

FOREWORD

Giving women's football the importance and the respect it deserves is one of the paramount pledges of this FIFA administration. It is a moral priority as much as an institutional one: after all, for far too long, the most popular sport on earth has all but overlooked half of the world's population.

This means setting the standards for hosting the FIFA Women's World Cup™ to reflect the expectations we have of the ultimate competition in women's football. And those expectations are sky-high following the record-breaking FIFA Women's World Cup 2019™ in France, which saw sell-out crowds aplenty and was watched by more than a billion viewers worldwide.

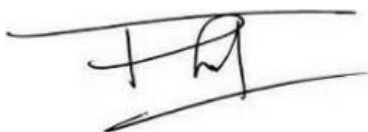
At the next edition, in 2023, there will be a greater amount of prize money, a greater amount of interest from fans and media, and a greater number of teams involved. In 2019, we decided to expand the number of participating member associations from 24 to 32, a step that not only increases the scale of the competition, but also offers dozens more countries the chance to dream of and invest in qualification.

The commitment to conduct an open, ethical and thorough bidding process to select the host(s) of the FIFA Women's World Cup™ is yet another major step in this organization's commitment to the women's game. By the time the FIFA Council appoints the host(s) of the 2023 edition, there should be no doubt whatsoever as to why that choice was made: evaluation must have been guided by strict, objective criteria in a transparent, well-signposted process.

In this report, you will get a comprehensive overview of the evaluation of each bid, objectively laying out the facts on which the ultimate decision will be based.

This is the transparency that women's football in particular, and football as a whole, deserves. When important decisions are made regarding the women's game, may they always be based on such open and objective assessments as this.

Yours in football,

A handwritten signature in black ink, appearing to be 'FS', is written between two horizontal lines.

Fatma Samoura
FIFA Secretary General

Introduction

The FIFA administration has prepared this summary of key findings in accordance with the regulatory framework of the bidding process. A critical aspect of the role of the FIFA administration is to indicate in what manner and to what extent the bids fulfil FIFA's requirements, so as to secure the best possible hosting conditions in the host country (or host countries) and thereby further develop the unique status of the FIFA Women's World Cup™ as the biggest women's sporting competition in the world.

Since this report serves to support an informed decision-making process by the members of the FIFA Council, it is the duty of the FIFA administration to highlight its key observations relating to the evaluation of the bids, which will also facilitate a comprehensive understanding of each bid. These observations incorporate not only the technical scoring of each bid, but also, a thorough assessment of the perceived risks, as well as potential opportunities and challenges. The assessments of each of the components reviewed have also taken full account of the increased complexity of the requirements related to the new 32-team format, and the incremental increase in quality that is expected of FIFA's flagship women's event from one edition to the next. The tables set out on the following pages are designed to provide an overview of the most pertinent statistics. overall risk evaluations and technical scores (for each of the components that were scored) in relation to all three bids It should be noted that the bids are presented in alphabetical order (by country name) throughout this report.

Key observations

Each of the bids submitted (by Australia/New Zealand, Colombia and Japan) presents its own unique opportunities and challenges, which warrant highlighting.

The Australia/New Zealand 2023 bid provides a variety of very good options in terms of sporting and general infrastructure. It would also appear to present the most commercially favorable proposition, taking into consideration the financial commitments made by the governments of both countries towards the operational costs of the tournament. As the first joint (and cross-confederation) bid to host a FIFA Women's World Cup™, it also offers the opportunity for unity and cooperation with a view to boosting the development of the women's game across the Asia-Pacific region — which would be hosting the tournament for the first time. A joint bid, however, can also be a more complex undertaking, since

it requires the management of cross-border components for the delivery of the event.

2

The Colombia 2023 bid provides a level of infrastructure that meets the minimum requirements but would need a significant amount of investment and support from both local stakeholders and FIFA in order to elevate organizational conditions to those of the other two bids. Based on the documentation submitted and the information provided, it is not clear if this level of investment will be available. Since the tournament is due to take place in three years' time, there would be clear risks that the necessary improvements would not be carried out. That said, the Colombian Football Association and the Colombian government have shown great commitment and support in preparing the bid and there is no doubt that, should the tournament take place in Colombia, it would have a tremendous impact on the development of women's football locally and in the region (which has never before hosted a FIFA Women's World Cup™), as was seen in the men's youth game with the success of the 2011 edition of the FIFA U-20 World Cup™ almost a decade ago. This is a clear focus of the Colombia 2023 bid, which recognizes the tournament's potential to heighten girls' participation in football and to retain talent throughout the player development pathway, while also acting as a trigger for broader cultural and social change in the country and across South America (in terms of strengthening women's football culture and the principle of gender equality).

The Japan 2023 bid includes very good, well-maintained and professionally managed stadiums that are more than capable of staging elite-level international sporting events. Some have already been used for major tournaments, including the 2002 FIFA World Cup Korea/Japan™ and last year's Rugby World Cup, while others are earmarked for use at next year's rescheduled Tokyo Olympic Games. The bid also proposes a very compact tournament footprint with excellent general infrastructure, including high-speed intercity connectivity and fairly short distances between the proposed venues — all of which would be viewed in a very positive light by the players, teams and spectators. The bid is likewise strong from a commercial standpoint, boosted by robust local and international marketing conditions, and with the country's single time zone bringing additional benefits in attracting TV audiences across Asia. Since the July-August 2023 period designated by FIFA coincides with the hottest and most humid period of the year in Japan, the bidder would prefer to host the tournament between early

June and early July, due to the milder weather conditions that generally prevail at that time. Notwithstanding this preference, the bidder has formally confirmed that the tournament can be staged within the FIFA-designated period.

Taking all aspects into consideration, all three bids have met the minimum requirements for hosting the tournament, with some bids clearly exceeding these and offering a stronger platform for organizing the event. FIFA looks forward to working closely together with the appointed host(s) in order to deliver a top-class and inspiring FIFA Women's World Cup™ in 2023, the first under the expanded 32-team format, in furtherance of FIFA's Women's Football Strategy.

3

Conclusion

Based on the results of the technical evaluation, the Australia/New Zealand 2023 bid received the highest overall average score of 4.1 out of 5, followed by the Japan 2023 bid with 3.9 and the Colombia 2023 bid with 2.8.

On the basis of the above results, as well as the full bid evaluations (as set out in detail in Sections 5-7 of this report), the FIFA administration has determined that all three bids qualify for consideration by the FIFA Council, due to all three having met (or exceeded) the minimum hosting requirements in the FIFA Women's World Cup 2023™ technical evaluation. All three bids may therefore be considered by the FIFA Council when voting to select the host(s) of the FIFA Women's World Cup 2023™.

4

Summary of technical scoring

The charts below present the overall technical scores that were awarded to each of the bids (covering infrastructure and commercial components). Each component is scored on a scale of "0" to "5" (where "0" represents "does not meet minimum requirements" and "5" represents "very good"), with the weightings for each component also indicated.

AUSTRALIA/NEW ZEALAND 2023 EXECUTIVE SUMMARY

The FIFA administration has carried out an extensive evaluation of the Australia/New Zealand 2023 bid as part of its assessment of the three bidders that are seeking to host the FIFA Women's World Cup 2023™. The findings of the full evaluation are covered in Section 5, while the detailed scoring of the bid's technical elements can be found in Annexe A. A summary of the main findings is presented below.

Hosting vision and strategy

Australia and New Zealand's "AsOne" bid acknowledges and expresses its support for the FIFA Women's Football Strategy, and proposes to build upon the success of the FIFA Women's World Cup 2019™ with its hosting of what would be the first FIFA Women's World Cup™ to be staged in the southern hemisphere. The bidder pledges to deliver the greatest FIFA Women's World Cup™ yet, and to use the tournament as a platform from which to grow football in the Asia-Pacific region, unlock new commercial growth and drive profound social impact for women and girls.

The bidder has outlined the vision and objectives for the hosting of the tournament in a clear and succinct manner (with goals and actions divided into four key areas: football; women and girls; FIFA; players and fans), and in a way which dovetails well with the FIFA Women's Football Strategy.

Women's football development and legacy

The Australia/New Zealand bid has drawn up a football development and legacy strategy based on four distinct objectives: increasing the number of women and girls playing football; improving pathway opportunities; building capacity; and raising investment in facilities. Football Federation Australia (FFA) and New Zealand Football (NZF) have both given a detailed explanation of the existing women's football programmes that would be enhanced in conjunction with the delivery of the tournament, alongside common objectives for growing the game across the Asia-Pacific region.

The development and legacy objectives outlined in the bid are clear and concise. It is evident that there is a strong overlap with the objectives and targets set out in the FIFA Women's Football Strategy, and that hosting the tournament in

Australia and New Zealand is viewed by the bidder as a catalyst to grow women's football throughout the region.

6

Communications and event promotion

The communications and event promotion plan put forward by the Australia/New Zealand 2023 bid was assessed by FIFA as being very strong. Spread across four distinct periods (from the current bidding campaign through to post-tournament legacy programmes), the plan takes into account a wide variety of stakeholders — including community and school networks, tourism bodies, media outlets, other member associations, ambassadors and volunteers.

The plan includes a number of concrete proposals and some highly innovative post-tournament legacy programmes, and offers a solid foundation for further development with FIFA, should the bid be successful.

Stadiums

The Australia/New Zealand 2023 bid has proposed 13 stadiums across 12 candidate host cities — considerably more than the minimum number of eight stadiums that FIFA requires — with two stadiums put forward in the city of Sydney (Stadium Australia and Sydney Football Stadium). It is important to note that, while all the proposed stadiums have been assessed, the selection and final number of stadiums would be determined by FIFA, should the bid be successful.

7

In terms of status, 12 of the 13 stadiums are already built and in use. with the exception being the new Sydney Football Stadium due for completion by mid-2022, Most of the grounds meet (and, in some cases, significantly exceed) FIFA's capacity requirements, with an average gross capacity across the 13 venues of 35,415, but those in Adelaide, Auckland, Launceston and Perth currently fall short of the minimum requirements for their respective stages of the competition. The bidder expects Launceston's York Park and Perth's Rectangular Stadium to reach the requirements following the proposed installation of additional temporary seating.

The majority of the stadiums proposed in the bid (11 out of 13) are

"rectangular" (designed primarily for football or rugby); the other two are "oval" (which can also accommodate sports such as Australian rules football and cricket). The rectangular stadiums are considered more suitable for the staging of a FIFA Women's World Cup™.

The standard of the facilities and technical installations at the stadiums was assessed as being generally good, although floodlight performance levels, pitch-area dimensions and easy-access seating provision would need to be examined and possibly improved at several grounds.

Overall, and given the large number of stadiums and their general compliance with the tournament hosting requirements, it would be possible to come up with a final selection of high-quality stadiums if Australia and New Zealand were selected to host the FIFA Women's World Cup 2023™.

8

Team and referee facilities

The bidder has put forward a total of 108 hotel and training site pairings, made up of 56 team/referee base camp pairings and 52 venue-specific pairings.

Overall, the proposed accommodation and training facilities were assessed as meeting the requirements for hosting a FIFA Women's World Cup™, with the standard of accommodation generally high and the training sites meeting most of the tournament specifications.

Some shortcomings were identified when it came to the standard of fitness facilities at some of the proposed training sites. and the large Sizes of some of the proposed hotels may require measures to be taken in order to protect team privacy. Due to the geography of the bid, there would also be some significant distances between base camps and match venues. Nevertheless, no major risks have been identified in relation to team and referee facilities.

Accommodation

Based on FIFA's assessment of the proposals set out by the bidder, it would appear that all the proposed host cities would be able to meet the accommodation requirements relating to the FIFA core group (comprising FIFA staff, VIPs, Commercial Affiliates, media personnel and other key stakeholders), with 11 of the 12 host cities clearly exceeding the requirements. The city of Hamilton, while meeting the minimum requirements for the FIFA core group, indicates a shortage of options in relation to top-tier hotels.

When it comes to general spectator accommodation, Dunedin is the only candidate host city which appears, based on the information provided, to present challenges. since it does not fulfill the minimum inventory requirements.

International Broadcast Centre (IBC) and competition-related event sites

The bidder has proposed two options for the IBC location: one in Sydney, Australia, and the other in Auckland, New Zealand. While both venues were assessed as being very good options, the Auckland site is only due for completion in 2021. The Sydney venue, on the other hand, is an existing facility that has already been used to host the IBC for the 2000 Summer Olympic Games.

When it comes to locations for the Draw for the FIFA Women's World Cup™ and the team workshop, the bidder has put forward a choice of two venues. both situated in Auckland's business district, The first is the Aotea Centre — a convention and event site which is home to New Zealand's largest modern tiered auditorium — while the second is the New Zealand International Convention Centre, which is set to be the country's largest conference, exhibition and entertainment site when it opens in 2021. It is FIFA's assessment that both venues would meet or exceed the requirements for staging the competition-related events.

9

Commercial

FIFA has calculated that the projected organising costs of the Australia/New Zealand 2023 bid would be significantly higher (both for the bidding member associations and for FIFA) than for previous editions of the FIFA Women's World Cup™. The main factors behind the high forecast costs for the bidder (of approximately USD 108 million) are the increased staffing costs associated with co-hosting the tournament, along with the significant amounts set aside for safety and security, technical services and marketing. The considerable size of the tournament's geographical footprint (generating higher event transport costs of USD 1.7 million above the baseline) is a contributory factor in FIFA'S expected increase in costs, corresponding in total to approximately USD 17.5 million above the baseline.

The expected increase in costs is more than offset, however, by the strong revenue forecasts attached to the bid. Estimated ticket sales of more than 1.5 million tickets (producing revenue, including hospitality ticketing, of around USD 41 million), combined with forecast sponsorship income at National Supporter level of around USD 6.6 million, have helped boost the bid's financial balance — as has the

significant support of the two countries' federal and regional governments (that have allocated a combined total of up to approximately USD 75 million in funding, subject to conditions and adjustments based on final match allocations).*

With respect to TV potential, and based on FIFA's analysis of the time zones involved, the Australia/New Zealand bid would be expected to appeal quite strongly to the Asian markets, albeit with some matches falling outside Asian prime-time viewing. While additional media sales opportunities are expected, a relative fall in audiences could be experienced in Europe. Taking all of this into account, along with the strong conditions that prevail in Australia and New Zealand for generating international marketing revenues (e.g. audiences, GDP, tournament appeal and sponsorship landscape), FIFA's final assessment concluded that there would likely be a positive material impact on the overall TV-related revenue.

Having taken both expected costs and forecast revenues/contributions into account, it is FIFA's assessment that, from a commercial point of view, the Australia/New Zealand 2023 bid is strongly positioned.

Transport

Due to the vast distances involved in the Australia/New Zealand 2023 bid, the bidder's transport concept relies heavily on-air travel for connections between the host cities. Only Newcastle and Sydney (in Australia) and Hamilton and Auckland (in New Zealand) could be considered city pairings where rail or road might offer an alternative to flying.

When it comes to flights in and out of Australia and New Zealand, half of the 12 candidate host cities boast major international airports.

*Other conditions may also impact the final amounts. For example, commitment of the Australian government references a cap of 25% of Australian operational costs, while the commitment of the New Zealand government is subject to the parties agreeing to the term's conditions of the funding agreement.

10

Travel distances between the main tournament sites within the host cities are all below 15 kilometres, although police escorts may be required in cities with high levels of traffic.

While journey times between host cities would clearly be considerable if Australia and New Zealand were chosen to host the FIFA Women's World Cup™, both countries have significant experience of staging major tournaments and events, and transport is therefore not expected to be a major challenge.

Safety and security

The bidder has provided a substantial level of detail, both on the existing safety and security arrangements in Australia and New Zealand and those which would be proposed in the event of both countries being selected to co-host the FIFA Women's World Cup™. This includes how the two national governments and public security agencies would cooperate in the planning and delivery of the tournament.

The bid documentation details both nations' considerable experience of managing security for major international sports events, sets out appropriate qualification and training standards, and proposes the use of dynamic risk assessments to underpin the planning and delivery of the tournament.

It is FIFA's assessment that the bidder has demonstrated a strong safety and security capability. In keeping with the standard required for hosting the world's flagship women's football tournament.

Health, medical and anti-doping

FIFA'S assessment of Australia and New Zealand's medical infrastructure and services found that both countries have a number of very high-quality hospitals and clinics within reasonable distances of the proposed team facilities and match venues. An excellent public ambulance service is in place, and international-level tertiary care is available in most major cities.

The bidder has confirmed that the Australia/New Zealand 2023 bid is compliant with the requirements set by the World Anti-Doping Agency.

Based on the information currently available, FIFA foresees no notable health or medical risk in holding the competition in Australia and New Zealand.

IT&T

The Australia/New Zealand 2023 bid describes a good level of international connectivity as well as host cities that are well connected and with up-to-date mobile coverage. Both the bidding countries have a documented high level of experience among their telecom service providers when it comes to the live broadcasting of high-profile international sporting events.

Stadium IT&T infrastructure would, for the most part, meet FIFA requirements — with some stadiums boasting facilities that exceed the requirements. Others, such as Hindmarsh Stadium and Newcastle Stadium, would likely need some upgrades to backbone infrastructure, AV and stadium Wi-Fi.

Event timing

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2023™ in Australia and New Zealand during the period that has been blocked for the competition. and has formally confirmed that the tournament can be staged within that time frame.

Climatic conditions, particularly on the lower part of New Zealand's South Island, could present a low-to medium risk. due to the moderate wintry conditions that often prevail in the region in July and August. when average early evening temperatures in Christchurch and Dunedin are around 8 to 9°C.

The bid documentation also states that the bidder has secured support from other sporting codes "to collaborate on the delivery" of the tournament. Given the high profile of these other sports during the southern hemisphere winter months, however, it would be important to get confirmation of how this would work in practice.

Legal and compliance

FIFA's overall legal evaluation of the Australia/New Zealand 2023 bid is that the bidder has provided a comprehensive contractual framework for hosting the tournament, but that there are differences in the extent to which the government support documents provided by the two bidding member associations meet the FIFA requirements. FFA has submitted government support documents in FIFA's template form. However, due to requirements under constitutional law necessitating parliamentary legislation at the Commonwealth and/or State or Territory level to give effect to the obligations of these government support documents, there are limitations on their practical implementation until such legislation is enacted. NZF has provided less comprehensive government support letters instead of submitting the government support documents in FIFA's template form.

When it comes to compliance with the bidding process. the bidder has submitted all relevant bidding documents as per the applicable regulations and guidelines, and no issues were identified by FIFA's compliance representative during the inspection visit to the two bidding countries. At the time that this report was finalised, there were no relevant international sanctions in place against either Australia or New Zealand.

