GUEST HOST SERVICES

Invitation to Tender
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Information in this document is strictly confidential and intended only for the entity receiving it directly from UEFA. The content of this document or any method, procedure or technique described therein shall not be disclosed to any third party.
1. GLOSSARY

Standard terms in this document will be as follows:

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement</td>
<td>means the long form Agreement which shall be entered into between UEFA and the Successful Applicant to confirm and formalise the appointment of the Successful Applicant, as provided by UEFA upon provisional selection.</td>
</tr>
<tr>
<td>Applicant</td>
<td>means any legal entity that submits a Proposal in response to this ITT.</td>
</tr>
<tr>
<td>Accreditation</td>
<td>means the access device used for the Event allowing staff access to the stadium and concerned areas.</td>
</tr>
<tr>
<td>Commercial Partners</td>
<td>means any persons appointed from time to time by UEFA whether as sponsors, broadcasters, suppliers, licensees or otherwise officially associated with the Event, through any designation granted by UEFA or any other persons granted commercial rights in respect of the Event, by UEFA.</td>
</tr>
<tr>
<td>Corporate Hospitality</td>
<td>means the entertainment that a company offers to its most valued clients, employees or key stakeholders in an exclusive environment (Lounges or Skyboxes) where guests are offered catering and entertaining services prior to and after a Match.</td>
</tr>
<tr>
<td>Confidential Information</td>
<td>means any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Event or any other UEFA’s events of activities, or to the identity, business and affairs of the Commercial Partners, suppliers, agents or subcontractors which comes into the possession or knowledge of the Applicant as a consequence of, or in connection with the Services and which UEFA regards, or could reasonably be expected to regard, as confidential, whether or not such information is reduced to a tangible form or marked in writing as “confidential”, and any and all information which has been or may be derived or obtained from any such information.</td>
</tr>
<tr>
<td>Deal Principle(s)</td>
<td>means the fundamental and non-negotiable provisions listed in Section 9 which shall be included in the</td>
</tr>
</tbody>
</table>
**Agreement entered into between UEFA and the Successful Applicant, and which the Applicant, by submission of its Proposal and the Statement of Undertaking, confirms that it is capable of complying with.**

<table>
<thead>
<tr>
<th><strong>Event/UEFA EURO 2020</strong></th>
<th>means the final tournament of the UEFA European Football Championship 2018-2020 which will take place in twelve (12) Host Cities across Europe in June and July 2020.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guest Hosts</strong></td>
<td>means a person fulfilling the role of a hostess or host. The term Guest Host has been chosen as reference as we would like all staff to identify as guests hosts of the Event.</td>
</tr>
<tr>
<td><strong>Hospitality Area</strong></td>
<td>means any location used by UEFA inside or outside the stadium used to accommodate the various hospitality target groups.</td>
</tr>
<tr>
<td><strong>Host Cities</strong></td>
<td>means each of the twelve (12) cities hosting Matches as part of UEFA EURO 2020.</td>
</tr>
<tr>
<td><strong>Hospitality Lounge</strong></td>
<td>means, an area inside the stadium where guests are accommodated and catered for during 3 hours before the Match, during Half Time and for 90 minutes after the final whistle.</td>
</tr>
</tbody>
</table>
| **Hospitality Programmes** | means, the different hospitality programmes that are activated during the UEFA EURO 2020 tournament. These include, without limitation:  
  - VIP programme: The UEFA hosted programme for invited VIP guests. This is by invitation only, tickets to this programme cannot be sold.  
  - Corporate hospitality: The programme which sells different level of packages.  
  - Sponsor hospitality: The programme in which the UEFA EURO 2020 sponsors are able to activate and invite their guests. |
<p>| <strong>Hospitality guests</strong>   | means, a person who is attending the Match through one of the Hospitality Programmes. |
| <strong>Host Association(s)</strong>  | means any of the twelve (12) national football associations which have been appointed by UEFA to stage the Event. |
| <strong>ITT</strong> | means this Invitation to Tender document and all of its appendices. |
| <strong>Intellectual Property</strong> | means any and all intellectual property rights of any nature anywhere in the world related to UEFA or any of its competitions, whether registered, registrable or otherwise (including but not limited to patents, trademarks, registered designs and domain names, applications for any of the foregoing, trade names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights and know how). |
| <strong>LOS</strong> | means local organising structure – any entity formed or used by any of the Host Associations to administer and organise the Event. |
| <strong>Match(es)</strong> | means each and any football Match which will be played at a Site as part of the UEFA EURO2020 Tournament |
| <strong>Match Day/MD</strong> | means a specific Match day of the UEFA EURO2020 Tournament |
| <strong>Proposal</strong> | means the binding offer made by the Applicant with the documentation submitted by the Applicant in response to this ITT in order to be considered in the Tender. |
| <strong>Services</strong> | means the provision of Guest Host services to be provided by the Successful Applicant in accordance with the provisions of this ITT and more fully described in Sections 3 to 5. |
| <strong>Site(s)</strong> | means each and any of the official venues, stadiums or sites where the Event or any Event-related events will be staged, or a central UEFA warehouse, the location of which shall be communicated by UEFA from time to time. |
| <strong>Skybox</strong> | dedicated / Private Hospitality Area inside the stadium where guests are catered for during 3 hours before the Match, during Half Time and for 90minutes after the final whistle. These areas usually have limited capacities of 8, 10, 12 or 20 guests. |
| <strong>Statement of Undertaking</strong> | means the Statement of Undertaking in the form provided in Appendix 1 of this ITT, which shall be signed |</p>
<table>
<thead>
<tr>
<th><strong>Invitation To Tender</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Successful Applicant</strong> means the Applicant(s) appointed by UEFA for the provision of all or part of the Services pursuant to a long-form Agreement to be executed between such Successful Applicant(s) and UEFA.</td>
</tr>
<tr>
<td><strong>Tender</strong> means the tendering process for the Services, in accordance with and as set forth in this ITT.</td>
</tr>
<tr>
<td><strong>Venue</strong> means each and any of the official venues, stadia or sites where the Competitions will be staged, the location of which shall be communicated by UEFA from time to time.</td>
</tr>
<tr>
<td><strong>Working Visit</strong> means an organised visit which is held so that all projects, functional areas and suppliers are able to visit the stadium. These visits are coordinated by UEFA.</td>
</tr>
<tr>
<td><strong>UEFA</strong> means the Union des Associations Européennes de Football whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, including, where relevant, any of its subsidiaries.</td>
</tr>
<tr>
<td><strong>UEFA Club</strong> means the Hospitality Area where commercial partners, UEFA guests and broadcast partners are hosted in an exclusive joint lounge.</td>
</tr>
<tr>
<td><strong>UEFA Events S.A.</strong> means the wholly owned subsidiary of UEFA, which undertakes certain commercial functions and operations in relation to various UEFA competitions and events.</td>
</tr>
<tr>
<td><strong>UEFA Health &amp; Safety Guide</strong> means the standards contained at Appendix 3 in respect of health and safety which must be adhered to by the Successful Applicant during the provision of the Services and which shall be included in the Agreement entered into between UEFA and the Successful Applicant. The Applicant, by submission of its Proposal and the Statement of Undertaking, confirms that it is capable of complying with the UEFA Health and Safety Guide.</td>
</tr>
<tr>
<td><strong>UEFA Subsidiaries</strong> means any entity formed or used by UEFA to assist in the organisation and/or administration of its events, including UEFA Events SA.</td>
</tr>
</tbody>
</table>
1. INTRODUCTION

