	35m <sup>2</sup>	
Telecom partner area	25m <sup>2</sup>	
Camera repair service – Partner 1	25m <sup>2</sup>	
Camera repair service – Partner 2	25m <sup>2</sup>	
Area for Commercial Display	50m <sup>2</sup>	

### F.17.1.3. Mixed zone

The mixed zone will be equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC needs to be provided by the Stadium. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building..

The Mixed Zone shall:

- Be the area between the dressing rooms and the Team buses where accredited written press, radio and TV reporters can interview players as they leave the Stadium after the Match. Separate accesses for Team delegation members and media representatives shall be provided.
- Require a minimum total size of 600m<sup>2</sup>
- Be easily reachable from the dressing rooms but also from the different media working areas and be out of bounds and invisible to the public
- Be divided in two parts: one for written press/radio and one for TV broadcasters. The area for TV broadcasters requires space of at least 150m<sup>2</sup>. In addition, the FIFA team TV crew and a representative of FIFA digital (fifa.com) shall have a dedicated area (minimum 4m<sup>2</sup>) assigned before the start of the mixed zone for general media called the pre-mixed zone.

Have barriers erected between the media representatives and the Team delegations and be equipped with the respective FIFA World Cup backdrops.

### F.17.1.4. Press Conference Room

The press conference room will be equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC need to be provided by the Stadium Authority. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building..

The Press Conference Room shall:

- Be provided at every Stadium to allow for the holding of filmed conferences from the Participating Member Associations and, when required, other constituent groups
- Have the following sizes and capacities
  - o 400m<sup>2</sup>/150 Seats at all Match categories other than the Final
  - o 500m<sup>2</sup>/200 Seats at the Final
- Provide the players and coaches with a separate entrance door leading directly to the head table and also allow easy access for the media working groups through a second entrance
- At one end of the room, have a platform to accommodate coaches, players, media officers and/or other officials as required with a solid wall behind
  - o Minimum dimension of conference platform: 8m x 2m x 0.3m (length x width x height)

- At the other end of the room, facing the platform, have a podium for TV crews and their cameras and tripods
  - o Minimum dimension of TV podium: 10m x 2m x 0.5m (length x width x height)
- Have facilities for A/V operations and remote interpretation and the adequate FIFA World Cup backdrops
- Be equipped with the necessary A/V equipment and installations (including microphones, split boxes, digital mixing desk, audio monitors, microphone boom poles, loudspeakers etc.)

### **F.17.1.5. Pitch photographers**

200 Pitch photographer positions shall:

- Be provided to allow the capture of memorable action and moments of the FIFA World Cup
- Each be equipped with a numbered chair and adequate connections (i.e. waterproof power plugs and cabled internet access).
- Be at the level of the Field of Play, behind the advertising boards installed behind both goal lines and the touchline at the opposite side of the Team benches.

### **F.17.2. TV operations**

TV operations in the Stadium are conceived with three main goals:

- production of the multilateral images by the host broadcaster
- facilitation of unilateral broadcasts by the Media Rights Licensees, and
- production of additional content by FIFA TV

#### **F.17.2.1. Broadcast Compound**

The broadcast compound shall:

- Be the hub of broadcast operations at every Stadium
- Allow the parking and storage of outside broadcast vans and other vehicles and equipment and provide enclosed office and production space with necessary air-conditioning and/or heating, power and lighting and dedicated and secure storage space as well as toilets as may be required by the host broadcaster, selected Media Rights Licensees and any third parties to provide TV graphics, data collection and telecommunications services.