Sustainability, human rights and environmental protection

The Australia/New Zealand 2023 bid was assessed by FIFA as being low risk when it came to any potential human rights issues associated with the tournament — with the bidder submitting documents that provide a solid basis for the development of effective systems to tackle such issues, and also give evidence of strong government

support in this area. A low risk level was also applied to the bid's proposal for sustainable event management, as the bid provides a solid basis for setting up a sustainable event management system and implementing a sustainable procurement system. Environmental protection was also assessed as being low risk, as it draws on international best practices.

12

COLOMBIA 2023 EXECUTIVE SUMMARY

The FIFA administration has carried out an extensive evaluation of the Colombia 2023 bid as part of its assessment of the three bidders who are seeking to host the FIFA Women's World Cup 2023™. The findings of the full evaluation are covered in Section 6, while detailed scoring of the bid's technical elements can be found in Annexe B. A summary of the main findings is presented below.

Hosting vision and strategy

The Colombia 2023 bid states that hosting the FIFA Women's World Cup™ would be "the most important event in the country's history" and sets out a vision to create a female football culture in Colombia, increase participation in the game and motivate more girls to dream of playing football professionally. In terms of increasing participation, the bidder pledges to get more girls playing grassroots football, train more existing players, train more coaches and increase the number of competitions for girls. However, the bid does not set out any precise target figures for these proposed growth areas.

The bidder also promises to support the objectives that are set out in the FIFA Women's Football Strategy (including increased participation, an increase in commercial value, and an increase in the number of women working in football), though, again, details as to how exactly this would be achieved have not been provided.

Women's football development and legacy

The Colombia bid states that a FIFA Women's World Cup™ in Colombia would help the country to further grow the women's game and create a true women's football culture for current and future generations. It suggests that the tournament would help redefine the role of women in football and consolidate the status of women's sport in Colombian and South American society.

A number of specific legacy objectives are listed, including an increase in women's football promotion and support across the region (more spectators, increased sponsorship and an improved image); an increase in the number of women playing football at both senior and youth level; enhanced stadium infrastructure; and improvements in the competitive level of players.

The bid documentation clearly outlines the impact that the country's hosting of the tournament is expected to have, not only in terms of boosting the profile of women's football in South America, but also in helping to improve the role of women in society as a whole. Further clarification would be needed, however, on the concrete targets that would be used for measuring the tournament's achievements in the areas of development and legacy.

13

Communications and event promotion

The bidder has drawn up an extensive communications and event promotion plan, which appears to be ambitious yet achievable. The plan sets out a wide range of proposed measures and activities, including tournament-related content that is tailored to specific target audiences and delivered across a wide range of communication channels. The bid foresees close cooperation with the government in support of a drive to increase the number of women partaking in sport, and introduces the innovative idea of a dedicated media headquarters in Bogotá from where the communications activities would be coordinated.

The proposals do not set out in detail the expected timings for the planned activities, or explain how they would be spread across the main tournament phases. Overall, however, the Colombia 2023 bid has provided a solid foundation on which the final communications and event promotion plan could be developed, in the event that Colombia is selected to host the FIFA Women's World Cup 2023™.

Stadiums

The Colombia 2023 bid has proposed ten stadiums — one for each of the bid's ten candidate host cities. The number of proposed stadiums is two more than FIFA's minimum requirement of eight.

In terms of status, all ten stadiums are already built, although significant renovation work is scheduled for Estadio General Santander in Cucuta.

14

Nine of the ten stadiums have been evaluated as meeting FIFA's overall minimum requirements — with Cartagena's Estadio Olimpico Jaime Moron Leon being the only exception. It is also one of two grounds not to have met FIFA's requirements in terms of stadium capacity, the other being El Campin in Bogota, which the bidder has proposed for both the opening match and the final. It, however, has a gross capacity of just 39,512 — significantly below the 55,000 net capacity required by FIFA for the opening match and final.

All of the proposed grounds meet the FIFA requirements for stadium orientation. However, there are challenges with space requirements and space allocation for some key areas such as hospitality, VIP and media areas in all of the stadiums visited by the FIFA delegation. In addition, the assessment of space requirements at the remaining stadiums was made difficult due to the frequent lack of detailed plans showing the allocation of tournament-related spaces. If the bid were to be successful, FIFA would need to work closely with the stadium authorities to further understand the availability and configuration of these spaces and how they could be optimised for tournament operations.

The status of the stadiums' technical installations would also need to be closely examined, with several venues appearing to currently fall short of requirements when it comes to building management systems, back-up power capability and floodlighting. The installation of giant screens would also be necessary at many of the stadiums.

15

Overall, while the stadiums would require extensive upgrades and installations in order to ensure top-class infrastructure for the tournament, it is worth noting that the bidder has provided expressions of willingness on the part of the relevant local authorities to consider the necessary improvements. Details would need to be confirmed in regard to the extent, cost and funding sources for this work.

Team and referee facilities

The bidder has put forward a total of 71 hotel and training site pairings, made up of 40 venue-specific pairings (four for each candidate host city) and an additional 31 team/referee base camp pairings.

Overall, the proposed accommodation and training facilities were assessed as meeting the requirements for hosting a FIFA Women's World Cup™, with the standard of accommodation varying from satisfactory to good, and the training sites appearing generally satisfactory.

Some shortcomings were identified when it came to the hotels' leisure and fitness facilities, with only six of the proposed base camp hotels and around half of the venue-specific hotels seeming to offer facilities currently deemed suitable. Many of the hotels also have a shortage of function rooms and meeting spaces. When it comes to the training sites, it is FIFA's assessment that most would need considerable renovation and upgrade work in order to reach the desired standards for a FIFA Women's World Cup™, particularly in terms of pitch quality, floodlight installation, changing room improvements, fitness facilities, privacy fencing, tribune building and media areas. In addition, several of the proposed training sites have not submitted agreements to confirm their availability and/or their compliance with the tournament-related terms and conditions. As a result, a medium level of risk has been identified in this area.

Accommodation

Based on FIFA's assessment of the proposals set out by the bidder, it would appear that nine of the ten candidate host cities would be able to meet the accommodation requirements relating to the FIFA core group (comprising FIFA staff, VIPs, Commercial Affiliates, media personnel and other key stakeholders). The exception to this is Manizales, where the bidder has suggested accommodating the FIFA core group in a single hotel that has just 64 rooms — whereas the FIFA requirements call for a total of 160 rooms spread across at least two hotels.

When it comes to the standard of accommodation proposed, however, there would appear to be a shortage of top-tier hotels in both Manizales and Cucuta. Furthermore, the lack of a nationally consistent hotel star-rating system in Colombia means that the quality of some hotels may be lower (in comparison to international standards) than indicated — particularly in Armenia, Perera, Manizales, Bucaramanga and Cucuta.

In terms of general spectator accommodation, Manizales was, again, the only candidate host city to fall short of FIFA's minimum requirements. Overall, as the Colombia 2023 bid has documented sufficient levels of accommodation to serve nine stadiums (with FIFA requiring a minimum of eight), it is FIFA's assessment that the bidder has shown sufficient levels of operationally viable accommodation.

International Broadcast Centre (IBC) and competition-related event sites

The bidder has put forward only one proposal for the IBC location: Cot-ferias. It is an international business and exhibition centre, located in central Bogotá. While the location, floor space and basic facilities of the site would appear to be of a good standard, the load capacity would appear to be below requirements. The level of advanced technical facilities available is also still to be confirmed.

When it comes to locations for the FIFA Women's World Cup™ Draw and the team workshop, the bidder has put forward a choice of two venues, one in Bogotá and the other in Barranquilla. The Bogota site is at the Agora Bogotá convention centre, which hosted a FIFA Council meeting in March 2018. It is FIFA's assessment that both sites are of a very good quality, although the Puerta de Oro site in Barranquilla would appear to require a significant amount of reconfiguration and temporary overlay installations.

Commercial

FIFA has calculated that the projected organising costs of the Colombia 2023 bid would be in line with the projected costs from previous tournaments. The bidder has forecast member association costs of approximately USD 451 million, while FIFA's costs are projected to be approximately USD 12.3 million below the baseline. Staffing costs for the member association are forecast to be comparably low (USD 2.5 million), due to local wage expectations. The anticipated lower costs to FIFA are also partially explained by lower staffing costs, as well as lower-than-baseline costs for marketing rights delivery and ground transportation costs.

While the low cost associated with hosting the tournament in Colombia is a positive feature of the bid, the forecast revenue is also low. With ticket sales of just under one million tickets and low-ticket pricing resulting in a modest ticketing revenue forecast of approximately USD 22.2 million. Hospitality ticketing revenue is also anticipated to be relatively low, at just under USD 2 million. No government contributions or subsidies were confirmed by the bidder, which has had a negative impact on the bid's financial position.

With respect to TV potential, and based on FIFA's analysis of the time zones involved, the Colombia bid would be expected to appeal strongly to the Americas market, although kick-off times would generally fall outside of evening viewing times in Europe. Additional domestic and continental media sales opportunities are limited, due to a number of commercial agreements that are already in place. Although there is strong local interest in football, the prevailing conditions for generating international marketing revenues (e.g. audiences, GDP, tournament appeal and

sponsorship landscape) are projected to be limited. As a result, FIFA's assessment of the Colombia bid's financial position has factored in only a minimal impact from these revenue categories.

While costs are forecast to be in line with the projections from previous tournaments, FIFA has taken note of the low revenues projected by the bidder. Having also considered the Women's Football Strategy and its objective of optimising the commercial value of the next FIFA Women's World Cup™, it is FIFA's assessment that the Colombia 2023 bid presents a commercial risk.

17

Transport

The transport concept for the Colombia 2023 bid relies mainly on air travel for connections between the host cities, since there are no train connections between the host cities and connections by road are generally too long to be considered a viable solution.

Bogota and Medellin are the only cities which are connected to all the other host cities by direct flight. Around one third of the routes between the various cities would require connecting flights, mainly of around three to three-and-a-half hours' duration, with the longest journey taking almost five hours. There would likely be capacity issues at La Nubia airport in Manizales, which can only accommodate aircraft up to the size of short-haul regional airliners. Based on the information provided by the bidder, facilities and services at several other host city airports would need to be upgraded in order to meet FIFA requirements.

When it comes to flights in and out of Colombia, Bogotá would act as the main international access point for the event, with Cali, Medellin and Cartagena serving as secondary access points.

For journeys within the host cities, distances to and from the stadiums are acceptable, but police escorts may be needed to avoid delays due to high levels of traffic in some cities.

Safety and security

The bidder has provided a reasonable level of detail on key safety and security matters, including a plan to develop a coherent and integrated safety and security strategy, involving key stakeholders, and to implement this at venue level.

While the country already has an appropriate stadium safety certification regime in operation, an understanding of the risks involved in staging elite-level football matches (and the procedures for planning and delivering a world-class tournament) would need to be further developed if Colombia were selected to host the FIFA Women's World cup 2023™.

Although there has been a significant reduction in domestic terrorism, some concerns remain in terms of the potential impact of crime on tournament stakeholders.

18

Health, medical and anti-doping

FIFA's assessment of Colombia's medical infrastructure and services found that the country has a number of good-quality hospitals and clinics within reasonable distances of the proposed team facilities and match venues. Private ambulance services are available for emergency cover, but additional ambulances would need to be made available in order to provide sufficient levels of cover for the hosting of a FIFA Women's World Cup™.

The highest level of medical care in Colombia is found in Bogota, where selected private hospitals provide high-quality care for minor and moderate conditions. However, hospitals in Colombia do not generally have emergency departments with international levels of care, and serious conditions may therefore require international evacuation.

When it comes to playing conditions, care would be needed to reduce the risk of matches being played in elevated temperatures and humidity, particularly in cities where daytime wet-bulb globe temperatures regularly exceed 28°C (e.g. Barranquilla, Cartagena and Cucuta). Extra days would also have to be allowed for acclimatisation in Bogota, which is 2,600 metres above sea level.

The bidder has confirmed that the Colombia 2023 bid is compliant with the requirements set by the World Anti-Doping Agency.

Overall, and for the reasons cited above, FIFA has identified a medium level of risk in relation to health and medical matters, if the competition were to be held in Colombia.

IT&T

The Colombia 2023 bid describes sufficient levels of international connectivity as well as host cities that are well connected and with good, up-to-date mobile coverage. The bidder has not, however, documented the previous experience of Colombia's telecom service providers when it comes to the live broadcasting of high-profile international sporting events, and further investigation would be required to ensure that the national telecommunications infrastructure could meet the tournament requirements.

When it comes to stadium IT&T infrastructure, significant investment would be needed if Colombia were chosen to host the FIFA Women's World Cup 2023™. Lack of redundancy is a major concern at all of the proposed stadiums and wired and wireless network services would need to be upgraded at all but two of the match venues.

19

Event timing

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2023™ in Colombia during the period that has been blocked for the competition, and has formally confirmed that the tournament can be staged within that time frame.

Due to its proximity to the equator, Colombia's weather is not particularly affected by seasons. However, as already noted under "Health, medical and anti-doping», the country does experience significant differences in climatic conditions as a result of its varied geography. When drawing up the tournament schedule, care would, therefore, need to be taken to avoid matches being played during periods of excessively high temperature or humidity.

The bid documentation indicates that there are no other major competitions taking place in the country during the proposed dates.

Overall, FIFA believes that the conditions for hosting the FIFA Women's World Cup™ in Colombia during the period that has been blocked for the competition would be generally favourable.

Legal and compliance

FIFA's overall legal evaluation of the Colombia 2023 bid is that the bidder has provided many, but not all, of the government support documents and contractual hosting documents. The bidder has demonstrated through its submissions a firm level

of support from the government of Colombia. The government support documents and contractual hosting documents provided as part of the bid have generally been submitted in compliance with FIFA'S template requirements. with the exception of some deficiencies, some of which FIFA considers reasonably capable of being mitigated. However, due to an absence of some of the government support documents and contractual hosting documents required by FIFA, uncertainties remain in respect to the operational challenges and adverse financial impact that may result from hosting the tournament in Colombia.

When it comes to compliance with the bidding process. the bidder has submitted all relevant bidding documents as per the applicable regulations and guidelines. and no issues were identified by FIFA's compliance representative during the inspection visit to the bidding country. At the time that this report was finalised, there were no relevant international sanctions in place against Colombia.

20

Sustainability, human rights and environmental protection

The Colombia 2023 bid has been assessed by FIFA as being low risk in regard to potential human rights issues associated with the tournament — with the bidder submitting documents that provide a solid basis for the development of effective systems to tackle such issues, and give evidence of strong government support in this area. The bid has also been assessed as being low risk in terms of environmental concerns, with existing laws and policies providing extensive support for environmental protection. A medium risk level has been applied, however, to the bid's proposals for sustainable event management, since the bid is limited in regard to provisions for sustainable event management and accessibility for people with limited mobility.

JAPAN 2023 EXECUTIVE SUMMARY

The FIFA administration has carried out an extensive evaluation of the Japan 2023 bid as part of its assessment of the three bidders that are seeking to host the FIFA Women's World Cup 2023™. The findings of the full evaluation are covered in Section 7, while the detailed scoring of the bid's technical elements can be found in Annexe C. A summary of the main findings is presented below.

Hosting vision and strategy

The hosting vision for the Japan 2023 bid, entitled "Time to Fly», foresees a tournament that would symbolise diversity, attract a greater mix of spectators from around the world and further drive the development of women's football.

The bid would be centred on three capabilities ("performance", "delivery" and "culture") and supported by the country's strong track record in the delivery of major sporting events. While the vision is set out in a very clear and concise manner, further details would be required regarding the precise targets that the bidder would use to measure its successful realisation.

Women's football development and legacy

The Japan 2023 bid proposes a dual legacy for its hosting of the FIFA Women's World Cup™. The first would be a "sporting legacy" for women's football across Japan and Asia, while the second would be a "competition legacy" for the FIFA Women's World Cup™ itself.

In its description of the sporting legacy, the bid sets out a plan to drive the development of women's football from the grassroots level up to the women's professional football league (which is due to be established in 2021), and includes a number of concrete initiatives — including the creation of new U-12 festivals, a focus on the U-13 and U-15 age groups to further increase participation numbers and the greater use of women's football coordinators in each prefecture.

Across the Asian continent, the bidder proposes using the tournament to establish a pan-Asian women's football movement, with Japan using its skills and leadership experience to develop other AFC members. This would be achieved through extensive knowledge-sharing activities, including by sending Japanese leaders overseas, hosting international tournaments, organising camps and providing Asian youngsters with opportunities to attend the FIFA Women's World Cup 2023™.

The Japan 2023 bid presents its dual-legacy plans in a concise and succinct manner. With clear descriptions of the programmes, it would put in place to accomplish each of the proposed objectives. Overall, it is clear that the bidder envisages a tangible benefit from hosting the competition — not only for Japan, but also for the whole of Asia.

22

Communications and event promotion

The Japan 2023 bid's communications and event promotion plan has a modern and progressive feel, and includes original and innovative references to the planned use of football-specific anime content and the use of new video-generation technologies - taking advantage of ultra-fast 5G data transmission. Other proposals include collaborations with the worlds of fashion and merchandising, and the specific targeting of potential national sponsors from the increasing number of Japanese companies that are showing new interest in the women's sports market.

While the proposals appear innovative and intriguing, there is limited information on the overall communications strategy and the precise nature of the planned activities. If Japan were appointed as host of the FIFA Women's World Cup 2023™, FIFA would look to work alongside the Japan Football Association to further define and develop the overall communications strategy for the tournament within the host country

Stadiums

The Japan 2023 bid has proposed eight stadiums, corresponding to one stadium for each of the bid's eight candidate host cities, which is in line with FIFA's minimum requirement of eight stadiums.

In terms of status, following the recent completion of Japan's National Stadium in Tokyo and Kyoto Stadium, all of the stadiums are built and operational. All eight stadiums are modern, professional and well maintained facilities that are already capable of staging elite-level international sporting events. As such, they could be used as FIFA Women's World Cup™ stadiums without the need for any major upgrade work to structures and facilities. It should be noted that Sapporo Dome is an indoor venue, which can pose various technical challenges, including the maintenance of pitch quality for the duration of the tournament. As such, this would need to be carefully managed.

Seven of the eight stadiums were assessed as meeting the capacity requirements for staging FIFA Women's World Cup™ matches —with some stadiums significantly exceeding the requirements. The exception is the stadium in Sendai, which has a gross capacity of 19,134, just short of the 20,000 net-capacity requirement for stadiums that are not used beyond the quarter-finals. It is worth noting, however, that the bidder has expressed a willingness to extend the stadium's capacity to meet the tournament requirements. The average capacity across all eight stadiums is 43,787.

All of the proposed stadiums in Japan meet the tournament requirements in terms of stadium orientation and space. The location of areas such as the hospitality villages and parking facilities for key stakeholders was not always clear in the stadium site plans provided by the bidder, but there appears to be sufficient space flexibility to accommodate these requirements in the majority of the stadiums.

