

The image shows a close-up of the FIFA Women's World Cup trophy being held by a player. The trophy is a large, ornate golden cup with a black base. The player's hand is visible, gripping the stem. In the background, there are many other hands reaching up, some in red, suggesting a crowd of fans or teammates celebrating. The background is a vibrant blue with yellow and white confetti falling, creating a festive atmosphere.

FIFA[®]

FIFA Women's World Cup 2023™

Overview of the Bidding Process

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1 Introduction

1.1 Purpose of this document

This document has been prepared by the FIFA administration to provide an overview of the bidding process that will lead to the selection of the host member association(s) of the final competition of the FIFA Women's World Cup 2023™ (hereinafter the "**Competition**").

This overview contains important information regarding key elements of the process. It aims to ensure a fair and transparent process in which:

- all member associations understand the process, in particular the timeline and selection process
- those member associations interested in bidding for and hosting the Competition understand:
 - some of the main infrastructural requirements to host the Competition, in order to initially assess the feasibility of their bid
 - what is involved in terms of preparing a bid to host the Competition
 - how the bids will be evaluated by FIFA
 - the "in-principle" operational model for the delivery of the Competition

1.2 Disclaimer/qualifications

This document is merely intended to serve as an overview document with general information regarding key elements of the bidding process for the Competition. FIFA reserves the right to make changes to the information contained herein at any time. Nothing in this document should be construed as giving rise to any degree of reliance on FIFA in relation to the bidding process. This document in no way constitutes a set of regulations governing, nor does it constitute part of the legal framework of, the bidding process. The legal framework of the bidding process is principally governed by the FIFA Statutes, the FIFA Code of Ethics, the bidding and hosting documents formally issued by FIFA, and any other such relevant documents and decisions issued.

2 Structure of the process

2.1 Key principles

Recognising the scale and importance of the FIFA Women's World Cup™ as our flagship women's football tournament and arguably the largest women's single-sport event in the world, FIFA has enhanced the bidding process for the FIFA Women's World Cup 2023™.

Key objectives highlighted in FIFA's newly developed Women's Football Strategy are firmly entrenched in the bidding process for the FIFA Women's World Cup 2023™, including the importance of optimising the sporting and commercial value of the tournament. Moreover, FIFA drew upon lessons learnt from the revamped and highly successful 2026 FIFA World Cup™ bidding process, adopting important principles and mechanisms where appropriate.

Factoring in these elements, the following principles have been applied to this bidding process: objectivity, transparency, vision and commitment to sustainability and human rights. These are outlined below.

Objectivity

The evaluation of the bids must be as precise and unbiased as possible. This includes a process for rating key aspects of each bid.

Vision

FIFA's bidding process for the FIFA Women's World Cup 2023™ will be guided, in part, by its recently developed Women's Football Strategy. The FIFA Women's World Cup™ needs to be a catalyst for the development of the women's game, and raising the profile of the world's premier women's football sporting event is FIFA's priority. In its evaluation, an important consideration will be each bidder's ability and plan to optimise all sporting and commercial elements related to the hosting of the FIFA Women's World Cup™.

Transparency

In this document, FIFA has provided a summary of the bid book content and detailed the high-level hosting requirements and the evaluation model. The bid books produced by the bidding member associations, as well as FIFA's evaluation report, will also be published. Based on these reports, the FIFA Council will make a decision as to which member association(s) will be appointed to host the FIFA Women's World Cup 2023™. The result of each ballot and the related votes by members of the FIFA Council will be open and made public.

Commitment to sustainability and human rights

The FIFA Women's World Cup™ must be organised following sustainable event management principles and respecting internationally recognised human rights. As with the FIFA World Cup™, FIFA is fully committed to conducting its activities in connection with hosting the FIFA Women's World Cup™ based on sustainable event management principles – in line with ISO 20121 – and to respecting international human rights and labour standards in accordance with the United Nations Guiding Principles on Business and Human Rights.

On this basis, FIFA also requires the implementation of human rights and labour standards by the bidding member associations, the government and other entities involved in the organisation of the tournament, such as those responsible for the construction and renovation of stadiums, training sites, hotels and airports.

2.2 Eligibility

All member associations eligible

In accordance with article 69 of the FIFA Statutes, all member associations affiliated to the AFC, CAF, Concacaf, CONMEBOL, the OFC and UEFA are eligible to participate in the bidding process for the FIFA Women's World Cup 2023™.

Single or joint bids permitted

A member association that expresses an interest and registers to participate in the bidding process may prepare and submit an individual bid or a joint bid in collaboration with one or more other member associations.

2.3 Timeline and key activities

Following the launch of the process in February 2019, member associations interested in bidding to host the Competition were given until mid-March 2019 to submit their expressions of interest.

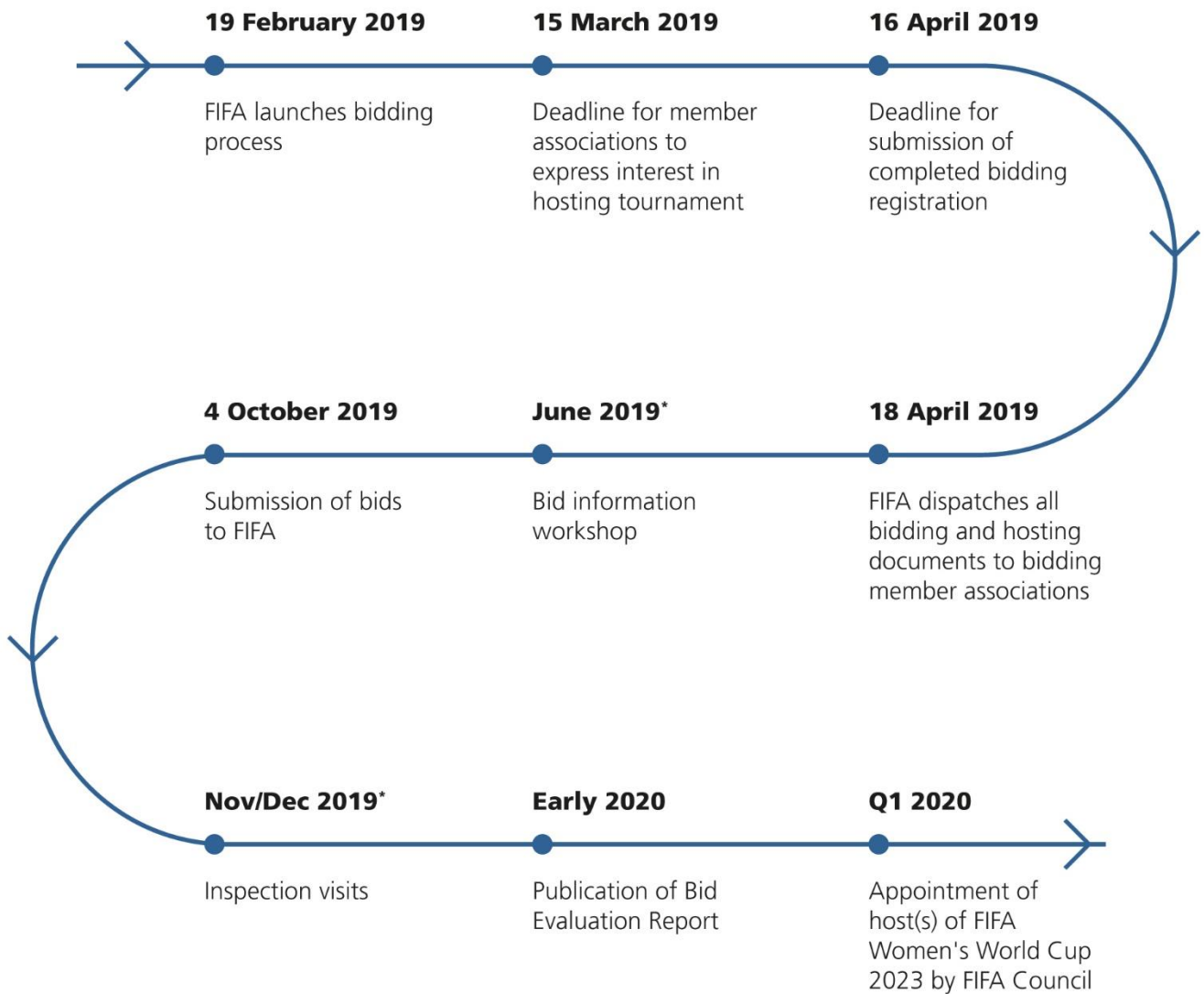
The bidding registration – an agreement necessary to ensure that the key principles of the bidding process are observed – will be provided to interested member associations. This must be returned by mid-April 2019 and also serves as a confirmation to FIFA of the bidding member associations involved in the process. FIFA will then make the full suite of bidding and hosting documents available to these bidding member associations.

