

STRUCTURE, CONTENT, PRESENTATION, FORMAT AND DELIVERY OF BID BOOK

1. Mandatory Structure and Content of Bid Book

INTRODUCTION

In a short introduction of the Bid Book the Member Association shall provide a high level description of the key aspects of its Bid highlighting the specific characteristics, unique strength and merits thereof.

The introduction shall also include any letters or other official notes issued by the public authorities of the Host Country.

CHAPTER A: HOSTING VISION & STRATEGY

Every edition of the FIFA World Cup has its own characteristics, opportunities and challenges depending on the selected host country or host countries and the selected host cities. Regardless of the location, each edition shall embrace FIFA's statutory tasks. This entails a FIFA World Cup that exploits its full potential with regard to the Sustainable Development of football in a selected host country while at the same time balancing social, environmental and economic considerations related to a FIFA World Cup.

The organisation of a tournament in the best possible conditions for the world's elite football players and teams to the excitement of millions of football fans following the event inside and outside of the Host Country is at the core of the FIFA World Cup. Given the magnitude and global significance of the event, and the passion created by it, the impact of a FIFA World Cup goes far beyond the tournament itself. On the one hand, it can contribute to local economic development and considerable improvements in terms of sports and public infrastructure. On the other hand, it can also produce negative effects for certain groups of people and the environment. Through careful planning and management, the negative impacts can be prevented or reduced while the positive impacts can be enhanced, leading to a more sustainable competition and a more positive legacy for the Host Country and each of the Host Cities.

The overall success of a FIFA World Cup in the Host Country and each of the Host Cities and such positive effects and legacy mainly depend on, and can be fostered by, the individualised hosting vision and strategy in relation to the FIFA World Cup. In order to leverage the event and to achieve the best possible effects and legacy, it is important that the Government, each of the Host Cities and the Member Association, develop a comprehensive and meaningful vision and strategy with their associated objectives for the hosting of the FIFA World Cup.

One further important factor of success for the FIFA World Cup is the broad support and acceptance by the population and main political parties in the Host Country of the vision, strategy and related objectives. An open and regular communication of such vision, strategy and related objectives, starting during the Bidding Process and maintained throughout the

preparation and hosting of the event, is essential to achieve such broad support and acceptance.

Taking the above into account, in its Bid Book the Member Association shall provide the information outlined in Sections 1 to 3 below.

SECTION 1: Integrated Hosting Vision & Strategy

The overall success of a FIFA World Cup in the Host Country can be fostered by an integrated and individualised hosting vision and strategy in relation to the FIFA World Cup to be developed by the Government, the Member Association and the Host Cities.

In this section 1 of the Bid Book, the Member Association shall provide information on:

- (i) its overall Member Association hosting vision and strategy as well as its related objectives in connection with the Competition, including the unique hosting characteristics of hosting and staging the Competition in the Host Country;
- (ii) how the Member Association's hosting vision and strategy as well as its related objectives embrace and are aligned with the Government's vision and strategy as outlined in the Government Vision Statement as well as the proposed host cities' strategies and visions as outlined in the Host City Vision Statements;
- (iii) how the Member Association's hosting vision and strategy as well as its related objectives are reflected during the Bidding Process.

SECTION 2: Legacy

The individualised hosting vision and strategy in relation to the FIFA World Cup shall particularly address the legacy effects and related objectives envisaged to be achieved by the Government and the Member Association. The overall success of the Competition and its legacy effects for the Host Country and each of the Host Cities depend on, and can be fostered by, the Member Association's hosting vision and strategy and the implementation of such strategy by the Member Association.

The legacy of the FIFA World Cup is about leaving a lasting and positive impact with a focus on the Host Country, which is achieved through the sustainable organisation of the Competition. It requires the contribution of all actors involved in the Competition, including FIFA, the Member Association, the Government and other governmental authorities in the Host Country, Host Cities and Commercial Affiliates and Media Rights Licensees. Such impact may include material elements (such as Stadiums and Training Sites, Airports, public transport, IT equipment) and non-material elements (such as capacity building, know-how, best practices, environmental regulations, processes, innovations).

In this section 2 of the Bid Book, the Member Association shall provide information on:

- (i) positive social, environmental and economic effects targeted to be achieved with the hosting and staging of the Competition over a short-term, mid-term and long-term

horizon, as well as how these promote, and contribute to, Sustainable Development in the Host Country;

- (ii) the sports and other infrastructure planned to be developed in the Host Country in relation to the hosting and staging of the Competition, the level of viable and durable public-private partnership and a description on the long-term/legacy use of such infrastructure, i.e. the manner in which such infrastructure will be used and maintained after the Competition in line with sustainable event management principles;
- (iii) further legacy effects targeted to be achieved with the hosting and staging of the Competition over a short-term, mid-term and long-term horizon; and
- (iv) the manner in which the Competition is intended to contribute in the Host Country to the development of professional football and in parts of the football family outside the elite men's game (e.g. women's, youth and grassroots football and football for disabled people) in line with Sustainable Event Management principles and in alignment with FIFA's permanent activities and initiatives in this field.

SECTION 3: Political Support in Host Country

The broad support and acceptance by the main political parties, further stakeholders and organs in the Host Country and the Host City Authorities in each of the Host Cities, together with the strategy, vision and related objectives of the Government as reflected in its Government Vision Statements represent an important success factor for the FIFA World Cup.

In this section 3 of the Bid Book, the Member Association shall provide information on:

- (i) the level of political support across the main political parties, further stakeholders and organs in the Host Country for the hosting vision and strategy and associated objectives and the hosting itself. The manner in which such level of political support is determined (e.g. through support letters or further statements, parliamentary or other) remains at the Government's and the Member Association's sole discretion;
- (ii) how the hosting vision and strategy and associated objectives were communicated in the Host Country and proposed Host Cities by the Member Association, the Government and the municipal authorities of each proposed Host City during the Bidding Process; and
- (iii) the stakeholder engagement and communication strategy and plans of the Government, proposed Host Cities and the Member Association in relation to the hosting vision and strategy and associated objectives throughout the preparation and hosting of the Competition in order to retain the involvement, information and subsequent support from the general population.

CHAPTER B: HOST COUNTRY INFORMATION

In this Chapter B, the Member Association shall provide an overview of the Host Country. This includes general information on the Host Country and the proposed Host Cities as well as detailed information on the political system, on the economic situation and sports media and marketing market in the Host Country.

Section 4: General Information

In this section 4 of the Bid Book, the Member Association shall provide:

- (i) an overview of the Host Country (e.g. regions/states, population, languages, climate zones, time zones);
- (ii) a description of the main holidays in the Host Country;
- (iii) information about the proposed Host Cities (e.g. number of inhabitants, altitude, average temperatures (i.e. based on the information provided by the World Meteorological Organization));
- (iv) an overview of tourism and the top five major sporting events that were held in the last 10 years in the Host Country; and
- (v) a description of football in the Host Country (e.g. popularity, level of professional club football, football history and the support and involvement of the football community at a national and regional level).

The "General Information" Section of the Bid Book shall also comprise the following maps:

- a) a country overview map (in a size adapted to the format of the Bid Book, oriented north) indicating major cities and the geomorphologic structure;
- b) a city overview map (in a size adapted to the format of the Bid Book, oriented north) indicating the proposed Stadiums, Training Sites, FIFA Fan Fest™ sites, the Airports, other main transport hubs, the main hotels and hospitals.