The hospitality experience has become much more than just enjoying a glass of champagne and exquisite canapés in a dedicated area. At UEFA we believe that as much as the surroundings and products are important, it is the staff who define their experience. The Guest Hosts onsite guide our guests through their Match journey, effecting their emotions, bring the tournament to life and creating lasting memories.

For the UEFA EURO 2020™ tournament UEFA aims to set new standards for service excellence and provide the guests with an extraordinary experience and service that can only be achieved through having dedicated, professional and passionate men and women on the ground with a desire to be part of this great tournament and showcase their city.

In order to achieve this goal, UEFA is seeking to collaborate with the best partners, who have the local know-how, an established network of service-orientated Guest Hosts and an ambition to strive for excellence. Selected partners would need to be capable of sourcing, coordinating and handling all logistical elements for the required number of Guest Hosts for one or multiple Host Cities.

The Services that UEFA requires the Successful Applicant to provide are described in detail in Sections 3 to 5 of this ITT.

Interested Applicants can tender for provision of the Services for one Host City, multiple Host Cities or all twelve (12) Host Cities for UEFA EURO 2020™.

This document is an Invitation to Tender, and forms part of a Tender process which will be administered by UEFA.

UEFA thanks you for your interest in the Tender and looks forward to receiving your Proposal.

The selected Host Cities and stadia are the following (with the UEFA city code indicated):

- AMS Amsterdam, Netherlands
- BAK Baku, Azerbaijan
- BIL Bilbao, Spain
- BUV Bucharest, Romania
- BUD Bucharest, Romania
- COP Copenhagen, Denmark
- DUB Dublin, Ireland
- GLA Glasgow, Scotland
- LON London, UK
- MUC Munich, Germany
- ROM Rome, Italy
- SPB St. Petersburg, Russia

Johan Cruyff Arena
Olympic Stadium
San Mamés
Arena Nationala
Ferenc Puskás Stadium
Parken Stadium
Aviva Stadium
Hampden Park
Wembley Stadium
Allianz Arena
Stadio Olimpico
Krestovsky Stadium
The selected stadia will host the following Matches:

![Stadium Capacity and Match Schedule](image)

For a detailed Match schedule please refer to Appendix 3 of this ITT.

2. **SCHEDULE**

The timeline anticipated by UEFA in relation to the ITT, the evaluation process and the selection and appointment of the Successful Applicant(s) is as follows:

- Applicants receive the ITT: 21 December 2018
- Applicants submit Proposals: 31 January 2019
- Conference calls / discussion with UEFA: February 2019 – March 2019
- Provisional appointment of Successful Applicant(s): March 2019 – June 2019
- Signing of Agreement: July 2019

These dates are indicative only and are subject to change, at any time, at UEFA’s sole discretion.

3. **SCOPE OF SERVICES**

UEFA is seeking to appoint experienced and professional partner(s) who can provide dynamic, service-orientated and engaging Guest Hosts for all Hospitality Areas of the UEFA EURO 2020™ tournament.

The Services required from Applicants can be summarized as follows:
Invitation To Tender

- To source and provide the required number of Guest Hosts that fit the profiles identified in this ITT at the required locations during the required timings. The estimated required number of Guest Hosts per Host City is set out at Appendix 3 to this ITT. The estimated required working hours for each Guest Host is set out in Section 5 below.
- Applicants should ideally have a pool of Guest Hosts to enable the prompt and effective substitution of any Guest Host upon UEFA’s request or when any Guest Host is unavailable for any reason.
- To coordinate all logistical needs of UEFA including, but not limited to:
  - Completion all accreditation requests for Guest Hosts by required deadlines
  - Provision of all meals and subsistence
  - Distribution, hand over, hand back and laundry of uniforms
  - Production of shift plans in line with UEFA's needs and instructions, coordinating any changes as necessary
- To assign Guest Hosts to such positions as UEFA may request, including Head Guest Host positions
- To ensure that Guest Hosts have a well-groomed and friendly appearance
- To oversee the Guest Host operations during all Match Days and offer a reporting structure to UEFA staff onsite that are responsible for the various Hospitality Areas
- To produce a post tournament report
- Services shall also include the development, preparation, production and delivery of all materials required for presentations, meetings, workshops, training and briefings in relation to the Guest Host programme. Applicants should indicate their propose training plan as part of their response

3.1. Guest Host responsibilities

Guest Hosts need to provide all services on a Match Day that UEFA may request in accordance with UEFA’s instructions which may include, but are not limited to:

