LONDON HQ HOTEL & LOUNGE CONCEPT

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>Definition</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 an individual right of access to access a UEFA venue for a specific period, in accordance with the function to be performed by the holder at the Event (as defined by UEFA). It does not give the right to a spectator seat at a Match.</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>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><strong>Creative Concept</strong></td>
<td>means the design, elaboration, production and implementation of the overall look &amp; feel concept of the HQ Hotel Project, as defined in Section 3.</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Deal Principle(s)</strong></td>
<td>means the fundamental and non-negotiable provisions listed in Section 11, which shall be included in the 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.</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>all furniture, materials, structures, constructions, installations, plant, machinery, hardware, materials and equipment provide or used by the Successful Applicant in the course of providing the Services.</td>
</tr>
<tr>
<td><strong>Event/UEFA EURO 2020™</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>HQ Hotel/ Hotel</strong></td>
<td>means the hotel that is selected by UEFA to function as the official hotel used for UEFA’s management and UEFA VIP guests.</td>
</tr>
<tr>
<td><strong>HQ Hotel Project</strong></td>
<td>means the project aimed to transform the HQ Hotel into a “House of Football” for the period of the Semi-Finals and the Final of the Event, centred around the theme of celebrating the tournament, its history and showcasing the work UEFA does, further outlined in Sections 2 to 7.</td>
</tr>
<tr>
<td><strong>Host Association(s)</strong></td>
<td>means any of the twelve (12) national football associations which have been appointed by UEFA to stage the Event.</td>
</tr>
<tr>
<td><strong>ITT</strong></td>
<td>means this Invitation to Tender document and all of its appendices.</td>
</tr>
<tr>
<td><strong>Intellectual Property</strong></td>
<td>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,</td>
</tr>
<tr>
<td><strong>Invitation to Tender</strong></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights and know how).</strong></td>
<td></td>
</tr>
<tr>
<td><strong>LOS</strong></td>
<td>means local organising structure – any entity formed or used by any of the Host Associations to administer and organise the Event.</td>
</tr>
<tr>
<td><strong>Match(es)</strong></td>
<td>means each and any football match which will be played at a Site as part of the Event.</td>
</tr>
<tr>
<td><strong>Match Day/MD</strong></td>
<td>means a specific Match day of the Event.</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td>all officers, employees, volunteers and/or agents of the Successful Applicant and the officers, employees, volunteers and/or agents of subcontractors of the Successful Applicant and any other individuals engaged by the Successful Applicant or a sub-contractor in the performance of the Successful Applicant's obligations under this Agreement.</td>
</tr>
<tr>
<td><strong>Proposal</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>means the creative and production services to be provided by the Successful Applicant in connection with the HQ Hotel Project in accordance with the provisions of this ITT and more fully described in Sections 3 to 6.</td>
</tr>
<tr>
<td><strong>Site(s)</strong></td>
<td>means each and any of the official venues, stadiums or sites where the Event or any Event-related events will be staged (and includes without limitation the HQ Hotel), or a central UEFA warehouse, the location of which shall be communicated by UEFA from time to time.</td>
</tr>
<tr>
<td><strong>Statement of Undertaking</strong></td>
<td>means the Statement of Undertaking in the form provided in Appendix 1 of this ITT, which shall be signed by the duly authorised representative(s) of each Applicant and submitted with its Proposal.</td>
</tr>
<tr>
<td><strong>Successful Applicant</strong></td>
<td>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>
</tbody>
</table>
2. **INTRODUCTION**

Every four years, the UEFA European Football Championships final tournament assembles the strongest European national teams and many of the best European footballers to compete for the Henri Delaunay trophy, the ultimate in European football. It brings together nations to celebrate their shared passion for the game.

UEFA EURO 2020™ – the EURO for Europe – is a very special and exceptional format of the UEFA EURO tournament and at the same time the 60th anniversary of the Event.

| **Tender** | means the tendering process for the Services, in accordance with and as set forth in this ITT. |
| **Working Visit** | 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. |
| **UEFA** | 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. |
| **UEFA Events S.A.** | means the wholly owned subsidiary of UEFA, which undertakes certain commercial functions and operations in relation to various UEFA competitions and events. |
| **UEFA Health & Safety Guide** | 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. |
| **UEFA Subsidiaries** | means any entity formed or used by UEFA to assist in the organisation and/or administration of its events, including UEFA Events SA. |
| **UEFA VIP Guest** | means a guest of UEFA who is invited by UEFA to attend a Match or several Matches receiving certain levels of service. They will receive hospitality services in UEFA VIP Lounge and a seat in the VIP Tribune at the stadium. |
In the current format of the Event the Semi-Finals and Final will be uniquely hosted in the same location, London. UEFA will organise a VIP programme for top UEFA VIP Guests and stakeholders during this period and has secured the Hotel that will operate almost exclusively for the UEFA VIP programme during this time. In carrying out the Services the Successful Applicant will transform the Hotel into a "House of Football" for the period of the Semi-Finals and the Final of the Event, centred around the theme of celebrating the tournament, its history and showcasing the work UEFA does, as further described in Sections 3 to 6 (the "HQ Hotel Project").