The following requirements shall apply:

- Minimum area
  - o 4,000m<sup>2</sup> at Group Match, Round-of-16 and Quarter-Final Stadiums
  - o 6,000m<sup>2</sup> at Opening, Semi-Final and Final Match Stadium(s)

- It shall ensure a solid even surface, be without any obstacles, provide suitable drainage in case of rain and be a permanently secured and fenced (minimum height of 2.5m) area, have a weight load at least 500kg per m<sup>2</sup>, with entrances for trucks and pedestrians and provide an unobstructed view to the satellite orbit. The compound fence must be strong enough to support cable weights of 40kg/m.
- Public road access to and exit routes from the broadcast compound leading to and from the Stadium (or its ring road) shall cater for 40t trucks, that could be up to 20m long, 2.5m wide and 5m high. The designated space, its access and exit roads and dedicated entry/exit points or gates shall allow an above-described truck to easily pass or reverse in front of the entry, move within or exit the broadcast compound.
- Provision of cable paths and trays from and within the broadcast compound to different broadcast areas around the Stadium, including a potential cable bridge or tunnel
- Food and beverage concessions
- Secured space with adequate lighting, CATV system and security patrol



### **Host Broadcaster House**

The host broadcaster house will be provided, equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC needs to be provided by the Stadium. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building.

The host broadcaster house shall:

- Be the area within the broadcast compound where the host broadcaster is provided with the adequate office, production and technical space and installations to allow the production of quality televisual content
- Be provided as a robust and waterproof modular solution made of temporary installation allowing the construction of multiple technical rooms
- Have a total minimum area of 555m<sup>2</sup>

### **GLT Control Room**

The GLT control room will be provided, equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC need to be provided by the Stadium. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building.

Due to their reliance on the feeds available from the broadcast compound, the goal-line technology control rooms (at least 15m<sup>2</sup>) shall be accommodated in the broadcast compound.

### **Broadcast Compound Storage Space**

A large safe storage space (at least 400m<sup>2</sup>) shall be provided as part of the broadcast compound to allow for the secure handling of material. This storage space shall provide a minimum of 1,000m<sup>3</sup> volume of secure (lockable) storage space.

## **F.17.2.2. Commentary control room**

The commentary control room will be equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC need to be provided by the Stadium. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building.

The commentary control room shall:

- Serve as a hub for connecting the commentary signals to the telecom network, be of a rectangular shape and be only one room, where it is possible to block all natural light.
- Be located as close as possible to the media tribune

- Have the following space requirements adapted to the type of Match that is taking place in the Stadium.
  - 100m<sup>2</sup> at the Opening Match, Quarter-Finals, Semi-Finals and Final
  - 80m<sup>2</sup> at all Match Categories other than the above
- Have layout and technical specifications allowing frequent changes and movements as the equipment utilised in this room will need to be rigged and derigged for each Match.
- Include adequate space for storage (≥ 20m<sup>2</sup>).

F.17.2.3. Presentation studios

The presentation studios will be, wherever the existing Stadium infrastructure cannot be used, provided by FIFA. It is the responsibility of the Stadium to remove and store any existing seating as well as provide power as per the requirements.

All presentation studios shall:

- Allow an efficient and uninterrupted presentation of the Media Rights Licensees pre- and post-Match shows
- Provide an unobstructed view of the Pitch Area and be equipped with the respective FIFA World Cup backdrop, noise-cancelling equipment and a large window allowing a clear view on the Field of Play without any light reflections
- Have the dimensions 5m x 5m x 2.6m
- The amount of required presentation Studios shall be adapted to the type of Match that is taking place in the Stadium

	Group match; group match with home team; round of 32	Round of 16; Quarter-Final; Semi-Final; Third-Place Match	Opening Match; Final
Minimum amount/ Match Category	4	6	8

F.17.2.4. Announcer positions

Announcer positions will be built and installed by FIFA. It is the Stadium’s responsibility to remove any seats as well as create access routes and ensure a safe and secure operation..

Four (4) announcer positions have to be provided that shall:

- Serve as areas where Media Rights Licensees will conduct “in Stadium” interviews and comments with the Field of Play as backdrop in the period around the Match.
- Have the dimensions 2m x 4m (depth x width)
- Have easy access to broadcast compound and the commentary areas at the media tribune
- Have an unobstructed view of the Field of Play

### **F.17.2.5. Pitchside presentation positions**

Pitchside presentation positions serve as areas where Media Rights Licensees can conduct “in-Stadium” interviews and comments directly adjacent to the Field of Play behind the main stand touchline.