FIFA's enhanced bidding process for the FIFA Women's World Cup 2023™ will also include, for the first time, a bid information workshop. Currently scheduled to take place in June 2019, this workshop aims to give bidding member associations the opportunity to exchange further information with FIFA on requirements, bid content and their initial concepts as they look to prepare the strongest bids possible.

Bidding member associations will be required to submit their bids to FIFA in October 2019. FIFA will then conduct a thorough evaluation process, including on-site inspection visits, before publishing its findings in a Bid Evaluation Report in early 2020.

Finally, the appointment of the host(s) of the FIFA Women's World Cup 2023™ is expected to take place at the FIFA Council meeting in the first quarter of 2020.

FIFA Women's World Cup 2023™ – bidding process timeline*



*Dates are subject to change.

3 Competition and format

It is important to note that this bidding process **only relates to the final competition of the FIFA Women’s World Cup 2023™**. The FIFA U-20 Women’s World Cup 2022 will not be awarded to the same host(s) and will be the subject of a separate bidding process, to commence at a later date.

The Competition is expected to maintain the format of the 2019 edition: a 24-team tournament with a group stage involving six groups of four teams each, followed by a knockout stage commencing with the round of 16, making for a total of 52 matches altogether. The format is visually represented below:

Group A:	Group B:	Group C:	Group D:	Group E:	Group F:
A1	B1	C1	D1	E1	F1
A2	B2	C2	D2	E2	F2
A3	B3	C3	D3	E3	F3
A4	B4	C4	D4	E4	F4

- Three matches per team
- The top two teams in each group qualify for the round of 16
- The four best teams among those ranked third qualify for the round of 16



4 Scope of content: bidding documentation

4.1 Bid book

The bid book’s main purpose is to provide a comprehensive presentation of the bid to FIFA and its decision-making bodies in connection with the bidding process. The bid book is to be produced in accordance with the requirements defined by FIFA regarding structure, content and format. These requirements will be provided during the bidding process.

In the interest of transparency, FIFA will publish the bid books in full on FIFA.com after their submission.

For reference purposes, an overview of the topics to be covered in the bid book is illustrated below, followed by a description of the content that FIFA expects to request in relation to each topic. This information is also contained in the bidding registration.

Event vision and key metrics	Event infrastructure	Event services	Commercial	Human rights and sustainability
Hosting vision and strategy	Stadiums	Accommodation	Revenues and contributions	Human rights and sustainability
Women’s football: development and legacy	Team and referee facilities	Transport	Organising costs	
Communication and event promotion	IBC site	Safety and security		
General information – candidate host country and host cities	Competition-related event sites	Health, medical and anti-doping		
Event timing		IT&T		

Part A: Event Vision and Key Metrics

1. Hosting vision and strategy

The overall success of the FIFA Women’s World Cup™ in the host country/countries can be fostered by a bespoke, integrated hosting vision and strategy to be developed by the government(s), member association(s) and host cities involved.

The member association(s) shall provide information on:

- (i) their overall hosting vision and strategy as well as the related objectives
- (ii) an explanation as to how the hosting vision and strategy are closely aligned with the FIFA Women’s Football Strategy

2. Women's football: development and legacy

The above-mentioned hosting vision and strategy shall, in particular, address the legacy effects and related objectives envisaged by the government(s) and member association(s). The legacy of the Competition is about making a lasting positive impact, with a focus on women's football in the host country/countries.

The member association(s) shall, in particular, provide information on:

- (i) women's football in the host country/countries and the manner in which the Competition is intended to contribute to the development of women's football both locally and regionally
- (ii) the positive legacy effects targeted for women's football in the host country/countries and abroad
- (iii) the sporting and other infrastructure planned to be developed in the host country/countries

3. Communication and event promotion

In order to engage with all parts of society in the host country/countries during the preparation, organisation and staging of the Competition, a long-term, comprehensive and meaningful event promotion and communication strategy is key.

The member association(s) shall provide an initial concept for an overall event promotion and communication strategy, detailing how they intend to reach the biggest possible audience.

4. General information: host country/countries and host cities

The member association(s) shall provide an overview of the host country/countries. This includes general information on the host country/countries and the proposed host cities as well as information on the political system and the economic situation in the host country/countries.

In particular, the member association(s) shall provide the following information:

- (i) an overview of the host country/countries and information about the proposed host cities (including the number of inhabitants, altitude, average temperatures, etc.)
- (ii) a description of the main public holidays in the host country/countries
- (iii) an overview of tourism and the top five major sporting events in the host country/countries
- (iv) political information relating to the host country/countries, such as the overall territorial structure, the levels of government and the basic allocation of power amongst the different levels of government
- (v) economic information relating to the host country/countries, such as forecasts regarding economic growth and per capita income, inflation and currency exchange rates between the local currencies and the US dollar/Swiss franc

5. Event timing

The timing of the Competition is a matter that is formally approved after the appointment of the host association(s).

This decision takes into account a number of different considerations, including (but not limited to) the following:

- the FIFA women's international match calendar
- the climatic/weather conditions of the host country/countries
- the timing of other FIFA and confederation tournaments
- the local football calendar as well as the sporting and events calendar more generally
- other considerations that may affect the exposure of and interest in the tournament and the availability of relevant sporting and non-sporting infrastructure, etc.

On the basis of the factors above, in particular the FIFA women's international match calendar, the member association(s) shall provide confirmation that the Competition can be hosted in the host country/countries in the period designated for the FIFA Women's World Cup 2023™ (10 July 2023 – 20 August 2023), and identify any risks arising from hosting the Competition during this period (taking into account the factors referenced above).

Part B: Event Infrastructure

6. Stadiums

The number of stadiums selected for the Competition shall be determined by FIFA at the conclusion of the stadium selection process. The minimum will be six.

The member association(s) shall provide a minimum of eight proposed stadiums in their bid.

Furthermore, in relation to each proposed stadium, the member association(s) shall provide:

- (i) key information on the stadium, including the orientation, roofing, seating capacity, pitches and dimensions, technical installations, spaces in and around the stadium (including parking), details of the owner(s)/operator(s)/main user(s) of the stadium and the immediate surroundings, the location and accessibility of stadium, etc.
- (ii) information on the planned construction and/or renovation of each proposed stadium (if applicable), including an estimate of the financial resources planned to be used and an outline of the financing/investment structure envisaged and the extent to which such financing is based on public and/or private funding
- (iii) an estimate of the financial resources planned to be used for the fulfilment and delivery of all FIFA Women's World Cup-related requirements that may be necessary on top of construction and/or renovation of each proposed stadium for its regular use, including any temporary facilities (e.g. temporary stands, temporary hospitality facilities, parking facilities, TV compounds, media facilities, fencing, IT, ground levelling, cleaning and waste management, access control and security, pitch

upgrades, etc.) as well as an outline of the financing/investment structure envisaged and the extent to which such financing is based on public and/or private funding

- (iv) information on the current use of each proposed stadium (if applicable) and the type of sporting events regularly hosted in the proposed host city and the proposed stadium, as well as average attendances at such sporting events throughout the last two years
- (v) a description of the stage of the Competition for which each of the proposed stadiums may be used (i.e. group stage, round of 16, quarter-finals, semi-finals, etc.)
- (vi) information on the envisaged legacy use of each proposed stadium after the Competition

7. Team and referee facilities

An important element of hosting and staging the FIFA Women's World Cup™ is the provision of training sites and accommodation for the teams and the referees. These sites must meet the competition requirements.

The member association(s) shall provide:

- (i) proposals for Team Base Camp facilities, consisting of:
 - a. a minimum of 36 Team Base Camp Hotels
 - b. a minimum of 36 Team Base Camp Training Sites
- (ii) proposals for venue-specific team facilities, consisting of:
 - a. a minimum of four team hotels per proposed stadium
 - b. one training site for each of the proposed team hotels (within approximately 20 minutes' drive)
- (iii) proposals for referee HQ facilities, consisting of:
 - a. a minimum of two Referee Base Camp hotels
 - b. one training site (with a minimum of three pitches) for each of the proposed Referee Base Camp hotels

Furthermore, in relation to each proposed hotel and training site, the member association(s) shall provide the following:

For hotels: information such as the date of construction and ownership; location and distances from key sites; number of guest rooms, meeting rooms and function rooms; fitness and recovery facilities; kitchen facilities, etc.

For training sites: information such as the date of construction and ownership; location and distances from key sites; pitches and dimensions; dressing rooms; additional rooms and spaces; fitness and recovery facilities, etc.