The UEFA VIP programmes are about provoking emotions and engaging with UEFA VIP Guests at every touch point of their journey. The UEFA VIP Guests and stakeholders invited will have attended the world’s top sports tournament and UEFA aims to offer them a fully immersive and unique journey from the moment they walk into the Hotel.

In order to achieve such goals, UEFA is seeking to collaborate with the best partner, because outstanding and extraordinary services can only be delivered by outstanding and extraordinary people with a strong ambition to strive for excellence.

3. OBJECTIVE AND SCOPE OF THE TENDER

With the objective of delivering a unique experience to UEFA VIP Guests UEFA is seeking to appoint a creative agency to provide and implement a creative concept in respect of the HQ Hotel Project in accordance with the requirements of this ITT (the "Creative Concept").

The scope of Services comprises the design, elaboration, production and implementation of the overall look & feel concept of the HQ Hotel Project and includes (but is not limited to):

- Overall Creative Concept;
- Branding and decoration elements;
- Furniture elements;
- Audio visual and lighting equipment; and,
- Entertainment options;

The Creative Concept should follow the themes of the UEFA EURO 2020™ including the celebration of such a unique tournament held in twelve different cities, the 60th EURO anniversary of the tournament (past, present and future) and integrate the four pillars of the UEFA strategy (Football, Trust, Competiveness and Prosperity). A further outline on the theme is elaborated on in Section 5.4.

The proposed look and feel should be comprised of surprising elements, be modern, chic, classy, innovative and colourful. In the public areas of the Hotel the look and feel must fit with the Hotel’s general ambiance and schematics. It should tell a story and immerse the UEFA VIP Guests in a unique experience, creating a fun and highly immersive environment for them and addressing all their senses.
The following sections of this ITT will provide Applicants with a full overview of the required Services, tender timelines as well as additional relevant information in view of the overall scope of the HQ Hotel Project.

Any Proposal must respect, comply with and integrate the event-specific brand identity for the UEFA EURO 2020™. The UEFA Branding guidelines are outlined at APPENDIX 4 – UEFA BRANDING GUIDELINES.

UEFA thanks you for your interest and looks forward to receiving your proposal.

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

**SELECTED HEADQUARTERS HOTEL IN LONDON**

The Hotel is in London and is the Royal Lancaster Hotel.

The Royal Lancaster  
https://www.royallancaster.com/

Applicants are strictly asked **NOT** to contact the Hotel prior to their official appointment.

Support documentation such as technical maps, photographs, an outline of public Hotel areas to be used and branded can be found in APPENDIX 5 - HOTEL INVENTORY, TECHNICAL MAPS, FLOOR PLANS AND PHOTOS.

4. **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: 17/06/2019
- Applicants submit Proposals: 26/07/2019
- Invitation to present Proposals: 22 to the 23/08/2019
- Provisional appointment of Successful Applicant(s): September 2019
- Signing of Agreement: September - October 2019

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

5.1. HQ London Hotel & Lounge creative concept

The HQ Hotel Project will be a unique and first-time project for UEFA to implement, despite concept hotels having been created in the past by commercial partners.

UEFA therefore wants to use the opportunity of having an almost exclusive hotel to showcase the following:

- The 60th EURO anniversary highlighting the past, present and future; and,
- The diverse work that UEFA does for European football, highlighting the key pillars of the UEFA strategy and using the EURO concept of building bridges to tie everything together.

There will be a split in the degree of concept integration between the Hotel public areas (“Public Areas”) and the exclusive lounge (which is referred to as the Nine Kings event space of the Hotel) (the “Lounge”) that will be created within the Hotel as follows:

- The Public Areas should be transformed to fit into the overall concept of the HQ Hotel Project however UEFA does not have exclusive usage of the space. Therefore, the focus of the public areas is to create the general ambiance, integrate the unique UEFA VIP Guest experience however not interfere with the daily operation of the Hotel. More information on which public areas can be branded and used as part of the HQ Hotel Project can be found under Section 5.2 (HQ Hotel experience – public areas).

- The exclusive Lounge experience is where the main focus on showcasing and elaborating in extensive detail on the themes and UEFA VIP Guest experience will take place. UEFA has full creativity in the Lounge to design and develop this experience. More information can be found under Section 5.3 (Lounge experience).

For the implementation of the Creative Concept Applicants should take into consideration any potential touch points with UEFA VIP Guests along their stay starting from when they arrive at the Hotel, until their departure.

The key touchpoints Applicants should consider are:

- UEFA VIP Guest arrival at the Hotel;
- UEFA VIP Guest departures to official UEFA events (such as the Matches);
- UEFA VIP Guest return to the Hotel after official UEFA events (such as the Matches);
- UEFA VIP Guest mingling and stay at the Hotel; and,
- UEFA VIP Guest departures after the Event’s Final.

The UEFA VIP Guest experience should be:

- Immersive;
- Entertaining;
- Fun and joyful;
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- Chic and top class; and,
- Memorable.