The dimensions of the pitch area (which includes the auxiliary space around the field of play) at some of the stadiums do not currently meet the requirements (in terms of length and/or width), which may present operational challenges if not addressed.

In terms of technical installations, the vast majority of the bid's eight stadiums already meet or exceed the requirements for floodlight performance, with Sapporo Dome appearing to be an exception based on the documentation provided in the bid. Some temporary "overlay" infrastructure would likely be needed at all stadiums in order to meet event needs, such as extended security perimeters and fencing, broadcast-compound facilities and back-up power provision.

Team and referee facilities

The bidder has put forward a total of 72 hotel and training site pairings, made up of 40 team/referee base camp pairings and a further 32 venue-specific pairings (four for each candidate host city).

Overall, the accommodation proposals would appear to range from good to very good, while the proposed training sites appear to generally meet most tournament requirements.

Some shortcomings were identified when it came to fitness facilities at the hotels, with only around half of them offering a standard suitable for elite-level athletes. Distances between some of the venue-specific team hotels and their training sites are also longer than would ideally be the case, and two of the proposed referee base camps are situated a considerable distance from their nearest airport. The large sizes of some of the properties may also require measures to be taken in order to protect team privacy. When it comes to the training sites, it would appear that the majority do not provide on-site gyms. It would therefore be important to make sure that sites without gyms are paired with hotels that do have them, in order to ensure that teams' needs are met.

Accommodation

Based on FIFA's assessment of the proposals set out by the bidder, it would appear that all eight of Japan's candidate host cities would be able to meet or exceed the accommodation requirements relating to the FIFA core group (comprising FIFA staff, VIPs, Commercial Affiliates, media personnel and other key stakeholders).

The bid sets out an excellent level of high-standard accommodation within a reasonable distance of the respective match venues, offering an extensive variety of options when it comes to allocating hotel accommodation to the various core group constituents — in terms of both the required room configurations and the availability of suitable functional areas.

In terms of general spectator accommodation, all of the candidate host cities included in the Japan 2023 bid were assessed as comfortably meeting FIFA's minimum requirements. Overall, it is FIFA's assessment that the Japan bid has documented more than sufficient levels of operationally viable accommodation to serve all relevant groups.

International Broadcast Centre (IBC) and competition-related event sites

The bidder has proposed two venues for the IBC location: namely, G Messe Gunma in Takasaki and Aichi Sky Expo, south of Nagoya. Both options are considered high-quality sites, although the airport location of Aichi Sky Expo could present a challenge for broadcast operations — as satellite transmissions could be affected by flight and local airport communications.

When it comes to locations for the Draw for the FIFA Women's World Cup™ and the team workshop, the bidder has put forward two venues, both situated in Tokyo. Based on the documentation submitted by the bidder, the Tokyo International Forum would

seem to better suit FIFA's needs in terms of capacity and functional capability. The second option, the Ryogoku Kokugikan, is a sports arena that is used primarily for sumo wrestling. While this would certainly provide an atmospheric setting for the draw, it may require reconfiguration.

Commercial

The projected organising costs of the Japan 2023 bid in terms of the member association costs would be in line with the projected costs from previous tournaments at approximately USD 50.2 million — with workforce management and safety and security costs contributing more than two thirds of the total outlay. The direct costs to FIFA, on the other hand, are forecast to be higher than the baseline (by approximately USD 10.4 million) if the tournament were to be staged in Japan, with higher staffing costs and international travel costs among the key cost drivers. In its assessment of the overall organising costs, FIFA has also taken into account the estimated rental fees for each bidders proposed stadiums and training sites. In the case of the Japan bid, these are considered very high, at approximately USD 27.4 million.

The high costs associated with the bid are offset, however, by significant ticketing and hospitality ticketing revenues (calculated by FIFA to reach around USD 35 million) and a very strong revenue forecast (of USD 9.3 million) for sponsorship at National Supporter level. No government contributions or subsidies were confirmed by the bidder, which has reduced the bid's financial position, although the Japan Football Association will be able to apply for government funding if the bid is successful.

With respect to TV potential, and based on FIFA's analysis of the time zones involved, the Japan bid would be expected to appeal most to the Asian markets (as well as provide opportunities for additional domestic media sales), although a relative fall in audiences is likely to be experienced in Europe. Taking all of this into account, along with the strong conditions in Japan for generating international marketing revenues (e.g. audiences, GDP, tournament appeal and sponsorship landscape), FIFA's final assessment concluded that there would likely be a positive material impact on the overall TV-related revenue.

Having taken both expected costs and forecast revenues into account, it is FIFA's assessment that, from a commercial point of view, the Japan 2023 bid is in a relatively strong financial position.

Transport

The transport concept for the Japan 2023 bid comprises a mix of air, rail and road travel. All of the host cities are connected by direct flight, with the exception of Toyota and the Kobe/Suita/Kyoto cluster. Overall, intercity connectivity is not a challenge in Japan as there are a multitude of options available.

When it comes to flights in and out of the country, Tokyo, with its two airports, would be the main international access point, while Kansai International Airport (serving Kobe, Suita and Kyoto) would act as a secondary point of entry.

In terms of travel within the host cities, journey times between the main tournament sites are often above the recommended 15 kilometres, with some routes (for example in Suita, Kyoto and Toyota) involving drives of 40 to 50 kilometres. Police escorts may be needed to avoid delays due to high traffic levels.

Given Japan's considerable experience in hosting major international sports tournaments and the world-class nature of its road, rail and air networks, the transport proposals for the Japan 2023 bid are considered to be of the highest standard.

Safety and security

The bidder has provided a high level of detail concerning the safety and security measures that would be put into place if the country were selected to host the FIFA women's world Cup™. The responsibilities of key stakeholders are clearly designated in Japan's legislation, and cooperation between public and private security agencies is standard practice.

While key elements of safety and security planning are clearly set out in the bid documentation, the information focuses more on security issues than on general safety. Police training, as described by the bidder, also seems to deal more with traffic management and anti-terrorism procedures than with stadium safety and security management. Further information on safety-related aspects would therefore be sought if Japan were chosen as tournament host.

Japan has a low crime rate and additional security measures for public transport are planned. The risk of disruption to the tournament as a result of natural disaster remains a possibility (as seen during the 2019 Rugby World Cup), though this is mitigated in part by Japan's advanced emergency response and disaster management structures, which include early warning and evacuation systems.

Health, medical and anti-doping

FIFA's assessment of Japan's medical infrastructure and services found that the country has a number of very high-quality hospitals and clinics within reasonable distances of the proposed team facilities and match venues (with some larger distances in Sendai, Toyota and Kyoto).

Japan has an excellent public ambulance service and its hospitals offer medical care of an international standard, supported by excellent, modern equipment.

In terms of playing conditions, care would need to be taken to minimise the risk of matches being played in overly high temperatures, particularly in cities where daytime wet-bulb globe temperatures might regularly exceed 28°C during the proposed tournament period. It should be noted in this regard that the bidder has suggested moving the tournament forward to start in early June in order to mitigate this risk. Further information on this proposal can be found under "Event timing" below or, more fully, in Section 7.3.5 of this report.

The bidder has confirmed that the Japan 2023 bid is compliant with the requirements set by the World Anti-Doping Agency.

Overall, and subject to mitigation measures being put in place to tackle the risk of high temperatures/humidity, FIFA foresees a low level of risk in relation to health and medical matters if the competition were to be held in Japan.

IT&T

The Japan 2023 bid describes an excellent level of international connectivity as well as host cities that are well connected to telecommunication services and have up-to-date mobile coverage. The bidder has also documented a high level of experience among their telecom service providers when it comes to the live broadcasting of high-profile international sporting events, boosted in particular by last year's hosting of the Rugby World Cup and preparations for next year's rescheduled Summer Olympic Games in Tokyo.

When it comes to stadium IT&T infrastructure, however, it would appear that some investment would be needed if Japan were chosen to host the FIFA Women's World Cup 2023™. Lack of redundancy is a concern and, based on the documentation provided by the bidder, wired and wireless network services would need to be upgraded at most of the match venues.

Event timing

The Japan 2023 bid has formally confirmed that the FIFA Women's World Cup 2023™ could be staged within the period blocked for the competition (10 July — 20 August), but points out that this would coincide with the hottest and most humid part of the year in Japan, and that measures would need to be taken to mitigate against the likely conditions at that time — for example, by playing the majority of matches during evening hours.

The bidder's preferred option would be to host the competition between early June and early July, when the climate would be much more favourable to playing (and watching) football. It is worth pointing out, however, that such a move would require amendments to the women's international match calendar, which was drawn up to help drive the professionalisation of women's football and protect the health and well-being of players.

Legal and compliance

FIFA's overall legal evaluation of the Japan 2023 bid is that the bidder has provided a comprehensive contractual framework for hosting the tournament but that the contents of the government support documents fall short of FIFA's expectations. The Japanese government clearly supports the hosting of the competition in Japan, and FIFA is reasonably confident that discussions to address practical measures relating to government support would be productive. However, due to the absence of binding governmental support to the levels described in FIFA's government guarantee templates, uncertainties remain in respect to the operational challenges and adverse financial impact that may result from hosting the tournament in Japan.

When it comes to compliance with the bidding process, the bidder has submitted all relevant bidding documents as per the applicable regulations and guidelines, and no issues were identified by FIFA's compliance representative during the inspection visit to the bidding country. At the time that this report was finalised, there were no relevant international sanctions in place against Japan.

Sustainability, human rights and environmental protection

The Japan 2023 bid is considered to be low-risk when it comes to environmental concerns. It is FIFA's assessment that the existing host country laws, policies and facilities would offer ample support for environmental protection at the event. The bidder's proposals for safeguarding human and labour rights have also been identified as a low-level risk, with the bidder providing a solid basis for the development of effective systems and procedures to ensure respect for human rights in accordance with the relevant FIFA requirements and international standards. A medium-risk level has been applied, however, to the proposals for sustainable event management, as provisions would need to be sought for sustainable event management, a commitment to align with the ISO 20121 international standard for sustainable event management and the application of accessibility legislation within the stadiums and host cities.

BACKGROUND**Record interest in biggest ever FIFA Women's World Cup™**

In June 2020, the FIFA Council is set to choose between three potential bids to host the FIFA Women's World Cup 2023™, following Initial expressions of interest from ten member associations — representing the largest number of bidders yet to put themselves forward to stage the world's most prestigious women's football tournament.

The three bids also represent a truly global spread of FIFA member associations, from three of the six continental confederations, and are listed below in alphabetical order (by country name):

- Football Federation Australia/New Zealand Football
- Colombian Football Association
- Japan Football Association

The Brazilian Football Association also submitted a bid, but withdrew before publication of this Bid Evaluation Report.

As well as attracting more interest from potential hosts than ever before, the FIFA Women's World Cup 2023™ will involve a record number of participating teams, following FIFA'S decision to expand the tournament from 24 to 32 national sides.

The bidding process for hosting the FIFA Women's World Cup 2023™ was formally launched in February 2019, with member associations initially given until 15 March 2019 to submit expressions of interest. This was extended until 16 August 2019 in light of the tournament's expansion to a 32-team competition. Final bid books, signed hosting agreements and all other hosting documents then had to be submitted to FIFA by 13 December 2019.

Enhanced bidding process

In keeping with its status as FIFA's leading women's football event and, arguably, the largest women's single-sport event in the world. FIFA has enhanced the bidding process for the FIFA Women's World Cup 2023™.

Key objectives highlighted in FIFA's newly developed Women's Football Strategy, including the requirement to optimise the tournament's sporting and commercial values, have been integrated into the bidding process. FIFA has also drawn upon lessons learnt from the revamped bidding process for the FFA World Cup™, adopting important principles and mechanisms where appropriate.

31

The scores for each individual criterion as well as the overall technical score for each bidder are calculated on a scale of "0" to "5" as set out in the table below.

All bids must achieve a minimum weighted overall score of "2" in order to stay in the process, as well as a minimum score of "2" in each of the following three key infrastructure components:

- stadiums
- team and referee facilities
- accommodation

Failure to achieve the minimum required scores in any of the above individual criteria or on an overall basis represents a failure to comply With the minimum hosting requirements. In such circumstances, FIFA is entitled to exclude the respective bid from the next stage of the bidding process.

A detailed explanation of how the scoring system is applied for each of the six criteria can be found in the

Overview of the scoring system for the technical evaluation of bids for the FIFA Women`s World Cup 2023™ published on FIFA.com.

32

SOURCES OF INFORMATION

Bid documentation

The analysis and findings contained in this Bid Evaluation Report are based on a review of the respective bids received. The bid consists of various documents requested by FIFA, including the following:

Bid book

The bid book is the core element of each bid. Its main purpose is to provide a comprehensive and conclusive presentation of the bid that can be used by the 2023 bid evaluators to support their evaluation work. The bid books can also be used as reference material by the FIFA Council members when they come to vote on the host(s) of the FIFA Women's World Cup 2023™.

Each bid book has been produced in accordance with strict requirements set out by FIFA regarding structure, content and format. In the Interest of transparency, the bid books were published in full on FIFA com shortly after their submission. Bidders were also requested to provide a bid book executive summary, containing a comprehensive overview of all sections and chapters of the main body Of the bid book With the purpose of providing first-hand information from the bidding member associations about their bid in all four FIFA languages (English, French, German and Spanish).

Bid information templates

The bid information templates form part of the bid and contain, in a standardised manner, certain operational, technical and other detailed information. The main purpose of the bid information templates to facilitate the evaluation of the bids by the 2023 bid evaluators and to enable FIFA to make use of such operational, technical and other detailed information for the operational delivery of the tournament.

Unilaterally executed hosting documents

The hosting documents also form part of the bid. They are the binding and underlying legal framework between the relevant stakeholders (i.e. governments, authorities of stadiums, training sites, etc.) in connection with the hosting and staging of the

tournament. and define in detail the respective rights and obligations of the parties involved.

Other related documents and information requested by FIFA

In addition to the grouping of documents referenced above, certain topics required detailed reports to be prepared. Therefore, the bidding member associations were invited to submit further documentation on those topics in the form of separate supplementary reports. Examples of this included human rights context assessments — conducted by independent and competent institutions approved by FIFA — as well as a sustainability concept and human rights strategy on how to address any human rights risks associated with the event. In the interest of transparency, those documents were published on FIFA com shortly after their submission.

33

Other documents provided by the bidders

As well as providing specific documents requested by FIFA as part of the bidding requirements, bidders have provided further documents and information - either forwarding them of their own volition or in response to direct FIFA requests for clarification.

It is important to note that, in accordance with the bidding agreements reached with the bidding member associations during the course of the process, the bids are of a binding nature. In other words, all information given, statements made, and plans and measures proposed are legally binding on the bidding member associations.

4.2.2 Inspections and verification of information

Official inspection visits

In addition to the information contained in the bidding documents, the FIFA administration conducted official inspection visits in all of the bidding countries, the main purpose of which was to visit proposed Sites included. In each bid and to engage in discussions with the bid committees to clarify key aspects of their bids.

These official inspection visits took place on the following dates:

- 29 January — 1 February 2020 FIFA inspection visit to Colombia
- 17 February -22 February 2020 FIFA inspection visits to Australia and New Zealand
- 24 February -27 February 2020 FIFA inspection visit to Japan

Requests for clarification and further information

During the January to May 2020 period, FIFA engaged closely with the three bid committees. requesting clarifications and further information in connection with the content of the bids. This information was taken into consideration by the FIFA administration in its assessment of the bids received. Where deemed necessary, FIFA has also consulted independent sources to verify information contained in the bids.

34

DESCRIPTION

5.1.1 General information — host countries and host cities

General country information — Australia

Australia is a richly multicultural country, with almost a third of its 24 million people having been born overseas. The world's sixth-largest nation by total area. Australia has a mainland which spans three time zones. which, at the time of the FIFA Women's world cup 2023™. will be UTC+8, UTC+9:30 and UTC+ 10. English is the country's de facto national language.

Australia's national women's football team, nicknamed the Matildas, have qualified seven times for the FIFA.

Women's World Cup™ (only missing out on the inaugural edition in 1991). The team's best result in the competition to date was achieved at the FIFA Women's World Cup Canada 2015™ when they beat Brazil 1-0 in the round of 16 to become the first Australia side, male or female, to win a World Cup knockout stage match. They beat Brazil again four years later, in the group stages of France 2019, but lost on penalties to Norway in the round of 16.

Australia is a constitutional monarchy whose national constitution defines the powers and responsibilities of the Australian government, the six state governments and the two territory governments. The different levels of government work closely together, collaborating on matters such as major sporting events primarily facilitated through the Council of Australian Governments.

Economically speaking, Australia has enjoyed decades of continuous growth. Indeed, up until the outbreak of the global COVID-19 pandemic. the country had been experiencing a record 29^t year of consecutive economic growth, and was the only major developed country to have recorded no annual recessions since 1991. Tourism is Australia's largest service export, contributing USD 39 billion to its GDP (3.1% of the

national total). In the year to March 2019, the country attracted more than 9.25 million tourists, up 2.5% on the previous year.

General country information — New Zealand

New Zealand has a population of just under five million people, with a similar level of multicultural diversity to that found in Australia. The country has two main landmasses — the North Island and the South Island — with proposed host cities for the FIFA Women's World Cup™ spread along the length of both. The main islands share a single time zone, which will be UTC+12 during the period when the FIFA Women's World Cup 2023™ would be played, English is the predominant language of New Zealand, while Māori and New Zealand Sign Language are both recognised as official languages.

New Zealand's national women's team, nicknamed the Football Ferns, have qualified five times for the FIFA Women's World Cup™, starting with the very first edition in 1991. After missing out on qualification for the following three tournaments, they have been ever-present from 2007 to 2019, but are still chasing their first win in the competition.

35

New Zealand is a constitutional monarchy with a parliamentary system of government. The sovereign head of state is represented in New Zealand by the Governor-General. The system of government features three separate branches (the legislature, the executive and the judiciary), with the doctrine of separation of powers requiring that the three branches operate independently of one another.

New Zealand has a mixed economy which operates on free market principles. It has sizeable manufacturing and service sectors complementing a highly efficient agricultural sector. International tourism has grown to become the country's largest generator of foreign exchange, contributing approximately USD 9.2 billion annually to the nation's economy. Over 3.7 million visitors travel to the country every year.

Proposed host cities

Australia and New Zealand's joint bid to host the FIFA Women's World Cup 2023™ has put forward 12 potential host cities, with a plan to have at least five cities from each country once the final selections are made. It is important to note that the selection and final number of host cities would be determined by FIFA, should the bid be successful. The 12 potential cities include six on the Australian mainland (Perth, Adelaide, Melbourne, Sydney, Newcastle and Brisbane), one on the Australian island state of Tasmania (Launceston), two on New Zealand's South Island (Dunedin and

Christchurch) and three on New Zealand's North Island (Wellington, Hamilton and Auckland).