8. IBC site

Only a minority of fans have the opportunity to attend a FIFA Women's World Cup™ match in person. The vast majority of fans from around the world rely on matches being covered in a comprehensive, secure and timely way in all forms of media. In order to achieve this, an International Broadcast Centre ("IBC") is of the utmost importance.

The member association(s) shall provide two proposals for the location of the IBC.

In relation to these proposed locations, the member association(s) shall provide key information such as the date of construction and ownership; location and distances from key sites; size (e.g. indoor and outdoor spaces); infrastructure (e.g. power, connectivity and lighting); support facilities (e.g. catering, cleaning, waste management and parking), etc.

9. Competition-related event sites

Apart from the preparation and organisation of the matches themselves, the Competition also involves the staging of certain Competition-related events (i.e. draws, workshops, etc.). Due to the public awareness around these events, they represent an important opportunity to promote the Competition and the host country/countries around the world.

The member association(s) shall provide two proposals each for the Draw for the FIFA Women's World Cup 2023™ (including the Team Workshop).

In relation to the proposed locations, the member association(s) shall provide key information such as the date of construction and ownership; location and distances from key sites; size (e.g. indoor and outdoor spaces); offices, meeting rooms and function rooms; key events previously held at the site and average attendances at such events, etc.

Part C: Event Services

10. Accommodation

Accommodation is a key component of successfully hosting and staging the Competition. FIFA aims to ensure that the principal purchasers of guest room inventory have appropriate access to high-quality accommodation on reasonable terms.

Please note that accommodation for teams and referees is covered in section 7 above, under "Team and referee facilities".

The member association(s) shall provide:

- (i) information on the total number of guest rooms available in each proposed host city, broken down by classification of hotels (3*, 4*, 5*) and other accommodation
- (ii) proposals for two locations for the FIFA HQ hotel (in the host city of the opening match and/or the final)
- (iii) a proposal for one FIFA venue hotel for each host city (excluding the host city/cities of the opening match and the final)

- (iv) a proposal for one FIFA VIP hotel (in the host city of the opening match and/or the final)

Furthermore, in relation to the hotels above, the member association(s) shall provide key information such as the date of construction and ownership; location and distances from key sites; number of guest rooms, meeting rooms and function rooms; etc.

11. Transport

Transport and logistical operations are key challenges when it comes to organising an event like the FIFA Women's World Cup™, with requirements arising from the various needs of teams, fans and other stakeholders. Adequate and efficient public and private transport infrastructure and a strategy for movement in and between host cities are of great importance to the success of the Competition.

The member association(s) shall provide:

- (i) a map of the host country/countries, indicating the main modes of transport and transport infrastructure
- (ii) a proposal for an overall transport strategy and concept for spectators as well as for accredited participants, guests and staff
- (iii) information on traffic conditions and the overall public transport infrastructure in each proposed host city
- (iv) information on the government's role and responsibilities to enable the collaboration of key stakeholders
- (v) information on the existence, if any, of a country-wide or host city-wide intelligent transportation system to provide innovative services relating to different modes of transport and traffic management

12. Safety and security

Guaranteeing safety and security is a core responsibility of the host country/countries and member association(s). Security operations in connection with the Competition are not limited to the stadiums but extend to any further locations used for the Competition across the host country/countries. In order to achieve the best possible security environment for the Competition, it is important to establish a security strategy and concept in close cooperation with the government and other relevant local, regional or national governmental law enforcement authorities.

The member association(s) shall provide:

- (i) information on the general safety and security situation in the host country/countries
- (ii) information on the basic safety and security structures in the host country/countries
- (iii) detailed information describing the security measures typically adopted at football matches and other events
- (iv) a proposal for an overall safety and security strategy and concept

13. Health, medical and doping control

The host member association(s) is/are ultimately responsible for ensuring health and medical services for the Competition. Apart from the medical service operations at the Competition sites, the overall health situation and the standard of the medical system in the host country/countries and their key characteristics are also important considerations.

The member association(s) shall provide:

- (i) an overview of the general health system in the host country/countries
- (ii) health and vaccination recommendations for foreign visitors
- (iii) information concerning potentially critical environmental conditions for the health of players and spectators
- (iv) details of any private and/or public healthcare system
- (v) methods by which foreign visitors may expect to cover medical expenses
- (vi) an overview of the standard medical services with regard to national and international football matches as well as other major sporting events;
- (vii) an overview of hospitals suitable for the expert treatment of sports-related injuries to world-class professional athletes;
- (viii) an overview of hospitals suitable for the expert treatment of any conditions that may arise to delegation members
- (ix) details of emergency services operating in each proposed host city

Moreover, the member association(s) shall confirm that, at the time of submitting their bid, the government(s) of the host country/countries have ratified, accepted, approved or acceded to the UNESCO International Convention against Doping in Sport and that each potential host country's National Olympic Committee (NOC), National Paralympic Committee (NPC) and National Anti-Doping Organisation (NADO) are in compliance with the current World Anti-Doping Code.

14. IT&T

The success of the tournament is dependent upon setting up a first-class information technology and telecommunications ("IT&T") network.

The member association(s) shall provide:

- (i) information on the fixed and mobile IT&T network and infrastructure in the host country/countries
- (ii) information on any expected modification, adaptation, expansion and/or development plans for the fixed and mobile network and infrastructure in the host country/countries

15. Revenues and contributions

Competition-related income and any subsidies and contributions made by the public and private sectors are important elements of the financial model of the Competition.

(a) Competition-related income

The member association(s) shall provide estimations of the following revenue streams:

- (i) National Supporters
- (ii) ticketing
- (iii) hospitality
- (iv) merchandising
- (v) food and beverage concessions
- (vi) other revenues

Such estimations shall be based, where relevant, on: (i) a six-stadium concept and (ii) an eight-stadium concept. The member association(s) should provide supporting information where possible, such as underlying assumptions and calculations.

For the avoidance of any doubt, the request for such estimations shall not be construed as a commitment by FIFA to drop down such commercial rights. Such topics would be addressed as part of the agreed operational and financial model following appointment of the host(s).

(b) Subsidies and contributions

The member association(s) shall provide:

- (i) details of the financial contributions committed by governmental and/or public authorities at the federal, state, regional and municipal level towards the hosting of the Competition
- (ii) details of the financial contributions committed by the member association(s) and the confederation towards the hosting of the Competition
- (iii) details of the financial contributions committed by any other relevant party.

All financial contributions referenced in paragraphs (i) to (iii) above must be evidenced in writing (i.e. through letters from the relevant governmental/public authorities, confederation, etc.)

16. Organising costs

The costs associated with organising the Competition principally lie with FIFA and the member association(s), based upon the overall split of roles and responsibilities as well as the agreed operational and financial model. Further details regarding the operational model and FIFA's new operational strategy are outlined in section 8 of this document.

The member association(s) shall provide a proposed tournament budget in line with the template supplied by FIFA during the bidding process and shall outline in detail the extent and nature of the forecast costs and financial obligations to be incurred by cost area and year, in accordance with the following principles:

- (i) the proposed tournament budget shall be as detailed and precise as possible on the basis of, and in compliance with, the obligations of the member association(s) as well as any further information received from FIFA;
- (ii) the proposed tournament budget shall comprise a minimum or maximum level of certain key cost factors
- (iii) the proposed tournament budget must be in US dollars; if the original is in the local currency of the host country/countries, the conversion to US dollars must also be provided, applying a duly justified foreign exchange rate
- (iv) the proposed tournament budget shall display the amounts according to both the prices at the time of its submission and the prices adjusted per estimated inflation

Part E: human rights and sustainability

17. Human rights and sustainability

FIFA is committed to organising the FIFA Women's World Cup™ following sustainable event management principles and respecting internationally recognised human rights. The aim is to limit any potential negative effects while at the same time maximising that the positive impact the competition can have in the long term on society, the environment and the economy in the host country/countries.

The member association(s), in relation to its/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 Women's World Cup™ in history and ensure a positive legacy.