The HQ Hotel Project shall run from 05/07/2020 to the 13/07/2020 (or such alternative periods as UEFA notifies) (the "Project Period"), further details as follows:

<table>
<thead>
<tr>
<th>05 Jul</th>
<th>06 Jul</th>
<th>07 Jul</th>
<th>08 Jul</th>
<th>09 Jul</th>
<th>10 Jul</th>
<th>11 Jul</th>
<th>12 Jul</th>
<th>13 Jul</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Match schedule</strong></td>
<td>Rest day</td>
<td>Rest day</td>
<td>20:00 Semi-final</td>
<td>20:00 Semi-final</td>
<td>Rest day</td>
<td>Rest day</td>
<td>Rest day</td>
<td>20:00 Final</td>
</tr>
<tr>
<td><strong>HQ LON Lounge</strong></td>
<td>Set-up of Lounge</td>
<td>Set-up of Public Areas</td>
<td>Open</td>
<td>Open</td>
<td>Open</td>
<td>Open</td>
<td>Open</td>
<td>Open</td>
</tr>
</tbody>
</table>

As this has never been done before by UEFA no illustrations of previous concepts are available.

The Services required from the Successful Applicant can be summarized as follows:

- To provide a proposal for a name of the Hotel in London and the Lounge for the period of the Project Period;
- To provide a complete Creative Concept that would encompass all requirements for the Public Areas, UEFA VIP Guest experience and the Lounge (whether they are in scope of production or organization by the Applicant);
- To propose a production strategy;
- To plan and implement the production of the Creative Concept in consultation with and as agreed by UEFA;
- To provide visuals for branded items;
- To source all required entertainment and experience areas agreed by UEFA; and,
- To deliver the Services within the final agreed budget.

5.2. **HQ Hotel experience – public areas**

UEFA has negotiated access for certain public areas of the Hotel to be branded and themed.
A full catalogue of these can be found in APPENDIX 5 - HOTEL INVENTORY, TECHNICAL MAPS, FLOOR PLANS AND PHOTOS).

The Hotel has five food & beverage outlets that will remain open to the public, therefore this must be considered by Applicants in their proposals of the public areas, the security of any instalments and memorabilia provided by UEFA or sourced by the Applicant that are placed on display.
5.3. Lounge experience

UEFA will make available the Lounge for all UEFA VIP Guests staying at the Hotel. This lounge is referred to as the Nine Kings event space of the Hotel. The Lounge will offer all day food and beverage options for UEFA VIP Guests and should be the main space that they retreat to during their stay and where the main activation of entertainment and showcasing occurs. The Successful Applicant will have full creative flexibility in this space as it is exclusive to UEFA. This means the space needs to be especially engaging, entertaining and flexible to adapt to a different number of UEFA VIP Guests for the Event’s semi-finals, the rest days between the Event’s semi-finals and the final and of course the Event’s final. The main objective of the Lounge is to bring the UEFA VIP Guests together and offer them an interactive stimulative environment.

The Lounge is foreseen to be operational from 07/07/2020 until and including the 13/07/2020 (or such alternative period as UEFA notifies).

The daily operating hours are foreseen to be:

<table>
<thead>
<tr>
<th></th>
<th>07 Jul</th>
<th>08 Jul</th>
<th>09 Jul</th>
<th>10 Jul</th>
<th>11 Jul</th>
<th>12 Jul</th>
<th>13 Jul</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semi-final</td>
<td>10:00 – 16:30</td>
<td>10:00 – 16:30</td>
<td>10:00 – 16:30</td>
<td>10:00 – 16:30</td>
<td>10:00 – 16:30</td>
<td>10:00 – 16:30</td>
<td>10:00 – 17:00</td>
</tr>
<tr>
<td>Lounge Opening hours</td>
<td>10:00 – 16:30</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above Lounge opening times are subject to change by UEFA.

UEFA VIP Guests are foreseen to use the Lounge in the following capacity:
- As a space to relax, mingle and network;
- Entertain themselves;
- Have a snack or light bite to eat prior to and after discovering London;
- Pick-up tickets for the Matches;
- Meeting point prior to going to any official events (bus loading zone will be directly accessible from the Nine Kings foyer);
- Have small informal meetings; and,
- Discover aspects of the tournament and of UEFA that are being showcased in the Lounge.

The Lounge set-up should include (but not be limited to):
- Welcome desk;
- Set-up for buffet and a central bar;
- Casual dining area (a mixture of high and low tables, not set with cutlery) for approximately 80 people;
- Lounge areas;
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- Working spaces with areas for informal meetings;
- Merchandise booth to be managed by UEFA;
- VIP ticket distribution area to be managed by UEFA which requires three counters where UEFA VIP Guests can collect their tickets and must also include back-office area for three staff. The back-office area must not be visible to guests. 20m2 in total should be used for this space;
- Space created for dedicated workshops and/or panel discussions, which interferes with the rest of the Lounge as little as possible. The space should be large enough for a maximum audience of thirty people, with additional space to set-up cameras for filming and streaming. A video viewing possibility of the panel discussion should also be considered in the space along with a small registration desk;
- Space to display the Henri Delaunay trophy, which provides a photo opportunity for UEFA VIP Guests;
- Innovative interview corner;
- Any other spaces requested by UEFA (including, but not limited, to spaces for UEFA Partner branding or activations); and
- Any other spaces the Successful Applicant deems necessary in their Proposal and Creative Concept.

Applicants should consider ways of making the areas multi-usage, with a dynamic flow as opposed to segregated areas as listed above.