Australia's proposed host cities are all within two hours' flying time of Sydney, with the exception of Perth, which requires a four-and-a-half-hour flight. New Zealand's proposed host cities can all be reached in less than two hours by plane from Auckland, while the connection between Australia and New Zealand (Sydney-Auckland) takes just over three hours by plane.

If Australia and New Zealand were selected to co-host the FIFA Women's World Cup 2023™, the July-August scheduling of the tournament would ensure that matches are played in the countries' winter months when the highest average daily temperatures range from 1 °C (in Dunedin) to 23°C (in Brisbane).

36

Main public holidays

Australia and New Zealand share many of the same public national holidays, including New Year's Day, Easter, Anzac Day (on 25 April), the Queen's Birthday (in June in most states) and Christmas Day/Boxing Day. Both countries celebrate their national days (Australia Day and Waitangi Day respectively) in January/February. There are no major public holidays due to take place during the time period proposed for the FIFA Women's World Cup 2023™.

Previous sporting events

Australia and New Zealand have a strong track record when it comes to hosting major sporting competitions, including the Sydney 2000 Summer Olympics and Gold Coast 2018 Commonwealth Games (Australia), the Rugby World Cup 2011 and World Masters Games 2017 (New Zealand) and the ICC Cricket World Cup 2015 and Rugby League World Cup 2017 (jointly hosted by Australia, New Zealand and Papua New Guinea).

Annual international tournaments include the Australian Open tennis tournament, motor racing's Australian Grand Prix and the Australian Open golf tournament. The two nations have also hosted a number of FIFA youth tournaments including the inaugural FIFA U-17 Women's World Cup in New Zealand in 2008, and — in the men's game — the FIFA U-20 World Cup (1981 and 1993 in Australia, 2015 in New Zealand) and the FIFA U-17 World Cup (1999 in New Zealand).

5.1.2 Hosting vision and strategy

Evaluation

Australia and New Zealand's "AsOne" bid acknowledges and expresses its support for the FIFA Women's Football Strategy, and proposes to build upon the success of the FIFA Women's World Cup 2019™ with its hosting of what would be the first FIFA Women's World Cup™ to be staged in the southern hemisphere. The bidder pledges to deliver the greatest FIFA Women's World Cup™ yet, and to use the tournament as a platform from which to grow football in the Asia-Pacific region. unlock new commercial growth and drive profound social impacts for women and girls.

In order to achieve this, the hosting vision defines goals and actions for four key areas: football; women and girls; FIFA; and players and fans.

When it comes to the "football" area, the bid aims to support FIFA's goal of having 60 million female football players worldwide by 2026 by delivering programmes targeted at female participation across the Asia-Pacific region. These are set out in more detail in the next section of this report (5.1.3 "Women's football development and legacy") and include the specific targets of achieving a 50/50 split of male and female player registrations in Australia and an annual 7% growth in New Zealand's female registrations.

The bid states that the FIFA Women's world Cup 2023™ would deliver unprecedented investment by the public and private sectors in both countries, as well as opening doors to new investment opportunities across the Asia-Pacific area. It also aims to bring a record 1.5 million spectators into the stadiums during the course of the tournament.

As part of the efforts to achieve this, the bid plans to tap into Australia and New Zealand's multicultural societies (made up of people with more than 200 nationalities) to help fill stadiums and provide "home-team" support for all the participating teams. The bid also commits itself to "equitable team travel" and the provision of world-class infrastructure.

In its proposals "for women and girls", the bid pledges to use football to champion and deliver "a profound and lasting social impact" in the Asia-Pacific region.

Conclusion

The bidder has outlined the vision and objectives for the hosting of the tournament in a clear and succinct manner, and in a way which dovetails well with the FIFA Women's Football Strategy.

38

5.1.3 Women's football development and legacy

Evaluation

The Australia/New Zealand bid has drawn up a football development and legacy strategy based on four distinct objectives: increasing the number of women and girls playing football; improving pathway opportunities; building capacity; and raising investment in facilities.

Football Federation Australia (FFA) and New Zealand Football (NZF) have both given a detailed explanation of the existing women's football programmes that would be enhanced in conjunction with the delivery of the tournament, alongside common objectives for growing the game across the Asia-Pacific region.

Further details on the four key objectives are set out below.

More women and girls playing football

The bid assesses the current position of women's football in both Australia and New Zealand and sets clear and specific targets for each member association. Australia has targeted a 50/50 split between male and female registered players by 2027, while New Zealand is looking to achieve a year-on-year growth in female registrations of seven per cent.

Both bidding associations would use their co-hosting of the tournament to help achieve these targets. with further support coming from the expansion of existing programmes and strategies, such as FFA's Football Your Way or NZF's Map to Success.

As well as looking to grow participation in their own territories, the joint bid would use the FIFA Women's World Cup™ to develop more opportunities across Asia and Oceania — through the creation of a regional participation strategy co-designed by Australia and New Zealand in partnership with FIFA, the AFC and the OFC. This would include the expansion of programmes such as Football Your Way and Just Play across the whole Asia-Pacific region.

Greater pathway opportunities

For Australia, hosting the tournament would help the association to meet the targets laid out in its Gender Equality Action Plan more quickly — via the establishment of girls' academies, an increase in the number of national team camps and matches for youth players, and an expansion of the second-tier Women's National Premier Leagues to achieve full nation-wide coverage. In the build-up to 2023, FFA is also proposing to implement a number of improvements including the expansion of the top-tier W-League and a minimum of 11 fixtures a year for the senior women's national team.

New Zealand would use the FIFA Women's World Cup™ to heighten awareness of its existing pathways for female footballers and futsal players, and to further enhance these through the expansion of competitions and the creation of a stronger base for players and officials.

39

According to the bid documentation, Australia and New Zealand would also use their co-hosting of the FIFA Women's World Cup™ to advance women's football across Asia and Oceania, through the provision of competitions and the hosting of coaching and technical workshops.

Capacity-building

Australia would use the FIFA Women's World Cup™ to support its ambition of achieving 40% female representation in football governance bodies via the implementation of an ongoing mentoring programme to identify future female leaders.

New Zealand would utilise the tournament to amplify existing capacity-building programmes aimed at coaches, referees and administrators with a view to also having 40% female representation on football governance bodies.

When it comes to developing capacity across Asia and Oceania, the bid's two member associations are proposing to work alongside other leaders in the region to co-design legacy programmes — although the exact nature of these programmes is not specified in the bid documentation. They would also work with FIFA to identify additional female football administrators for FIFA's Female Leadership Development Programme.

Investment in facilities

The delivery of a FIFA Women's World Cup™ in Australia and New Zealand would lead to significant investment in the footballing infrastructure of some 100 sites (from enhanced lighting to upgrades to female-friendly facilities and improvements in the quality of fields of play). In addition, FFA will establish a football facility fund aimed at increasing capacity for participation by women and girls. During the official inspection visits in February 2020, NZF also indicated that a similar fund was in place in New Zealand.

The bid also suggests that the tournament would provide FFA with an opportunity to fast-track the development of an international centre for women's football for the Asia-Pacific region. This centre would provide national teams with match and training opportunities, as well as offering leadership and mentoring forums.

Conclusion

The football development and legacy objectives outlined in the Australia/New Zealand 2023 bid are clear and concise. It is evident that there is a strong overlap with the objectives and targets set out in the FIFA Women's Football Strategy, and that hosting the tournament in Australia and New Zealand is viewed by the bidder as a catalyst to grow women's football throughout the Asia-Pacific region.

40

5.1.4 Communications and event promotion

Evaluation

The communications and event promotion plan put forward by the Australia/New Zealand 2023 bid would appear to provide a solid foundation for further development with FIFA, should the bid be successful.

The overall plan is spread across four distinct periods, from the current bidding campaign through to post-tournament legacy programmes, and takes into account a wide variety of stakeholders — including community and school networks, tourism bodies, media outlets, other member associations, ambassadors and volunteers.

The bidder sets out a number of concrete proposals, including the creation of tournament toolkits for key stakeholders that would include information, messaging and insights into the event preparations, and the setting up of a schools-based education programme that would provide football-themed units for use in English, mathematics, art, physical education and values lessons.

As the start of the tournament approaches, the communications plan foresees the creation of strong digital content alongside traditional street, host city and airport branding. "Adopt a team" and "Home away from home" campaigns would be implemented, with the specific aim of boosting support for all the participating sides.

The proposals for sustained post-tournament legacy activities include the deployment of cultural and gender equality programmes across the Asia-pacific zone and the sharing of key lessons learnt from the marketing of the tournament with other football communications professionals in the region. The legacy proposals are highly innovative and are expected to emphasise the positive impact that the hosting of a FIFA Women's World Cup™ can have on host countries and beyond.

The involvement of two member associations, as part of a joint bid from within the Asia-Pacific region, can be seen as positive in terms of event promotion and reach. However, the bid documentation makes little specific reference to any challenges (or advantages) that might arise as a result of organising the FIFA Women's World Cup™ across two different countries and this is something which would need to be further explored in the event that the bid were successful.

Conclusion

The Australia/New Zealand 2023 bid includes a very strong communications and event promotion plan. It presents a well-defined, high-quality set of activities, covering distinct event periods and embracing a Wide variety of key stakeholders.

41

The majority of the stadiums proposed were assessed as meeting (and in some cases significantly exceeding)

FIFA's requirements in terms of stadium capacity. with an average gross capacity across all 13 stadiums of 35,415. The exceptions were Adelaide and Auckland — which do not meet the minimum-capacity requirements for the stages of the competition for which they have been proposed — and Launceston and Perth, which could reportedly meet the requirements following the installation of additional temporary seating.

All of the proposed stadiums in Australia meet the tournament requirements in terms of stadium orientation and space. but there would appear to be some issues with stadium orientation in New Zealand, particularly in Auckland and potentially in

Wellington and Christchurch (where VIP seating areas and media tribunes are located in opposite stands). It should be noted, however, that FIFA has already organised tournaments in both these stadiums with minimum negative operational impact.

The stadiums all have natural-grass pitches and are generally compliant with the pitch-area specifications.

Floodlight performances appear to already meet the levels required for the FIFA Women's World Cup™ at nine of the 13 stadiums, with four (Adelaide, Auckland, Wellington and Christchurch) assessed as currently below the levels needed, although the first three are planning the necessary upgrades prior to 2023. Thorough investigation and close monitoring would be needed at these and some other grounds if the bid were successful.

When it comes to accessibility, all stadiums proposed in the Australia/New Zealand bid generally meet the minimum requirements. Most proposed stadiums perform strongly in the area of sustainable stadium management based on existing policies relating to recycling, waste management. etc. Areas which may need to be addressed or require further clarification include the provision of spaces for wheelchair users and easy-access amenity seating.

In terms of stadium roofing, all 13 of the stadiums proposed provide for either full or partial coverage.

42

Sydney: Stadium Australia (final)

Stadium Australia formed the centerpiece of the Sydney 2000 Olympic Games, staging both the opening and closing ceremonies as well as track-and-field events. It also hosted the final of the Men's Olympic Football Tournament, with a record crowd of 104,098 watching Cameroon's penalty shoot-out win over Spain.

The bidder has proposed Stadium Australia for the staging of the FIFA Women's World Cup™ final, as well as the tournament's first match in Australia (Eden Park in Auckland, New Zealand, has been proposed for the tournament's opening match). It has also been proposed as a potential venue for other matches throughout the tournament, possibly including the third-place play-off match.

The stadium is reportedly due to undergo a major USD 550 million renovation, which will see it converted from its current multi-sport design to a permanent rectangular configuration better suited to sports such as football and rugby. This will include a total revamping of the lower seating areas and the installation of a brand-new pitch area, which will be reduced in length from 170 to 130 metres — bringing spectators significantly closer to the action.

Once completed, the new Stadium Australia will have a gross capacity of 70,000, comfortably surpassing the 55,000 net-capacity requirement for stadiums that are proposed for the tournament's final match.

During the FIFA inspection visit in February 2020, the delegation was also told of plans to totally renovate or rebuild the team and referee dressing rooms, the broadcast and media areas and the VIP/VVIP seating. According to the plans provided, these would all meet the FIFA Women's World Cup™ requirements. New floodlighting is also being installed, again meeting the FIFA requirements. Upon completion, the stadium is expected to receive Leadership in Energy and Environmental Design (LEED) Gold sustainable building certification.

Auckland: Eden Park (opening match)

New Zealand's national stadium has been staging sports events for well over a century, having started out as a cricket ground back in 1903. It has undergone several expansions and renovations since then, most recently ahead of its use at the 2011 Rugby World Cup. Major sporting events held at the stadium have included World Cups in rugby union, rugby league and cricket. "The Park", as it is known to locals, has also hosted several A-League football matches involving the Wellington Phoenix.

Eden Park has been proposed by the bidder for the opening match of the FIFA Women's World Cup™. Its gross capacity of 48,276 is, however, below the FIFA requirement of a 55,000 net capacity for an opening match stadium. Although the stadium was successfully expanded to a 60,000 capacity for the 2011 Rugby World Cup — following the addition of temporary seating — the bidder has not indicated any plans to repeat this for the FIFA Women's World Cup™.

In general, the stadium is considered to be an excellent and well-equipped stadium, which will be further enhanced by pitch replacement works (planned for the end of 2020), along with improvements to the stadium's East Stand.

The main tribune is the South Stand which faces the sun during matches that kick off in the afternoon, which is not ideal, particularly for a stadium that is proposed for staging the opening match. The outdoor area proposed for hospitality would also need to be doubled in size if Eden Park were confirmed as the venue for the tournament's opening match.

The floodlighting at the stadium is currently below the FIFA minimum requirements and would need upgrading or replacing if the bid succeeded and Eden Park were confirmed as a match venue.

Other technical systems appear to be excellent, and would offer a suitable foundation for the addition of any tournament-specific temporary upgrades.

Adelaide: Hindmarsh Stadium

Opened in 1960 as a football-specific stadium, and subsequently remodelled for use at the Sydney 2000 Olympics (when it hosted seven men's football matches), Hindmarsh Stadium is a classic-style football ground, located in an inner-city Adelaide suburb. Major events held at the stadium have included the 2006 AFC Women's Asian Cup, the second leg of the 2008 AFC Champions League final and the 2004 Oceania OFC Nations Cup.

The bidder has proposed Hindmarsh Stadium for use up to the round-of-16 stage of the FIFA Women's World Cup™. Even with the planned installation of more than 3,000 temporary seats, however, the ground's gross capacity of 18,435 would leave it below the 20,000 net-capacity requirement for group-stage and round-of-16 matches.

The stadium is also tightly enclosed, due to its residential surroundings, which could make for more challenging crowd and traffic management.

FIFA's delegation visited Hindmarsh Stadium as part of the inspection visit in February 2020 and found it to offer a good level of facilities for teams and referees. Media facilities also fulfil the tournament requirements in terms of the media tribune (with some extra desks required) and press conference area. Some challenges were identified in terms of the TV set-up needs, but a number of possible solutions were found during the visit. Temporary solutions would also be required for the creation of the stadium media centre, accreditation centre, volunteer centre and a larger VVIP lounge but, again, possible options have already been identified.

The stadium's floodlights would also need upgrading, and the bidder has stated that this will take place before 2023. The giant screen is below the minimum size requirements but could potentially be judged acceptable, given the small and intimate nature of the overall stadium.

The total pitch dimensions appear to be below FIFA requirements, although a satisfactory solution should be achievable if required. The provision of spaces for spectators in wheelchairs and of general spectator toilets in accordance with FIFA's requirements would need to be looked at further.

44

Brisbane: Brisbane Stadium

Proposed by the bidder as a possible semi-final and/or third-place play-off match venue, Brisbane Stadium is widely regarded as one of the best rectangular sporting facilities in Australia. It has been used for several major international sporting events, including the 2003 Rugby World Cup, the 2015 AFC Asian Cup and the final of the Rugby League World Cup in both 2008 and 2017.

Opened in 1914, the ground was most recently redeveloped in 2003 and boasts a gross capacity of 52,263 — comfortably exceeding the 35,000 net capacity required by FIFA for semi-final venues.

The stadium's technical systems would appear to be in good condition and in some cases (e.g. floodlighting and giant screens) have been recently replaced. Given that, by 2023, it will have been 20 years since the ground's last major development, it is likely that the stadium would need to be upgraded and expanded, possibly using temporary installations. It is also worth noting that some of the spaces allocated for tournament-related operations are a fair distance from the stadium.

The suburban nature of the site means that the stadium is tightly enclosed by houses, and that attention would need to be paid to crowd and traffic management plans.

Christchurch: Christchurch Stadium

Built in less than 100 days following the earthquake that rocked Christchurch in 2011 and forced the closure of the city's Lancaster Park ground, Christchurch Stadium is an innovative but simply structured venue. Opened in March 2012, the stadium hosted nine matches during the FIFA U-20 World Cup 2015 and has also staged international rugby union and rugby league matches.

Proposed for use up to the quarter-finals of the FIFA Women's World Cup™, Christchurch Stadium has a gross capacity of 22,556, which means that its capacity should just meet FIFA's 20,000 net-capacity requirement for quarter-final venues (after taking into account all relevant seat kills).

Due to the nature of its construction as a semi-permanent venue, the stadium would rely heavily on a significant amount of temporary installations and upgrades in order for it to meet several tournament requirements, including those relating to back-up power and other technical infrastructure. A moderate budget for this has been put forward by the bidder, but willingness to invest considerably in the stadium is expected to be dampened if the authorities decide to press ahead with proposals to decommission this venue after 2023 and build a completely new stadium for the city.

Floodlight performance at the ground is below FIFA's minimum requirements and would need to be boosted either by replacing the existing lights or by installing extra towers or hanging positions.

45

In keeping with the stadium's simple design, its light PVC-wrapped frame roof structure is supported by multiple upright columns. These are not ideal for spectator conditions and partially obstruct sightlines. Identification of the stadium's "main tribune" (for the purpose of assessing stadium orientation) has been complicated by the fact that VVIP seating and the media tribune appear to be located in opposite stands.

Dunedin: Dunedin Stadium

Opened in 2011, Dunedin Stadium is a high-tech, fully-roofed (non-retractable), natural-grass (hybrid-stitched) stadium, described by the bidder as New Zealand's largest and most versatile indoor sports arena. Used to host matches at both the FIFA 10-20 World Cup 2015 and the 2011 Rugby World Cup, the stadium uses configurable seating that allows it to reach a maximum capacity of 30,748 for sporting events and more than 36,000 for music concerts.

The stadium is projected by the bidder to have a gross FIFA Women's World Cup™ capacity of 28,744, and has been proposed for use up to the tournament quarter-finals.