Bid Information Templates:

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) Bid Information Template No. 1 (Overview of Host Country)
- b) Bid Information Template No. 2 (Overview of Proposed Host Cities)
- c) Bid Information Template No. 3 (Sporting Information)

SECTION 5: Political Information

In this section 5 of the Bid Book, the Member Association shall provide the following information in relation to the Host Country:

- (i) the overall territorial structure of the Host Country, including, where applicable, the levels of government (such as the local, regional or national levels) and the basic allocation of power amongst the different levels of government as well as their respective degree of autonomy, if applicable;
- (ii) the current structure of the Government, including ministries as well as other governmental authorities at national, regional and local level competent for major infrastructure projects as well as other government-related and dependent services (e.g. security, immigration, customs, etc.);
- (iii) the identity and standing (in reputable opinion polls) of the current ruling political parties (including coalitions) and other relevant political parties;
- (iv) the scheduled dates of future elections on the local, regional or national level (if known) and the dates and results of the three (3) most recent elections;
- (v) major political issues that have occurred in the recent past in the Host Country; and
- (vi) procedures planned for the co-ordination between the different levels of government in relation to the Competition.

SECTION 6: Economic Information

In this section 6 of the Bid Book, the Member Association shall provide the following information in relation to the Host Country:

- (i) two (2) independent medium-term forecasts, to be based on GDP, of the performance of the national economy over the next nine (9) years, together with actual data for the past five (5) years for all reported indicators;
- (ii) the average annual per capita income for the national population for the past five (5) years;
- (iii) the average annual rate of inflation for the past ten (10) years and a forecast for the rate of inflation for each year up to, and including, the end of the Competition, together with the Government's inflation targets for the same period;
- (iv) the average interest base rate for the past ten (10) years and a forecast for the rate of interest for each year up to, and including, the end of the Competition; and
- (v) fluctuations in the currency exchange rates between the national currency of the country and, respectively, the US dollar and the Swiss Franc over the past ten (10) years

and a forecast for the exchange rates for each year up to, and including, the end of the Competition.

SECTION 7: Media and Marketing Information

In this section 7 of the Bid Book, the Member Association shall provide the following information:

- (i) major sports sponsorship activities in the Host Country;
- (ii) a list of the major corporations which are investing in sponsorship of football and other major sports in the Host Country;
- (iii) a description of existing legislation or business codes of practice regulating Ambush Marketing and rights/brand protection programmes in relation to sports events;
- (iv) major sports media rights exploitation activities in the Host Country;
- (v) a list of the major media companies which are involved in football and other major sports in the Host Country;
- (vi) the manner in which the applicable news access legislation and regulations are customarily implemented in the Host Country; and
- (vii) a description of the media and communications landscape of the Host Country in general and related specifics in each of the proposed Host Cities.

CHAPTER C: TECHNICAL MATTERS

The FIFA World Cup is amongst the most popular and prestigious sports events in the world and FIFA's flagship tournament. Through the hosting and staging of the FIFA World Cup and its global exploitation, FIFA generates the vast majority of all its financial income which enables FIFA to fulfil its tasks pursuant to article 2 of the FIFA Statutes, including the financing of the FIFA Forward Programme and the Confederation financial assistance. To maintain and develop this unique status of the FIFA World Cup on the highest international quality level, it is the objective and policy of FIFA to always secure the best possible hosting conditions in a host country for each edition of a FIFA World Cup. Therefore, also in connection with the 2026 FIFA World Cup, it is of utmost importance for FIFA that such edition of the FIFA World Cup is, by all means, of the highest possible international technical, commercial and infrastructural standard.

The technical, commercial and infrastructural requirements for the Competition are set out in the relevant clauses of the template Hosting Documents and are further described in the 2026 FWC Hosting Requirements. The technical matters requested to be elaborated in Chapter B of the Bid Book are addressing important operational tasks essential for the hosting of the Competition. In Chapter B, the Member Association shall illustrate its concept how to deliver these mandatory technical, commercial and infrastructural requirements in order to host the Competition in accordance with the highest international quality standards as required by FIFA.

It must be noted however, regardless of the information to be provided by the Member Association in Chapter B of its Bid Book, that these technical, commercial and infrastructural requirements represent the minimum level of requirements for the Competition, as they are based on the standards existing at the time of the Bidding Process. Taking this into account and, in particular, to meet the highest international quality standards for the Competition in the year 2026, FIFA may have to modify and enhance such minimum requirements and to impose additional (new) requirements pursuant to the related process described in the Hosting Documents.

SECTION 8: Stadiums

The number of stadiums selected for the Competition shall be determined by FIFA at the conclusion of the Stadium selection process as described in the Hosting Agreement and is expected to be twelve (12) Stadiums.

In this section 8 of the Bid Book, the Member Association shall provide:

- (i) a confirmation to host the Competition in twelve (12) Stadiums and a proposal for a minimum of fourteen (14) and a maximum of sixteen (16) Stadiums to ensure that a joint selection process by FIFA and the Member Association can properly take place; or alternatively
- (ii) a confirmation to host the Competition using a different number of Stadiums and, in such case
 - a) a proposal for a minimum of two (2) and a maximum of four (4) additional Stadiums to ensure that a joint selection process by FIFA and the Member Association can properly take place; and
 - b) in the event that the total number of Stadiums to be used to host the Competition is less than twelve (12) Stadiums, a feasibility and impact study to be based on a risk assessment, addressing all operational challenges which may be caused by such lower number of Stadiums and by the consequential higher number of matches per Stadium, such as pitch quality, Accommodation, transport, security & safety, match and Stadium preparation as well as the benefits which may be caused by such lower number of Stadiums, especially with regard to cost-savings, environmental protection and other sustainability matters;
- (iii) information on the proposed Stadiums to be used for the Competition (either existing or new), such as the Stadium gross capacity, the identity of the owner, operator and/or main user of the Stadium, parking spaces, public transport, adjacent Stadium-owned and other relevant buildings and the level of construction and *renovation* of the proposed Stadiums and the expected impact of the renovation, construction or operations on the immediate neighbourhood, residents, infrastructure and adjacent buildings;
- (iv) information on the current use of the proposed Stadium (if applicable) and the type of sporting events regularly hosted in the proposed Host City and the proposed Stadium as well as capacities and average attendances of such sporting events throughout the last five (5) years before the Bid;
- (v) information on the envisaged legacy use of the proposed Stadium after the Competition;
- (vi) a description of the stage of the Competition for which each of the proposed Stadium may be used;
- (vii) an estimate of the financial resources planned to be used for the construction and renovation of the proposed Stadiums as well as an outline of the foreseen

financing/investment structure and the extent to which such financing is based on public and/or private funding; and

- (viii) an estimate of the financial resource planned to be used for the fulfilment and delivery of all FIFA World Cup-related requirements which may be required on top of construction and/or renovation of a proposed Stadium for its regular use, including any temporary facilities (e.g. temporary stands, temporary hospitality facilities, parking facilities, TV Compounds, Media Facilities, fencing, IT, ground levelling, cleaning and waste management, access control and security, pitch upgrade, etc.) as well as an outline of the foreseen financing/investment structure and the extent to which such financing is based on public and/or private funding;

The "Stadiums" Section of the Bid Book shall also comprise Stadium area maps (in a size adapted to the format of the Bid Book, scale, compass, indicating north), indicating concentric rings scaled by fifty (50) metres and identifying any adjacent Stadium-owned, commercial, residential and other relevant buildings indicating all areas available for Competition-related use.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 4 (Overview of Stadiums), including all such information and content as listed therein.

SECTION 9: Team and Referee Facilities

One important element of hosting and staging the FIFA World Cup is the provision of Accommodation and Training Sites for the Teams and the Referees. The Team Base Camps, the Venue-Specific Team Hotels, the Referee Base Camps as well as the Training Sites used in combination with these facilities must fulfil the quality standards required for the FIFA World Cup. In order to ensure that the Teams have adequate training facilities, have the most comfortable stay and do not suffer from long travel distances during the Competition, these facilities must comply with the requirements in the Hosting Agreement. The final selection of such facilities will be conducted at a later stage in accordance with the Hosting Agreement.