Within and around these key spaces the following needs to be integrated:
- Entertainment;
- Activities; and,
- Showcasing of the topics UEFA decides to integrate;

The Nine Kings foyer and suite facilities are very large. It is important that any concepts presented ensure that the space is managed and set-up in a way whereby it does not appear to be empty, as not all UEFA VIP Guests will be there at the same time. Flexibility should also be accounted for in sizing the spaces easily during different periods and especially between Semi-Finals and the Final of the Event.

Photographs, maps and technical details of the Lounge can be found in APPENDIX 5 - HOTEL INVENTORY, TECHNICAL MAPS, FLOOR PLANS AND PHOTOS, along with a general explanation of how the Lounge will be used for UEFA operations.

5.4. HQ Hotel theme

The overall theme of the Creative Concept must of course be the UEFA EURO 2020™ tournament and branding. However as mentioned there are underlining themes and elements UEFA wishes to showcase. Some general ideas have been elaborated on below with an indication of how UEFA possibly wishes to explore these themes. Applicants should not feel restricted to stick to these ideas as an Applicants creativity and exploration of ideas will be a key criteria for selection as well as the Applicants proposal of how these themes are integrated and considered in the physical set-up of the space and UEFA VIP Guest experience.

The 60th EURO anniversary highlighting the past, present and future
- Past: Historic moments of the EURO, integration of memorabilia, how football has shaped Europe
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- Present: the UEFA EURO 2020™, the uniqueness of the event, the twelve cities
- Future: what could the future of football look like, what are key trends that will affect football as a game, as an industry, as an event
  - Exploration / showcase of – E-gaming, technologies, etc.
  - Topics under this theme can be proposed but will also be developed by UEFA

Building bridges
- The diverse work that UEFA does for European football - highlighting key pillars of the UEFA strategy and using the EURO concept of building bridges to tie everything together.
- UEFA strategy can be found for reference under APPENDIX 6 – UEFA STRATEGY
- UEFA will provide the concrete content at a later stage. Applicants should propose innovative ways in which to showcase content and make it interactive. The idea is not to set things up in a convention/fair style manner with booths but rather to immerse the UEFA VIP Guests.
- The imagery of bridges should not be overly used, as it is the general concept of connections of topics and impact of football that applies.

Involvement of UEFA EURO 2020™ Commercial Partners
- The UEFA National Team Football Official Sponsors are as follows:
  - ALIPAY
  - Booking.com
  - FedEx
  - Hisense
  - SOCAR
  - Volkswagen
- No commercial activity to be planned at the Hotel unless specified by UEFA after the Creative Concept is defined.

5.5. UEFA VIP Guests at the EURO 2020™ London HQ Hotel

The Applicant will give consideration in its Proposal to this Section 5.5 (particularly in respect of the activities and entertainment that will be required as part of the HQ Hotel Project).

The UEFA VIP Guests staying at the Hotel will include but are not exclusive to the target groups listed below. The table also indicates if they are foreseen to stay the entire week of the Event’s Semi-finals and Final or if they would be invited to selected Matches of the three. Consideration must be given regarding the activities and entertainment as some UEFA VIP Guests will be there for the entire week, and therefore their experience and immersion must be ongoing and continuously stimulating.
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<table>
<thead>
<tr>
<th>UEFA VIP Guest Group</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>UEFA Management &amp; Executive Committee</td>
<td>Throughout the week</td>
</tr>
<tr>
<td>Top representatives from all 55 European National Football Federations</td>
<td>Throughout the week</td>
</tr>
<tr>
<td>Top representatives of FIFA, Confederations* and IOC</td>
<td>Final</td>
</tr>
<tr>
<td>Key UEFA stakeholders</td>
<td>Combination of selected Matches &amp; throughout the week</td>
</tr>
<tr>
<td>Top representatives from Commercial Partners</td>
<td>Selected Matches</td>
</tr>
<tr>
<td>Celebrity players</td>
<td>Final</td>
</tr>
<tr>
<td>Other UEFA VIP Guests</td>
<td>Selected Matches</td>
</tr>
</tbody>
</table>

*AFC, CAF, CONCACAF, CONMEBOL, OFC

The below indicates the overall forecasted number of UEFA VIP Guests staying at the Hotel during the Project Period. This is subject to change.

- **Semi-Finals**: 07.07.2020 & 08.07.2020, 300 – 350 UEFA VIP Guests staying at the Hotel
- **Rest days**: 09.07.2020 – 10.07.2020, 250 UEFA VIP Guests staying at the Hotel
- **Final**: 11.07.2020 & 12.07.2020, 500 – 600 UEFA VIP Guests staying at the Hotel

Naturally it is to be assumed that not all UEFA VIP Guests will be in the Lounge at the same time, and again it is vital that the Lounge does not seem empty and can be adapted in a flexible way.

5.6. **Food & beverage**

- All food & beverage will be provided to all UEFA VIP Guests by the Hotel, however the set-up for the catering, areas for Guests to eat and the bar should be incorporated in the Proposal. The food & beverage services that the Hotel will provide will be an ongoing service of snacks and light bites throughout the day, with more substantial options available around lunch and dinner time, unless there is a Match, then limited dinner options will be available;
- Set-up space for an ongoing buffet area should be able to cater for the following:
  - Semi-finals: buffet set-up for 80 - 100
  - Rest days between Semi-finals & Final: buffet set-up for 60 - 100
  - Final: buffet set-up for 150 – 200
- Bar area which functions as a key gathering point.