While the stadium is not fully in line with FIFA's guidelines related to orientation, and could be affected by early afternoon sunlight, this is mitigated by the glare reduction of its fixed transparent roof. Weather-related issues are, obviously, also reduced by the roof. However, pitch management would need to be monitored closely during the

tournament as there is, generally, an elevated risk of pitch degradation when using indoor venues.

In terms of spaces allocated for tournament-related operations, those designated in the bid documentation suggest that the venue would meet FIFA's requirements for stadiums used up to the quarter-finals stage.

Hamilton: Waikato Stadium

Opened in 2002 as a multi-sport ground that is primarily used for rugby union and football, the Waikato Stadium hosted eight matches (including two quarter-finals) at the inaugural FIFA U-17 Women's World Cup in 2008 and another eight matches at the FIFA U-20 World Cup in 2015.

Proposed for use up to the quarter-finals of the FIFA Women's World Cup™, the ground features a classic design, four stands and a gross capacity of 25,111.

In January 2020, the playing surface was relaid and upgrades were carried out to the stadium's drainage and irrigation systems. A number of temporary upgrades are also likely to be needed if the ground is selected as a FIFA Women's World Cup™ venue — including expansions to the areas designated for parking and the broadcast compound. Proposals to achieve these upgrades were put forward to FIFA's delegation during the inspection visit in February 2020.

46

Launceston: York Park

York Park is a large-surface oval stadium that is primarily used for Australian rules football and cricket. As a result, its main tribune is some distance from where the pitch would be placed for a football match, and is also not parallel to the touchlines. The bidder has proposed the addition of more than 8,000 temporary seats to partially offset these issues.

Once installed, temporary seating would likely bring the stadium in line with FIFA's requirement of a 20,000 net capacity for grounds that are proposed for group-stage and round-of-16 matches. Installing these stands is regarded as challenging, with complex impacts for other stadium infrastructure and technical systems. Temporary expansion plans for York Park would therefore need to be analysed in detail, in the event that Australia and New Zealand were selected to host the FIFA Women's World Cup 2023™.

Since the overall suitability of the stadium's technical infrastructure and facilities (including floodlight performance and positioning, audio systems, spectator-access pathways and the accessibility and provisioning of toilets and food and beverage stands) is dependent on the design and configuration of temporary stands, all of these aspects would also need to be reassessed if the ground is confirmed for use as a FIFA Women's World Cup™ venue. It is likely that significant temporary modifications to floodlights and audio and safety systems would be needed in order to meet requirements once temporary stands are installed.

Melbourne: Melbourne Rectangular Stadium

With a gross capacity of 30,052, the Melbourne Rectangular Stadium was opened in 2010 as the first large stadium in the city designed specifically for rectangular pitch-based sports. It regularly hosts top-level football, rugby union and rugby league matches. In 2015, it staged the opening match of the AFC Asian Cup and six other matches, including one of the quarter-finals.

Also proposed for use up to the quarter-finals of the FIFA Women's World Cup 2023™, the stadium is a visually striking, high-quality modern stadium which meets or exceeds most of the tournament requirements.

FIFA's inspection team visited the stadium in February 2020 and saw a number of high-standard facilities, including team dressing rooms that had shared use of a 20-metre swimming pool, an ice plunge pool and a jacuzzi. VIP and VVIP tribunes and lounges are of a suitable size, and there is sufficient space available for hospitality areas. General spectators would also be well served by the large number of food and beverage and merchandising stands.

There is adequate space for the setting up of the TV compound, and the media conference room is also a good size. Some temporary adaptation and/or expansion would be required for the media tribune and stadium media centre. The stadium's floodlights are slightly below the tournament requirements but new fully compliant LED floodlights are due to be installed by the end of this year.

The stadium already has electronic access control and a well-equipped venue operations centre.

Newcastle: Newcastle Stadium

Officially opened by Queen Elizabeth II as an oval ground in 1970, the Newcastle Stadium was converted into a rectangular layout in the 1980s. It underwent two further redevelopments (between 2003 and 2005, and 2008 and 2011), which included the building of new stands and the renovation of existing ones, to create a classic four-stand football ground.

Used primarily for rugby and football, the stadium is home to top-division football club Newcastle Jets and premiership rugby league side Newcastle Knights. It also staged four matches during Australia's staging of the 2015 AFC Asian Cup, including the home nation's 2-0 semi-final win.

Based on the documentation provided by the bidder, no major upgrade work or alterations are expected to be needed in order to make the Newcastle Stadium suitable for hosting the FIFA Women's World Cup™. By 2023, however, it will have been 11 years since the ground's last major redevelopment. It is therefore likely that at least some superficial renovation and temporary installations would be required.

Perth: Perth Rectangular Stadium

Another former oval that was converted to a rectangular playing field in 2004, the Perth Rectangular Stadium is home to top-division football team Perth Glory and rugby union side Western Force. Following further renovation in 2012, it has also hosted matches involving the Australian national teams in football (men's and women's), rugby union and rugby league, as well as major music concerts.

Proposed for use up to the quarter-finals of the FIFA Women's World Cup™, the ground (under its rectangular configuration) would be expanded by an additional 3,233 temporary seats to achieve a gross capacity of 22,225 and bring it into line with FIFA's 20,000 net-capacity requirement for stadiums used up to the quarter-finals. Further details on the plans and budget for temporary seating would need to be examined in detail if the bid were successful.

The stadium site is tightly enclosed within a residential and retail area. which would need to be considered when drawing up crowd and traffic management plans. The provision of spaces for spectators in wheelchairs would also need to be looked at as this is currently below the FIFA tournament requirements.

As the stadium has not undergone any renovation since 2012, there would likely be a need for some general improvements, in addition to the normal tournament-specific upgrades, in order to make it suitable for elite-level competition.

48

Sydney: Sydney Football Stadium

A brand-new USD 496-million world-class facility that is reportedly due for completion by mid-2022, the Sydney Football Stadium is currently under construction on the site of the old ground of the same name. Footballing highlights at the previous stadium included the FIFA World Cup™ intercontinental playoff between Australia and Argentina in 1993 and the final of the Sydney 2000 Women's Olympic Football Tournament.

The redeveloped stadium will form part of a sport, entertainment and education precinct for Australia's most populous city that will also incorporate the Sydney Cricket Ground and several sporting headquarters. Once completed, the stadium is expected to receive LEED Gold sustainable building certification, and it is clear that the redevelopment will deliver excellent-quality infrastructure and technical systems, suitable for hosting the FIFA Women's World Cup 2023™.

Proposed as a possible semi-final venue for the FIFA Women's World Cup 2023™, the ground is due to have a gross capacity of 42,512, comfortably meeting the 35,000 net-capacity requirement for a semi-final stadium.

As noted above, the stadium is still to be constructed. Based on the project documentation provided and FIFA's on-site assessment during the inspection visit in February 2020, the stadium has been deemed a "non-existing" stadium by FIFA's experts for the purposes of the evaluation and is therefore subject to a small (8%) discount due to the inherent delivery risk in line with FIFA's published scoring system.

Wellington: Wellington Regional Stadium

Wellington Regional Stadium is New Zealand's second largest sports ground (after Eden Park), with a gross capacity of 39,000. A multi-purpose facility. It has been used to stage rugby (union and league), football and cricket matches, as well as concerts. and also houses the New Zealand Institute of Sport.

Home to A-League club Wellington Phoenix, the stadium served as a tournament venue for both the inaugural FIFA U-17 Women's World Cup in 2008 and the FIFA U-20

World Cup in 2015. It has been proposed for use up to the semi-finals (and potentially for the third-place play-off) at the FIFA Women's World Cup 2023™.

As a bowl-design stadium, with an oval playing field (to accommodate cricket matches), the stadium has stands that are quite far from the touchlines when configured for football.

As with Christchurch Stadium, identification of the stadium's "main tribune" has been complicated by the fact that the VVIP and VIP seating areas are located in an opposite stand to the media tribune. This could lead to the VVIPs and VIPs facing into direct sunlight during matches with an afternoon kick-off.

The ground is due to undergo partial renovation ahead of 2023. This will involve an upgrade to the stadium concourse and hospitality areas, including corporate boxes, lounges and catering areas. Based on the documentation provided by the bidder, the floodlighting at the stadium would also need to be replaced or upgraded for the duration of the tournament as it is currently below tournament specifications.

49

As with the team base camp hotel proposals, there is considerable variety in the sizes of the venue-specific team hotels, with roughly a third being small enough to facilitate exclusive use by the visiting teams. Approximately half of the remaining hotels are too large for such a possibility, however, since they have more than 250 guest rooms. Most hotel options provide for sufficient functional spaces, although there are some (less than ten) which may require the conversion of guest rooms. Most of the hotels feature swimming pools and spas, but several offer limited fitness facilities and this would need to be addressed if Australia and New Zealand were selected to host the FIFA Women's World Cup 2023™. It should be noted that, during the official inspection visit in February 2020, the bidding member associations communicated that they would look to sign contracts with nearby fitness centres to give exclusive use to teams for a certain period of the day.

FIFA's inspection visit reinforced the view that there would be little difficulty in identifying appropriate team hotel options if the bid were successful in being awarded the FIFA Women's World Cup 2023™. All of the hotels inspected had sufficient room inventory, although the generally large size of the properties (ranging from 126 to 377 rooms) meant that it would be unlikely that any of them could be offered to teams on a fully exclusive basis. Guest rooms were generally of a good size, and all but one of the

hotels inspected had previous experience of accommodating professional football teams. All of the hotels visited fulfilled the FIFA requirements related to meeting rooms, whilst fitness facilities were available at over half of the properties inspected.

Training sites

All of the training sites put forward in the Australia, New Zealand 2023 bid (both for the team base camps and the venue-specific sites) would appear to meet — and, in many cases, exceed — the FIFA requirements. All the training pitches listed in the bid documentation have natural-grass playing surfaces and measure at least 105x68m. The vast majority of the sites have more than one pitch available. All of them meet the minimum requirements for viewing tribunes (including some planned temporary installations) — with capacities ranging from around a hundred seats all the way up to nearly 50,000 in one instance - and also have plenty of space for press areas. According to the bid documentation, the required level of floodlighting for training pitches (500 lux) would be in place at all but five of the 108 sites by the time the tournament was due to take place. It is worth noting that gyms do not seem to be a common feature at training sites in either Australia or New Zealand as less than half of the proposed locations offer them. AS such, either fitness facilities would need to be introduced or otherwise the sites would need to be appropriately paired with hotels providing such facilities.

The findings from FIFA's inspection visit in February 2020 supported the initial assessment that the training sites proposed by the bidder would generally be of a good to very good standard — especially once the planned temporary upgrades to floodlights and tribunes have been carried out. Most of the inspected sites were used for the 2015 AFC Asian Cup (in Australia) or the FIFA 13-20 World Cup 2015 (in New Zealand) and so have previous experience of supporting international tournaments. All of the inspected playing surfaces were of a good to very good standard. with drainage and automated sprinkler systems installed at every site. The sites were also surrounded by fencing and/or thick vegetation, which is helpful for protecting the privacy of training sessions, although additional fencing would be needed at some locations.

FIFA's costs have also been calculated to be higher than the baseline (by approximately USD 17.5 million) if the tournament were to be hosted in Australia and New Zealand. Again, this is partially explained by higher staffing costs (more than USD 4 million above the baseline). The considerable size of the tournament's geographical footprint

is also a contributory factor, generating higher event transport costs (USD 1.7 million over the baseline) and international travel costs for the participating teams (+USD 1.6 million). Other costs of note relate to marketing rights delivery (+USD 1.8 million), special events (+USD 1.6 million), and guest management (+USD 1.4 million).

In its assessment of the overall organising costs, FIFA has also taken into consideration the potential costs of renting key sports facilities used for the tournament, with proposed stadiums and training sites required to provide initial rental fee proposals. In the case of the Australian/New Zealand 2023 bid, the estimated fees (taking into account the exclusive use periods of the various sites) amount to approximately USD 12.8 million.

Finally, FIFA considered the potential taxation costs in connection with organising the tournament. Relevant to this assessment was whether the bidder submitted the requested government guarantee. In the case of both Australia and New Zealand, while the documents which were submitted reflected a degree of commitment and/or support from the relevant authorities, the bid was assessed (using external advice from tax experts) on the basis of no formal government guarantee having been received in respect of tax exemption. This led to a marginal increase in the overall organising costs.

Revenue

As part of their bid submissions, the bidders were requested to provide projections of certain local revenue streams anticipated for the tournament. After an initial review of those figures, FIFA had the discretion to make adjustments to revenue streams where bidder projections deviated significantly (by more than 10%) from FIFA's own estimates for the particular bid.

When it comes to the Australia/New Zealand 2023 bid, high ticket sales projections (estimated to reach over 15 million tickets for the tournament as a whole) are projected to drive the overall local revenue streams. The potential for having two host nation teams participating in the tournament, and playing the majority of their matches in their respective home countries, is expected to boost attendance figures. The proposal of an "inaugural match" in Australia (which would be the first match of the tournament to be played in Australia, following on from the official opening match in New Zealand) also opens the door to additional attendance-related revenue.

Overall, the ticketing revenue projection (including hospitality ticketing) for the Australia/New Zealand bid is very strong, at more than USD 41 million. Other traditional matchday revenues (such as food and beverage concessions and merchandising income) are also expected to be high. Sponsors at National Supporter

level are meanwhile forecast to contribute another IJSD 6.6 million in tournament-related revenues.

51

5.3.2 Safety and security

Evaluation

The bidder has provided a substantial level of detail, both on the existing safety and security arrangements in Australia and New Zealand and those which would be proposed in the event of both countries being selected to co-host the FIFA Women's World Cup™. This includes how the two national governments and public security agencies would cooperate in the planning and delivery of the tournament.

Both countries have considerable experience of managing security for major international sports events (including their co-hosting of the ICC Cricket World Cup 2015). Appropriate qualification and training standards are in place to ensure the competence of safety and security staff, although these appear to be more developed in Australia than in New Zealand.

There is a clear designation of the roles and responsibilities that would apply across the relevant agencies in both countries. The information provided focuses more on security issues than on general safety. However, both countries would appear to have the necessary stadium safety arrangements — including stadium certification regimes — and health and safety legislation in place.

The bid proposals make strong use of dynamic risk assessments to underpin the planning and delivery of the tournament. The bidder has also understood the importance of involving all relevant stakeholders during both the planning and delivery periods. Robust arrangements would also be in place for emergency and disaster management. The bid sets out a consistent approach to safety and security across the entire tournament, including a central operations hub to oversee operations across all venues.

It should be noted that the government guarantee related to safety and security for the New Zealand aspects of the bid was not submitted in the form of the relevant FIFA template. Instead, the bidder has provided a short cover letter along with two enclosures (the first setting out the approach to security management in New Zealand and the second explaining the roles of the relevant government departments and agencies). The government guarantee relating to safety and security in Australia was submitted in the form of the relevant FIFA template (though please refer to Section 5.3.6 "Legal" for an explanation of the limitations which may apply to this guarantee).

Conclusion

The Australia/New Zealand 2023 bid has put forward a clear overview of the security plans for the proposed hosting of the FIFA Women's World Cup™, both in terms of what would be done and how it would be done. The bidder has demonstrated a strong safety and security capability, in keeping with the standard required for hosting the world's flagship women's football tournament.

5.3.4 IT&T

Evaluation

Telecommunications

The Australia/New Zealand 2023 bid describes a good level of international connectivity as well as host cities that are well connected and have up-to-date mobile coverage.

There are potential differences. however, in the mobile telecommunication services which would be available in each of the bidding countries. In Australia, upgrade work is already under way with the roll-out of significant 5G mobile services due for completion well ahead of the FIFA Women's World Cup 2023™. When it comes to New Zealand, the bid documentation does not describe any clear plans to roll out 5G services within this time frame.

Both countries have documented a high level of experience among their telecom service providers when it comes to the live broadcasting of high-profile international sporting events.

In general, the telecommunication requirements for the FIFA Women's World Cup™ would be met in Australia and New Zealand, but there is some concern over whether or not the same suite of telecommunication services would be offered across both host countries.

It should be noted that, at the time that this report was finalised. the government guarantee relating to IT&T (government guarantee no. 6), as submitted by Football Federation Australia, came with the caveat that it is subject to parliamentary sovereignty — meaning, essentially, that the practical implementation of the guarantee would need to be ratified by a parliamentary process in order to have full effect. No government guarantee was submitted by New Zealand Football, but the New Zealand Ministry of Business, Innovation and Employment submitted a brief letter, stating that "New

Zealand enjoys world-class communication (fixed and mobile), information technology, broadcasting and power infrastructure. and all relevant products and services. These are available for the event organisers to purchase from commercial providers. " In their current form, these documents from both governments do not address the full scope of the FIFA IT requirements and, as such. there is some risk when it comes to the management and funding of any necessary upgrades.

Stadium infrastructure

For the most part, the stadium infrastructure set out in the Australia/New Zealand 2023 bid meets FIFA requirements. Stadiums such as Stadium Australia and Sydney Football Stadium (which is under construction) will boast facilities which would exceed the requirements set by FIFA. Others, such as Hindmarsh Stadium and Newcastle Stadium, would likely need some upgrades to backbone infrastructure, AV and stadium Wi-Fi.

53

5.3.5 Event timing

Evaluation

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2023™ in Australia and New Zealand during the period that has been blocked for the competition (10 July — 20 August 2023), and has formally confirmed that the tournament can be staged within that time frame.

The bid documentation states that climatic conditions should generally be ideal for players and spectators at that time of year — but also acknowledges that conditions on the lower part of New Zealand's South Island could carry a low-to-medium risk, since that region can experience moderate wintry conditions in July and August. This matches FIFA's own experiences during the FIFA 0-20 World Cup in 2015, which took place at around the same time of year. The generally cooler conditions and shorter periods of sunlight during the southern hemisphere winter may need to be taken into consideration when allocating kick-off times and team training schedules. It is worth pointing out, as a mitigating factor, that the bid's southernmost stadium (Dunedin Stadium) is an indoor venue.

In their bid book, Football Federation Australia and New Zealand Football state that they have "secured the support and commitment of other sports to collaborate on the delivery of the [FIFA Women's World Cup 2023™]". Should the bid be successful, it would be important to have a greater understanding of how this commitment would be implemented by the major sporting codes in both countries (including rugby union,

rugby league and Australian rules football) — particularly in terms of prioritising the tournament during the window.

The bidder has confirmed that the proposed period does not clash with any of Australia or New Zealand's top association football leagues. The grassroots season, on the other hand, peaks during the months of July and August, which is considered by the bidders as an ideal opportunity to optimise engagement among young players.

The bid mentions that the proposed competition dates also coincide with the July school holidays in both countries and that they would use this opportunity to attract youngsters and families to the matches.