- Welcoming of Hospitality Programme guests in different welcome zones and areas
- Providing Hospitality Programme guests, other guests and spectators with directional guidance where required
- Cloak room services; receiving and hanging-up of wardrobe, provision and distribution of cloakroom tags
- Assistance with managing elevators and taking Hospitality Programme Guests to the right levels
- Accompanying guests to dedicated areas and allocation to tables
- Preparation and distribution of table signs in hospitality lounges based on seating plans
- Providing general information and supporting Hospitality Guests (full knowledge and briefing of venue will be required)
- Full knowledge of all locations and the surrounding at each venue as well as the situation, running order of events, entertainment elements, opening hours, safety and any other relevant topics on each Match Day
- Knowledge of the Event, competing teams, Match schedule and scores
- Distribution of gifts / giveaways to guests during the Match
- Attentive to fulfill all mentioned points of Guest Host role and appearance regulations as well as guidelines communicated during briefings and training sessions
3.2. Guest Host requirements

**General requirements:**
- A minimum age of 18 years
- Languages: English & local language of the applicable Host City – any other language is a plus
- Availability for all or majority of Matches
- Mix of female and male Guest Hosts
- Training in customer services an advantage

**Profile:**
- Welcoming & friendly appearance
- Engaging and customer orientated
- Attentive to detail
- Confident
- Ability to retain required knowhow and knowledge

3.3. Head Guest Host requirements

**General requirements:**
- A minimum age of 18 years
- Languages: English & local language of the applicable Host City – any other language is a plus
- Availability for all Matches
- Can be either male or female
- Training in customer services
- Experience in the role of Head Guest Host
- Experience in supervision of hospitality areas

**Profile:**
- Welcoming & friendly appearance
- Engaging and customer orientated
- Attentive to detail
- Confident
- Ability to retain required knowhow and knowledge
- Leadership skills

**Guest Host Appearance & grooming:**
No hair or make-up services will be provided by UEFA for Guest Hosts. Guest Hosts must come readily groomed to the venue. Grooming guidelines provided by UEFA would include:

**Women:**
- Neat, unified hairstyles, dyed hair should not be apparent, hair strands should not hang over the face
- Well maintained and clean hands & nails – either no nail varnish or clear nail varnish or French manicure is acceptable
- Subtle make-up
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- Subtle jewelry; one ring per hand, maximum one pair of earrings, no visible tattoos nor piercings
- Unobtrusive perfume or deodorant

Men:
- Neat hairstyle; short cut
- Well maintained clean hands
- Clean shaven
- Subtle jewelry; one ring per hand, no earrings, no visible tattoos or piercings
- Unobtrusive aftershave or deodorant

3.4. Uniforms

Uniforms for Guest Hosts will be sourced and provided by UEFA and will be handed out in advance in each Host City to the Successful Applicant. Applicants must scope for the distribution of uniforms to Guest Hosts as well as the handover, hand back processes with the Guest Hosts individually. Applicants must detail how they plan to manage this. Applicants are responsible for ensuring that Guest Hosts wear the official uniform and bring their own unified black shoes (female: closed black pumps / heels are optional based on MD assignment / male: adequate black shoes) or such other items of clothing as UEFA may instruct. Females must wear skin colored tights only.

The Applicant must handle the cleaning of uniforms and must ensure that the Guest Hosts arrive and are present in clean and neat uniforms for every Match. There is no guarantee that changing rooms can be offered at the stadia.

Uniforms must be returned to a collection point at a pre-defined date after the tournament. Any missing uniform is charged at 350 EUR.

3.5. Food & beverage

The Successful Applicant will be required to provide all required food, beverages and subsistence for the Guest Hosts. Applicants should propose a solution for food, beverages and subsistence as part of their response to this ITT. It is possible that box Meals (sandwich, snack & drink) may be able to be ordered through the UEFA supplied catering services or organized by the Applicant directly. The cost if ordered via the UEFA supplied catering service would not exceed 10 EUR. UEFA is open to considering all suggestions for food, beverage and subsistence options.

Water and other drinks cannot be consumed at the bars which is foreseen solely for guests. Applicants must therefore foresee water/drinks supply and distribution for their group of Guest Hosts at their working area.
4. KEY REQUIREMENTS

4.1. Project Management

Depending on the Applicant’s interest to provide services in one venue, multiple or all venues different degrees of complexities apply to the project management. Applicants should detail how they propose to manage the project considering the below requirements.

A project manager who serves as the single point of contact is requested, who would be available from the moment the Applicant is contracted until the accounts are closed after the Event.

Furthermore depending on the scope of venues the Applicant is applying for it is requested that the project manager or an appointed venue manager is available to work with the UEFA team onsite as of 20 May 2020 until the last Match Day in the respective venue.

In summary:

- If the Applicant is only applying to provide the Services in one city the project manager would be requested to be available as of 20 May 2020 until the end of the Event in that particular venue.
- If the Applicant is applying for multiple venues or all venues then a dedicated venue manager must be appointed to be available as of 20 May 2020.

During their time onsite a work space will be provided for the Guest Host project manager / Venue Manager. The Applicants may utilise other services such as food and beverage offered at the cost rate defined for suppliers.

Applicants are requested to clearly present on how they would manage the project according to if they are tendering for provision of Services in a single venue, multiple or all 12 venues.

The Successful Applicants shall also comply with the following aspects:

**Budget**

- Ensure compliance with the pre-defined and agreed budget;
- Ensure a cost-conscious approach;
- Consult UEFA before taking any relevant budget decisions; and
- Regularly provide a detailed, transparent and most up-to-date cost structure to UEFA

**Cooperation & working visits**

- Ensure availability for phone calls / telephone conferences;
- Attend meetings with UEFA;
- Attend meetings / workshops / trainings as requested by UEFA; and
- Participate in working visits of the relevant stadia during the summer of 2019. During these working visits the deployment plans, target group flows and access and lounge split will be discussed and defined.
Reporting
- Provide regular and detailed status reports to UEFA;
- Follow the required reporting tool or requirements after each working visit and after each Match during the tournament;
- Notify UEFA immediately in case of a significant plan variance; risk or issue; and
- Inform UEFA on the progress and accomplishment of milestones according to the pre-defined KPIs

4.2. Company experience
Please provide a summary of the events you have provided guest host services for that are similar to the Services, including size of the event total number of guest hosts and any other relevant details.