5.7. **Overall look and feel of the HQ Hotel project**

The Applicant's creativity in its Proposal together with its ability to deliver the Services within the forecasted budget (as set out in Section 9 below) will be the key criteria for selection.

Each Applicant shall propose an overall look and feel for the Public Areas and the Lounge in its Proposal, including the following sub-concepts:
Brand and decoration concept

- Applicants shall come up with a comprehensive branding and decoration concept
  - Branding and decoration in the Public Areas must be in harmony with the Hotel's existing look & feel
  - Branding and decoration in the Lounge can be upon suggestion of the Applicant
- Applicants shall propose creative solutions to space adjustment and usage of the Lounge area.

Branding

- The look and feel should follow the general branding guidelines, which can be found in APPENDIX 4 – UEFA BRANDING GUIDELINES, however we do not wish to use the brand in its strict current form, but rather to transmit a chic, classy ambiance for UEFA VIP Guests. The use of the cartoonist elements of the brand should be kept at a bare minimum, keeping the branding subtle throughout the Hotel.
- In the Public Areas the adaptation of the look & feel should be so that it matches with the Hotel's current décor. An outline and guide to the Hotel’s colour palette can be found in APPENDIX 5 - HOTEL INVENTORY, TECHNICAL MAPS, FLOOR PLANS AND PHOTOS.

Furniture concept

- Applicants shall propose a furniture concept for the Lounge based on the overall look and feel Applicants are aiming to achieve; and,
- Furniture must be sourced by the Successful Applicant for the Lounge.

Audio Visual & Technical concept

Applicants will need to provide an audio visual and technical concept for the Lounge which includes without limitation the following:

- Applicants shall propose adequate lighting solutions to enhance the overall branding and decorative elements;
- Applicants shall propose suitable solutions with regards to the overall entertainment concept considering the size and height of the Lounge;
- Applicants shall propose suitable solutions to highlight and enhance the different areas of the Lounge, creating an ambiance that fits with the look & feel and timing of the day;
- Where applicable Applicants are invited to offer audio, equipment related to their proposed entertainment concept, creating an enjoyable experience for UEFA VIP Guests;
- Applicants are asked to propose visual solutions to be installed (i.e. TV screens, LED walls, projection);
- Applicants may propose innovative digital and mobile technologies to enhance UEFA VIP Guest engagement, stimulation, interaction and entertainment;
- Applicants must take into account the foregoing proposals in submitting a budget within the Proposal in respect of providing the Services; and,
- Applicants are requested to provide visuals and specifications of the various elements they foresee using.
5.8. Lounge Engagement & Entertainment concept

Applicants are invited to come up with fun and immersive entertainment solutions which shall be relevant to the Lounge context and overall concept of the HQ Hotel Project.

- Entertainment can include (but should not be limited to):
  - Live performers and bands;
  - Innovative and / or interactive entertainment solutions;
  - Interactive social media activity and streaming;
  - Activities that involve the element of competition between UEFA VIP Guests;
  - Activities that can be done individually or with more people;
  - Creative solutions to enhance the UEFA VIP Guest’s arrival experience at the Hotel; and,
  - Creative solutions to display tournaments facts and highlights

6. KEY REQUIREMENTS

6.1. Project Management

Applicants are requested to propose a detailed project plan schedule according to the outlined dates proposed in Section 5.

Throughout their Proposal Applicants are requested to present how they intend on managing the following topics:

- Set-up of a management team and organisational structure;
- Management of the Hotel Project from concept and design to the delivery and dismantling;
- Presentation of detailed project plan including onsite implementation;
- Details on how the Applicant intends to source products and services with the objective of cost efficiency;
- Appropriate quality guarantee and compliance with any prevailing local health and safety and sustainability requirements;
- Management of the HQ Hotel Project for the Project Period;
- Waste handling during the set-up phase and post Event;
- Preparation of 3D renderings and technical drawings;
- Preparation of presentation materials for meetings as necessary; and,
- Attendance of meetings, workshops and working visits as required by UEFA.

The Successful Applicant shall also comply with the following aspects:

Showcase
A showcase session may be required to be organised by the Successful Applicant and delivered to UEFA (and any other party that UEFA deems necessary) to present real examples of certain components and
products in order to check the quality and correct implementation of the official brand elements in relation to the HQ Hotel Project.

**Budget**
- Ensure compliance with the pre-defined and agreed budget as detailed in Section 9 below;
- 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 as requested by UEFA; and,
- Participate in working visits at the Hotel.

**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 KPIs notified by UEFA.

**Obligations**
For the avoidance of doubt, the following responsibilities will fall within the obligations of the Successful Applicant:
- Provision of all necessary permits, licences, authorizations, all customs clearances for relevant equipment and goods to comply with all applicable laws;
- Protection of existing structures in all areas on the Hotel premises (including without limitation floor covering, elevators used for set-up and dismantling, wall protection in passage areas, etc);
- Remaining responsible for any damage to structures and facilities caused by its Personnel or that of its subcontractors (procedure for identifying and signing-off damages as and when they occur to facilitate the post-event Hotel handback (in respect of the Lounge and Public Areas) procedure to be provided);
- Branding related waste management in compliance with any applicable laws and Hotel procedures;
- All appropriate insurance cover, including third party liability, for damages to the Hotel or any part of it;
- Compliance with all applicable laws relating to the delivery of hospitality and/or branding services; and
- Provision of adequate numbers of Personnel and handling of all their respective accreditation needs, including without limitation, Personnel of any sub-contractor(s); and,
- Attendance of meetings, workshops and working visits as deemed necessary by UEFA.