54

5.3.6 Legal

Evaluation

FIFA's assessment of the legal risks associated with the Australia/New Zealand 2023 bid comprises an evaluation of the following two components:

- government support documents
- contractual legal framework

and has been carried out in accordance with the methodology described in Annexe D of this report.

Since the bid is a joint one, involving two member associations (Football Federation Australia (FFA) and New Zealand Football (NZF)), separate legal assessments have been carried out for each bidding association. The main findings from these are set out below, followed by a joint risk assessment for the bid as a whole.

Evaluation — Australia

Government support documents

FFA has submitted a government declaration and all seven of the required government guarantees — all of which have been executed and are compliant with FIFA's template requirements. FFA has also submitted seven compliant host city declarations, seven compliant host city agreements, and a legal opinion in compliance with FIFA's requirements which verifies the validity and enforceability of these government support documents.

The member association has also provided a government legal statement submitted by the Attorney General and a cover letter accompanying the government support documents submitted by a representative of the governments of Australia. These submissions outline limitations to the practical implementation of the government declaration and government guarantees, due to the fundamental principle of parliamentary sovereignty under Australian constitutional law.

As a result of this principle, the Australian government states that commonwealth and/or state or territory parliaments may need to enact legislation or regulations to give effect to the obligations of the government declaration and government guarantees — to the extent that relevant legislation is not already in force. Notwithstanding this, the Australian government has confirmed its expectation that such legislative actions would occur, and FIFA acknowledges the Australian government's commitment in completing the government support documents in accordance with FIFA's requirements.

However, the fact that the practical implementation of the government declaration and government guarantees is subject to parliamentary processes does create inherent uncertainties for FIFA which are difficult to quantify at this stage. The risks resulting from these uncertainties may be mitigated by the Australian government's stated desire to promptly discuss the implementation of the government guarantees together with FIFA and FFA, in the event that the Australia/New Zealand 2023 bid is successful.

55

Contractual legal framework

FFA has submitted a comprehensive set of contracts, which provide FIFA with a good legal framework for hosting the FIFA Women's World Cup 2023™.

The association has submitted the following documents:

- a unilaterally executed hosting agreement in compliance with FIFA's template requirements submitted as a counterpart to its joint bid with NZF;
- seven unilaterally executed host city agreements in compliance with FIFA's template requirements;
- seven host city declarations in compliance with FIFA's template requirements;
- six unilaterally executed stadium agreements in compliance with FIFA's template requirements;

- one unilaterally executed stadium agreement that identifies a modification to the stadium renovation due date compared to FIFA's template requirements;
- one unilaterally executed stadium agreement that identifies a modification to seating specifications compared to FIFA's template requirements;
- seven airport undertakings in compliance with FIFA's template requirements: and
- sixty-five unilaterally executed training site agreements submitted without any identified deficiencies.

Although the deficiencies identified in the stadium agreements may result in operational delivery risks for FIFA, these risks are reasonably capable of being mitigated. Therefore, FFA's overall contract submissions are considered satisfactory.

Conclusion — Australia

FIFA's overall legal evaluation is that FFA has provided a comprehensive contractual framework for hosting the FIFA Women's World Cup 2023™ along with the government declaration and guarantees that are in compliance with FIFA's requirements. However, the association has also provided supplementary material that identifies limitations to the practical implementation of the government declaration and government guarantees due to Australian constitutional law principles.

As a result of these limitations, the commonwealth and/or state or territory parliaments of Australia may need to enact legislation to give effect to these government support documents. FIFA is reasonably confident that legislation would be enacted to implement some of the requests in the government declaration and government guarantees. However, there is uncertainty as to how many of these requests would ultimately be adopted into legislation. Therefore, at this time, there are operational uncertainties in hosting the FIFA Women's World Cup 2023™ in Australia.

5.3.7 Compliance

Evaluation

By way of introduction, the compliance assessment comprises two components: the first assessing the bidder's compliance with the bidding process and the second evaluating the potential compliance risks associated with delivering the tournament in the bidding country.

With regard to the first component, as part of the bidding process, FIFA requested (pursuant to the formal requirements and other terms of the bidding registration) that each bidder provide various bidding documents including the bid book, bid information templates and hosting documents for the organisation of the FIFA Women's World Cup 2023™.

The Australia/New Zealand 2023 bid submitted the required bidding documents by 13 December 2019 in the proper form as per the applicable regulations and guidelines:

- Originals were delivered in person to the Home of FIFA, Zurich.
- Soft copies were received on mass-storage devices and uploaded onto the bidding extranet.

Further documents were also received as part of the clarification process which took place during the evaluation phase of the bidding process. For further information, please refer to Section 5.3.6 "Legal".

Alongside the bidding documents, the bidder submitted further required documents on time and in the proper form, including:

- the declaration of interest on 12 March 2019 (Football Federation Australia (FFA)) and 14 March 2019 (New Zealand Football (NT));
- the bidding registration (including any ancillary documents), both on 10 April 2019;
- reconfirmation of involvement in the bidding process (following the expansion of the FIFA Women's World Cup™) on 21 August 2019 (FFA) and 2 September 2019 (NZF);
- other documents (including the bid mark, clip licence and point of contact).

Declarations of compliance in relation to the bidder's personnel involved in any activities relating to the bidding process were also submitted to FIFA.

FIFA received reports relating to the bidder's promotional activities, as required in order to prevent any undue influence on the bidding process in violation of the bid rules of conduct. The reports were generally submitted in good time.

*Please note that some of these documents were initially received on an "individual basis from FFA and NZF prior to the member associations confirming their joint bid status on 9 December 2019.

5.3.8 Sustainability, human rights and environmental protection

Evaluation

Sustainable event management

The Australia/New Zealand 2023 bid demonstrates a good understanding of sustainable event management. It intends to draw on experience from the Gold Coast 2018 Commonwealth Games, which used international best-practice frameworks such as: ISO 20121 (Event sustainability management systems); Global Reporting Initiative's reporting standards; and the United Nations Guiding Principles on Business and Human Rights, to inform its framework and approach to sustainability.

Further, the bid contains a public commitment to sustainable procurement that would include a detailed spend analysis across procurement categories to identify high sustainability risks. The bidder would also develop a sustainable sourcing code setting minimum requirements for all goods or services supplied.

The bidder has advised that no-smoking legislation in Australia and New Zealand provides some of the highest standards worldwide, exceeding FIFA's tobacco-free requirements.

Accessibility legislation for disabled people and people with limited mobility in Australia and New Zealand is aligned with or exceeds FIFA'S requirements.

If Australia and New Zealand were selected to host the FIFA Women's World Cup™, further details would be sought on how this legislation is applied within the host cities (including at stadiums. airports and other major transport hubs. hotels and restaurants).

Human rights

The bidder demonstrates awareness of the potential human rights risks associated with the hosting of the tournament. The bidder's own risk assessment is supported by an independent human rights context assessment, with the risks identified by the bidder largely matching those of the independent assessor.

The most salient human rights risks are likely to relate to international supply chains, the construction of temporary overlay infrastructure and, to a lesser extent, discrimination.

The bid shows a relatively strong commitment to human rights, and outlines an initial set of measures to address the identified risks in accordance with FIFA requirements. In

particular, the bidder commits to working with the national human rights institutions of both countries to conduct a more in-depth risk assessment, implement due diligence in the supply chain and put in place a child safeguarding programme.

58

The human and labour rights-related elements of the government guarantees submitted are in line with FIFA's requirements, as are the human and labour rights-related clauses included in the contracts with stadium, training site and hotel authorities. Judging by the documents submitted, the level of engagement with external stakeholders in preparing the bid has been substantial.

Overall, the strategy and commitments submitted by the bidder provide a solid basis for the development of effective systems and procedures to ensure respect for human rights in accordance with the relevant FIFA requirements and international standards.

Environmental protection

The bidder's approach to environmental protection would draw from international best practice, based on other global sports events, host city environmental regulations and guidance, FIFA requirements, international standards and protocols, and input from stakeholders. A full analysis of the key environmental impacts and opportunities to enhance environmental protection would be carried out in the event that Australia and New Zealand were to be selected as hosts.

The bidder advises that climate action measures would include the measurement, reduction and offsetting of emissions according to Australian and New Zealand standards and refers to the existence of low-impact transport systems in the two countries. An assessment of tournament-specific carbon emission "hot spots" would be required should Australia and New Zealand be selected to host the tournament.

In regard to the stadiums, the bidder has committed to working with the Green Building Council of Australia to certify stadiums and other tournament-related installations. The two stadiums in Sydney, one of which is being renovated (Stadium Australia) and the other rebuilt (Sydney Football Stadium), are both expected to receive LEED Gold sustainable building certification.

In terms of waste management, the bidder has the necessary legal framework, recycling systems and facilities to reduce the amount of waste that goes to landfill. In addressing

the potential impact of construction work on biodiversity, the bidder presented a best-practice experience from the Sydney Olympic Park.

59

6.1 DESCRIPTION

6.1.1 General information — host country and host cities

General country information

Colombia sits at the northwest tip of South America, straddling the Caribbean Sea and the Pacific Ocean. Its total area of 1,141,748km² makes it the 25th largest country in the world, while its population of more than 48 million is one of the most ethnically and linguistically diverse on the planet. Colombia uses a single time zone (UTC-5). Spanish is the country's official language, but there are also official regional languages, many of them relating to Colombia's 84 indigenous tribes.

Colombia is a presidential republic which is organised into 32 decentralised divisions and one capital district (Bogotá).

Measured by nominal GDP, Colombia's economy is the fourth largest in South America. The country has experienced strong economic growth over the past decade, during which the economy has also diversified — although it remains heavily dependent on energy and mining exports. Tourism is playing an increasingly important role in the Colombian economy, with 6.9 million international tourists having visited the country in 2018, according to the Colombian Ministry of Commerce, Industry and Tourism. This constituted a 10% increase on the figures for 2017, with revenues from tourism now double the amount raised in 2010.

Proposed host cities

Colombia has included ten candidate host cities in its bid, from Cali in the south to Barranquilla in the north.

Nine of the cities provided venues for the FIFA 13-20 World Cup 2011 and/or the FIFA Futsal World Cup 2016.

Most of the proposed host cities are within around an hour's flight of the capital, Bogota, with the northernmost venue (Barranquilla) just over 90 minutes away.

Colombia's relatively large size, coupled with its considerable variances in altitude, means that there would be significant differences in the climatic conditions at the

various proposed venues. In July and August, average afternoon/evening temperatures are expected to range from as low as 10⁰C in Bogotá to 32⁰C in Cucuta. The altitudes of the proposed host cities range from close to sea level (in the cases of Cartagena and Barranquilla) to more than 2,500 metres above sea level (in the case of Bogotá).

60

National team

The Colombian national women's football team have qualified twice, to date, for the FIFA Women's World Cup™ (in 2011 and 2015), while their first appearance ended in a group-stage exit (with a single point earned from a goalless draw with Korea DPR), Colombia went one better in 2015, when they drew 1-1 with Mexico and then pulled off a surprise 2-0 win over France to reach the round of 16 — only to be eliminated by eventual champions, the USA. Colombia reached the final stage of South American qualifying for the FIFA Women's World Cup France 2019™, but lost out to Brazil and Chile.

Main public holidays

The Colombia 2023 bid book lists 15 main annual public holidays, two of which would coincide with the country's proposed dates for staging the FIFA Women's World Cup 2023™: Independence Day (20 July) and Battle of Boyacá Day

(7 August).

Previous sporting events

Major sporting events staged in Colombia in recent years include the Central American and Caribbean Games (hosted by Barranquilla in 2018 and Cartagena in 2006), the Bolivarian Games (held in Santa Marta in 2017) and the 2001 edition of the Copa América. The Copa América is set to return to Colombia next year, when the country is due to co-host the tournament with Argentina. When it comes to FIFA competitions, Colombia has hosted both the FIFA U-20 World Cup™ (in 2011) and the FIFA Futsal World Cup™ (in 2016).

6.1.2 Hosting vision and strategy

Evaluation

The Colombia 2023 bid states that hosting the FIFA Women's World Cup™ would be "the most important event in the country's history", and one which would give a boost to the development of women's football both throughout the country and across South America.

The bidder's vision is to use the tournament to create a female football culture and an awareness of the game, which could then be used to increase participation in women's football, eventually leading to an improvement in quality at all levels. The tournament would also be used to encourage more families to attend matches, and to motivate more girls to dream of playing football professionally.

The main objectives set out by the bidder include an increase in girls' participation at the grassroots level.

followed by the retention of more players during the development pathway. This would be achieved by training more coaches for grassroots football and increasing the number of competitions for girls. However, the bid does not set out any precise target figures for these proposed growth areas.

Working alongside government authorities within the host cities, the bidder promises to deliver a welcoming competition for visitors, underpinned by a force of 20,000 volunteers — whose recruitment would also be used to galvanise community action across Colombia.

The bidder has stated support for all of the objectives set out in the FIFA Women's Football Strategy, including three main objectives: increased participation; an increase in commercial value; and an increase in the number of women working in football, including in the top positions. Again, further details would have been welcome to show how the bidder would use its hosting of the tournament to achieve these objectives.

In addition to supporting the objectives of the FIFA Women's Football Strategy, the bidder states that the FIFA Women's World Cup™ would be used in Colombia as a trigger for cultural and social change. generating a female football culture and creating an awareness of sport regardless of gender. with the vision of making the women's game profitable and self-sustainable throughout South America.

Conclusion

The bid clearly highlights the importance of hosting what would be the first FIFA Women's World Cup™ in South America — and positions this as a catalyst to raise awareness of the women's game in Colombia and across the continent. The bid outlines its main objectives for the tournament, including positive social impact. It also commits to supporting the overall aims of the FIFA Women's Football Strategy, but does not set out quantifiable objectives aimed towards achieving this.

62

6.1.3 Women's football development and legacy

Evaluation

The Colombia 2023 bid describes the recent growth of women's football within the country over the past few years. In particular, it cites the creation of the Women's Professional League in 2017 as an important step towards achieving equality for women footballers both in Colombia and the wider region. Various improvements to competition structures are also highlighted.

According to the bid documentation, the creation of the league sparked a significant increase in the number of registered female players — currently standing at 20,645, with just over half of these aged between 16 and 20. It should be noted that this professional league was established with the support of the FIFA Forward Programme. The bidder acknowledges that there is still a long way to go, but points to the league's success in having motivated more young girls to play the sport and even to consider football as a viable career option.

The bidder believes that a FIFA Women's World Cup™ in Colombia would help the country to further grow the women's game and create a true women's football culture for current and future generations. It suggests that the tournament would help redefine the role of women in football and consolidate the status of women's sport in Colombian and South American society.

The bid lists a number of specific legacy objectives that could be realised by hosting the tournament in Colombia. These include: an increase in women's football promotion and support across the region (more spectators, increased sponsorship and an improved image); an increase in the number of women playing football at both senior and youth level; enhanced stadium infrastructure; and improvements in the competitive level of players.

The bidder also anticipates three fundamental impacts of hosting the tournament that go beyond football: women's empowerment and gender equality; promotion of the country's cultural and creative industries (the "orange economy"); and social reconciliation.

When it comes to the empowerment of women, the bid book states that the tournament would be used as a vehicle to promote government-supported gender equality and social development goals. It adds that the Colombian government has already indicated its commitment in this area, although concrete actions are not yet listed.

More details would also have been welcome on the bid's proposals to support the development of Colombia's creative economy. The bid talks about its ambition to enhance the sustainability of the country's cultural organisations. but does not make clear which organisations are intended to be strengthened.

63

Under social reconciliation, the bid book says that a FIFA Women's World Cup™ in Colombia would be used to promote peace, with the successful staging of the tournament demonstrating the progress that Colombia has made since emerging from half a century of violence and uncertainty.

Conclusion

The Colombia 2023 bid clearly outlines the impact that the country's hosting of the tournament would have — not only on boosting the profile of women's football in South America, but also on helping to improve the role of women in society as a whole. Further clarification would be needed on the concrete targets that would be used for measuring the tournament's achievements in the areas of development and legacy.

6.1.4 Communications and event promotion

Evaluation

The Colombia 2023 bid has drawn up an extensive communications and event promotion plan, comprising a wide range of proposed measures and activities. The bidder's strategy appears to be ambitious yet achievable.

The plan clearly identifies the media as a key stakeholder to achieve visibility and recognition. It also sets out measures to tailor specific content to different target audiences — whether in terms of location (with distinct communications plans intended for each of the proposed host cities), demographic or preferred choice of communications channel (ranging from traditional billboard advertising on public transport to the latest digital platforms).

The bidder foresees close cooperation with the government, which is likely to bring further benefits in terms of increasing awareness of the tournament throughout Colombia and beyond. In return, Colombia's hosting of the event would be used to support a government drive to increase the number of women regularly partaking in sport and other physical activities.

The plan also introduces the innovative idea of a dedicated media headquarters from which the communications activities would be coordinated. The proposal is to set this up in the central Bogotá conference district of Corferias.

Multimedia coverage of the tournament would be monitored carefully by an external monitoring agency — providing local organisers with detailed reports, and enabling them to respond quickly to any inaccuracies in the coverage.

The proposals do not set out in detail the expected timings for the planned activities, or explain how they would be spread across the main pre-, during- and post-tournament phases. Nor does it describe the bidder's plans for reaching audiences outside Colombia. Overall, however, the Colombia 2023 bid has provided a solid foundation on which the final communications and event promotion plan could be developed, in the event that Colombia is selected to host the FIFA Women's World Cup 2023™.

Conclusion

The Colombia 2023 bid's proposals for communications and event promotion represent a solid platform for further development alongside FIFA, if the bid were to be successful. If implemented in the manner described in the bid book, the

communications strategy should generate a wide range of positive coverage across multiple communications channels.

65

The other stadium with a capacity below the minimum requirements is Estadio Olimpico Jaime Moron Leon in Cartagena, whose gross capacity of 17,280 falls below the 20,000 net-capacity requirement for hosting group-stage matches. If Colombia were selected to host the FIFA Women's World Cup 2023™, solutions would need to be sought, including the possible temporary expansion of some stadiums.

Most of the proposed grounds meet the FIFA requirements for stadium orientation. However, there are challenges with space requirements and space allocations for some key areas such as hospitality, VIP and media areas in all of the stadiums visited by the FIFA delegation. In addition, the assessment of space requirements at the remaining stadiums was made difficult due to the frequent lack of detailed plans showing the allocation of tournament-related spaces. If the bid were to be successful, FIFA would need to work closely with the stadium authorities to further understand the availability and configuration of these spaces and how they could best be optimised for tournament operations.

The stadiums all have natural-grass pitches. while nine out of the ten meet the required field-of-play dimensions.