The member association(s) shall provide the following information:

- (i) a concept for a sustainable event management strategy for the Competition based on sustainable event management principles in line with ISO 20121
- (ii) a plan on how the member association(s) will carry out community and/or stakeholder dialogue in each of the host cities related but not limited to human rights, anti-discrimination, accessibility, and environmental protection
- (iii) a strategy for a sustainable procurement process in full compliance with the principles and provisions of the FIFA Code of Ethics and in line with the UNODC handbook "A Strategy for Safeguarding against Corruption in Major Public Events", taking into account anti-corruption and due diligence processes
- (iv) an explicit public commitment to human rights, a comprehensive human rights risk assessment (including an independent study) and a description of the proposed measures and strategy to address such risks in connection with all activities relating to the hosting and staging of the Competition, in accordance with all internationally recognised human rights and the UN Guiding Principles on Business and Human Rights

- (v) explicit public commitments, comprehensive assessments and action plans to ensure that the event will be discrimination-free, tobacco-free, accessible and environmentally friendly (including but not limited to management of carbon emissions, sustainable stadiums/infrastructure/overlay [design, construction and operations], transport and waste management), in accordance with respective regulations in the host country/countries and FIFA policies and requirements

4.2 Bid information templates

The bid information templates form part of the bid and contain, in a standardised manner, certain operational, technical and other detailed information to be submitted by the bidding member association(s). The main purpose of the templates is to facilitate the evaluation of the bids by FIFA and to enable FIFA to make use of such operational, technical and detailed information for the operational delivery of the Competition.

5. Scope of content: hosting documentation

As part of a bid, FIFA requires the member association(s) to submit various documents which are critical to the hosting of the Competition in the event that they should be selected as host(s). An overview of these documents is set out below.

5.1 Contractual hosting documents

These documents refer to the binding and underlying legal framework between FIFA and the relevant stakeholders (member association(s), Government, authorities of host cities, stadiums and training sites) in connection with hosting the Competition, and define in detail the respective rights and obligations of the parties involved.

Specifically, FIFA requires the member association(s) to provide the following documents:

- Hosting Agreement
- Host City Agreements
- Stadium Agreements
- Training Site Agreements
- Legal Opinion(s), to be provided by independent legal advisor(s)

Please note that during the bidding process, FIFA will dispatch template documents for these contractual hosting documents which must be submitted to FIFA signed and in unaltered form as part of the Bid.

5.2 Government support documents

As a condition for their appointment to host the Competition, member associations are required to secure the full support of the governmental authorities at federal, state and municipal level in their respective countries. This covers, for example, the issuance of government guarantees with respect to the provision of operational, fiscal and administrative support.

To that end, as part of a bid, FIFA requires the member association(s) to submit a number of government support documents, which are documents executed by the governments or other competent local, regional or national governmental authorities of the respective countries. These include the following documents:

- Government Declaration, to be issued by the head of the highest national executive governmental authority
- Government Guarantees, to be issued by the head of state, the competent federal government minister and/or other competent authority at federal, state and municipal level
- Government Legal Statement, to be provided by the minister of justice of the federal government

In relation to the Government Guarantees, FIFA requires the bidding member association(s) to provide guarantees in respect of the following subject matters:

- Government Guarantee #1: visas, permits, immigration, check-in procedures
- Government Guarantee #2: work permits and labour law
- Government Guarantee #3: tax exemption and foreign exchange undertakings
- Government Guarantee #4: safety and security
- Government Guarantee #5: protection and exploitation of commercial rights
- Government Guarantee #6: IT&T
- Government Guarantee #7: waiver, indemnification and other legal issues

Set out below is a description of the guarantees and declaration requested from governments.

Please note that during the bidding process, FIFA will dispatch template documents for these governmental documents which must be submitted to FIFA signed and in unaltered form as part of the bid.

5.2.1 Purpose and importance of Government Guarantees and Government Declaration

Due to the scale and importance of the FIFA Women's World Cup™, the issuance of specific government guarantees by the government(s) is essential to establish a legal framework that will enable FIFA, its entities and the host association(s) to successfully host the FIFA Women's World Cup™ in the host country/host countries.

Existing and generic laws and regulations in the host country/host countries generally do not provide a sufficient legal framework in this regard. To ensure the implementation, performance and enforcement of such specific government guarantees, if and to the extent necessary, a government is requested to take any steps necessary to conduct legislative proceedings for the enactment of any and all requisite special laws, regulations and ordinances.

Operational support

FIFA, its entities and the host association(s) require the provision of public services in connection with the Competition. This includes support in areas such as security, immigration, the issuance of visas and work permits, and customs services, as well as the availability of public transport and other event infrastructure.

Administrative support

A host association is required to ensure a sufficient level of administrative support from all involved governmental authorities in the respective host country for the overall coordination of all government matters, including all appropriate measures for the implementation of this support.

Fiscal support

Among FIFA's main statutory objectives are the development of football and the hosting of football-related events. It is only possible to fulfil these statutory objectives by putting in place the administration necessary for their organisation and operation, which is financed through the global generation of revenues. As such, FIFA qualifies as a not-for-profit association, although all profits generated by FIFA globally remain subject to the ordinary taxation regime for associations in Switzerland.

The FIFA Women's World Cup™ is unique in character and has a very specific organisational and legal structure due to the long period required for preparation compared to a short competition period of only a few weeks. Based on these specifics, the preparation, operation and winding-up of the FIFA Women's World Cup™ requires enduring fiscal support from the government and the host city authorities to limit taxation outside of Switzerland and facilitate fiscal procedures in the host country/host countries.

Further matters

A host association is required to collect from the government and the host city authorities in all proposed host cities in the respective host country statements documenting their commitment to fully support FIFA, its entities and the host association in their efforts to ensure that the hosting of the Competition does not involve adverse impacts on internationally recognised human rights, including labour rights.

5.2.2 Government Guarantee #1: visas, permits, immigration, check-in procedures

Due to the fact that the FIFA Women's World Cup™ is a sporting event of global scale in which the teams of all 211 FIFA member associations may participate and which involves large organisational challenges, it is expected that a significant number of individuals will enter and exit the host country/host countries. This comprises:

- a) Individuals involved in the preparation and organisation of the Competition throughout the entire preparation phase;
- b) Individuals involved in the preparation of the stay of the teams participating in the Competition in the year prior to the Competition; and
- c) Individuals entering, and travelling throughout, the host country/host countries during the Competition.

In order to cover the needs of the respective groups of individuals, the government is requested to generally establish a visa-free environment or facilitate existing visa procedures for them. Regardless, any visa procedures must be applied in a non-discriminatory manner.

With respect to individuals entering, and travelling throughout, the host country/host countries during the Competition, the success of the Competition and the reputation of the host country/host countries achieved through the hosting of the Competition will mainly depend on the ease with which fans and other individuals may visit the host country/host countries (also at short notice) in connection with the Competition. However, it is understood that such ease of access must by no means adversely affect the national immigration and security standards in the host country/host countries.

Furthermore, in order to support the preparation, organisation, hosting and staging of the Competition and Competition-related events, the Government must ensure that certain individuals are provided with facilitated immigration/entry, exit and check-in procedures, such as fast-track lanes and other dedicated services. In particular, the individuals involved in the preparation and organisation of the Competition must be enabled to carry out their duties in an efficient manner.

5.2.3 Government Guarantee #2: Entitlement to work permits & labour law exemptions and procedures

The preparation and organisation of a FIFA Women's World Cup™, in particular during the Competition, requires a legal environment that allows FIFA and other relevant entities to source employees and other personnel (in particular, experts in all relevant areas) on a temporary basis from all over the world. Therefore, the government is requested to guarantee the issuance of valid work permits unconditionally and without any restriction or discrimination of any kind.

Furthermore, it is necessary to ensure that all individuals involved in the operational activities of the Competition and/or a Competition-related event are able to fulfil their tasks in an effective and flexible manner as and when needed. For operational reasons (in particular during the period of the Competition), it will not be possible for all individuals involved in the preparation, organisation and staging of the Competition and/or a Competition-related event to fully adhere to all applicable regulations under labour law and other related legislation in the host country/host countries. Therefore, the government is requested to grant accordant exemptions from labour law and other legislation. Such exemptions must:

- a) not undermine or compromise the government's commitment to respecting, protecting and fulfilling human rights in connection with the hosting and staging of the Competition, with particular attention to labour rights (including those of migrant workers), the rights of children, gender equality, freedom of expression and peaceful assembly, and protecting all individuals from all forms of discrimination;
- b) only apply to companies and personnel directly involved in the preparation, organisation, hosting and staging of the Competition and/or a Competition-related event during the times described above; and
- c) not apply to any other companies and personnel, in particular companies or workers involved in connection with the construction and operation of general infrastructure (e.g. airports or train stations), the construction of stadiums and further Competition sites or the construction and operation of hotels.

In order to manage and implement such work permit processes and other labour law-related issues efficiently, the government is further requested to adopt an appropriate fee system for the issuance of work permits and to provide appropriate administrative assistance.

5.2.4 Government Guarantee #3: Tax exemptions and foreign exchange undertakings

Tax exemptions

FIFA is an association under Swiss law and the world governing body of association football. Under Swiss law, an association is prevented from paying dividends or similar profit participations to its members. All profits must be used for, and be in line with, the statutory objectives of the association.