In this section 9 of the Bid Book, the Member Association shall provide:

- (i) information on the proposed Team Base Camp facilities, consisting of:
 - a) a total of seventy-two (72) Team Base Camp hotels. The Team Base Camps will operate as the headquarter of the Team delegation within the Host Country during their stay at the FIFA World Cup, except for such days when the Team delegation stays in a Venue-Specific Team Hotel; and

- b) a total of seventy-two (72) Team Base Camp Training Sites, one (1) for each of the proposed Team Base Camps. The Team Base Camp Training Sites shall be located a maximum of twenty (20) minutes bus drive from the respective Team Base Camp;
- (ii) information on the proposed Venue-Specific Team facilities, consisting of:
 - a) four (4) Venue-Specific Team Hotels per proposed Stadium. Such Venue-specific Team Hotels shall be located as close as possible to the proposed Stadium and will be used by the Team delegations, which, in principle, will be required to stay in Venue-Specific Team Hotels the night before the Match and the night of the Match; and
 - b) one (1) Venue-Specific Training Sites for each of the proposed Venue-Specific Team Hotels .(The Venue-Specific Training Site shall be located a maximum of twenty (20) minutes bus drive from the respective Venue-Specific Team Hotel;
- (iii) information on the proposed Referee Base Camp facilities, consisting of:
 - a) two (2) Referee Base Camp hotels; and
 - b) one (1) Training Site for each of the proposed Referee Base Camp hotels. The Referee Base Camp is the operational headquarters for the use by the Referees as further described in the Hosting Agreement;
- (iv) general information on Accommodation: information on the number of guest rooms proposed in 5* or 4* for the Team Base Camps, Venue-Specific Team Hotels and Referee Base Camps as well as the offices, meeting rooms, fitness facilities and further facilities available in such hotels; and
- (v) general information on Training Sites: an estimate of the financial resources planned to be used for the construction and renovation of the proposed Training Sites as well as an outline of the foreseen financing/investment structure and the extent to which such financing is based on public and/or private funding.

The "Team and Referee Facilities" Section of the Bid Book shall also comprise a country map (in a size adapted to the format of the Bid Book, oriented north) indicating the location of the proposed Team Base Camp facilities and the proposed Referee Base Camps as well as the proposed Host Cities.

Bid Information Templates:

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) Bid Information Template No. 5 (Overview of Team an Referee Base Camp Facilities)
- b) Bid Information Template No. 6 (Overview of Venue-Specific Team Facilities)

SECTION 10: Accommodation and FIFA HQ

In order to address the challenges in the area of Accommodation, which inevitably arise in connection with an event of the magnitude of the Competition, it is FIFA's objective to ensure that the principle purchasers of guest room inventory will have appropriate access to good quality Accommodation on reasonable terms and are adequately protected from paying inflated prices for their Accommodation or from the imposition of unreasonable terms like excessive minimum stay requirements.

In this section 10 of the Bid Book, the Member Association shall provide:

- (i) their analysis and list of the existing and planned hotel capacities in order to allow FIFA to assess as to whether sufficient inventory of appropriate Accommodation to fulfil the peak requirements in each of the Host Cities and for the Accommodation User Groups serviced by FIFA.

a) Match-related Accommodation:

The peak requirements for the FIFA World Cup for each Host City, depending on the Matches and further Competition-related Events held in a Host City are as follows:

- five thousand and ten (5,010) guest rooms in the Host City of the Opening Match and the FIFA Congress;
- one thousand seven hundred and sixty (1,760) guest rooms in the Host Cities of a group stage match, round-of-32 Matches or round-of-16 Matches;
- three thousand and sixty (3,060) guest rooms in the Host Cities of a quarter final Match and third place Match;
- six thousand two hundred and eighty (6,280) guest rooms in the Host Cities of a semi final Match; and
- eight thousand and eighty (8,080) guest rooms in the Host Cities of the Final Match;

In relation to the above detailed Match-related Accommodation figures, the respectively highest number of guest rooms is required per Host City.

b) Accommodation User Groups:

The peak requirements for the FIFA World Cup for the relevant Accommodation User Group are as follows:

- four thousand (4,000) additional guest rooms in the Host Cities where the IBC is proposed to be located;

- five-thousand seven hundred and sixty (5,760) additional guest rooms across the Host Country for Team Base Camp Hotels, i.e. eighty (80) guest rooms in seventy-two (72) Team Base Camp Hotels; and
- two hundred (200) additional guest rooms in the hotel used for the Referee Base Camps.

The detailed figures listed above in relation to certain Accommodation User Groups shall, depending on where they are proposed, be added to the Match-related Accommodation;

- (ii) information on the total amount of guest rooms available in each proposed Host City by classification of hotels and other Accommodation (e.g. bed and breakfast, non-classified hotels), including a color-coded map indicating all hotels and other Accommodation listed by the Member Association;
- (iii) a proposal of two (2) locations for the FIFA Headquarters. The FIFA Headquarters are the operational headquarters for use by the members of the FIFA Delegation (including Member Association personnel operating through the local set-up as established by FIFA) and other entities and representatives determined by FIFA (such as service providers);
- (iv) a proposal for one (1) FIFA Venue Hotel for each Host City (except for the Host City in which the FIFA Headquarters is located) for the Competition. The FIFA Venue Hotels are the operational headquarters for use by the members of the FIFA Delegation, Referees, Member Association personnel and other entities and representatives as determined by FIFA (such as service providers) which are residing in the respective Host City; and
- (v) a proposal for one (1) FIFA VIP Hotel for each Host City for the Competition. The FIFA VIP Hotel will be used to accommodate FIFA VIPs (including the FIFA Council Members) and FIFA VIP guests; and
- (vi) a proposal for the hotels to be used as FIFA Congress Hotels. The FIFA Congress Hotels will be used to accommodate the FIFA Congress delegates, the members of the FIFA delegation for the FIFA Congress, Member Association personnel (if applicable), FIFA VIP/VVIPs and FIFA VIP/VVIP guests as determined by FIFA.

Bid Information Templates:

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) Bid Information Template No. 7 (Overview of Accommodation)
- b) Bid Information Template No. 8 (Overview of Existing and Planned Hotel Capacities)

SECTION 11: Airports

For the overall success of the Competition, sufficient capacities of the Airports used in connection with the Competition, in particular those Airports located in, or close to, the Host Cities and the support by the Airports Authorities form an important part of event logistics and the servicing of teams, fans and other stakeholders.

In this section 11 of the Bid Book, the Member Association shall provide:

- (i) information on Airports located in, or close to, all proposed Host Cities, including alternative Airports, and the characteristics of, and existing infrastructure and facilities available at the time of the Bidding Process at, such Airports, including indication of private or public ownership in the Airport, Airport capacities (e.g. number of take-off and landing spots, minimum passenger capacity on match days, potential limitations in respect of size, type or categories of aircrafts), available technical equipment (e.g. Instrument Landing System), number of terminals, operating hours and restrictions, determination whether Airports are operating international flights, including information on international destinations, parking facilities, integrated transport system from the Airport to the city centre in the proposed Host Cities and the Airport Authority;
- (ii) determination of the aspects that most limit the Airports capacities, information on renovation, construction and/or capacity enhancement plans, including information on sourcing and governance, in relation to all Airports in, or closed to, the proposed Host Cities which are scheduled to be finished before the Competition, including planned temporary facilities and operational measures;
- (iii) information on all Airports contracted by the Member Association for the Competition and the proposed use of such Airports for the Competition, in particular their allocation to the relevant Host Cities;
- (iv) information on the Government's role and responsibility for enabling the collaboration of the key stakeholders (Airport operators, authorities, airlines);
- (v) information on the planned fulfilment of obligations pursuant to the template Airport Agreement in relation to customs and immigrations services, access and security services, team services, VIP services, further facilities to be provided to FIFA in connection with the Competition (e.g. event stores, Ticket collection points), FIFA World Cup signage and dressing; and
- (vi) full details of all Outdoor Media inventory secured by the Member Association at the Airports in relation to the Competition.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 9 (Overview of Airport Infrastructure and Facilities), including all such information and content as listed therein.