Estadio Metropolitano in Barranquilla would appear to have field-of-play dimensions (listed in the bid as 105x65m) that are slightly narrower than the FIFA specifications (which require 105x68m). However, the submitted pitch-area dimensions of 110x70m suggests that it would be possible to extend the field of play to meet the requirements.

The topic of technical installations would be a key area to address, with several stadiums appearing to currently fall short of the requirements when it comes to building management and technical systems. Temporary power systems with back-up capability would need to be provided at all ten stadiums and the floodlight systems at six of the stadiums are currently below the minimum standards, according to the bid documentation submitted. A complete replacement of the existing lighting, or else major upgrades, would therefore need to be considered. The installation of giant screens would also be necessary at many of the stadiums, with only one of the ten venues currently possessing a screen large enough and with the resolution levels generally needed to meet the FIFA Women's World Cup™ requirements.

When it comes to accessibility and sustainability, several of the stadiums would also need to improve their facilities in order to satisfy FIFA's requirements, including in regard to the number of wheelchair spaces available in the stadiums, as well as general toilet provisions.

Overall, while the stadiums would require extensive upgrades and installations in order to ensure top-class infrastructure for the tournament, it is worth noting that the bidder has provided expressions of willingness on the part of the relevant local authorities to consider the necessary improvements. Details would need to be confirmed in regard to the extent, cost and funding sources for this work.

Bogota: Estadio Nemesio Camacho El Campin (opening match and final)

El Campin is the largest sports stadium in Bogota and has been proposed by the bidder for both the opening match and final. As already noted above, however, the stadium's gross capacity of 39,512 is significantly short of the minimum 55,000 net-capacity requirement for hosting the tournament's opening and final matches.

Apart from its capacity issue, the stadium would appear to be generally suitable for the staging of FIFA Women's World Cup™ matches. It is a good quality, professionally maintained and iconic national stadium, which is also used as the home ground of top-division sides Independiente Santa Fe and Millonarios. The stadium will be used for the staging of matches during next year's *Copa América* (which Colombia is co-hosting with Argentina) and was also used to host matches during the FIFA U-20 World Cup 2011 (including the final).

While a more detailed assessment of tournament spaces and operational planning would be needed if Colombia were chosen to host the FIFA Women's World Cup™, the FIFA delegation saw operational spaces, changing rooms, offices, a media area and giant screens that all met FIFA requirements. During the January 2020 visit, it was also noted that a number of stadium upgrades were planned, including the renovation of the changing rooms, new desks for the media tribune, the installation of an electronic access-control system and an upgrade of the floodlights in line with FIFA requirements.

The VIP and VVIP lounges at El Campin are very limited (particularly if the stadium were to be confirmed as the venue for the opening and/or final match). Temporary

solutions would need to be found to address this. for example by using one of the buildings adjacent to the stadium or by constructing a temporary VIP lounge in one of the stadium car parks. Hospitality areas would also need to be set up on a temporary basis as there are none currently on site. With regard to public seating areas, the seats behind the goals do not have backrests, meaning they do not comply with FIFA Women's World Cup™ requirements.

The inspection delegation noted that there is no outer stadium perimeter and that there is also an apparent shortage of space for the team drop-off area. The area allocated for the TV compound was also still to be confirmed. Upgrades are, however, being planned in time for the *Copa América*.

Unless permanent upgrades are carried out before 2023, it is unlikely that all of the technical systems currently in place at El Campin would meet FIFA requirements. However, it should be possible to bring these up to the required standard, using temporary solutions if necessary.

Armenia: Estadio Centenario

Estadio Centenario is the city of Armenia's main sports venue and home to second-division side Deportes Quindío. The ground has a capacity for 23, 500 spectators and has been proposed by the bidder as a group-stage venue only. The stadium was built in 1988, and has hosted CONMEBOL *Libertadores* and *Copa América* matches, as well as five group-stage matches and a round-of-16 encounter during the FIFA U-20 World Cup 2011.

68

In its current state, the Centenario would appear to meet FIFA's stadium requirements for hosting a FIFA Women's World Cup™ in most aspects. During the FIFA inspection visit, the competition area was deemed to be generally sufficient. The stadium is due to undergo upgrades to its pitch and floodlighting, and the stadium warm-up zones, broadcast compound and medical areas were all considered to be good.

The media tribune and venue operations centre would require renovation, however, and the stadium's small VIP area and media centre would both need expanding. There is no on-site hospitality area, so this would need to be set up on a temporary basis.

Barranquilla: Estadio Metropolitano Roberto Meléndez

Estadio Metropolitano is one of Colombia's most iconic stadiums, and has the largest capacity (46.692) of the ten stadiums included in the Colombia 2023 bid. The ground

is home to top-division side Atlético Junior and also typically hosts the Colombian national team's home qualifying matches for the FIFA World Cup™. It is due to stage five matches at next year's rescheduled Copa América, including the tournament final. During the FIFA U-20 World Cup 2011, "El Metro" was the setting for four group-stage matches and one round-of-16 match.

The stadium, which has been proposed as a potential semi-final venue, is clearly a professionally operated venue, but would still need some upgrades, including temporary installations, in order to meet the standards required for a FIFA Women's World Cup™.

The ground has been given a positive assessment in terms of its capacity, as well as for its orientation and the spaces available for tournament operations. While a more detailed inspection of the areas inside and outside the stadium would be required if Colombia were selected to host the FIFA Women's World Cup 2023™, the dimensions provided by the bidder suggest that there would be sufficient space to meet the tournament requirements.

As noted in the general comments above, the width of the field of play at Estadio Metropolitano is, at 65 metres, three metres short of the tournament requirements, and would ideally be increased, if this could be done without impacting negatively on the area surrounding the playing field. The bid documentation indicates that the stadium is due to receive new LED floodlights in 2020, but further upgrades would be needed to bring these up to the strength required for a FIFA Women's World Cup™.

Bucaramanga: Estadio Alfonso Lopez

Estadio Alfonso Lopez is a multi-purpose venue which is home to Colombian top-division side Atlético Bucaramanga. As a 28,000-seater ground, which has been proposed for group-stage use only, it has met FIFA's minimum-capacity requirements in regard to the pitch, the width of the field of play is actually in excess of the tournament requirements, but could be brought into compliance with relative ease by narrowing the touchlines. The pitch-area dimensions, which include the auxiliary space around the pitch, are slightly smaller than FIFA's requirements, but solutions are certainly considered possible.

The orientation of the stadium is good, but the various tournament spaces within the stadium would require further clarification should Colombia be appointed to host the tournament as the site maps did not clearly allocate these. It should also be noted that the stadium roof only covers the upper area of the main stand, which could be an issue

in terms of ensuring that certain constituent groups are protected from the elements in case of bad weather.

In terms of accessibility, the number of accessible seats and toilets at the venue do not meet the tournament requirements, and would need to be increased.

Cali: Estadio Olimpico Pascual Guerrero

Known to locals simply as the Pascual, Estadio Olimpico Pascual Guerrero is a historic multi-sport venue that stages athletics meetings and concerts, as well as being home to local sides América de Cali, Atlético FC and Boca Juniors de Cali. It will also be used as one of the stadiums when Colombia co-hosts the *Copa América* next year, staging four group-stage matches and a quarter-final.

The stadium has a capacity of 38,588 and has been proposed by the bidder as a possible semi-final venue for the FIFA Women's World Cup 2023™.

Opened in 1937 and having developed into one of South America's most modern sports complexes during its heyday in the 1950s, 60s and 70s, the ground received a further facelift ahead of its use at the FIFA U-20 World Cup 2011.

Based on the documentation that was supplied by the bidder, it would appear that the dimensions of the pitch area (comprising both the field of play and the area leading out to the stands) are smaller than the tournament requirements. The stadium's floodlights are due to be upgraded but, again, not to a level that meets FIFA Women's World Cup™ standards. In addition, the stadium's IT systems would appear to need extensive upgrading to meet the levels typically required for the tournament.

Cartagena: Estadio Olimpico Jaime Moron Leon

Estadio Olimpico Jaime Moron Leon is a relatively small, open bowl-style stadium located in Cartagena's Olaya Herrera neighborhood. Home to Colombian second-division team Real Cartagena, it has a gross capacity of 17,280 — which is below FIFA's net-capacity requirement of 20,000 for a stadium hosting FIFA Women's World Cup™ group-stage matches. During FIFA's inspection visit to Colombia in January 2020, it was suggested that temporary seating (and related amenities) could potentially be set up in a vacant area behind the goal areas, in order to meet the capacity requirements, although no concrete plans or guarantees were presented.

The stadium layout includes a running track, as well as two mini football pitches between the pitch and the main stand, which has a negative impact on the spectator experience. The pitch area dimensions are compliant with the tournament requirements, if the proposed use of artificial turf laid over the current running track is taken into account.

During FIFA's inspection visit, the delegation was also able to confirm that the areas allocated for VIPs and the broadcast compound were too small to meet the tournament requirements, while there was no on-site hospitality area in existence. There was, however, sufficient space both inside and outside the stadium for possible solutions to be found, though these would require the repurposing of existing areas along with the building of temporary installations.

The media tribune would also need extending, and temporary infrastructure would be required for the stadium media centre and press conference room to meet the needs of a FIFA Women's World Cup™. The area proposed for the TV compound area also falls short of the tournament requirements.

In general, a significant number of upgrades and temporary installations would be needed at the Jaime Moron Leon before it could host FIFA Women's World Cup™ matches. However, reassurances were given by the stadium operators during the FIFA inspection visit, concerning a number of upgrades that are already due to take place — including plans to completely renovate the pitch, upgrade the stadium's floodlights, refurbish the changing rooms and install new giant screens and team benches. Notwithstanding this, the stadium has been assessed as currently failing to meet FIFA's minimum requirements for hosting FIFA Women's World Cup™ matches based on the bid documentation received and the observations made during the inspection visit.

Cucuta: Estadio General Santander

Based on the information provided by the bidder, Estadio General Santander is the only one of the ten stadiums within the Colombia bid that is due to undergo major renovation ahead of the time that the FIFA Women's World Cup™ would be played.

The stadium is a multi-purpose venue and the home ground of top-division side Cucuta Deportivo. Opened in 1948, it has already undergone two major renovations —in 1983 and 2006.

The current stadium site map and plans provided by the bidder do not display the tournament-related spaces that are available outside the stadium. Based on the dimensions supplied, however, it would appear that the venue offers sufficient space to build temporary installations. in order to meet the tournament requirements.

The stadium has a current capacity of 32,163 and has been proposed by the bidder as a group stage venue only. No issues are expected, therefore, in relation to capacity The

field-of-play dimensions are good, while the bigger pitch-area dimensions are slightly smaller than FIFA's minimum requirements but should still be operationally viable. The capacity of the current VIP tribune is below the FIFA minimum requirements, but this would need to be reassessed — along with the rest of the stadium — following the planned renovation work. In the event that Colombia is selected to host the FIFA Women's World Cup 2023™.

71

Manizales: Estadio Palogrande

Estadio Palogrande is a multi-purpose ground which is home to Colombian top-division side Once Caldas. It was built in 1994 — making it the newest of the stadiums proposed within the Colombia 2023 bid — and renovated ahead of its use at the FIFA U-20 World Cup 2011 (when it hosted five group-stage matches and one round-of-16 match).

Holding 31,611 spectators, the Palogrande has been given a positive assessment in terms of its capacity. No significant issues were identified in relation to the pitch, and the toilet-provision ratio is also compliant with the FIFA Women's World Cup™ requirements.

The lack of a detailed site map and plans for the stadium's upper floors have made it difficult, however, for FIFA to assess the venue's suitability in regard to tournament operation needs. Further information would therefore be sought from the bidder, if Colombia were selected to host the FIFA Women's World Cup 2023™ in order to determine how spaces would best be allocated and what challenges (if any) could be faced.

The stadium's technical installations, as described by the bidder, are also below the minimum tournament standards — though these could certainly be upgraded, using temporary solutions if necessary.

Medellin: Estadio Atanasio Girardot

Estadio Atanasio Girardot is a relatively large (44,863-capacity) open bowl-style ground, which is home to Medellín's two main clubs, Atlético Nacional and Independiente, and also occasionally hosts matches of the Colombian men's national team.

Opened in 1953, it was remodelled ahead of the FIFA 13-20 World Cup 2011, when it hosted seven matches, including one of the semi-finals. It is also due to stage one

of the semi-finals at next year's rescheduled *Copa América*, and has been put forward within the bid as a possible semi-final venue for the FIFA Women's World Cup 2023™.

The stadium has been given a positive assessment in terms of its overall capacity, but its wider pitch area dimensions are below FIFA's minimum requirements, and would therefore need to be addressed. It should also be noted that the stadium has only a small roof over the central main stand — providing some shade and protection to spectators in the upper tier. As with the stadium in Bucaramanga, this could be an issue in terms of ensuring that certain constituent groups are protected from the elements.

While clearly a well-sized and professionally operated stadium, it is expected that the Atanasio Girardot would require a significant number of upgrades and temporary installations in order to meet FIFA Women's World Cup™ requirements.

72

Pereira: Estadio Hernan Ramirez Villegas

Estadio Hernan Ramirez Villegas is a multi-purpose venue, built in 1971 and renovated ahead of the FIFA U-20 World Cup 2011, when it hosted five matches — including a quarter-final and a semi-final. It is the home ground of Colombian top-division club Deportivo Pereira, whose men's and women's teams both play their matches there.

The ground has a capacity of 30,297, which comfortably meets the tournament requirement for group-stage venues.

The FIFA inspection group observed that the large size of the overall stadium precinct suggests that space would be available outside the ground for the temporary construction of tournament-related facilities, but detailed scoping and planning would need to be carried out in order to confirm this.

During the FIFA inspection visit to Colombia in late January 2020, the delegation noted that the competition area (including the pitch, changing rooms, rooms for match officials, indoor warm-up area and anti-doping section) had all been recently renovated and were of a reasonably good quality. The pitch area also had sufficient space to meet the tournament requirements and the parking provision seemed to be sufficient.

Further positives included the existence of a good electronic access-control system, and a good-quality security system. Upgrades are also planned for the floodlights, team benches and the stadium's two giant screens, to meet FIFA's minimum requirements.

In terms of accessibility, the provision of wheelchair spaces and easy-access seating is good and the toilet-provision ratios are also generally compliant.

Sections of the ground that would require attention include the proposed spaces dedicated for the VIP, media centre and TV compound areas — all of which would be too small for the needs of a FIFA Women's World Cup™ and would require expansion, most likely using temporary installations. This would also be the case for the construction of a temporary hospitality area as the stadium does not have a permanent hospitality area on site.

Conclusion

The Colombia 2023 bid has put forward ten stadiums for its proposed hosting of the FIFA Women's World Cup 2023™ — exceeding the minimum requirement of eight stadiums. All of these apart from Cartagena's Estadio Olimpico Jaime Moron Leon were deemed to meet the minimum hosting requirements for a FIFA Women's World Cup™ based on FIFA's assessment of the bid. Estadio Olimpico Jaime Moron Leon was also one of two stadiums within the bid to fall short of the tournament's minimum-capacity requirements (the other being El Campin in Bogotá which is proposed by the bidder for both the opening match and final).

73

FIFA's inspection visit to Colombia in January 2020 reinforced the view that there would be little difficulty in identifying appropriate team hotel options if Colombia were selected to host the FIFA Women's World Cup 2023™. All of the inspected hotels had a sufficient number of rooms — although the generally large size of the hotels (ranging from 97 to 341 rooms) means that measures would have to be taken to protect the privacy of participating teams. Guest rooms were generally of a good size, and all of the inspected hotels offered a range of meeting room facilities. Fitness facilities were also available at all of the inspected properties, although these varied in terms of quality, size and available equipment.

Training sites

Based both on the documentation provided by the bidder, and the observations made during the inspection visit carried out by FIFA in late January 2020, the general standard of the training sites (both venue-specific and team base camp) would appear to be of a satisfactory level and to broadly meet FIFA's minimum requirements. However, considerable upgrade work would be required to fully reach the desired standards for a

FIFA Women's World Cup™. All of the training sites already exist and (with a few exceptions) include natural-grass pitches — although the quality of the grass at most of the inspected sites would require significant improvement as well as further assessment by pitch experts if Colombia were to be chosen to host the FIFA Women's World Cup 2023™.

FIFA's inspection visit confirmed the initial assessment that most of the training sites would require considerable renovation and upgrade work, particularly in terms of floodlight installation, changing room improvements, fitness facilities, privacy fencing, tribune building and media areas. Of the seven sites viewed by the FIFA delegation, for example, only three had adequate floodlighting. With regard to viewing tribunes, just two of the seven sites had stands capable of holding more than 500 people (another had a small tribune for 60-70 people, while the other four had no stands at all — though there was sufficient space for temporary stands to be considered).

A lack of privacy was also identified as a likely issue at some of the inspected sites, including two which are overlooked by larger neighbouring buildings.

Finally, it is worth noting that a number of agreements in respect of the proposed training sites were not submitted by the bidder. Consequently, there is a risk regarding the availability of such sites and their compliance with all tournament-related terms and conditions, and this has been reflected in the bid's assessment.

74

During FIFA's inspection visit to Colombia in January 2020, the delegation saw one of the proposed sites for the FIFA headquarters at the Hotel Tequendama in Bogota. Opened in 1953, the hotel is a historic building which forms part of a national monument site. It is, however, currently undergoing major renovation work as part of a change of ownership. While the hotel has enough space, including a sufficient number of function rooms, to meet capacity requirements, it was not deemed suitable in its current state to house the FIFA headquarters. In the event that Colombia were selected to host the FIFA Women's World Cup 2023™, a further review of the hotel (post refurbishment) would therefore be essential.

The delegation team also visited proposed FIFA venue hotels in Pereira (Sonesta Hotel) and Cartagena (Hotel Las Americas Casa de Playa). The hotel in Pereira was

found to be suitable as a venue hotel — with a sufficient number of rooms, a choice of restaurants, good fitness facilities and short travel distances to the stadium, airport, city centre and amenities. The Cartagena hotel was also good in terms of its size, facilities and proximity to key locations, but it is a resort-style beach hotel, and so was not considered to offer an ideal working environment. As with the proposed tournament headquarters, FIFA would look to carry out a more detailed inspection tour of the proposed venue hotels in the event that Colombia were chosen to host the FIFA Women's World cup 2023™.

When it comes to general spectator accommodation in the host cities, FIFA calculates the minimum number of twin-bedded rooms that each city would need to have available, based on the minimum stadium capacity required for the various stages of the tournament. All of the host cities included in the Colombia 2023 bid were assessed as meeting this requirement, with the exception, again, of Manizales — which has been proposed for use up until the quarter-finals. but which does not appear to currently have the 485 twin-bedded rooms required.