FIFA assembles members from 211 countries and conducts its statutory activities across the globe. Among FIFA's main statutory objectives are the development of football and the hosting and staging of football-related events. It is only possible to fulfil these statutory objectives by putting in place the administration necessary for their organisation and operation, which is financed through the global generation of revenues. As such FIFA qualifies as a not-for-profit association.

Notwithstanding this status, any and all revenues globally generated by FIFA through its activities – among others through the hosting of the FIFA Women's World Cup™, including all revenues generated in the host country/host countries – remain subject to the ordinary taxation regime for associations in Switzerland. This taxation regime duly considers the specific situation of FIFA as an association with a four-year accounting cycle.

Furthermore, the FIFA Women's World Cup™ contributes to the financing of FIFA's activities. This includes the promotion and improvement of the game of football globally through development programmes, the promotion of integrity, ethics and fair play in the game of football and the organisation of its other international football competitions. Any tax costs imposed onto FIFA and its entities in relation to the organisation of the Competition may affect FIFA's financing in connection with the organisation and administration of its statutory activities.

The FIFA Women's World Cup™ is a major sporting event that attracts global attention to the host country/host countries and provides the opportunity for significant financial investment in sporting and public infrastructure. Such global attention and investment may contribute to significant mid- and long-term socio-economic benefits for the host country/host countries, as well as economic growth. As such, the FIFA Women's World Cup™ represents an event of national importance and public interest, which justifies the granting of a tax exemption in connection with the Competition.

To avoid indirect taxation costs for FIFA, Government Guarantee #3 also requires the Government to provide a limited tax exemption to certain third parties involved in the hosting of the Competition and Competition-related events. This includes the host association(s), the continental football confederations, the FIFA member associations, the Host Broadcaster, FIFA's service providers, FIFA contractors and certain designated individuals. The scope and extent of such a limited tax exemption relates to the nature and form of involvement of entities and individuals in the hosting and staging of the Competition and Competition-related events. Government Guarantee #3 is not intended to provide any tax benefits for activities not related to the Competition and Competition-related events, or any tax profit advantages for commercially-oriented entities or full tax exemptions for individuals on their ordinary salaries.

Furthermore, the legal effect of all tax exemptions required under Government Guarantee #3 is limited to certain periods during which Competition-related activities are envisaged. The only exception for the limitation in time are payments (if any) relating to the FIFA Women's World Cup™ legacy programme remaining in the host country/host countries after the FIFA Women's World Cup™. To implement Government Guarantee #3, the Government is requested to provide simple administration procedures and prioritised administrative support from the competent authorities.

Foreign exchange undertakings

The FIFA Women's World Cup™ is a sporting event on a global scale in which the teams of all 211 FIFA member associations may participate and business transactions involving various entities and individuals from all over the world will be executed in connection with the Competition and Competition-related events. Therefore, the government is requested to ensure during specific periods that the unrestricted import and export of all foreign currencies to and from the host country/host countries by means of bank transfer, as well as the unrestricted exchange and conversion of all foreign currencies into local currency, US dollars, Euros or Swiss francs, is unrestricted, not subject to any taxes in the host country, and in line with the conditions prevailing on the international foreign exchange market.

This guarantee aims to facilitate the financial transactions by bank transfers in connection to the Competition and will by no means limit or restrict the applicability of laws and regulations in the host country/host countries to prevent money laundering.

Simplified administrative procedures

It is also a key requirement that FIFA and all designated beneficiaries of this guarantee benefit from simplified administration procedures and prioritised administrative support from the competent authorities. Any applications, filing and documentation or communications must be permitted in English.

5.2.5 Government Guarantee #4: safety and security

As the FIFA Women's World Cup™ is a sporting event with a global public interest and which attracts hundreds of thousands of national and international spectators to attend matches in the stadiums and visit the host cities, safety and security is an essential part of the Competition operations.

Security operations for the Competition are not limited to the stadiums but extend to any other locations used for the Competition throughout the host country/host countries, such as training sites, official hotels, accreditation centres, media and other event centres, the international broadcast centre, airports, train and bus stations and other transport hubs. In order to achieve the best possible security environment for the Competition, the government is requested – at its own cost – to assume full responsibility for safety and security at the Competition and Competition-related events. This includes developing a security strategy and concept (in close cooperation with further state, regional and municipal government law enforcement and security authorities in the respective host country), implementing the necessary security measures and assuming liability for safety and security incidents.

With respect to the safety and security at certain sites and locations used for the Competition, FIFA will also develop concepts fully integrated in the overall framework concept for safety and security at the Competition.

5.2.6 Government Guarantee #5: promotion and exploitation of commercial rights

In order for FIFA to meet its objectives pursuant to article 2 of the FIFA Statutes, such as the promotion and improvement of the game of football globally through development programs, the promotion of integrity, ethics and fair play in the game of football and the organisation of its own competitions, it is very important that FIFA is in the position to fully and freely exploit and exercise its commercial rights, and that those rights are protected to the fullest extent possible in the host country/host countries.

As such, the government is requested to acknowledge FIFA's unrestricted and inclusive ownership of any commercial rights in relation to the Competition and to support the protection of FIFA's unrestricted and inclusive ownership.

There must be no legal restrictions or prohibitions in the host country/host countries to impede the exploitation and exercise of any commercial rights in relation to the Competition. In particular, no legal restrictions or prohibitions should apply to the advertising and consumption of goods and services in the stadiums and other sites used for the Competition.

Moreover, without the financial contributions made by FIFA's commercial affiliates, FIFA would not be able to prepare for, host and stage the Competition. FIFA must also benefit from the necessary facilitated administrative procedural measures to register and protect its commercial rights in the host country/host countries through competition marks and intellectual property rights.

Finally, the Competition must benefit from a special protected status or other administrative and legal measures effectively protecting FIFA against any unauthorised association with, or undue exploitation of, the Competition or other ambush marketing activities. For instance, FIFA needs full legal and administrative support in relation to the sale and use of match tickets in order to make available as many tickets as possible to football fans at affordable prices determined by FIFA below the real market price. Consumers intending to visit the host country/host countries to attend the Competition must be protected to the fullest possible extent against any detrimental interference caused by consumer fraud and further black-market activities, through the prohibition of the secondary ticket market in relation to the Competition.

5.2.7 Government Guarantee #6: IT&T

The operations of the FIFA Women's World Cup™ and, in particular, the related technical solutions that are implemented, must meet the highest international standard. Specifically, this is required to ensure the uninterrupted worldwide media transmission of all matches, meeting the highest quality standards by any technical means and on all platforms.

The scope of Government Guarantee #6 encompasses the relevant elements of the telecommunications and IT infrastructure, product and service requirements throughout the preparation, hosting and staging of the Competition. It may foster the positive legacy effect of the FIFA Women's World Cup™ in the host country/host countries, as the implemented telecommunications and IT infrastructure and related expertise will remain in the host country/host countries and its industry long after the conclusion of the Competition.

Government Guarantee #6 must be issued regardless of whether the government or any privately owned third party is responsible for the telecommunications and IT infrastructure in the host country. In the latter case, the government must issue Government Guarantee #6 and secure the corresponding undertakings and guarantees from the relevant third parties as applicable.

5.2.8 Government Guarantee #7: waiver, indemnification and other legal issues

As the FIFA Women's World Cup™ requires the broad support of the relevant government authorities in the host country/host countries to be organised successfully, FIFA and its entities must obtain the broadest level of legal protection and certainty related to the issuance and implementation of the Government Guarantees.

In particular, FIFA and its entities must not be factually or legally prevented from, or limited to, exercising any of their contractual rights under the hosting agreement with the host association(s) or any other contractual agreements with other stakeholders by virtue of the Government Guarantees, particularly any claims against, or any other legal exposure of, FIFA and its entities or other related stakeholders.

5.2.9 Government Declaration

The Government Declaration should be issued by the head of the highest national executive government authority of the host country/each of the host countries, demonstrating the respective host country's support for the bid by the member association(s) and for the hosting of the Competition in the host country/host countries.

As part of the Government Declaration, each of the involved governments is requested to express its commitment to respecting, protecting and upholding human rights, including workers' labour rights, in connection with the hosting and staging of the Competition and any legacy and related post-event activities, with particular attention to the provision of security, potential resettlement and eviction, workers' labour rights (including those of migrant workers), the rights of children, gender equality, freedom of expression and peaceful assembly, and protecting all individuals from all forms of discrimination. Each of the involved governments is requested to express its commitment to ensuring that access to effective remedies is available where such rights violations occur, including judicial and non-judicial complaint mechanisms with the power to investigate, punish and redress human rights violations.