SECTION 12: Transport Infrastructure and General Mobility

In connection with an event of the magnitude of the Competition, transport and logistical operations are amongst the key challenges, in particular for the servicing of teams, fans and other stakeholders. An adequate and efficient public and/or private transport infrastructure and plan in all Host Cities is of outstanding importance for the success of the Competition.

In this section 12 of the Bid Book, the Member Association shall provide:

- (i) a map of the Host Country indicating the main transport means and structures, including Airports, motorways and train stations proposed to be used in connection with the Competition and information on existing and planned network for intercity movements including evaluation of the available resources (e.g. aircrafts, airlines, trains, buses) and in case of insufficient resources, how the issue will be approached;
- (ii) its proposal for an overall mobility strategy for the Competition, including high-level information on how to comply with the transport requirements outlined in the Hosting Agreement;
- (iii) information on the overall public transport infrastructure in each proposed Host City (e.g. information on public transport networks, such as underground trains, trams, sky trains, bus networks and upgrade plans) indicating public transport systems available from the stadium to the city centre in the proposed Host Cities;
- (iv) information on the Government's role and responsibility for enabling the collaboration of the key stakeholders (authorities, transport suppliers, infrastructure owner etc.) including information on sourcing of infrastructure construction und upgrade and governance of the project; and
- (v) information on the existence of a country-wide or Host City-wide unified public transport service or platform, including (if applicable) information on terms of use and applicable rates.

Bid Information Templates:

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) Bid Information Template No. 10 (Overview of Travel between and Host Cities and Capacities)
- b) Bid Information Template No. 11 (Overview of Travel within Host Cities)

SECTION 13: IT&T and IBC

Only a minority of fans benefit from the opportunity to celebrate the Competition inside of a Stadium whilst the vast majority of the worldwide football fans depend on a comprehensive, secure and timely coverage of the Matches in all forms of media. In order to ensure a worldwide media coverage of the Competition at the highest technical quality level available at the time of the Competition, the establishment of a first-class IT&T network and infrastructure is of outstanding importance. This element is essential for the success of the Competition and to adequately service all relevant stakeholders in respect of their Information Technology and Telecommunication (IT&T) needs and requirements for the hosting of the Competition. A core component of the servicing of the relevant stakeholders include the provision of a reliable broadband event network which meets FIFA requirements, the establishment and operation of the International Broadcast Centre (IBC) as the hub for the telecommunications solution that enables the broadcast and media content distribution within the Host Country and from there to the rest of the world.

In this section 13 of the Bid Book, the Member Association shall provide:

- (i) information on the IT&T fixed and mobile network and infrastructure, including a description of the relevant markets, coverage, capacity, technical and administrative specifics as well as pricing, in the Host Country as well as in each proposed Host City with a specific focus on the connectivity to and between the proposed Stadiums and all other key locations, as existing at the time of the Bidding Process;
- (ii) information on the expected modification, adaptation, expansion and development plans for the IT&T fixed and mobile network and infrastructure in the Host Country as well as in all proposed Host City with a specific focus on the connectivity to and between the proposed Stadiums and all other key locations, within the Host Country which are scheduled to be finished before the Competition, including planned temporary facilities and operational measures; and
- (iii) two (2) proposals for the International Broadcast Centre (IBC), including the locations and their key characteristics and available technical, IT-related and other facilities.

Bid Information Templates:

The Member Association shall provide the duly completed Bid Information Templates No. 12 (Overview of International Broadcast Centre), including all such information and content as listed therein.

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) Bid Information Template No. 12 (Overview of International Broadcast Centre)
- b) Bid Information Template No. 13 (Overview of IT&T)

SECTION 14: Safety and Security

Due to the magnitude of the Competition and the global public interest vested in the event, attracting millions of spectators to attend Matches in the Stadiums and to visit the Host Cities, safety and security forms an essential part of the event operations. Security operations in connection with the Competition are not limited to the Stadiums (including any area within the Outer Security Perimeter, any hospitality villages and commercial display areas) but extend to any further locations used for the Competition across the entire Host Country, such as Training Sites, Team Hotels, FIFA Headquarters, Referee Base Camps, Official Hotels, Accreditation Centres, Ticketing Centres, Volunteer Centres, Media Facilities and any other Sites. They also extend to public transportation hubs (e.g. Airports, train and bus stations, etc.) and transport vehicles, as well as Competition-related Events, regardless of whether they take place prior or during the Competition Period. In order to achieve the best possible security environment for the Competition, it is of paramount importance to establish a security strategy and concept in close cooperation with the Government and further competent local, regional or national governmental enforcement authorities in the Host Country.

In this section 14 of the Bid Book, the Member Association shall provide:

- (i) information on the general safety and security situation (e.g. terrorism, crime statistics especially on violent/street crimes, hooliganism, threats to public order) in the Host Country at the time of the Bidding Process with special emphasis on each of the proposed Host Cities and in relation to regularly hosted professional sporting events;
- (ii) information on the basic safety and security structures and competences in the Host Country (including the relevant security authorities, such as the police, intelligence services and the armed forces) as well as in each of the proposed Host Cities at the time of the Bidding Process with special emphasis on special security and disaster management measures usually adopted in connection with the hosting of major sporting events;
- (iii) information describing in detail the security measures typically adopted at such matches and events, including the identity and role of the relevant private security and public security authorities involved in such security measures and emergencies within and outside of the Stadiums; and
- (iv) its proposal for an overall safety and security strategy and concept for the Competition, including high-level information on how to comply with the safety and security requirements outlined in the Hosting Agreement.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 14 (Overview of Safety & Security), including all such information and content as listed therein.

CHAPTER D: OTHER EVENT-RELATED MATTERS

In addition to the Technical Matters outlined in Chapter C above, there are a number of further event-related matters which are important for the success of the Competition. In Chapter D, the Member Association shall provide certain information and illustrate its concept for how to deliver these operational, communication and financial requirements related to the Competition.

It must be noted however, that regardless of the information and illustration to be provided by the Member Association in Chapter D of its Bid Book, these requirements represent the minimum level of requirements for the Competition, as they are based on the standards existing at the time of the Bidding Process. Taking this into account and, in particular, to meet the highest international quality standards for the Competition in the year 2026, FIFA may have to modify and enhance such minimum requirements and to impose additional (new) requirements pursuant to the related process described in the Hosting Documents.

SECTION 15: Communication, PR and Event Promotion

In order to properly involve all parts of the society in the Host Country in the preparation, organisation and celebration of the Competition and to achieve a broad level of anticipation for, and acceptance of, the Competition inside and outside of the Host Country, a long-term, comprehensive and meaningful event promotion, the related communications and campaigns are important factors, taking into account the overall hosting vision and strategy to be created by the Member Association and the Government. Ultimately, such overall hosting vision and strategy and the event promotion strategy and concept for the Host Country and each of the Host Cities will be aligned with FIFA's overall global event promotion and communication strategy to be developed by FIFA after the decision on the selection of the Host Country.

In this section 15 of the Bid Book, the Member Association shall:

- (i) provide its proposal for an overall event promotion and communication strategy and concept for the Competition, both domestically and internationally, including high-level information on related means of communication, event positioning and campaigns, communication issue analysis and risk mapping and further activities envisaged to be implemented and how such strategy supports the overall hosting vision and strategy to be created by the Member Association, the Government and each of the proposed Host Cities; and
- (ii) provide information on the market research measures commonly used in the Host Country and how the obtained market research information is used to adapt the event promotion strategy.