No artwork should be produced without prior approval of UEFA. Compliance with the UEFA processes when it comes to handling the validation of the artworks, the logistics of the deliveries for the set-up and
dismantling and accreditations are an important aspect of the HQ Hotel Project that the Successful Applicant is requested to fulfil with the required level of professionalism and commitment.

UEFA will be responsible for the following elements which are essential for the delivery of the Services:
- Provision of access to the Lounge and Public Areas, free of charge;
- Organisation of any working visits; and
- Coordination of a working session following the first site visit to the Hotel.

6.2. **Set-up and Dismantling**

The following set-up and dismantling dates are subject to change. Should the Applicants have any concerns in complying with the below timeframe, then these need to be raised in their Proposal with alternate suggestions.

**Public Areas**
Set-up can begin on the 06/07/2020 as of 15:00  
Dismantling can occur on the 13/07/2020 as of 18:00

The Public Areas must be ready to receive UEFA VIP Guests by 07/07/2020 at 05:00.

**Lounge**
Set-up can begin on the 05/07/2020 as of 07:00  
Dismantling can occur on the 13/07/2020 as of 17:00

The Lounge must be ready to receive UEFA VIP Guests by 07/07/2020 at 05:00.

6.3. **Information to be included in the Proposal**

For the purpose of the ITT Applicants are required to provide UEFA with a complete Creative Concept together with a costing proposal and implementation strategy that comprises the following:

**Executive Summary, including**
- Pertinent points in the Proposal the Applicant wishes to highlight;
- An overview of the HQ Hotel Project schedule and costs.

**Applicant’s Ability to fulfil the proposed tasks, including**
- Brief corporate profile that covers the Applicant’s history and experience;
- Project Team details including a list of project team members that will provide the Services, with a full description of their envisaged involvement on the HQ Hotel Project and a resume for each team member.

**HQ Hotel Project implementation concept and framework, including**
- Fully detailed conceptual proposal;
• Comprehensive renderings / visuals illustrating the desired concept;
• Project schedule; and
• Detailed breakdown of costs as per the Cost Chart (a copy of which can be accessed in Appendix 7).

The Proposal should contain as much detail as possible with regards to the requirements, not only in financial aspects but also in terms of the proposed materials to be used and sub-contractors, project management information, background of the Personnel working on the HQ Hotel Project and any other relevant information the Applicant considers appropriate to share with UEFA.

6.4. Timeline

The following are the estimated deliverables and timeline for the HQ Hotel Project.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site visit of the Hotel with successful Applicant followed by a brainstorm the next day</td>
<td>Throughout the week 14 – 15/10/2019 (proposed dates)</td>
</tr>
<tr>
<td>Updated concept and proposal by Applicant</td>
<td>27/11/2019</td>
</tr>
<tr>
<td>Final approval of concept and implementation plan by UEFA</td>
<td>20/01/2020</td>
</tr>
<tr>
<td>Adjustment period of visuals</td>
<td>To be proposed by Applicant</td>
</tr>
<tr>
<td>Production schedule of items</td>
<td>To be proposed by Applicant</td>
</tr>
<tr>
<td>Delivery of Services at the Hotel</td>
<td>05/07/2020 - 13/07/2020</td>
</tr>
</tbody>
</table>

6.5. Sustainability

The Applicant shall give due consideration to the sustainability requirements as described in 14APPENDIX 2 - SUSTAINABILITY. 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.

The Successful Applicant shall be required to adhere to the UEFA Health and Safety Guide during the provision of the Services, as referred to at APPENDIX 3 – UEFA HEALTH & SAFETY GUIDE.

7. TECHNICAL REQUIREMENTS

Any Equipment used or provided by the Successful Applicant in the provision of the Services must not damage the Hotel or any part of it. All surfaces and areas of the Hotel should be in the same condition at handback as prior to set-up. A meeting will be held prior to set-up and after dismantling involving the Applicant, the Hotel and UEFA to ensure the status & conditions of areas used as part of the HQ Hotel Project are recorded prior to set-up and after dismantling.
Storage space
Any storage and office space required by the Successful Applicant at the Hotel needs to be calculated within the available Lounge area.

8. SUPPLIER INFORMATION REQUIRED

General Information:
- Company form and ownership;
- Contact details;
- Organisation chart; and
- Number of Personnel.

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.
- References of the company of comparable performances over the last three years with a contact person of the reference customer; and
- Details on average size of contracts undertaken previously.

Other:
- 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?
- Applicants must also indicate when they plan to subcontract any Services offered and indicate the companies they are planning to work with, their previous experience with them and the services such companies provide.