5.2.10 Government Legal Statement

The member association(s) shall secure a government legal statement to be issued by the Minister of Justice of the respective Host Country, containing in particular (i) a high-level summary of the legal framework in the respective host country; (ii) a confirmation on how the governmental support documents as provided to FIFA are, and will remain, subsequent to its issuance, valid, fully legally binding and enforceable with respect to the Competition; and (iii) a list of all special laws, regulations and ordinances which are to be enacted .by the government and/or another competent local, regional or national governmental authority in the respective host country, including the proposed procedure and timing of enactment within the deadlines set out in the respective governmental support document.

6 Infrastructure: high-level hosting requirements

By way of background, “hosting requirements” refers to requirements in connection with the hosting of the Competition that are to be met by the host member associations and other relevant stakeholders (e.g. host city authorities, stadium and training site authorities, etc.).

It is important to emphasise that this overview only provides a high-level description of some key hosting requirements in the area of infrastructure, primarily with the objective of assisting prospective bidding member associations in assessing their capacity to host the Competition. It does not provide a conclusive description of all hosting requirements.

During the bidding process, FIFA will then provide member associations that have confirmed their interest in hosting the Competition with the initial version of the hosting requirements as part of the full suite of bidding and hosting documents. This initial version is based on the international technological, commercial or infrastructural standards existing at the time of the bidding process, and the requirements and obligations contained therein establish the minimum level of hosting obligations for the Competition. Moreover, FIFA may, from time to time, provide further detailed specifications in relation to the requirements and obligations for the Competition.

The final version of the hosting requirements for the FIFA Women’s World Cup 2023™ shall be issued by FIFA to the host association(s) at a later date.

STADIUMS	
Topic	Requirements
Minimum number of existing stadiums	<p><u>It is a core requirement that a minimum of three (3) existing stadiums are proposed as part of a bid.</u> For the avoidance of doubt, a bid that does not propose a minimum of three (3) existing stadiums represents a material failure to meet the minimum hosting requirements in relation to the criteria of Stadiums under the technical evaluation and FIFA is entitled, and reserves the right, to consider such a bid as not eligible for consideration by, nor presentation to, the FIFA Council.</p> <p>In this respect, an “existing stadium” is taken to mean a stadium which (i) is currently in existence or currently under construction (i.e. construction works having commenced); or (ii) requires renovation or reconstruction, whereby the main structural elements are preserved. All other cases are deemed to be “non-existing stadiums”. Such determination regarding “existing/non-existing stadiums” will be made by FIFA's technical experts based on the project documentation provided and any observations made during any official inspection visits.</p>

Seating capacities	<p>Each stadium shall be an all-seater stadium with the following minimum seating capacity:</p> <ul style="list-style-type: none"> • 20,000 seats for group matches (except the opening match), round-of-16 matches, quarter-final matches and the third-place play-off • 35,000 seats for the semi-final matches • 55,000 seats for the opening match and the final
Exclusive use period	<p>Each stadium is subject to an exclusive use period. This period runs from 14 calendar days prior to the first match in the venue until five calendar days after the last use in connection with the competition. During this period, the stadium shall not be used for purposes other than the tournament.</p> <p>Moreover, in order to protect the pitch quality, the stadium pitch shall not be used from 28 calendar days before the opening match, unless FIFA has approved its use.</p>
Clean site	<p>Each stadium shall be provided free and clear of any advertising, marketing, promotion, merchandising and brand identification as well as free and clear of any third-party rights to conduct any commercial activity in the stadium.</p>
Pitch dimensions	<p>The field of play dimensions shall be in accordance with the Laws of the Game, with the following dimensions:</p> <ul style="list-style-type: none"> • Length: 105m • Width: 68m <p>There shall be an additional 3m to 5m area (auxiliary area) around the field of play area to allow for safe run-off.</p>
Pitch surface	<p>The pitch shall feature a natural grass playing surface. Hybrid-grass systems are considered natural grass according to FIFA's requirements and hybrid reinforcement should be considered for stadium pitches.</p>
Commercial and FIFA Sponsor hospitality	<p>Each stadium shall provide the following:</p> <ul style="list-style-type: none"> • 5% of the total number of stadium seats or 1,000 seats (whichever is higher) for group matches (except the opening match), round-of-16 matches, quarter-final matches and the third-place play-off; 8% of the total number of stadium seats or 2,800 seats (whichever is higher) for the semi-final matches; and 8% of the total number of stadium seats or 4,400 seats (whichever is higher) for the opening match and the final • appropriate locations at or near the stadium that may serve as locations for the hospitality, including hospitality boxes (at least 30% of the hospitality facilities within a stadium shall be allocated to hospitality boxes), other facilities and temporary structures • adequate and sufficient spaces for the hospitality programme, including a minimum space requirement of 1.8m² per guest in the hospitality lounges as well as 2m² per guest in the hospitality boxes (plus kitchen areas). For the hospitality villages, the minimum is 5.6m² per guest in the FIFA Sponsor Hospitality Programme (up to a

	<p>maximum of 5,600m²) and 4.6m² per guest in the Commercial Hospitality Programme (up to a maximum of 4,600m²)</p> <ul style="list-style-type: none"> all necessary areas, facilities and equipment for the Hospitality Programme, such as permanent (i.e. central and satellite) and temporary kitchen areas, including furniture, food and cargo elevators, washing, storage and cooling areas
<p>FIFA VIP Programme (NB: does not include host association figures)</p>	<p>Each stadium shall provide the following:</p> <ul style="list-style-type: none"> 150 seats for group matches (except the opening match), round-of-16 and quarter-finals; 200 seats for the semi-finals; and between 200 and 300 seats for the opening match and the final. If matches are played at the stadium of the city in which the FIFA HQ is located, 50 additional VIP seats for FIFA need to be included. All such seats should be superior-grade (high-quality, comfortable seats), covered (by a roof) and separated from the general spectator seats. Wheelchair positions need to be available within the VIP tribune a lounge, providing a minimum of 1.8m² of space per guest, situated adjacent to the VIP tribune and main stand and featuring dedicated walkways, entrances, toilets, lifts and stairways one to two kitchen(s), depending on the number of levels (one kitchen per level)
<p>FIFA VVIP Programme (NB: does not include host association figures)</p>	<p>Each stadium shall provide the following:</p> <ul style="list-style-type: none"> between 25 and 50 seats for group matches (except the opening match) and the round of 16; and between 50 and 70 seats for the opening match, quarter-finals, semi-finals and the final for FIFA. If matches are played at the stadium of the city in which the FIFA HQ is located, 50 additional VVIP seats for FIFA need to be included. All such seats should be superior-grade (highest-quality, comfortable seats), covered (by a roof) and separated from the general spectator seats, and offer direct access to/from the VVIP lounge. Wheelchair positions need to be available within the VVIP tribune a lounge, providing a minimum of 1.8m² of space per guest, situated adjacent to the VVIP tribune and featuring dedicated walkways, toilets, entrances, lifts and stairways. For the opening match and the final, the VIP and VVIP lounge need to be separate spaces. For all other matches, the lounge space can be shared. one to two kitchen(s) depending on the number of levels (one kitchen per level)
<p>Broadcast and media</p>	<p>Each stadium shall provide the following:</p> <ul style="list-style-type: none"> a media tribune situated in a central, elevated position, equipped with individually numbered seats furnished with and without desks in a quantity to be determined by FIFA, capable of catering for live and/or delayed radio and/or television commentary and physically separated from other stadium seating areas

	<ul style="list-style-type: none"> • a mixed zone with sufficient facilities to allow for broadcasting and recording activities as well as TV monitors to allow the live broadcast of the press conferences in the mixed zone. The mixed zone should be capable of catering for live and/or delayed radio and/or television commentary, and be equipped with the required technical facilities and equipment (e.g. internet access/W-LAN). The minimum size required is 150m² • a press conference room, TV studios and presentation platforms inside the stadium. In relation to each, as a general indication, the following is required: <ul style="list-style-type: none"> (i) a press conference room of a size of 200-300m² for the opening match and the final, of 150-200m² for quarter-final and semi-final matches, and of 100-150m² for all other matches (ii) a minimum of one TV studio with a minimum size of 5m x 5m x 2.6m (iii) the following minimum number of presentation platforms with a minimum size of 4m x 4m: <ul style="list-style-type: none"> - two for group matches (except the opening match), round-of-16 matches, quarter-final matches, semi-final matches and the third-place play-off - four for the opening match and the final • a secure broadcast compound – with an unobstructed view of the satellite orbit, and cable paths and trays from and within the broadcast compound to different broadcast areas around the stadium – of the following minimum sizes: <ul style="list-style-type: none"> - 1,200m² for group matches (except the opening match), round-of-16 matches, quarter-final matches and the third-place play-off - 2,500m² for semi-final matches, the opening match and the final • electrical power supply for media operations (including in the media tribune, the mixed zone, the TV studios, the presentation platforms, the press conference room, the broadcast compound and any other broadcast facilities)
Parking	Each stadium shall be equipped with sufficient parking facilities in the inner and outer stadium perimeters, as well as outside of the outer stadium perimeter.
Power, floodlights and video screens	Each stadium shall provide the following: <ul style="list-style-type: none"> • two sources of power supply, completely independent of each other, with independent broadcast power to the broadcast compound and any other broadcast facilities • one main set of floodlights. Ideally 2,000 lux vertical, evenly split and uniform across the pitch. Whether or not this is required for all stadiums may be discussed with FIFA depending on the time of year and kick-off times • one giant screen