A major component of FIFA's Competition branding, communication and anti-Ambush Marketing strategy involves the use and acquisition of Outdoor Media inventory, which is used by FIFA and the Member Association to install Competition branding to create a festive atmosphere in the Host Cities and other key locations in the Host Country or to offer such

inventory to the Commercial Affiliates for purchase from the owners of such inventory. The Member Association shall:

- (i) secure all Outdoor Media in relation to the Competition at the time of the submission of its Bid pursuant to the requirements set out in the Hosting Agreement and provide information on additionally available Outdoor Media at adequate locations in each of the proposed Host Cities, including on how such additionally available Outdoor Media is commercialised in the respective proposed Host City as well as on how the Member Association would secure such additionally available Outdoor Media subsequent to the selection of the Host Country; and
- (ii) provide full details of all Outdoor Media inventory secured by the Member Association in relation to the Competition.

SECTION 16: FIFA Fan Fest™

The FIFA World Cup attracts millions of football fans in the Host Country across the Host Cities. Only a minority of the fans and the citizens in the Host Country are able to benefit from the opportunity to watch the Matches inside of a Stadium.

In order to welcome and host all football fans and citizens, since 2006, the FIFA Fan Fest, being a public screening of all Matches combined with cultural entertainment in a safe environment, has formed an integral part of the fan experience related to the FIFA World Cup. The FIFA Fan Fest shall be organised in each Host City pursuant to the requirements outlined in the Hosting Agreement. The FIFA Fan Fest may be embedded in a wider program consisting of a variety of cultural and other events or activities organised by the Host Cities creating such unique and special atmosphere.

In this section 16 of the Bid Book, the Member Association shall provide:

- (i) two (2) proposals for a central and iconic location in each of the proposed Host Cities suitable for the staging of the FIFA Fan Fest, including high-level information on the size, estimated capacity (which shall at a minimum be 15,000 spectators) and key characteristic of the location as well as past events staged at such location.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 15 (FIFA Fan Fest Locations), including all such information and content as listed therein.

SECTION 17: Host City Fan Services

The FIFA World Cup attracts millions of football fans in the Host Country across the Host Cities. Only a minority of the fans and the citizens in the Host Country are able to benefit from the opportunity to watch the Matches inside of a Stadium.

Taking this into account and to use the opportunity to successfully promote each city as a FIFA World Cup Host City, it is important that each Host City creates a unique and special atmosphere in its city and provides the best possible stage for the fans to truly celebrate and watch the Matches throughout the Competition.

In this section 17 of the Bid Book, the Member Association shall provide:

- (i) a summary of the proposed strategy and concept by each proposed Host City for an overall city visitor servicing program in relation to the Competition, including high-level information on the cultural and other events or activities comprised in such programs.

SECTION 18: Volunteers

Volunteers are critical to the successful delivery of a FIFA World Cup, providing key support to a wide range of operational areas while also contributing to the fantastic atmosphere during the tournament.

In this section 18 of the Bid Book, the Member Association shall provide information on:

- (i) the concept for the Volunteer Programme, including:
 - a) infrastructure, products and services required for the Volunteer Programme;
 - b) processes for Volunteer recruitment;

SECTION 19: Competition-related Events

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

In this section 19 of the Bid Book, the Member Association shall provide two (2) proposals for a location for the following Competition-related Events, including high-level information on the ownership, size, estimated capacity and key characteristics of the location as well as past events staged at such location:

- a) Preliminary Draw (including Team Seminar) expected to take place in July 2023;
- b) Final Draw (including Team Seminar) expected to take place in November/December 2025;
- c) FWC Team Workshop; and
- d) FIFA Congress.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 16 (Competition-related Events) including all such information and content as listed therein.

SECTION 20: Health and Medical System

The Member Association is ultimately responsible to ensure health and medical services for the Competition. Apart from the medical service operations at the Competition sites for certain stakeholders, the overall health situation and the standard of the medical system in the Host Country and their key characteristics are important in connection with the Competition.

In this section 20 of the Bid Book, the Member Association shall provide:

- (i) an overview on the general health system in the Host Country;
- (ii) health and vaccination recommendations for foreign visitors, including information as to recent major epidemics and current health risks;
- (iii) information concerning environmental conditions potentially critical for the health of players and spectators;
- (iv) details of any private and/or public healthcare system;

- (v) methods by which foreign visitors may expect to cover medical expenses;
- (vi) an overview on the standard medical services with regard to national and international football matches as well as other major sporting events, including information describing the role of the relevant private entities and public authorities involved in such services;
- (vii) an overview on hospitals suitable for the expert treatment of sports-related injuries to world-class professional athletes within a twenty (20) kilometre radius of each proposed Stadium (together with anticipated journey times) or, if not existing within such radius, within a fifty (50) kilometre radius of each proposed Stadium;
- (viii) an overview on hospitals suitable for expert treatment of any conditions that may arise to delegation members within a ten (10) kilometre radius of the proposed Team Base Camps and Venue-specific Team Hotels; and
- (ix) details of emergency services operated in each proposed Host City, including how the emergency services will co-ordinate their activities with the Member Association and be prepared for a large-scale medical emergency.

Bid Information Template:

The Member Association shall provide the duly completed Bid Information Template No. 17 (Overview of Medical Matters), including all such information and content as listed therein.

Section 21: Expenditure Budget and Ticket Revenues

FIFA is the owner of any and all commercial and other rights in relation to the Competition and remains entitled to exploit such rights and generate all Competition-related revenues. Taking this into account, pursuant to the Hosting Agreement, and on the basis of the agreed final operational and corporate set up, FIFA and the Member Association will agree on the amount and terms of subsidies and contributions to be provided by FIFA to the Member Association to cover the costs related to the performance of the Member Association's obligations for co-organising the Competition. Such subsidies and contributions will be determined on the basis of the Expenditure Budget.

FIFA finances its subsidies and contributions to the Member Association through its Competition-related income, including Ticketing revenues. The level of expectable Ticketing revenues depends on the market specifics within the Host Country, including average attendance at professional football matches, average pricing for comparable sporting events and the capacities of the proposed Stadiums for Ticketing and hospitality purposes.

In this section 21 of the Bid Book, the Member Association shall provide a proposed Expenditure Budget as follows:

- (i) The Expenditure Budget shall to consist of separate Expenditure budgets separate proposed Expenditure Budgets, consisting of (a) a budget for the initial operational period as described in the Hosting Agreement; (b) Competition budget (including FIFA World Cup, Preliminary Draw and Final Draw; and (c) yearly non-event budgets for the period 2020-2026, outlining in detail the extent and nature of the Member Association's forecast costs and financial obligations by cost area and by year in accordance with the following principles:
 - a) the proposed Expenditure Budget shall be as detailed and precise as possible on the basis of, and in compliance with, the Hosting Obligations as well as further information and specific instructions received by the Member Association from FIFA;
 - b) the proposed Expenditure Budget shall comprise a minimum or maximum level of certain key cost factors for the FIFA World Cup;
 - c) the proposed Expenditure Budget must be in United States Dollars and, if different from United States Dollars, the local currency of the Host Country applying a properly justified foreign exchange rate; and
 - d) the proposed Expenditure Budget shall display the amounts according to both the prices at the time of its submission and the prices adjusted to the estimated inflation.

For the avoidance of doubt, revenue projections are not required as part of such proposed Expenditure Budget.

Pursuant to the Bidding Registration, FIFA may request during the entire Bidding Process further clarifications, specifications, amendments or modifications of such

proposed Expenditure Budget and, in such case, the Member Association shall submit to FIFA a revised Expenditure Budget.

- (ii) the specifics of the Ticketing market in the Host Country, including average attendance at professional football matches in each of the proposed Host Cities, the capacities of the proposed Stadiums, the average pricing for comparable domestic and international sports events, the average pricing for comparable entertainment events and any legal requirement existing in the Host Country or certain proposed Host Cities imposing a mandatory discount and further sales restrictions; and
- (iii) an estimation of revenues, that may be generated from the sale of Tickets for the Competition, based on twelve (12) Stadiums, assuming the average capacity of all Stadiums proposed by the Member Association in its Bid and taking into account the market specifics outlined under lit. (ii).