If Applicants currently run operations in the stadium please provide an overview with the services provided, if the pool of Guest Hosts is a fixed team or from a larger pool, and the size of the pool.

4.3. Subcontracts
Applicants must also indicate when they plan to subcontract and/or utilise third parties for any of the Services offered and indicated the companies they are planning to work with, their previous experience with them and the services offered by those companies.

4.4. Guest Host profile
Please provide a complete the overview of your Guest Host profiles including criteria such as:
- Average number of Guest Hosts in your pool
- Ratio of male to female Guest Hosts
- Overview of key languages spoken
- Age range
- Relevant training and experience

In addition Applicants are recommended to submit 5 to 6 samples of resumes of their Guest Hosts.

4.5. Guest Host Training & briefing
Applicants must indicate the training program and briefings they envisage to implement in order to ensure the Service is delivered at the required standard. Information such as training program, duration and content should be outlined. In addition, Applicant should outline how they intend to carry out pre-Match briefings.

In the cost information requirements in Section 7 of this ITT an assumption has been made that training days would cover 1.5 days. This assumption has been made so that offers can be compared, and is not a restriction or suggestion for the proposed training program the Applicant should submit.

4.6. Timeline
The following are the estimated high-level deliverables and timeline for the project. If a deliverable does not indicate “by UEFA” then it falls under the responsibility of the Applicant

<table>
<thead>
<tr>
<th>DELIVERABLES</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working visits</td>
<td>July 2019 – October 2019</td>
</tr>
<tr>
<td>Confirmation of dot plan and requirements by UEFA</td>
<td>24.05.2019</td>
</tr>
<tr>
<td>Preliminary uniform order including ratio of male to female and size</td>
<td>15.06.2019</td>
</tr>
<tr>
<td>Final Uniform size order (minor adjustments only)</td>
<td>15.10.2019</td>
</tr>
<tr>
<td>Confirmation of shift plan by UEFA</td>
<td>28.02.2020</td>
</tr>
<tr>
<td>Guest Host adjustment of requirements 1 by UEFA</td>
<td>28.02.2020</td>
</tr>
<tr>
<td>Completion of training material</td>
<td>01.03.2020</td>
</tr>
<tr>
<td>Guest Host adjustment of requirements 2 by UEFA</td>
<td>31.03.2020</td>
</tr>
<tr>
<td>Guest Host adjustment of requirements 3 by UEFA</td>
<td>15.04.2020</td>
</tr>
<tr>
<td>Completion of assignments</td>
<td>30.04.2020</td>
</tr>
<tr>
<td>Training period</td>
<td>End of May – beginning of June 2020</td>
</tr>
</tbody>
</table>

4.7. Sustainability

The Applicant shall give due consideration to the sustainability requirements as described in Appendix 2. When preparing its Proposal, each Applicant shall describe in what ways it could enhance sustainability when providing the Services. UEFA encourages Applicants to propose, where appropriate, alternative options where such options allow for greater sustainability consideration.

5. TECHNICAL REQUIREMENTS

Guest Host forecasted requirements
Please refer to Appendix 3 for assumed forecasted Guest Hosts requirements. These are a first draft requirements and are subject to change.

Requirements will be revised following each working visit and the fine tuning of operations in accordance to the foreseen timeline mentioned above.

For the avoidance of doubt, UEFA shall have the right to adjust its required number of Guest Hosts both before and during the Event, depending on its operational requirements.

Applicants should indicate the following information:

- Are there any restrictions for example on minimum / maximum working hours;
- Are there any other restrictions on the use or availability of Guest Hosts imposed by applicable laws;
- The buffer rate they would need to implement to ensure the Services; and
- The expected turnover of Guest Hosts between Matches.
Forecasted working hours
The times indicated below are in CET. The official Match schedule with kick off times will be released at a later stage however the tables below should service as an indication on expected work shifts.

Group stage Matches & knock out Matches without overtime time or penalties.

<table>
<thead>
<tr>
<th>Shift begins</th>
<th>Lounge Opens</th>
<th>Kick Off</th>
<th>Guest Host Break</th>
<th>Half-time</th>
<th>Second Half</th>
<th>Guest Host Break</th>
<th>Final whistle</th>
<th>Lounge closes</th>
<th>Shift ends</th>
<th>Total Shift (h)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>12:00</td>
<td>15:00</td>
<td>0:30</td>
<td>15:45</td>
<td>16:00</td>
<td>0:30</td>
<td>16:45</td>
<td>18:15</td>
<td>18:30</td>
<td>08:00</td>
</tr>
<tr>
<td>13:30</td>
<td>15:00</td>
<td>18:00</td>
<td>0:30</td>
<td>18:45</td>
<td>19:00</td>
<td>0:30</td>
<td>19:45</td>
<td>21:15</td>
<td>21:30</td>
<td>08:00</td>
</tr>
<tr>
<td>16:30</td>
<td>18:00</td>
<td>21:00</td>
<td>0:30</td>
<td>21:45</td>
<td>21:00</td>
<td>0:30</td>
<td>22:45</td>
<td>00:15</td>
<td>00:30</td>
<td>08:00</td>
</tr>
</tbody>
</table>

Accreditation
The Applicants are informed and agree that UEFA will implement an accreditation system, with procedures and terms and conditions. Only accredited persons who abide by the accreditation system shall have access to the Site(s). Accreditation will be managed via the UEFA platform “FAME” (Football Administration and Management Environment) in accordance with timescales indicated below. Applicants undertake to comply and have all associated entities or persons (including but not limited to Guest Hosts and Applicant’s representatives, staff and providers) comply with this system, under their responsibility and at their own cost.