### **F.17.2.6. Interview positions**

Interview positions will be installed by FIFA. It is the Stadium’s responsibility to provide suitable spaces and ensure a safe and secure operation.

All of the following interview positions are required across every Stadium.

#### **Multi-Flash Interview Positions**

Two (2) multi-flash interview positions shall:

- In every Stadium, allow the holding of interviews on or right next to the Field of Play
- Have the minimum dimensions 3m x 3m each

#### **Unilateral Flash-Interview Zones**

Eight (8) unilateral Flash-Interview Zones shall:

- In every Stadium, allow the holding of player’s interviews between the players’ exit of the Field of play and the dressing rooms during the Half-Time break and at the end of each Match.
- Have the minimum dimensions 2.5m x 3.5m each

#### **TV/Interview Studios**

Four (4) TV/Interview Studios shall:

- In every Stadium, be a dedicated space that can be booked by the Media Rights Licensee on a Match-by-Match exclusive basis for post-Match interviews with coaches and players.
- Have a minimum floor space of 40m<sup>2</sup> and a minimum height of 2.6m

One of these TV/Interview Studios shall be adapted for radio broadcasters.

#### **Additional Interview Areas**

The additional interview areas shall::

- In every Stadium and when and where necessary, be provided with the adequate material and installations to allow the conduct of different interviews around the FIFA World Cup Matches

- Include at least the following interview areas
  - o Two (2) coach-on-arrival interview positions
    - Dimensions: 2m x 2m each
    - Located between the Team bus arrival and the Team dressing rooms
  - o One VIP interview position
    - Dimensions 2m x 2m

### **F.17.2.7. Broadcast installations**

#### **Camera Positions and Camera Platforms**

Camera positions and camera platforms will be built and installed by FIFA. It is the Stadium's responsibility to remove any seats as well as create access routes and ensure a safe and secure operation..

The production of the TV signal will require a large number (upwards of 30 for the host broadcaster alone) of camera positions within the Stadium, some of which will entail the construction of platforms in the stands and a corresponding loss of seats. All camera positions shall have unobstructed views of the pitch.

- The main camera shall be positioned away from the sun (i.e. west Stand or south-western side of the Stadium) exactly on the halfway line of the Field of Play. The exact position of other cameras will be defined at a later stage.
- To ensure an unhindered view of the playing area, a clearance of 2.50m from lens height must be maintained in front of cameras in spectator areas. Seats in front of camera positions plus to the right and left of the camera view must be "killed" to ensure this clearance.

Camera platforms will be required to insure an adequate and stable view of the Field of Play for some camera positions across the Stadium bowl. These camera platforms will also result in some seat kills, where required. All camera platforms shall:

- Have a completely stable, level and solid surface which does not bend, bounce nor slip
- Show no evidence of movement or vibrations
- Be separated, freestanding structures that are not connected with other surrounding platforms
- Have a "kickboard" (e.g. an edging strip of timber) not less than 75mm high to retain wheeled tripods and prevent objects from falling over the edge
- Have secured and safe edges to ensure the safety of spectators and operators
- Be easily and safely accessible by operators by means of a ladder clamped to the scaffolding
- When constructed at low levels within grandstands, be of a solid material (i.e. non-inflammable timber)
- When free-standing, be constructed of rigid metal, preferably steel scaffolding