TRAINING SITES

Topic	Requirements
Exclusive use period and use of pitches	<p>Each training site is subject to an exclusive use period. This period runs from 14 calendar days prior to the first match in the venue until one calendar day after the last match in the venue. During this period, the training site shall not be used for purposes other than the tournament.</p> <p>Moreover, in order to protect the pitch quality, pitches at training sites shall not be used from 28 calendar days before the opening match, unless FIFA has approved their use.</p>
Clean site	<p>Each training site shall be provided free and clear of any and all advertising, marketing, promotion, merchandising, licensing, signage, brand identification or commercial identification of any kind. The site is required to be free and clear of any third-party rights to conduct any commercial activity at the training site during the exclusive use period.</p>
Maximum distance from paired team hotel	<p>Each training site shall be located within approximately 20 minutes' drive from the respective team hotel it is paired with. Both distances and suitability of infrastructure shall be taken into account when considering pairing of team hotels and training sites.</p>
Number of pitches and playing surface	<p>Each training site shall contain at least one pitch. The pitch shall be made of grass of the same type as that of the stadium in the same host city, unless otherwise approved by FIFA. FIFA accepts and endorses the use of hybrid technology.</p> <p>Training sites to be used by referees shall contain at least three pitches.</p>
Dimensions	<p>The field of play dimensions shall be in accordance with the Laws of the Game, with the following dimensions:</p> <ul style="list-style-type: none"> • Length: 105m • Width: 68m <p>There shall be an additional 3m to 5m area (auxiliary area) around the field of play area to allow for safe run-off. FIFA may agree to slightly smaller pitches on an exceptional basis.</p>

<p>Dressing rooms</p>	<p>Each training site shall provide one dressing room for players and coaching staff adjacent to the field of play, with sufficient space for approximately 34 people.</p> <p>At least two toilets (with seats included) and four showers (with hot and cold water) should be in the vicinity of the dressing room. They should have ventilation and/or air conditioning, as well as access to electrical power.</p>
<p>Floodlights</p>	<p>Each training site shall be equipped with a main set of floodlights to cater for evening training sessions. The floodlights shall provide adequate lighting that guarantees that the entire surface of the playing area is evenly lit, ensures clarity of vision for the players and enables media activity to take place. A minimum of 500 lux is required.</p> <p>In the case of a training site that does not have floodlights (permanent or temporary), FIFA shall determine whether such site is acceptable, taking into account the capacity for evening training sessions under daylight based on the time of year in the host country or countries.</p>
<p>Parking spaces and access points</p>	<p>Each training site shall have sufficient car parking spaces available, with dedicated access for team buses. The team bus drop-off point should be as close to the training site entrance as possible and separated from other stakeholders such as the media.</p>
<p>Privacy</p>	<p>The field of play of the training site shall not be visible in the event that an adjacent second training site in the host city is proposed.</p> <p>In the event that there are two adjacent training sites, the sites shall be surrounded by security fences (at least 2m high and fitted with cover-up material) as necessary to ensure that teams can train in privacy and that access to the sites can be controlled.</p>
<p>Media</p>	<p>Each training site shall contain a tribune/seats with a part dedicated to the media. It should not interfere with the flow of the teams. Preferably, it should be situated on the opposite side of the training site to the team dressing room.</p> <p>Each training site shall provide one press conference room for media, with the necessary Wi-Fi and power capabilities. For sites linked with venues hosting the opening match, semi-finals, third-place play-off and the final, there must be sufficient space for approximately 50 people (seated with chairs) and a head table for two team staff. For all other matches (group stage, round of 16, quarter-finals), the press conference room should be suitable for approximately 30 people instead of 50.</p> <p>Each training site shall also have a dedicated entrance and parking area for the media, separate from the entrance and parking area for the teams.</p>

IBC SITE	
Topic	Requirements
Size	The IBC site shall have a minimum size of 4,000m ² , with a free height of at least 8m. The area shall also be solid, clear and with a level surface suitable for supporting heavy loads and construction (minimum floor supporting load of 1,000kg per m ²).
Accessibility	The IBC site shall ideally be accessible by public transport or foot within 30 minutes from accommodation options. There shall be parking options for cars and minibuses, with 24-hour accessibility, as well as accessibility for large trucks to deliver heavy material.
Infrastructure	The IBC site shall be a covered, secure area with outdoor space and a clear view of the sky for satellites. There must be loading bays for large truck deliveries, ventilation and air conditioning and/or authorisation to install a dedicated technical compound to provide such supplies, as well as day-to-day access for working persons.
Support facilities	The IBC site shall have support facilities with lighting, toilets and waste disposal. There shall be food and beverage options on the premises and further restaurant options nearby available for the duration of use. Fully redundant domestic and technical power, international broadcast fibre connectivity as well as telecom connectivity and infrastructure are also required.
Exclusive use period	The IBC site is subject to an exclusive use period. This period runs from approximately two months prior to the opening match until two weeks after the final (the exact timeline will be dependent upon the build time and de-rig schedule). During this period, the IBC site shall be accessible 24 hours per day.

COMPETITION-RELATED EVENT SITES	
Topic	Requirements
Draw site (including Team Workshop)	<p>As a general indication, the venue used for the draw is expected to have an occupancy capacity (in terms of expected number of people) of between 800 and 2,000.</p> <p>The capacity indicated above does not take into account other spaces used during the event, such as offices, meeting rooms, broadcast compounds, commercial spaces, media centres, accreditation centres, the draw dinner location, etc.</p>

ACCOMMODATION	
Topic	Requirements
FIFA constituent group accommodation	
Principles	<p>It is necessary to demonstrate sufficient hotel inventory for, as well as provide proposals for the allocation of hotels to, FIFA's constituent groups in each host city. Such inventory must also be of a suitable standard and meet any other relevant requirements relating to that particular constituent group.</p> <p>FIFA's constituent groups are expected to include the following:</p> <ul style="list-style-type: none"> • FIFA • Host association(s) • Teams • Referees • VIP/VIPs • Commercial Affiliates • Hospitality programme participants • Host broadcaster • Media and Media Rights Licensees • IBC staff
Peak requirements	<p>For reference purposes, peak requirements for each host city in relation to the FIFA constituent group accommodation include (but are not limited to) the following:</p> <ul style="list-style-type: none"> • FIFA HQ hotel <ul style="list-style-type: none"> ○ one hotel in the host city of the opening match and/or the final ○ 4*-5* standard ○ minimum capacity of 250 guest rooms ○ modern additional facilities, including suites, function rooms (with the capacity for 200 workspaces), meeting rooms, storage rooms, restaurant(s), gymnasium and/or pool, high-quality Wi-Fi connectivity, etc. • FIFA venue hotels <ul style="list-style-type: none"> ○ one hotel per host city ○ 4*-5* standard ○ minimum capacity of 60 guest rooms each ○ modern additional facilities, including function rooms, meeting rooms, restaurant(s), gymnasium, high-quality Wi-Fi connectivity, etc. • Team hotels: <ul style="list-style-type: none"> ○ 4*-5* standard ○ minimum capacity of 50 guest rooms each ○ modern additional facilities, including suites, function rooms, meeting rooms, restaurant/kitchen(s), gymnasium, pool, high-quality Wi-Fi connectivity, etc.