<table>
<thead>
<tr>
<th>50% of accreditations</th>
<th>28.02.2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% of accreditations</td>
<td>31.03.2020</td>
</tr>
<tr>
<td>100% of accreditations</td>
<td>15.04.2020</td>
</tr>
</tbody>
</table>

6. SUPPLIER INFORMATION REQUIRED
The Applicant is asked to provide the following information:

a. All information requested in Sections of this ITT, including Sections 4 and 5.

b. Company form and ownership;

c. Contact details, registered company address, web address, organisation chart, etc.

d. References of the company of comparable performances last three years (including the name and contact details at reference customer);

e. Evidence of Capacity to Deliver Contract Requirements: What experience has the company gained of dealing with similar contracts? Details on average size of contracts undertaken previously.
f. Quality Assurance - details on standards, approach and credentials. What contingency provisions are in place if delivery difficulties arise? Is sub-contracting likely to be involved? If so, what proportion of work will be involved?

g. References of the contact person (main contact) of comparable performances of last three years;

h. Number of employees; and

i. Copies of its current professional indemnity and third party indemnity insurance, and any other insurance policies which the company has in place which may be relevant to the provision of the Services. Please note that the Successful Applicant will be required to obtain and maintain insurance coverage with a reputable insurer against and any all of its potential liabilities in connection with the provision of the Services in accordance with the provisions contained in the Deal Principles.

7. COST INFORMATION REQUIRED

- The completion of the Cost Chart (contained in Appendix 3 – Support documents: Cost chart template) and the submission of a detailed cost breakdown is an integral part of the Proposal to be provided;

- All costs submitted in the Proposal must be provided either in
  A. local currency if the Applicant is applying for a single city or multiple cities that hold the same currency; or
  B. EUR if the Applicant is applying to offer Services for multiple cities with different currencies

- The fees should include any and all taxes excluding Value Added Tax (VAT);

- Costs to be included in the overall project budget:
  - Project management costs including communication, meetings, working visits, complete presentation material, manuals etc.
  - All personnel and operational costs for providing the services during the tournament as well as the tournament phase including overhead costs, training, travel, transportation, accommodation and expenses as well as all respective allowances all management cost etc.
  - Guest Host costs should be calculated at an hourly rate and should follow the Cost chart structure indicating when and if relevant the different costs for:
    • Head Guest Host
    • Guest Host
    • training days
    • If there is a different cost for overtime assumption if Matches go into extra time
  - All costs in regards to providing the respective Services at the relevant venues as well as the any permits, licences, insurance coverage etc.
  - Uniform laundry costs – please indicate if this is included in the hourly rate or not
  - Meal and subsistence costs – please indicate if this is included in the hourly rate or not
8. **SUBMISSION OF PROPOSALS**

To submit its Proposal, each Applicant should email its full and complete Proposal to guesthosts@uefa.ch. UEFA will not accept Proposals in any other form or by any other method.

For any questions or further information regarding the Tender please contact:

**Damaris Papoutsakis**  
**Senior Guest Management & Protocol Manager**  
Damaris.papoutsakis@uefa.ch

**Proposals must be received by no later than 12:00, 31 January 2019 (CET).**

UEFA may contact Applicants for further information and/or invite selected Applicants to make a presentation at UEFA Headquarters in Nyon, Switzerland.

The Proposals will be evaluated in accordance with the following (non-exhaustive) criteria:

- Quality of the services offered;
- The acceptance of the Deal Principles contained at Section 9 of this ITT.
- Expertise of the Applicant company;
- The competitiveness of the estimated costs (expressed in Euro (€), excluding VAT) for the provision of the Services;
- The financial standing of the Applicant and/or the ability of the Applicant to fulfil the contractual commitments;
- The submission by the Applicant of the Statement of Undertaking attached at Appendix 1 of this ITT; and
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in Appendix 2.

The quality of the documentation received will also be a factor in the selection of the Successful Applicant.

UEFA shall notify the Successful Applicant(s) in writing. However, official appointment of the Successful Applicant(s) shall be subject to signature of the Agreement between the Successful Applicant(s) and UEFA.
9. **DEAL PRINCIPLES**

The following table highlights the fundamental Deal Principles which UEFA requires the Successful Applicant to adhere to, and which will be included key terms of the Agreement which shall be provided by UEFA entered into with the Successful Applicant:

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>DEAL PRINCIPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractual parties</td>
<td>UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any of the UEFA Subsidiaries or an LOS, including but not limited to the payment obligations and to be appointed as the contracting party. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any subsequent Agreement, to include any UEFA Subsidiaries and/or an LOS, as applicable.</td>
</tr>
<tr>
<td>No exclusivity</td>
<td>The Services are non-exclusive and the Agreement does not attach any exclusive rights to the Successful Applicant to be UEFA’s sole provider of the Services or similar services. UEFA is at any time free to use other companies who provide identical or similar services to those of the Successful Applicant.</td>
</tr>
</tbody>
</table>
| Liability & Insurance  | The following terms will be included in the Agreement executed with the Successful Applicant, and shall be non-negotiable. Applicants should only submit Proposals if they agree to and can comply with these terms:  

1. The Successful Applicant shall obtain and maintain for the duration of the term of the Agreement appropriate insurance coverage in respect of its potential liabilities in connection with the Agreement. The Successful Applicant shall, if requested by UEFA, supply UEFA with a copy of the relevant insurance certificates.  
2. The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary.  
3. The Successful Applicant shall defend, hold harmless and indemnify UEFA at all times from and against any and all claims, costs, proceedings, demands, damages, losses, expenses and liabilities (including legal expenses) suffered or incurred by UEFA resulting from:  
   a. any claim by any third party (including any Guest Host, Commercial Partners, the clubs or governmental authority) of whatsoever kind or nature by or against UEFA (including UEFA’s affiliates, licensees and assignees) arising from the provision of the Services; |
b. any breach or non-performance by the Successful Applicant (or the Guest Hosts or the Successful Applicant's employees, agents and/or representatives) of any provision of the Agreement;

c. any negligent act or omission of the Successful Applicant whether or not such claim arises during or after the term of the Agreement;

d. any failure by the Successful Applicant to secure, pay for and maintain any applications, permits and/or licenses;

e. any claim, loss or damage arising from or in connection with the death or personal injury to any person caused by or in connection with the provision of the Services; and/or

f. any failure by the Successful Applicant to provide the Services in the agreed and timely manner or perform the Services for any reason whatsoever.

| Payment terms | The Successful Applicant shall be entitled to issues invoices for the fees for the Services to UEFA in the following instalments:
|--------------|------------------------------------------------------------------------------------------------|
|              | - 15% on signature of the Agreement;
|              | - 25% three (3) months before the first Match of the Event; and
|              | - 60% upon successful completion of the Services to the reasonable satisfaction of UEFA.