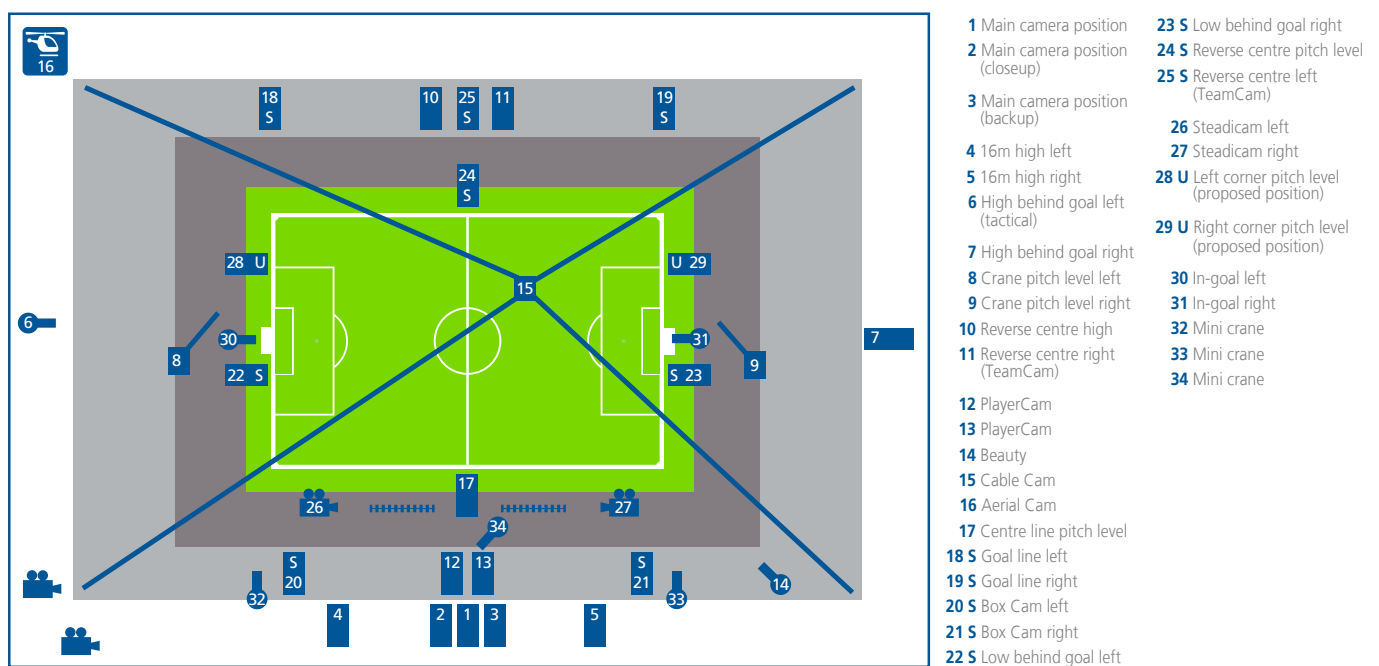
- When of a height of 1m or more, have a safety rail
- When installed on a “Low Shooter” mount, have no handrail running across the camera working area

Camera platforms are required in the following quantities and dimensions:

- One (1) Main Camera platform: 8m x 3m
- 30 other Camera platforms: 2m x 2m

### Speciality Camera Positions

Specific camera positions/camera platforms shall be decided upon during Site visits.



### Microphone Positions

The host broadcaster will place microphones around the Pitch and in the roof of the Stadium in order to capture the ambient Stadium and specific matchplay sound..

### Lighting

With regard to broadcast-specific lighting (min. 800 Lux), the following split of responsibilities shall apply:

- Within presentation studios, media shall provide its own studio lighting
- At all other broadcast areas (e.g. announcer positions, TV/interview studios, mixed zone, pre-mixed zone, etc.), lighting is provided via the host broadcast service provider

F.18. VOLUNTEERS

Volunteers are present at every Stadium across the entire FIFA World Cup. Their presence is required at various Stadium zones, such as media centres and other media areas, information kiosks, ticket-clearing points, logistics areas and transport areas. In order to support the Volunteers in their activities, Volunteer Centres shall serve as bases and service points.

F.18.1. Volunteer Centres

The Volunteer Centre will be equipped and furnished by FIFA, should the existing facilities not suffice. The space (temporary or permanent) as well as power, lighting and HVAC needs to be provided by the Stadium. For the avoidance of doubt, any temporary space provided needs to be of equal quality as an adequate permanent space inside the Stadium building.