Bid Information Templates:

The Member Association shall provide the following duly completed Bid Information Templates, including all such information and content as listed therein:

- a) the Bid Information Template No. 18 (Proposed MA Expenditure Budget)
- b) the Bid Information Template No. 19 (Proposed MA Expenditure Budget – Initial Operational Phase)
- c) the Bid Information Template No. 20 (Estimation of Ticket Revenues)

CHAPTER E: SUSTAINABLE EVENT MANAGEMENT, HUMAN RIGHTS AND ENVIRONMENTAL PROTECTION

Each edition of the Competition is amongst the biggest sport competition in the world. Staging the tournament entails the hosting and staging of multiple Matches during the course of the Competition Period attended by more than three (3) million spectators. The enormous scale of the Competition comprises, amongst others, the transport of millions of people to the Matches and FIFA Fan Fests, catering to their health and safety, dealing with waste in the Stadiums, recruiting and training thousands of Volunteers, providing a tournament that is accessible for everyone, broadcasting the Matches in over 200 countries, servicing the participating national teams, Commercial Affiliates and thousands of Media Representatives. This scale inevitably has impacts on people and the environment in the Host Country.

FIFA and the Member Association have the responsibility to host and stage the Competition in a way that limits the associated negative impacts while maximising the positive impact the Competition can have. Carefully balancing social, environmental and economic considerations are key to a more sustainable event and applying such an integrated management approach can support better planning and decision-making.

The legacy of the Competition is an aspect which is increasingly important for FIFA, the Member Association and many of the actors involved in organising major sporting events, including governmental authorities, Host Cities and Commercial Affiliates. Relevant legacies with long-term positive impacts on the Host Country can be planned and achieved only when the principles of Sustainable Event Management are applied from the start and in an integrated way throughout the project life-cycle. A positive legacy of the Competition is often the natural outcome of sustainable planning and operations.

The Member Association is expected to co-organise together with FIFA the Competition in line with Sustainable Event Management principles and in accordance with certain core values in line with FIFA's statutory objectives.

In this regard, FIFA is fully committed to conducting its activities in connection with hosting and staging the Competition based on Sustainable Event Management principles in line with ISO20121 and to respecting Internationally Recognised Human Rights and Labour Standards in line with the UN Guiding Principles. Likewise, FIFA expects the Member Association and all other stakeholders to conduct all activities in connection with hosting and staging the Competition based on Sustainable Event Management principles in line with ISO20121 and respecting Internationally Recognised Human Rights in line with the UN Guiding Principles.

SECTION 22: Sustainable Event Management

Due to the magnitude of the FIFA World Cup magnitude, the hosting and staging of the Competition creates a significant social, economic and environmental impact in the Host Country. FIFA is fully committed, and expects the Member Association and all other stakeholders to be fully committed, to conducting all of their activities throughout the preparation and hosting of the Competition in line with Sustainable Event Management principles while also promoting Sustainable Development in the Host Country. In order to achieve this, a Sustainable Event Management system for the Competition needs to be set up to enable better planning and more sustainable decision-making.

In addition, significant investments can be expected to be made in the Host Country for sports and other infrastructure as well as for required goods and services. Taking into account the potential risk of corruption and further forms of improper conduct by all involved stakeholders in relation to such investments, FIFA is fully committed, and expects all stakeholders to be fully committed, to do all they can to prevent, and fight against, any such corruption and further forms of improper conduct.

In this section 22 of the Bid Book, the Member Association shall provide:

- (i) an explicit public commitment that the Member Association will prepare, stage and host the Competition, as well as manage any activity in relation to the Competition, according to Sustainable Event Management principles while also promoting and contributing to Sustainable Development in the Host Country and that the Member Association will establish and implement a Sustainable Event Management system.
- (ii) a strategy and concept for a Sustainable Event Management for the Competition which is based on Sustainable Event Management principles in line with ISO 20121, including detailed information on the following:

- a) the Sustainable Event Management system and policies proposed to be used by the Member Association in connection with the preparation, staging and hosting of the Competition;
- b) integration of the proposed Sustainable Event Management system and policies into the Member Association's operational and management structures;
- c) a strategy for a sustainable procurement process in full compliance with the principles and provisions of the FIFA Code of Ethics and in line with the UNODC handbook "A Strategy for Safeguarding against Corruption in Major Public Events", taking into account anti-corruption and due diligence processes, including:
 - a comprehensive assessment of corruption risks caused by the preparation, hosting and staging of the Competition, including risks related to human resources management, procurement, construction of infrastructure, security services and legacy use of infrastructure built for the Competition and considering issues such as bribery, collusion, embezzlement, fraud, patronage, nepotism and weak rule of law;
 - concrete and specific measures, activities and policies to be implemented by the Member Association to prevent corruption and other improper conduct, including an appropriate and transparent compliance and procurement process for any products and services sourced by the Member Association in connection with hosting and staging the Competition; and
 - a concrete plan and strategy how the Member Association plans to ensure that ethical and effective business practices are applied by other stakeholders involved in the preparation, hosting and staging of the Competition, including in relation to the construction and development of sports and other infrastructure;
- d) how the Member Association plans to ensure that the Member Association's sub-contractors and further third parties forming part of the Member Association's supply chain in connection with the Competition manage any activity in relation to the Competition according to Sustainable Event Management principles;
- e) how the Member Association plans for community and/or stakeholder dialogue with respect to Sustainable Event Management matters; and
- f) provision of a sustainability report on the entire bidding process based on the Global Reporting Initiative (GRI) guidelines to show the Member Association's commitment to sustainability and familiarity with sustainability reporting procedures. Such a report will also be a requirement of the Hosting Agreement for the preparation, staging and hosting of the Competition.

SECTION 23: Human Rights and Labour Standards

The FIFA World Cup represents an event of major national and international significance with the potential to create a positive experience and long-lasting legacy in the Host Country and beyond. However, due to the magnitude, complexity and significant social and economic impact of the FIFA World Cup in the Host Country, special attention and efforts are required by all involved stakeholders with a view to achieving that the hosting and staging of the FIFA World Cup do not involve adverse impacts on Internationally Recognised Human Rights. In this regard, FIFA is fully committed to respecting all Internationally Recognised Human Rights in all aspects of its activities relating to the hosting and staging of the Competition, in accordance with the UN Guiding Principles. Furthermore, FIFA expects the Member Association as well as any other entities involved in the hosting and staging of the Competition to also take on their responsibility accordingly.

In this section 23 of the Bid Book, the Member Association shall provide the following:

- (i) an explicit public commitment that the Member Association will respect all Internationally Recognised Human Rights in accordance with the UN Guiding Principles in all aspects of its activities relating to the hosting and staging of the Competition, including legacy and post-event related activities with the understanding that:
 - a) this entails taking adequate measures to avoid causing or contributing to adverse human rights impacts through its own activities, and address such impacts when they occur; and
 - b) because a significant part of human rights risk may be associated with the activities of third parties, the Member Association must also identify and take adequate measures to seek to prevent or mitigate adverse human rights impacts that are directly linked to its operations, products or services by its business relationships even if the Member Association has not caused or contributed to such impacts (including the provision of security, potential resettlement and eviction, labour rights (including those of migrant workers, the rights of children, gender and other forms of discrimination, and freedom of expression and peaceful assembly);
- (ii) the Member Association's proposal for a human rights strategy on how to meet its obligations to respect all Internationally Recognised Human Rights in all aspects of its activities relating to co-organise together with FIFA the Competition, including legacy and post-event related activities. Such strategy shall be in line with the UN Guiding Principles and shall include the following elements:
 - a) a comprehensive report identifying and assessing any risks of adverse human rights impacts in connection with the hosting and staging of the Competition, including legacy and post-event related activities, with which the Member Association may be involved either through its own activities or as a result of its business relationships, in particular with regard to security, potential resettlement and eviction, labour rights (including those of migrant workers), the rights of children, gender and other forms of discrimination and freedom of expression and peaceful assembly. Such report shall:

- be complemented and informed by an independent study assessing how the national context, including the national legislation and legal practice, may impede or enable the Member Association's ability to host and stage the Competition, including legacy and post-event related activities, in a manner that respects all Internationally Recognised Human Rights, especially in the areas where risks of adverse human rights impacts have been identified. In particular, such independent study shall elaborate on whether (a) the national legislation and legal practice is in accordance with the relevant Internationally Recognised Human Rights; (b) there are gaps between the national legislation and legal practice and the relevant Internationally Recognised Human Rights; and (c) the national legislation and legal practice contradict the relevant Internationally Recognised Human Rights. This study must be developed by an organisation that has recognised expertise in human rights and is independent of any government of the Host Country. Such organisation shall be proposed by the Member Association and be subject to FIFA's prior approval an independent expert organisation which is not based in any of the Host Country approved by FIFA; and
 - draw on internal and/or independent external expertise on human rights and involve consultations with potentially affected groups and other relevant stakeholders in accordance with the AA1000 Stakeholder Engagement Standard and, as relevant, other authoritative standards such as UNICEF's Guidance on Meaningful Child Participation;
 - identify relevant international standards and best practices that should be adopted and used to prevent, mitigate or remediate adverse human rights impacts. As a minimum, these shall include, but not be limited to, the application of the IFC Performance Standards as they relate to human rights (in particular, and as relevant, the standards 2 on labour and working conditions, 4 on community health, safety and security, 5 on land acquisition and involuntary resettlement, and 7 on indigenous peoples), FIDIC's Standard Bidding Documents for Procurement of Construction Works, FIDICs General Conditions of Contract for Construction; the International Code of Conduct for Private Security Service Providers with respect to use of private security firms, ILO Code of Practice on Safety and Health in Construction (1992) and, as relevant, UNICEF Children's Rights and Business Principles and UN Women's Empowerment Principles.
- b) detailed information on the Member Association's proposed course of action and measures in order to prevent and mitigate any risks of adverse human rights impacts that have been identified in the above-mentioned report;
- c) detailed information on how the Member Association will:
- embed its commitment to respect all Internationally Recognised Human Rights in its operational policies and procedures as well as seek to embed such commitment in the activities of the Member Association's business relationships;
 - implement an ongoing due diligence process to identify, prevent, mitigate and account for how the Member Association addresses its impacts on human rights over the life cycle of the Competition, including:

- the Member Association's plans for meaningful community and/or stakeholder dialogue and engagement concerning human rights matters in line with the AA1000 Stakeholder Engagement Standard and, as relevant, other authoritative standards such as UNICEF's Guidance on Meaningful Child Participation. Such dialogue and engagement may be integrated into activities under the broader sustainability strategy for the Competition (as appropriate);
 - how the Member Association will seek ways to honour the principles of Internationally Recognised Human Rights in situations of conflicting national legal requirements; This may include dialogue with relevant stakeholders, including the competent government authorities in order to explore how to address such situations, as well as to communicate any measures and/or outcomes accordingly;
 - how the Member Association intends to track and verify the effectiveness of measures taken to identify and address risks of adverse human rights impacts throughout the hosting and staging of the Competition, including legacy and post-event related activities, recognising that such risks may change over time;
 - how the Member Association intends to respect and help protect the freedoms of human rights defenders and journalists in their work to advance Internationally Recognised Human Rights in relation to the Competition
 - how the Member Association intends to adopt and follow applicable international standards and best practices to manage social impacts throughout the hosting and staging of the Competition, including legacy and post-event related activities; and
 - how the Member Association intends to communicate in a transparent manner how they will meet its obligations to respect all Internationally Recognised Human Rights in all aspects of its activities relating to the hosting and staging of the Competition, including legacy and post-event related activities, in a transparent manner, providing sufficient information to build confidence and trust as well to meet public interest expectations.
- How the Member Association intends to provide for and cooperate in appropriate and effective grievance mechanisms for individuals and communities whose human rights may be impacted by the Member Association's own activities in connection with the staging and hosting of the Competition, including legacy and post-event related activities, and how the Member Association intends to ensure that these mechanisms fulfil the effectiveness criteria set out in principle 31 of the UN Guiding Principle. For the avoidance of doubt, such grievance mechanisms must cover all permanent, temporary, contract, volunteer, migrant or local workers directly or indirectly linked to the activities of the Member Association in connection with the hosting and staging of the Competition, including any legacy and post-event related activities. For the further avoidance of doubt, such

grievance mechanisms may complement, but not replace or preclude, any existing state-based judicial or non-judicial mechanisms; and

- How the Member Association will seek to ensure that appropriate and effective processes are in place to identify and respond to allegations of human rights abuse by its business relationships in connection with the staging and hosting of the Competition, including legacy and post-event related activities, even if the Member Association has not caused or contributed to such abuse through its own activities, including through any grievance mechanisms established by the Member Association, the governmental authorities and/or other relevant entities (e.g. Stadium Authorities), and how the Member Association will seek to ensure that these processes fulfil the effectiveness criteria set out in principle 31 of the UN Guiding Principles. For the avoidance of doubt, such grievance mechanisms should cover all permanent, temporary, contract, volunteer, migrant or local workers directly or indirectly linked to the activities of such business relationships in connection with the hosting and staging of the Competition, including any legacy and post-event related activities. For the further avoidance of doubt, such grievance mechanisms may complement, but not replace or preclude, any existing state-based judicial or non-judicial mechanisms.

(iii) A summary report outlining the Member Association's stakeholder engagement process implemented as part of the development of the aforementioned human rights strategy.

The following documents must be provided separately to FIFA:

- The detailed proposal for a human rights strategy referenced in (ii) above, including the independent study to be provided under (ii)(a).
- For the avoidance of doubt, the page limit for this section of the Bid Book does not apply to these documents.

SECTION 24: Environmental Protection

As one of the three pillars of sustainability, it is important to consider the consequences of hosting and staging the Competition on the environment. Due to its magnitude, the FIFA World Cup certainly creates a significant environmental impact and, considering the global awareness and attention around the event, the preparation and operations of the event may create a benchmark for major sporting events in relation to the recognition of environmental issues, such as global warming, environmental conservation and sustainable management of resources.

FIFA is committed to ensuring that any adverse impact on the natural environment and resources as a result of the preparation and organisation of the Competition is minimised in the Host Country and that environmental protection is adequately integrated and reflected in hosting and staging of the Competition. The Member Association is therefore requested to adopt adequate environmental protection measures in connection with hosting and staging of the Competition.

In this section 24 of the Bid Book, the Member Association shall provide the following:

- (i) make an explicit public commitment that the Member Association will ensure that all its operational activities in the Host Country in relation to the preparation and hosting of the Competition comply with the relevant domestic environmental regulations in the Host Country and international agreements and protocols on planning, construction and environmental protection;
- (ii) an environmental impact assessment compliant with respective regulations that predicts the environmental consequences (positive or negative) of the specific plans by the Member Association for hosting and staging the Competition in the Host Country according to FIFA requirements. The assessment shall include but not be limited to a carbon footprint and consider any infrastructure and areas used for any activities related to the Competition, such as Stadiums, hospitality areas, transport areas, FIFA Fan Fest sites, Team venues, Draw venues and Team Workshop venues. The assessment shall also include proposed measures to adjust negative environmental impacts to acceptable levels;
- (iii) information on how the Member Association will seek to ensure in the Host Country that all operational activities by its sub-contractors and further third parties forming part of the Member Association's supply chain in relation to the preparation and hosting of the Competition, including in relation to construction work necessary, comply with the relevant domestic environmental regulations in the Host Country and international agreements and protocols on planning, construction and environmental protection;
- (iv) information on how the Member Association plans for community and/or stakeholder dialogue in the Host Country with respect to environmental protection; and
- (v) information on the level and type of sustainable building certification of each Stadium, or in the case of new constructions or renovations, a commitment to obtain sustainable building certification. In the event that the certification proposed is not internationally recognised, the Member Association shall provide FIFA with a gap analysis comparing the proposed certification with an internationally recognised certification defined by FIFA.