- Referee HQ hotel:
 - one hotel in the host city of the opening match and/or the final, or otherwise a suitable location in close proximity to a well-connected airport
 - 4*-5* standard
 - minimum capacity of 150 guest rooms
 - modern additional facilities, including function rooms, meeting rooms, restaurant(s), gymnasium, pool, high-quality Wi-Fi connectivity, etc.
- FIFA VIP hotels
 - one hotel in the host city of the opening match and/or the final
 - 5* standard
 - minimum capacity of:
 - 150 guest rooms (in the case of a host city hosting the opening match)
 - 200 guest rooms (in the case of a host city hosting the final)
 - modern additional facilities, including suites, function rooms, meeting rooms, restaurant(s), gymnasium and/or pools, high-quality Wi-Fi connectivity, etc.
- IBC hotels
 - a combination of one or more hotels and other suitable means of accommodation (i.e. serviced apartments, Airbnb properties, etc.) in the host city of the IBC location
 - 3*-4* standard
 - minimum total capacity of 100 guest rooms
- Other (Commercial Affiliate hotels, hospitality hotels, host broadcaster hotels, media and Media Rights Licensee hotels)
 - one hotel per host city
 - 3*-5* standard
 - a minimum capacity per hotel of:
 - 500 guest rooms for the host city of the opening match and/or the final
 - 100 guest rooms for all other host cities

This capacity is in addition to the various hotels listed above and must be segregated from those hotels.
 - modern additional facilities, including function rooms, meeting rooms, restaurant(s), gymnasium and/or pools, high-quality Wi-Fi connectivity, etc.

General accommodation	
Principles	<p>It is also necessary to demonstrate sufficient hotel inventory for the general public in each host city. Likewise, such inventory must also be of a suitable standard – 3*-5* hotel rooms.</p> <p>In the event that there is insufficient suitable hotel inventory in a host city, other suitable means of accommodation must be presented and may be taken into consideration (e.g. hostels, B&Bs, Airbnb, etc.).</p>
Peak requirements	<p>For reference purposes, the peak requirement for each host city in relation to accommodation for the general public represents 5% of the stadium capacity. This number is then divided by two, based on the assumption that, on average, there will be double occupancy of guest rooms.</p> <p>Accordingly, the approximate minimum number of guest rooms required during peak time in each host city in relation to general accommodation is the following:</p> <ul style="list-style-type: none"> • 500 guest rooms for host cities hosting group matches (except the opening match), round-of-16 matches, quarter-final matches and the third-place play-off • 875 guest rooms for host cities hosting semi-final matches • 1,250 guest rooms for host cities hosting the opening match and the final

7 Selection process

7.1 Evaluation model

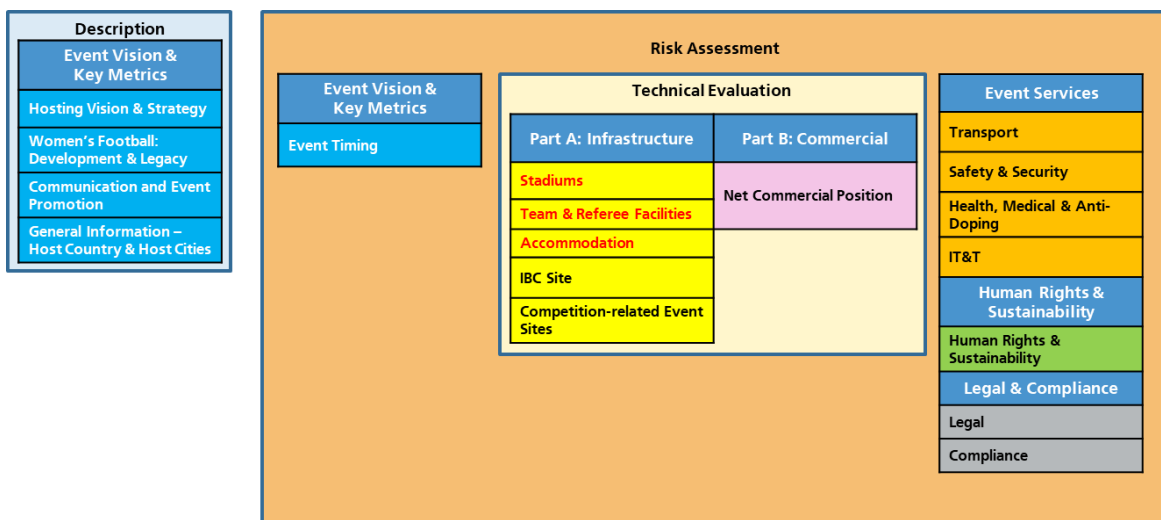
FIFA has developed an evaluation model for this bidding process that is fit for purpose for the Competition, using the highly successful 2026 FIFA World Cup bidding process as a foundation and incorporating lessons learnt where relevant.

As outlined in section 4.1 above, an overview of the topics to be covered in the bid book is illustrated below.

Event vision and key metrics	Event infrastructure	Event services	Commercial	Human rights and sustainability
Hosting vision and strategy	Stadiums	Accommodation	Revenues and contributions	Human rights and sustainability
Women’s football: development and legacy	Team and referee facilities	Transport	Organising costs	
Communication and event promotion	IBC site	Safety and security		
General information – candidate host country and host cities	Competition-related event sites	Health, medical and anti-doping		
Event timing		IT&T		

The evaluation model comprises three key components:

- (i) **risk assessment:** an assessment of the risks associated with certain criteria, applying a risk rating.
- (ii) **technical evaluation:** an assessment of certain infrastructure and commercial criteria, applying an evaluation system established by FIFA.
- (iii) **description:** a summary of certain relevant information provided in the bid and highlighting potential issues (without a technical evaluation or risk assessment).



The diagram above provides an indication of how the evaluation model will be applied. It is intended that:

- All infrastructure criteria, all commercial criteria and all event services criteria as well as the areas human rights & sustainability, legal, compliance and event timing will be subject to a risk assessment.
- Key Infrastructure and commercial criteria will be subject to a technical evaluation.
- All event vision & key metrics criteria (with the exception of event timing) will be summarised, highlighting any potential issues.

Risk assessment

If criteria of a bid are subject to a risk assessment, the criteria will be assessed by means of a risk rating. These criteria will receive one of the following three ratings:

- Low risk
- Medium risk
- High risk

Technical evaluation

The key infrastructure and commercial criteria to be assessed under the technical evaluation system are set out below, together with their relative weightings:

Evaluation Criteria	Weighting Percentage
Infrastructure	70% in total
Stadiums	35%
Team & referee facilities	15%
Accommodation	10%
IBC site	5%
Competition-related event sites	5%
Commercial	30% in total
Net commercial position (taking into account forecast revenues/contributions and organising costs)	30%

In the technical evaluation, each criteria is scored in accordance with the following range:

Score	Assessment
0.0 – 1.9	Does not meet minimum requirements
2.0 – 2.9	satisfactory
3.0 – 3.9	good
4.0 – 5.0	very good

The scores received may have a bearing on whether or not the bid is eligible for consideration by, or presentation to, the FIFA Council. FIFA reserves the right to deem the bid ineligible on the basis that a bid does not achieve the minimum scores in relation to the following points:

- the overall score;
- each of the following specific criteria:
 - Stadiums;
 - Team and Referee Facilities;
 - Accommodation.

Further details regarding the evaluation model are set out in the Bidding Registration and may also be communicated during the course of the bidding process.

7.2 Decision-making process

Following the evaluation of all bids, the following selection process is foreseen:

- a) Any bid which is determined to have failed to meet the minimum hosting requirements for the Competition may not be eligible for consideration by, or presentation to, the FIFA Council for its selection decision.
- b) All eligible bids (not disqualified as a result of (a) above) shall be presented to the FIFA Council, who will select the host(s) of the Competition.
- c) The result of each ballot and the related votes by the members of the FIFA Council will be open and made public.

8 Operational model

In line with “FIFA 2.0: A Vision for the Future” and the new operational strategy approved by the FIFA Council in May 2017, FIFA has sought to optimise the structures of its tournaments and events. The advantages of such an endeavour include significant organisational efficiencies and cost savings (generated by maintaining continuity of FIFA expertise across tournaments and events, eliminating duplication of roles and streamlining policies, procedures and decision-making, thereby ensuring quality levels and greater cost and resource control, etc.), whilst also maintaining the benefits of fully involving the host association(s) and key local stakeholders in a true partnership with FIFA.

To implement this new operational strategy, FIFA has already adjusted its operational model for the FIFA World Cup, assuming greater responsibility over the tournament operations for the upcoming 2022 and 2026 editions. Part of this strategy also involves seeking to take on a more direct operational role in all FIFA tournaments, including the FIFA Women’s World Cup™. Therefore, a more FIFA-led operational model, similar to that implemented for future FIFA World Cups, is expected to be adopted for the Competition.

The hosting documents to be issued during the bidding process will detail the framework for the Competition’s operational model. For indicative purposes, it is expected that FIFA will establish a legal entity in the host country (or one of the host countries) as the central entity for the delivery of the Competition. In such case, the appointed host association(s) will not be required to set up their own, fully staffed, special-purpose entity for the delivery of the Competition. Based on the host country (or host countries) and the prevailing circumstances and business practices, country-specific adjustments to the initially envisaged structure and split of roles and responsibilities may be agreed between FIFA and the appointed host association(s).