The Volunteer Centres shall:

- Be the official Venue where Volunteers are based and serviced to ensure optimal working conditions and work quality. It shall serve as a holding area when the Volunteers are not on duty as well as a location where all briefings, instruction and management of the Volunteers will take place
- Be ideally located inside the Stadium Perimeter
- Have a welcome zone, an animation zone, a socializing zone, accessible sanitary facilities and an on-Site cafeteriaHave facilities that ensure integration of the Commercial Affiliates’ products and services to support the Volunteer Programme
- Have the following sizes adapted to the type of Match that is taking place in the Stadium

The principles for the development, planning and implementation of the Volunteers’ operations are described in section E.24.

	Group match; group match with home team; round 32; Round of 16; Third-Place Match	Quarter-Final; Semi-Final;	Opening Match; Final
Minimum area/ Match Category	800m <sup>2</sup>	1,000m <sup>2</sup>	1,200m <sup>2</sup>

## F.19. WORKFORCE INFRASTRUCTURE

The Stadium Authority shall provide sufficient administrative rooms for use as offices, meeting rooms, working areas and storage space. Also, they must have convenient access to a sufficient number of toilet facilities. Furniture, such as tables and chairs, an adequate amount of bins, lockable cabinets must be provided by the Stadium. The splitting or merging of offices will be based on the available rooms in the Stadium. The following table provides a generic overview of the required spaces.

	Minimum area	Occupancy (expected no. of people)	Position/location; additional specifications
FIFA General Coordinator's (GC) office	40m <sup>2</sup>	2-3	- inside Stadium, ideally inside Main Stand, - near Players' tunnel
FIFA general Office	575m <sup>2</sup>	Approx.65	- General Coordinator - Delegates - Brand Protection - Hospitality - Guest Mgmt - Transport - Marketing - Security - ICT - Technical Services - Accreditation - Access Mgmt
FIFA general storage	80m <sup>2</sup>		3 in total, main, small and for match organisation
FIFA general meeting room	140m <sup>2</sup>	40	3 in total, one main and two small
Merchandise concessionaire's office	20m <sup>2</sup>	2-3	- near the merchandise storage locations
Ceremonies Production Team Office	250m <sup>2</sup>	TBD	- on same level as Ceremonies changing room and Ceremonies prop store - as close as possible to Pitch access tunnel used for Ceremonies
Soft drink CA (Commercial Affiliate) logistics office	70m <sup>2</sup>	2-4	
Beer CA (Commercial Affiliate) logistics office	25m <sup>2</sup>	2-4	
F&B (Commercial Affiliate) concessions office	25m <sup>2</sup>	2-4	
Soft drink CA (Commercial Affiliate) storage room	40-foot container	1	- internal Stadium storage (dry or cold)
Beer CA (Commercial Affiliate) storage room	40-foot container	1	- internal Stadium storage (dry or cold)
Hospitality rights holder's office	25m <sup>2</sup>	4	- should be located near Hospitality Boxes
Cash-handling office	25 m <sup>2</sup>	2-3	- location without any public access - secure room for F&B and merchandise concessionaire
Storage for payment devices	20m <sup>2</sup>	2	- must be accessible to card payment solution provider but not in general spectator area - used for general storage, charging and repair of POS terminals used at F&B and merchandise concessions
Technical services storage (Stadium)	20m <sup>2</sup>	n/a	- close to Media Tribune
Field of play IT equipment storage	20m <sup>2</sup>	n/a	- for mobile racks
Workforce catering Area	Stadium-specific	20	- including back-of-house, storage, kitchen etc. - the function of workforce catering may be integrated within the SMC or Volunteers' Centre cafeteria
Staff Restaurant	180-1,400m <sup>2</sup>	200-550	- including back-of-house, storage, kitchen etc. - depending on the staff canteen concept