The Applicant is asked to provide the following information:

a. Company form and ownership;

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

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

d. Number of Personnel; and

e. 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.
9. COST INFORMATION REQUIRED

- The submission of the Cost Chart found in APPENDIX 7 – COST CHART and a detailed cost breakdown is an integral part of the Proposal to be provided;
- All Costs submitted in the Proposal must be expressed in EURO;
- The fees should include all taxes except for Value Added Tax (VAT);
- For avoidance of all doubt prices shall include all additional costs anticipated in connection with the performance of the Services as described in the Proposal, and shall be properly and clearly identified as such; and
- Should any assumptions be made in the cost calculations, the Applicant is asked to clearly indicate them on the quota, otherwise, any quota received will be treated as having been made with full knowledge of all requirements.

The Cost Chart shall be competed with a detailed cost overview including:
- Project management costs including communication, meetings, working visits, complete presentation material, manuals etc.;
- All personnel and operational costs for providing the Services in the lead up to and during the Event including overhead costs, training, travel, transportation, accommodation and expenses as well as all respective allowances and all management cost etc.;
- All costs regarding providing the Services as well as the any permits, licences, insurance coverage etc.;
- A detailed cost breakdown should be completed and fall in line with the recommended proposal which reaches the UEFA’s forecasted budget in respect of providing the Services of EUR 650,000 (excluding VAT); and
- Applicants are free to list the cost of additional ideas in the Cost Chart under the tab "cost of activities".

10. SUBMISSION OF PROPOSALS

To submit its Proposal, each Applicant should email and send their full and complete Proposal to the address and email address below. UEFA will not accept Proposals in any other form or by any other method:

Lidia Fedorova
UEFA Events SA
Rte de Genève 46
CH-1260 Nyon 2
Lidia.Fedorova@uefa.ch

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

Joanne Rozze  
Guest Services & Operations Manager  
Joanne.Rozze@uefa.ch

Lidia Fedorova  
Guest Services Coordinator  
Lidia.Fedorova@uefa.ch

Proposals must be received by no later than Friday 26th July 2019 at 17:00 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 11 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 set out in Appendix 1 of this ITT;
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in APPENDIX 2 - SUSTAINABILITY; and,
- The quality of the documentation received will also be a factor in the selection of the Successful Applicant.

UEFA reserves the right to:

- Accept or reject Proposals without providing justification for its decision.
- Enter into negotiations with one or more Applicants.
- Withdraw from any negotiation with any Applicant(s).
- Withdraw one or more of the Sites or Events from the scope of the Services.
- Terminate the ITT, withdraw or modify it in whole or in part, and open entirely new or revised Tender process.

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.

UEFA will appoint the Successful Applicant(s) at its sole discretion and without obligation to disclose any reasons.
10.1. Invitation to second-round

UEFA will invite the two to three top Applicants to present their proposals in a second-round review process.
This review process will be held at UEFA in Nyon, Switzerland between the 22\textsuperscript{nd} and the 23\textsuperscript{rd} of August 2019. (Dates may be subject to change).

All Applicants invited for this second round will receive a contribution fee of 4’000 EURO. Applicants involved can invoice the amount to UEFA after the presentation has taken place.

UEFA will organise calls with each of the Applicants invited to the second-round review process and may ask for changes to be made to the original tender proposal.

11. 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>Additional Services</td>
<td>A strict procedure of variation will be implemented by UEFA, including the following principles:</td>
</tr>
<tr>
<td></td>
<td>• Detailed process of how a change is required and confirmed;</td>
</tr>
<tr>
<td></td>
<td>• Applicable rates and timelines;</td>
</tr>
<tr>
<td></td>
<td>• Identification of persons signing a change order; and</td>
</tr>
<tr>
<td></td>
<td>• Consequences on payment.</td>
</tr>
</tbody>
</table>

The Successful Applicant already expressly acknowledges that any and all costs and expenses incurred by it which have not been expressly authorised by UEFA in writing shall be the Successful Applicant’s sole responsibility. UEFA shall be liable for additional costs or expenses only if approved by UEFA in advance in writing and subject to receipt by UEFA of satisfactory proof of such costs and expenses.
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 under the Agreement including, but not limited to comprehensive and adequate general third party liability insurance (public liability and product liability) with a reputable insurance company and up to an amount as shall be notified by UEFA. Such insurance policy shall provide coverage in broad form for all potential liabilities under the Agreement including, but not limited to comprehensive and adequate general third party liability insurance (public liability and product liability) covering third party claims in respect of bodily injuries and/or property damages and professional indemnity insurance covering consequential losses. The insurance shall not contain any exclusion for terrorism risks. The insurance shall contain an endorsement of the interest of UEFA (Co-Insured Party). 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 and Equipment 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 for any reason in connection with:

   a. any claim by any third party (including any Personnel, 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 and/or use of the Equipment;

   b. any breach or non-performance by the Successful Applicant (or the Successful Applicant’s Personnel, agents and/or representatives) of any provision of the Agreement;

   c. any negligent act or omission of the Successful Applicant (or the Successful Applicant(s)’s Personnel, agents and/or representatives)
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 in connection with the provision of the Services;

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 the use of the Equipment; 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.