ENCLOSURE: Bid Book Executive Summary

In this separate enclosure of the Bid Book, the Member Association shall provide executive summaries of each section of the main body of the Bid Book which shall give a comprehensive overview of the content of the relevant section with the purpose to provide first-hand information from the Member Association about its Bid in all four FIFA languages (i.e. English, French, German and Spanish).

2. Formal Requirements for Delivery of Bid Book

2.1 Layout

The layout of the Bid Book (which includes the Bid Book Executive Summary) shall comply with the following requirements:

- (i) The Bid Book shall be split into four (4) separate volumes as follows:

Volume	Content
1	Table of Contents Introduction Chapter A Chapter B
2	Chapter C
3	Chapter D Chapter E
4	Bid Book Executive Summary

2.2 Format

The Bid Book (i.e. Volumes 1 to 3 only pursuant to Section 2.1 of this Schedule 2) shall be provided in an electronic version only in the form of a PDF file.

The Bid Book Executive Summary (i.e. Volume 4 pursuant to Section 2.1 of this Schedule 2) shall be provided separately, both in an electronic version in the form of a PDF file and as hard copy.

The format of the Bid Book (including the Bid Book Executive Summary) shall comply with the following requirements:

- (i) The Bid Book (including the Bid Book Executive Summary) must be issued in A4 pages of Portrait orientation.
- (ii) The hard copy of the Bid Book Executive Summary must be double-sided (that is, content shall appear on both sides of each page). The exceptions to this are at the beginning of any new chapter or section, where it is permitted to start a fresh page.
- (iii) Chapter and sections may have title pages with presentation at the discretion of the Member Association.
- (iv) Any text (excluding chapters and sections) of the Bid Book (including the Bid Book Executive Summary) shall comply with the following format:
- a) For subsections, headings must be in Arial font, bold, and size 12.

Numbering should follow the decimal sequence (i.e. 1.1, 1.1.1, 1.1.1.1, etc.).

- b) For normal text in the body, the text must be in Arial font, font size 11.
- c) Text must be in a 1.5 line spacing.
- (v) Margins must be as follows: Top margin 2.5cm, left margin 2.5, right margin 2.5cm, bottom margin 2.0cm.
- (vi) Any visual representations of content (e.g. pictures, diagrams, charts, graphs, etc.) should not exceed one A4 page in size and be in Arial font size 11. Tables should not exceed two A4 pages in size.

2.3 Language

- (i) The Bid Book (i.e. Volumes 1 to 3 only pursuant to Section 2.1 of this Schedule 2) and the Bid Information Templates must be **in English**.
- (ii) The Bid Book Executive Summary (i.e. Volume 4 pursuant to Section 2.1 of this Schedule 2) must be one document consisting of executive summaries in all four (4) official FIFA Languages (i.e. in **English, Spanish, French and German**).

2.4 Production and Design

- (i) Hard copies of the Bid Book Executive Summary shall be produced in simple, soft cover and glued binding.
- (ii) With respect to the design of the Bid Book Executive Summary, it is expected to show moderation with regards to expenditure on the form and presentation of their Bid Book Executive Summary.

2.5 Page Limits

- (i) For each section of the Bid Book a maximum page limit shall apply as set out in the table below:

Chapter/Section of Bid Book	Maximum Page Limit
Introduction	6 pages
Chapter A: Hosting Vision & Strategy	
1. Integrated Hosting Vision & Strategy	6 pages
2. Legacy	6 pages
3. Political Support in Host Country	6 pages per Host Country
Chapter B: Host Country Information	
4. General Information	6 pages per Host Country (including host country map)
	2 pages per Host City (including host city map)
5. Political Information	4 pages per Host Country
6. Economic Information	2 pages per Host Country
7. Media and Marketing Information	6 pages
Chapter C: Technical Matters	
8. Stadiums	2 pages for Introduction
	4 pages per Stadium (including any maps to be included in the Bid Book)
9. Team and Referee Facilities	2 pages for Introduction
	1 page per Stadium (sets of 4 Venue-Specific Training Sites and 4 Venues-Specific Team Hotels per page)
	18 pages for Team Base Camps (4 Team Base Camps per page)
	1 page for Referee Base Camps
10. Accommodation and FIFA HQ	2 pages for Introduction
	2 pages per Host City
	2 pages for FIFA Headquarters
11. Airports	2 pages for Introduction
	1 page per Host City
12. Transport Infrastructure and General Mobility	6 pages for transport between Host Cities (Inter-City)
	2 pages per Host City for transport within a Host City (Intra-City)
13. IT&T and IBC	8 pages

14. Safety & Security	6 pages
Chapter D: Other Event-Related Matters	
15. Communication, PR and Event Promotion	6 pages
16. & 17. FIFA Fan Fest and Host City Fan Services (combined)	2 pages for Introduction
	1 page per Host City
18. Volunteers	6 pages
19. Competition-related Events	1 page for Introduction
	1 page per Competition-related Event
20. Health and Medical System	6 pages
21. Expenditure Budget and Ticket Revenues	6 pages
Chapter E: Sustainable Event Management, Human Rights and Environmental Protection	
22. Sustainable Event Management	10 pages
23. Human Rights and Labour Standards	10 pages
24. Environmental Protection	10 pages

The page limits set out above for the Bid Book shall not include the Bid Information Templates which shall be submitted to FIFA in addition to the Bid Book and in an electronic form as Excel (.xlsx) files.

- (ii) The page limits set out above for the Bid Book shall further not include the Bid Book Executive Summary which shall be submitted to FIFA in addition to the Bid Book and shall not exceed twenty five (25) pages in each of the four (4) language versions, meaning one hundred (100) pages in total.
- (iii) The page limits include any and all content, including images, graphics, maps, etc.
- (iv) Any content provided which exceeds the page limit will not be taken into account as part of the evaluation of the Bid.

2.6 Delivery of Bid Book and Bid Information Templates

The following formal requirements shall apply for the delivery of the Bid Book and the Bid Information Templates.

2.6.1 Material to be delivered

The Member Association must deliver the following material to FIFA:

- (i) fifty (50) electronic data storage devices containing the electronic version of the Bid Book (i.e. Volumes 1 to 3 only pursuant to Section 2.1 of this Schedule 2), the electronic version of Bid Book Executive Summary (i.e. Volume 4 pursuant to Section 2.1 of this Schedule 2) and the electronic versions of the Bid Information Templates; and
- (ii) three hundred (300) hard copies of the Bid Book Executive Summary (i.e. Volume 4 pursuant to Section 2.1 of this Schedule 2).

2.6.2 Form of Submission

The material referenced in Section 2.6.1 above must be delivered as follows:

- (i) The hard copies of the Bid Book Executive Summary and the electronic data storage devices (as referred to in Section 2.6.1 of this Schedule 2) must be submitted to FIFA by courier or by registered delivery to the following address:

Fédération Internationale de Football Association
FIFA-Strasse 20
8044 Zurich
Switzerland

and addressed to the FIFA President.

- (ii) An electronic copy each of the Bid Book (i.e. Volumes 1 to 3 only pursuant to Section 2.1 of this Schedule 2), the Bid Book Executive Summary and the Bid Information Templates must be submitted to FIFA by email, marked for the attention of the FIFA Bidding Team, to the following address: 2026bid@fifa.org

2.7 Maps & Plans

All maps and plans submitted to FIFA as part of the Bid shall comply with the following requirements:

- (i) All maps/plans shall use the FIFA approved colour coding and bid icons to be provided by FIFA; and
- (ii) Maps should not exceed 2 A4 pages in size.