UEFA shall pay each such invoice no later than thirty (30) days from the invoice date.

<table>
<thead>
<tr>
<th>Currency</th>
<th>The amount of the fees shall be fixed in Euros based on the prevailing exchange rate (as determined by UEFA) on the date the Agreement is signed.</th>
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<tr>
<th>Applicable laws</th>
<th>The Successful Applicant shall be responsible for compliance with any and all national and local applicable laws which relate to or may affect the provision of the Services.</th>
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<td>The Successful Applicant shall be responsible for complying with all social security, labour law, insurance, taxation and similar obligations in relation to all Guest Hosts and other staff used for the provision of the Services. For the avoidance of doubt, UEFA shall bear no liability whatsoever in this respect.</td>
</tr>
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</table>

| Consent, permits and licences | The Successful Applicant shall obtain and pay for any and all consents and licences required in connection with the provision of the Services (including any employment, social, fire, health, safety, security and technical requirements or |
The Successful Applicant shall arrange and be responsible for all customs clearance, shipping documentation import duties if applicable, ATA carnets, customs licenses and/or any other clearances necessary for the provision of the Services.

The Company shall, and shall procure that each Guest Host shall, comply with all UEFA policies and procedures for the Event including without limitation, accreditations, behavioural, confidentiality, communications, social media, use of information and communication systems, anti-harassment and bullying, dress code, appearance, safety, security and commercial restrictions at the Sites.

The Successful Applicant shall, and shall procure that each Guest Host shall, provide the Services in accordance with the terms contained in the UEFA Health and Safety Guide.

If the Successful Applicant’s performance in respect of a specific part of the Services is not (in UEFA’s reasonable opinion) of the highest industry standards in accordance with the terms of the Agreement then UEFA may:

- request immediate remedy or rectification;
- request replacements;
- reduce the fees due to the Successful Applicant if remedy, rectification or replacement does not sufficiently solve the problem, or reduce the scope of the Services to exclude such sufficient part; or
- ultimately terminate the Agreement with the Successful Applicant.

The Agreement will define certain Service Levels which the Successful Applicant is required to provide the Services in accordance with. These will set the expected standards of quality for the Services and will include, without limitation:

- Meet all deliverables according to the stated timeline (submission of Accreditation requests, uniform orders, staff assignment etc.)
- Successful Applicant and Guest Hosts should comply with all UEFA policies
- All Guest Hosts should be knowledgeable on the required information
- All Guest Hosts should be presentable according to the UEFA appearance & behaviour guideline
- All Guest Hosts should be ready and on time for their shifts
<table>
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<tr>
<th><strong>Replacement of Guest Hosts</strong></th>
<th>Upon UEFA’s request for any reason, the Company shall promptly replace any Guest Host with a suitably qualified and skilled substitute to perform the Services.</th>
</tr>
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<tbody>
<tr>
<td><strong>Termination</strong></td>
<td>UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:</td>
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<td>▪ the Successful Applicant’s performance of the Services is, following the exhaustion of the process described in the insufficient performance clause, still considered not to be of the required standard;</td>
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<td></td>
<td>▪ the Successful Applicant breaches any provision of the Agreement, which makes it unreasonable for UEFA to continue as agreed with the Successful Applicant;</td>
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<td></td>
<td>▪ there is a substantial change in the ownership of the Successful Applicant which adversely affects the ability of the Successful Applicant to perform its obligations under the Agreement or which is detrimental to the legitimate interests of UEFA; or</td>
</tr>
<tr>
<td></td>
<td>▪ the Successful Applicant becomes bankrupt or insolvent or enters into liquidation (other than a voluntary liquidation for the purpose of reconstruction, amalgamation or similar reorganisation) or enters into any arrangement or composition with its creditors or any of them, or has a receiver or an administrator appointed over a portion or all of its property or assets.</td>
</tr>
<tr>
<td><strong>Governing Law</strong></td>
<td>The Agreement between UEFA and the Successful Applicant will be governed by Swiss law. Any dispute between the parties arising under or relating to the Agreement shall be submitted exclusively to the courts of Nyon, Switzerland.</td>
</tr>
<tr>
<td><strong>Announcements &amp; Publicity</strong></td>
<td>The Successful Applicant shall not make, and shall ensure that no Guest Host and none of its employees, agents or representatives make, any public statements or announcements regarding the existence of or terms of the Agreement, its association with UEFA and/or the Event without the prior written consent of UEFA both as to the making of that statement and its content. The Successful Applicant acknowledges and agrees that neither it nor any of its affiliates nor any Guest Host shall have any right:</td>
</tr>
<tr>
<td></td>
<td>▪ either to associate it or themselves with UEFA and/or the Event (including, without limitation, through the use of the materials or any Intellectual Property); or</td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
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<td>to use the materials in any manner whatsoever (including, without limitation, for the purposes of marketing its or their products or services) without the prior written consent of UEFA.</td>
<td></td>
</tr>
<tr>
<td>Damage to Sites</td>
<td>The Successful Applicant shall take all necessary precautions to avoid any damage to any surfaces, infrastructure, facilities or pre-existing material at any of the Sites as a result of the performance of the Services. The Successful Applicant shall be responsible for all liabilities howsoever arising from any damage caused to any of the foregoing by Guest Hosts, its employees, agents, partners, sub-contractors or suppliers.</td>
</tr>
</tbody>
</table>
| Intellectual Property            | The Successful Applicant shall expressly acknowledge and agree, and procure that each Guest Host shall expressly acknowledge and agree, that:  
  - any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA and/or the Event belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA’s ownership thereof; and  
  - it shall not use trademarks or other Intellectual Property of or related to UEFA, the Event or any other UEFA’s events other than as permitted by UEFA strictly for the performance of the Services.  
  The Successful Applicant and any Guest Host shall not, by virtue of the Agreement or otherwise, obtain or claim any right, title or interest in or to any rights of Intellectual Property and/or commercial exploitation in connection with UEFA or the Event. If and to the extent that the Successful Applicant or Guest Host acquires any such right, title or interest, pursuant to the Agreement or otherwise, the Successful Applicant:  
  - shall (and shall procure that each Guest host shall) assign to UEFA any and all such intellectual property throughout the world, free of any third-party rights and for the full duration of such rights (including any and all renewals and extensions thereof throughout the world); and  
  - acknowledges and agrees that the benefit of all such rights will at all times accrue to and inure to the benefit of UEFA. |
| Sustainability reporting         | The Successful Applicant shall perform the Services in accordance with the sustainability requirements as specified in the ten principles of the United Nations Global Compact (published at the time of this ITT at the link http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html) and enhance sustainable solutions when providing the Services.  
  The Successful Applicant shall, if requested by UEFA, deliver data on the Services provided for the Competitions, including the date required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines (www.globalreporting.org). |
10. **LEGAL PROVISIONS**