<table>
<thead>
<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 and/or Equipment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Services</td>
<td>The Company shall perform the Services in accordance with:▪ the highest professional skill and care;▪ the best industry practices; and▪ UEFA’s guidelines, directives and/or specific instructions as communicated from time to time.</td>
</tr>
<tr>
<td>HQ Hotel Project</td>
<td>The Successful Applicant shall develop a Creative Concept for the HQ Hotel Project and shall ensure that such Creative Concept is approved in writing by UEFA by the relevant date specified by UEFA in the Agreement. The Successful Applicant will perform the Services in accordance with the Creative Concept approved in writing by UEFA. The HQ Hotel Project must comply with all specifications set by UEFA including, but not limited to, the specifications in this Tender and in the Agreement. The Successful Applicant shall ensure that all Services are of satisfactory quality and are fit for their purpose and are free from defects of design, material and workmanship.</td>
</tr>
<tr>
<td>Payment Terms</td>
<td>The Successful Applicant shall be entitled to issues invoices for the fees for the Services to UEFA in the following completion of the following milestones:▪ 25% on signature of the Agreement;</td>
</tr>
<tr>
<td>Consent, permits and licences</td>
<td>The Successful Applicant shall obtain and pay for any and all consents, permissions and licenses required in connection with the provision of the Services and/or Equipment (including any fire, health, safety, security and technical requirements or regulations in the respective country where the Sites are located) and any inspections and/or tests required by any relevant authorities. 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.</td>
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</tr>
<tr>
<td><strong>UEFA Health and Safety Guide</strong></td>
<td>The Successful Applicant shall provide the Services in accordance with the terms contained in the UEFA Health and Safety Guide.</td>
</tr>
</tbody>
</table>
| **Insufficient Performance** | 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. |
| **Service Credits** | UEFA shall be entitled to a Service Credit (calculated as a percentage reduction in the fees for the services) for each service failure by the Successful Applicant(s) under the Agreement. The Agreement will define what constitutes a service failure which shall include, without limitation, any delay to meet a defined project milestone. |
| **Termination** | UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:  
\- 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; |
## Invitation to Tender

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<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>
<td></td>
</tr>
<tr>
<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>
<td></td>
</tr>
<tr>
<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>
<td></td>
</tr>
<tr>
<td>### Governing Law</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>### Subcontracting</td>
<td>The Successful Applicant shall be entitled to assign or sub-contract its rights or obligations under the Agreement only with UEFA’s prior written consent. The Successful Applicant shall, if requested by UEFA, take action (including, without limitation, legal action) against any assignee or sub-contractor to ensure their compliance with the Agreement or to remedy any failure in this respect. For the avoidance of doubt, the Successful Applicant shall remain responsible and liable to UEFA for any such failure by any assignee or sub-contractor.</td>
</tr>
</tbody>
</table>
|### Announcements & Publicity | The Successful Applicant shall not make, and shall ensure that none of its Personnel, 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 shall have any right:  
▪ 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  
▪ 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. |
|### Damage to Sites        | 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 its Personnel, agents, partners, sub-contractors or suppliers.

<table>
<thead>
<tr>
<th>Corporate branding</th>
<th>The Successful Applicant shall remove all visible branding from all Equipment and the clothing or uniform of any persons providing the Services. The name of the Successful Applicant and any other commercial or manufacturers branding shall remain invisible or hidden.</th>
</tr>
</thead>
</table>
| Intellectual Property | The Successful Applicant 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 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 acquires any such right, title or interest, pursuant to the Agreement or otherwise, the Successful Applicant:  
  - 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.  

All Materials created as part of the Services will be owned by 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). |
12. 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, Personnel, 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:
   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 11 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 Personnel, 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.
13. **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 hereinafter as the “Company”, hereby expresses interest in participating in the Tender for providing services in respect of transforming certain areas of the Royal Lancaster Hotel into a “House of Football” for the period of the UEFA EURO 2020’s semi-finals and final 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 Personnel 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, Personnel, 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 services in respect of transforming certain areas of the Royal Lancaster Hotel into a “House of Football” for the period of the UEFA EURO 2020’s semi-finals and final 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: ___________________________
14. 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.
15. **APPENDIX 3 – UEFA HEALTH & SAFETY GUIDE**

Applicants are referred to the separate document entitled “Appendix 3 – UEFA Health and Safety Guide” which can be found on the dedicated FTP server. The FTP link can be found below:

https://ftp.uefa.com

Login: tender
Password: Nb83WLbo

16. **APPENDIX 4 – UEFA BRANDING GUIDELINES**

Applicants can download the EURO2020™ branding guidelines along with all brand assets from the UEFA brand portal, using the link and credentials below:

https://suppliers.fame.uefa.com

Login: brandsueu2020
Password: Brandsueu2020

17. **APPENDIX 5 – HOTEL INVENTORY, TECHNICAL MAPS, FLOOR PLANS AND PHOTOS**

Applicants are referred to the separate document folder entitled “Appendix 5 – Hotel Inventory, Technical Maps, Floor Plans” which can be found on the dedicated FTP server. The FTP link can be found below:

https://ftp.uefa.com

Login: tender
Password: Nb83WLbo

18. **APPENDIX 6 – UEFA STRATEGY**

Applicants are referred to the separate document entitled “Appendix 6 – UEFA Strategy” which can be found on the dedicated FTP server. The FTP link can be found below:

https://ftp.uefa.com

Login: tender
Password: Nb83WLbo
19. **APPENDIX 7 – COST CHART**

Applicants are referred to the separate document entitled "Appendix 7 – Cost Chart" which can be found on the dedicated FTP server. The FTP link can be found below:


Login: tender
Password: Nb83WLbo