1. Nothing in this ITT, nor any communication made by UEFA or its representatives, agents or employees shall constitute a contract between UEFA and any Applicant, nor shall it be taken as constituting any representation that an Applicant will be appointed in accordance with this ITT or at all.

2. UEFA does not undertake to accept any Proposal submitted in response to this ITT and reserves the right to organise and/or re-package the Services in a different way. UEFA reserves the right to change any aspect of this ITT at any time or to issue an amended ITT for all or part of the Services.

3. The Applicants may be shortlisted and/or rejected by UEFA at any time and/or asked to clarify or re-submit any Proposal which fails to meet the requirements of UEFA as set out in this document. UEFA is under no obligation to give any reasons for any rejection or for any other decision made in connection with this ITT or the Tender. UEFA reserves the right to enter into negotiations with one or more Applicants on such a basis as may be determined by UEFA at its sole discretion.

4. UEFA has taken all reasonable care to ensure that this ITT is accurate in all material respects. This ITT is provided solely by way of explanation of the services which UEFA intends to use and neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibilities for the accuracy or completeness of any of the information contained in this ITT; nor shall they be liable for any loss or damage suffered by any Applicants in reliance on this ITT or any subsequent communication.

5. The Applicant agrees that:

   a) it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT;

   b) it shall not disclose Confidential Information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law);

   c) it shall only be entitled to use Confidential Information for the purpose of this ITT; and

   d) it shall not discuss the financial terms of this ITT with rival Applicants.

6. By the submission of a Proposal, the Applicant warrants and represents to UEFA that:
Invitation To Tender

a) its expression of interest and all related elements of the Proposal do not infringe any third party rights;

b) it owns all rights of any nature in the Proposals submitted;

c) it shall not use any UEFA Intellectual Property except as permitted by UEFA;

d) it shall not claim any association with UEFA or any UEFA competition in relation to its Proposals or otherwise;

e) it will observe all statutory and competition-related provisions of UEFA, as well as specific instructions and all applicable national and international laws;

f) it warrants to UEFA that the information contained in its Proposal shall not be false or misleading and that if, following submission of the Proposal, there is any change in the Applicants’ circumstances which may adversely affect such information, the Applicant shall promptly notify UEFA in writing setting out the relevant details in full; and

g) it shall comply with these terms and conditions.

7. If UEFA considers that any Applicant is or is likely to be in breach of any of these terms and conditions, then UEFA shall (without prejudice to its rights and/or remedies arising under law) be entitled to withdraw from any co-operation with the Applicant without any requirement to give such Applicant notice and without any further liability to such Applicant.

8. The Applicant is responsible for all costs, expenses and liabilities incurred in the preparation of its Proposal, any responses to requests for further information by UEFA, meetings with UEFA and any negotiation with UEFA following receipt by UEFA of its Proposal (whether or not an Agreement is entered into with such Applicant).

9. The Applicant acknowledges that all Intellectual Property rights and all commercial rights in relation to UEFA’s competitions including but not limited to their names, logos and trophies, remain the exclusive property of UEFA.

10. Once received by UEFA, each document submitted as part of a Proposal shall become the physical property of UEFA. Irrespective of whether any Proposal is successful or not, UEFA shall be entitled to use (free from any payment or restriction) all ideas, concepts, Proposals, recommendations or other materials (save for trademarks and copyrighted materials) contained in such Proposal or otherwise
communicated to UEFA during the Tender. The Applicant waives and shall not make any claim against UEFA in respect of any use made by UEFA of any intellectual property or other similar rights relating to the ideas, concepts or any other materials (save for any trademarks or copyrighted materials of the Applicants) contained in their Proposals.

11. Applicants who have not been selected will be informed in writing by UEFA. UEFA shall not be obliged to give any reason for making any selection and/or rejection.

12. UEFA shall select the Applicant(s), whose Proposal(s) and subsequent presentations(s), in UEFA’s sole opinion, most closely satisfy the scope of the task described. The Applicant(s) shall, however, be bound under all circumstances to the declaration of interest submitted.

13. The completion of the acceptance shall be subject to UEFA and the Successful Applicant signing a long-form Agreement. Such Agreement shall contain the detailed terms and conditions of such appointment and, inter alia, include the Deal Principles contained at Section 10 of this ITT. By submitting a Proposal, the Applicant confirms that it is able to comply with all Deal Principles.

14. The Successful Applicant will immediately inform UEFA of any change in the ownership or senior management of the Successful Applicant. UEFA reserves the right to reallocate the award of any and all aspects of the Project if the ownership or senior management of the appointed Applicant changes.

15. Successful Applicants shall obtain and maintain appropriate insurances with regard to their own or sub-contracted staff, public liability as well as indemnities and warranties in regard to UEFA as more fully described in the Deal Principles contained at Section 10 of this ITT as part of the standard terms and conditions of the Agreement.

16. The Applicant is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this ITT, the Tender, UEFA, any UEFA competition and/or its Proposals (whether appointed or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion. Each Applicant acknowledges and agrees that UEFA shall have the sole right to make any announcement in relation to this ITT, the Tender and the selection and/or appointment of any Applicant(s) (if at all).
17. Neither UEFA nor any of its representatives, agents or employees shall be responsible for any loss, damage, liability or expense that may be suffered or incurred in relation to this ITT and/or subsequent negotiations. The Applicant expressly waives any right of action it may have against UEFA with regards to the Tender.

18. The Applicant must provide confirmation that its Proposal for the provision of the Services complies with any and all applicable national and local laws.

19. UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any of the UEFA Subsidiaries and/or an LOS. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any Agreement, to include the UEFA Subsidiaries and/or an LOS, as applicable.

20. This ITT and all related documentation pertaining to the Proposals and Tender (including any contracts) shall be governed and interpreted in accordance with Swiss law without regard to choice of law principles. The exclusive place of jurisdiction shall be Nyon.
APPENDIX 1 - STATEMENT OF UNDERTAKING

Name of company: insert Name of Company  
Tax number: insert tax number  
Address: insert Street Postal Code City Country  

referred to hereinafter as the "Company", hereby expresses interest in participating in the Tender for providing Guest Host services for UEFA EURO 2020, and undertakes that:

1. no information provided nor representations made to UEFA are false, inaccurate or misleading;

2. none of the Company’s representatives or employees shall make any form of public announcement or statement relating directly or indirectly to UEFA and/or the Tender to any media without the prior written approval of UEFA and that any non-compliance will lead to the penalty of being held responsible for any damages caused;

3. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT and/or the Tender, it shall not disclose confidential information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law) and it shall only be entitled to use confidential information for the purpose of the Tender.

4. all intellectual property and commercial rights in relation to UEFA, the ITT and/or the Tender belong exclusively to UEFA;

5. it is capable of and shall comply with all legal provisions and the Deal Principles contained in the ITT or otherwise agreed in writing with UEFA;

6. UEFA shall not be held responsible for any costs, expenses and/or liabilities incurred in by the Company in the preparation and submission of the information and/or documentation in response to the ITT and/or any responses to requests for further information by UEFA;

7. any association with UEFA or its competitions and events in any manner whatsoever without UEFA’s prior written approval is strictly prohibited;

8. UEFA shall not be required to invite the Company to participate in the Tender and reserves the right to organize any services related to the Tender or to re-open part of or the entire tendering process at a later stage;

9. this Statement of Undertaking and any related documentation shall be governed by and construed in accordance with the substantive laws of Switzerland. The place of jurisdiction shall be Nyon, Switzerland.

By submitting this Statement of Undertaking (where capitalised terms shall have the meaning as defined in the ITT, unless otherwise defined herein), I/we confirm that I/we have read and understood the foregoing terms and conditions issued by UEFA regarding the process for selection of a candidate(s) to provide Guest Host services for UEFA EURO 2020, and agree that the Company which I/we duly represent is bound by such terms and conditions.

Signature: ____________________________________________________________

Name and Title: _______________________________ Date: ___________________

Place: ___________________________ Official Stamp: ______________________
APPENDIX 2 - SUSTAINABILITY

UEFA is committed to a sustainable development long-term strategy, ensuring that its business is conducted in a way that is environmentally sound, economically viable, and socially responsible. UEFA aims to encourage high standards of environmental and social performance amongst its suppliers and their supply chains, particularly in the organisation of UEFA events.

As a result, UEFA requires that the Successful Applicant gives due regard to the following principles, extracted from the United Nations Global Compact (www.unglobalcompact.org), in connection with the products and services they supply:

- **Human Rights**: The Successful Applicant should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses.
- **Labour**: The Successful Applicant should uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.
- **Environment**: The Successful Applicant should support a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility and encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption**: The Successful Applicant should work against corruption in all its forms, including extortion and bribery.

The Successful Applicant also agrees to inform UEFA about:

- any demand or act when providing the Services that would not be consistent with these principles; and
- every initiative undertaken by the Successful Applicant aiming to promote and respect these principles.

Moreover, all Applicants are required to present information regarding sustainable development strategy or initiatives regarding environmental protection and social responsibility already implemented within its organisation.

**Each UEFA event is organised with the following priorities:**
- Optimise transport operations (general public, logistic and officials) to reduce carbon emissions;
- Enhance local employment (specifically in regions with high unemployment rate);
- Ensure optimal waste management through 3R strategy – reduce, reuse, recycle – in stadiums and venues;
- Reduce energy consumption and promote use of greener energies;
- Promote a responsible sourcing of products and services;
- Ensure accessibility of the event for disabled persons;
- Deploy anti-racism measures; and
- Implement a tobacco-free policy within stadia and venues.
UEFA events may be evaluated through the Sustainable Development project by producing a ‘one-year-to-go’ report before each event, and a complete reporting post-event based on the Global Reporting Initiatives (GRI) Guidelines (www.globalreporting.org). In this regard, the Successful Applicant may be requested to deliver data on the service or products which it provides for an event.

Applicants shall provide appropriate information setting out how they will comply with the above requirements and any sustainable requirements specific to their industry and services.

Any additional item suggested by Applicants, in line with the current ITT and that could facilitate achieving these priorities during the event, will be taken into consideration by UEFA and be considered as important assets in the selection process.
APPENDIX 3 – SUPPORT DOCUMENTS

On the dedicated FTP server Applicants will have access to the following documents:

- UEFA EURO 2020™ Match schedule
- Overview of Requirements
- Guest Host – Cost Chart
- UEFA Health and Safety Guide

FTP Server address: https://ftp.uefa.com

Username: GuestHost
Password: 5IJHoyIj