75

Baseline (by approximately USD 2.5 million and USD 2.1 million respectively). One cost which may go higher than the baseline is international travel for participating teams (+USD 1.1 million), although this would likely be offset by other team costs which are expected to be lower, such as team accommodation.

In its assessment of the overall organising costs, FIFA has also taken into consideration the potential costs of renting key sports facilities used for the tournament, with proposed stadiums and training sites required to provide initial rental fee proposals. In the case of the Colombia 2023 bid, the estimated fees (taking into account the exclusive use periods of the various sites) amount to approximately USD 2.5 million.

Finally, FIFA considered the potential taxation costs in connection with organising the tournament. Relevant to this assessment was whether the bidder submitted the requested government guarantee. In Colombia's case, a fully executed government guarantee with respect to taxation was provided and consequently no adjustment for taxation costs was necessary.

Revenue

As part of their bid submissions, the bidders were requested to provide projections of certain local revenue streams anticipated for the tournament. After an initial review of

those figures. FIFA had the discretion to adjust revenue streams where bidder projections deviated significantly (by more than 10%) from FIFA's own estimates.

When it comes to the Colombia 2023 bid, ticket sales projections of close to one million tickets, coupled with low (and affordable) pricing, have resulted in a modest forecast of approximately USD 22.2 million. Hospitality ticketing revenue is anticipated to be relatively low, at just under USD 2 million. The bidder also provided moderate forecasts for traditional matchday revenues (such as food and beverage concessions and merchandising income). However, some downward adjustments were made by FIFA, following an internal review of net spend per capita — using the FIFA Women's World Cup France 2019™ as a baseline.

With respect to TV potential, and based on FIFA's analysis of the time zones involved, the Colombia bid would be expected to appeal strongly to the Americas market, although kick-off times would generally fall outside of evening viewing times in Europe. Additional domestic and continental media sales opportunities are limited due to a number of commercial agreements that are already in place. Although there is strong local interest in football, the prevailing conditions for generating international marketing revenues (e.g. audiences, GDP, tournament appeal and sponsorship landscape) are projected to be limited. As a result, FIFA's assessment of the Colombia bid's financial position has factored in only a minimal impact from these revenue categories.

Finally, it should be noted that no government contributions or subsidies were confirmed by the bidder, which has had a negative impact on the bid's financial position.

6.3.2 Safety and security

Evaluation

The Colombia 2023 bid includes a reasonable level of detail on key safety and security matters, including a plan to develop a coherent and integrated safety and security strategy, involving key stakeholders, and to implement this at venue level.

Colombia already has a specific body of law in place to designate responsibilities and manage safety and security matters at major sports events and at football matches in particular. It is also reassuring that the bid makes mention of existing training activities aimed specifically at police, and safety and security personnel who are involved in

football — and notes the ability to develop new training modules in response to emerging issues.

There are positive indications within the bid documentation regarding international police cooperation and exchanges of information, and the planned integration of public and private security bodies.

Colombia already has an appropriate stadium safety certification regime in operation and the bid documentation demonstrates an understanding of the risks involved in staging football matches. This would need to be further developed, however, in order to meet the requirements for hosting FIFA's flagship women's football tournament. If Colombia were selected as host of the FIFA Women's World Cup 2023™, more information would also be sought regarding safety and security processes, and to confirm which stakeholders would be involved in the further development of the strategy.

Colombia has experience of hosting two previous FIFA tournaments (the FIFA U-20 World Cup 2011 and the FIFA Futsal World Cup 2016) and the bidder has provided details about the country's current procedures for planning and delivering events, but these too would need further development to meet the necessary standard for a FIFA Women's World Cup™.

Although there has been a significant reduction in domestic terrorism, some concerns remain in terms of the potential impact of crime on tournament stakeholders. Cali (one of the proposed host cities) in particular would need to be closely monitored in this regard.

6.3.3 Health, medical and anti-doping

Evaluation

Based on the information provided by the bidder and additional information gathered by FIFA, it would appear that the Colombia 2023 bid should be capable of providing an adequate level of medical infrastructure for hosting the tournament.

FIFA's assessment of Colombia's current medical services found that the country has some good-quality hospitals and clinics within reasonable distances of the proposed team facilities and match venues.

The highest level of medical care in Colombia is found in Bogota, where selected private hospitals provide high-quality care for minor and moderate conditions.

However, hospitals in Colombia do not generally have emergency departments with international levels of care. Serious conditions may therefore require international evacuation.

English is not spoken by all medical staff, but many doctors have had training in Europe and the United States and speak English.

Private ambulance services are available for emergency cover, but additional ambulances would need to be made available in order to provide sufficient levels of cover for the hosting of a FIFA women's world Cup™.

Regarding anti-doping measures, the bidder has confirmed that the Colombia 2023 bid is compliant with the requirements set by the World Anti-Doping Agency.

In terms of environmental conditions, care would need to be taken to minimise the risk of transmission of certain diseases, such as Zika, dengue fever, malaria (present in all areas below an altitude of 1,700 metres) and yellow fever (particularly in Barranquilla, Cali, Cartagena and Medellin).

When it comes to playing conditions, extra days would have to be allowed for acclimatisation in Bogotá, the country's capital and the proposed host city for the opening and final matches, which is located 2,600 metres above sea level. Care would also be needed to reduce the risk of matches being played in elevated temperatures and humidity, particularly in cities where daytime wet-bulb globe temperatures regularly exceed 28°C (e.g. Barranquilla, Cartagena and Cucuta).

Should Colombia be selected to host the 2023 FIFA Women's World Cup™, more detailed information would be sought in terms of planned solutions to the concerns raised above.

6.3.4 IT&T

Evaluation

Telecommunications

The Colombia 2023 bid describes sufficient levels of international connectivity as well as host cities that are well connected and have good, up-to-date mobile coverage.

There are plans to introduce 5G mobile services by 2022. although it is not clear whether a usable level of 5G coverage will be available in all proposed host cities by that time. This would therefore require further clarification.

The bidder has not documented the previous experience of its telecom service providers when it comes to the live broadcasting of high-profile international sporting events. This is a highly important component of the IT&T service delivery. and the FIFA Women's World Cup™ would mark a considerable step up compared to Colombia's previous experience of hosting the FIFA U-20 World Cup™ in 2011.

Further investigation would be required in order to ensure that the national telecommunications infrastructure could support the requirements for hosting the FIFA Women's World Cup™.

It should be noted that the government guarantee relating to IT&T (government guarantee no. 6) has been submitted by Colombia, and that this addresses the full scope of the FIFA IT requirements. However, the practical challenge of achieving the necessary upgrades and augmentations within a three-year period cannot be overstated.

Stadium infrastructure

Based on the information provided by the bidder, it is apparent that a significant investment would need to be made in the IT infrastructure at the various stadiums in order to meet the requirements of hosting a FIFA Women's World Cup™.

Lack of redundancy is a major concern at all of the proposed stadiums. Wired and wireless network services within the stadium buildings and throughout the stadium precincts would need to be upgraded — either through permanent works or temporary overlay builds. From the information provided, only Medellin and Cali appear to approach the required level of infrastructure.

6.3.6 Legal

FIFA's assessment of the legal risks associated with the Colombia 2023 bid comprises an evaluation of the following two components: government support documents

- government support documents
- contractual legal framework

and has been carried out in accordance with the methodology described in Annexe D of this report.

Evaluation

Government support documents

The bidder has submitted government support documents to FIFA demonstrating a firm level of support from the national government for hosting the FIFA Women's World Cup 2023™ in Colombia. The bidder has also submitted a government declaration, but only five of the seven requisite government guarantees, namely government guarantee no. 1 (visas, permits, immigration, check-in procedures), government guarantee no. 2 (work permits and labour law), government guarantee no. 3 (tax exemption and foreign exchange undertakings), government guarantee no. 5 (protection and exploitation of commercial rights) and government guarantee no. 6 (telecommunications and information technology) Each of these submissions is in compliance with FIFA's template requirements, with the exception of government guarantee no. 1. which contains deviations, placing FIFA in a less favourable position than if it had been submitted in FIFA's template form.

The bidder has also submitted ten host city declarations and ten host city agreements. In addition, the bidder has submitted a letter of financial support from the Ministry of Sports. However, whereas this letter (and an accompanying government legal statement) demonstrates the intention and willingness of the Colombian government to support and cooperate with FIFA in hosting the FIFA Women's World Cup 2023™ in Colombia, it does not outline any specific commitments upon which FIFA may rely.

In summary, although the government of Colombia is supportive of the bid, the bidder's submissions amount to an incomplete degree of government support in respect of FIFA's submission requirements. This ultimately risks exposing FIFA to

financial and operational uncertainties concerning the subject matter of the government guarantees not submitted.

80

Contractual legal framework

The bidder has submitted many, but not all, of the contracts required by FIFA for hosting the FIFA Women's World Cup 2023™ in Colombia. Of those contracts that were submitted, FIFA would require the bidder to promptly address some deficiencies within these documents in the event that the Colombia 2023 bid were successful.

The bidder has submitted the following documents:

- a unilaterally executed hosting agreement in compliance with FIFA's template requirements;
- nine unilaterally executed host city agreements in compliance with FIFA's template requirements;
- one unilaterally executed host city agreement with minor deficiencies compared to FIFA's template requirements;
- nine host city declarations in compliance with FIFA's template requirements;
- one host city declaration with minor deficiencies compared to FIFA's template requirements;
- nine stadium agreements in compliance with FIFA's template requirements;
- one stadium agreement that requires resubmission due to material clerical errors;
- two airport undertakings in compliance with FIFA's template requirements;
- thirteen training site agreements without major deficiencies, although FIFA would require clarification on some minor matters in the event that the bid were successful and prior to the formal appointment of the training sites;
- eight training site agreements that require resubmission due to material clerical errors;
- three training site confirmation letters, in relation to training sites owned and operated by the bidder, in compliance with FIFA's template requirements.

FIFA considers that the deficiencies outlined above are reasonably capable of being mitigated. However, as a result of contracts not being submitted, or contracts requiring resubmission that the bidder has not been able to provide to date, FIFA is currently exposed to uncertainties and operational risks in relation to the relevant event sites that are necessary for hosting the FIFA Women's World Cup 2023™ in Colombia.

6.3.7 Compliance

Evaluation

By way of introduction, the compliance assessment comprises two components: the first assessing the bidder's compliance with the bidding process and the second evaluating the potential compliance risks associated with delivering the tournament in the bidding country.

With regard to the first component, as part of the bidding process, FIFA requested (pursuant to the formal requirements and other terms of the bidding registration) that each bidder provide various bidding documents including the bid book, bid information templates and hosting documents for the organisation of the FIFA Women's World Cup 2023™.

The bidder submitted the majority of the required bidding documents by 13 December 2019 in the proper form as per the applicable regulations and guidelines:

- Originals were delivered in person to the Home of FIFA, Zurich.
- Soft copies were received on mass-storage devices and uploaded onto the bidding extranet.

Further documents were also received as part of the clarification process which took place during the evaluation phase of the bidding process.

Alongside the bidding documents, the bidder submitted further required documents on time and in the proper form, including:

- the declaration of interest on 19 February 2019;
- the bidding registration (including any ancillary documents) on 15 April 2019;
- reconfirmation of involvement in the bidding process (following the expansion of the FIFA Women's World Cup™) on 29 August 2019;
- other documents (including the bid mark, clip licence and point of contact).

Declarations of compliance in relation to the bidder's personnel involved in any activities relating to the bidding process were also submitted to FIFA.

FIFA received reports relating to the bidder's promotional activities as required in order to prevent any undue influence on the bidding process in violation of the bid rules of conduct. The reports were generally submitted in good time.

In the course of the inspection visit to Colombia as part of the evaluation process, a compliance representative from FIFA attended as an observer to ensure adherence to the

bid rules of conduct. No issues were observed. At the time that this report was finalised, no unethical behaviour during the entire process was observed by FIFA, nor were any issues raised by the Ethics Committee in respect of the bidder. When it comes to the provision of gifts, the Colombian Football Association is considered to have closely followed the strict rules and guidelines set out in the bid registration.

82

6.3.8 Sustainability, human rights and environmental protection

Evaluation

Sustainable event management

The Colombia 2023 bid demonstrates a thorough understanding of the need to integrate sustainable event management into the preparation and hosting of the FIFA Women's World Cup™.

The bid documentation is primarily focused on environmental sustainability, and further information would be sought on the bidder's plans for social and economic sustainability if Colombia were selected to host the tournament.

The tobacco regulations in Colombia suggest a good level of adherence to FIFA's tobacco-free requirements. Electronic smoking devices are currently not covered by these regulations, but Colombia's Ministry of Health is looking to address this.

Some relevant information has been provided by the bidder regarding Colombia's legal framework for accessibility. However, there is no public commitment to fulfil FIFA's accessibility requirements for disabled people and people with limited mobility, and an assessment of Colombia's accessibility services and infrastructure would be required if the bid were successful.

Human rights

The bidder demonstrates a very good level of awareness of the potential human rights risks associated with the hosting of the tournament. The bidder's own risk assessment is supported by an excellent independent human rights context assessment, with the risks identified by the bidder reflecting those raised by the independent assessor.

The most salient human rights risks are likely to relate to the labour rights of workers (particularly in construction and operational services), national and international supply chains, safety and security, discrimination and other fundamental freedoms.

The bid shows a relatively strong commitment to human rights, and outlines a relatively comprehensive set of measures to address the identified human rights risks in accordance with FIFA requirements. In particular, the bidder commits to conducting labour rights monitoring on construction sites, carrying out human rights due diligence in supply-chain relationships, and collaborating with public security authorities to ensure that policing measures are compliant with human rights.

83

The human and labour rights-related elements of the government guarantees submitted are in line with FIFA's requirements, as are the human and labour rights-related clauses included in the contracts with stadium, training site and hotel authorities. Judging by the documents submitted, the level of engagement with external stakeholders in preparing the bid was relatively limited.

Overall, the strategy and commitments submitted by the bidder provide a solid basis for the development of effective systems and procedures to ensure respect for human rights in accordance with the relevant FIFA requirements and international standards.

Environmental protection

The bid shows a very clear understanding of the environmental aspects of preparing and staging the competition, and the approach to environmental protection draws strongly on an analysis of the potential impact of greenhouse gas emissions and removals.

The bid includes the required public commitment to environmental protection, but without explicit commitments to stadium certification and low-emission transport.

The bidder's proposed climate action measures are comprehensive and include an analysis of the "hot spots" of previous FIFA tournaments alongside planned mitigation and offsetting. The bid also refers to the host country's low-impact transport systems, which are in the early stages but have the backing of Colombia's National Electric Mobility Strategy.

For stadiums, the bidder has committed to using the international Leadership in Energy and Environmental Design certification system to certify stadiums and other tournament-related installations.

In terms of waste management, the relevant legal framework, recycling systems and facilities are advanced and offer many options to reduce the amount of waste that goes to landfill. In regard to protecting biodiversity, the bid presents a clear plan to address potential impact in urban areas and that of spectators, but does not refer to any plans to minimise the impact from construction work.

84

7.1 DESCRIPTION

7.1.1 General information — host country and host cities

General country information

Japan is an island nation situated in the Pacific Ocean and around 200 kilometres east of the Asian mainland.

The country is made up of more than 6,500 islands, although the five largest (Honshu, Hokkaido, Kyushu, Shikoku and Okinawa) account for some 97% of the overall landmass. While Japan's total surface area of 377,974km² makes it only the largest in the world, its population of over 126 million people puts it just outside the world's top ten most populous nations. Japan is a largely homogenous nation, with ethnic Japanese making up more than 98% of the resident population. The country is covered by a single time zone, Japan Standard Time (UTC+9), and Japanese is the de facto national language.

Japan is a parliamentary constitutional monarchy with a parliamentary cabinet system stipulated under the Constitution of Japan. The country is organised into 47 regional prefectures.

Japan's highly developed free-market economy is the world's third biggest in terms of nominal GDP (behind only the USA and China PR), with motor vehicles, electronic equipment, machine tools and steel among its major exports. Following decades of impressive post-war growth from the 1960s to the 1980s. Japan saw growth slowing during the 1990s and 2000s. and suffered four periods of recession since 2008. Since 2013, however, there has been a return to moderate growth.

The country's long-term economic rise has been matched by a significant surge in tourism. In 2018, around 31 million international tourists visited Japan, roughly five times the number that came to the country a decade earlier. Japan now ranks 12th in the world in terms of international tourist arrivals, with 60% of these being repeat visitors.

Proposed host cities

The Japan 2023 bid has proposed eight host cities. Seven of these are located on Japan's biggest island, Honshu, while the eighth (Sapporo) is on the second-largest island, Hokkaido- Four of the eight cities (Sapporo, Kobe, Saitama and Suita/Osaka) served as venues during the 2002 FIFA World Cup Korea/Japan™.

Travel between the proposed host cities would be supported by Japan's highly developed domestic transport infrastructure and world-class networks across all modes of transport. The longest potential journey between host cities would be from Sapporo in the north to either Kobe or Suita in the south, with flight times of around two hours in both cases.

85

Average temperatures in Japan would be at their hottest during the window currently earmarked by FIFA for the staging of the FIFA Women's World Cup 2023™ (within the period between 10 July and 20 August). In recent years, temperatures in the country have peaked at close to 35°C during July and August, with average humidity in excess of 75%. In 2016, the Japan Football Association (JFA) issued the JFA Guidelines for Dealing with Heatstroke, which recommend that football matches be cancelled, postponed or interrupted for water breaks when the wet-bulb globe temperature exceeds 31°C. The bidder has proposed moving the dates of the tournament to run from early June until early July, in order to optimise playing conditions.

National team

Japan's national women's football team have been ever-present at the FIFA Women's World Cup™ — qualifying for all eight tournaments since the inaugural edition in 1991. Their greatest moment came in 2011 when they were crowned world champions after a thrilling final that ended in a penalty shoot-out win over the USA. They made it to the final again four years later, and faced the same opponents, but had to settle for second place on that occasion, following a 5-2 victory for the Americans. In 2019, Japan suffered the relative disappointment of a round-of-16 departure, after losing 2-1 to eventual tournament runners-up the Netherlands.

Main public holidays

The Japan 2023 bid lists 17 main annual holidays from New Year's Day on 1 January through to Labour Thanksgiving Day on 23 November. Two public holidays fall within

the window currently allocated to the FIFA women's World Cup 2023™: Marine Day (which celebrates the blessings of the ocean) on 17 July and Mountain Day on 11 August.

Previous sporting events

Japan has a strong track record when it comes to staging major international sporting events and is one of only seven nations to have hosted (or co-hosted) the FIFA World Cup™, the Summer Olympic Games and the Winter Olympic Games. In the past two years alone. Japan has hosted world championships in women's volleyball and softball (2018), and in judo, figure skating, rugby union and women's handball (all 2019). In 2021, Tokyo will stage its second Summer Olympic Games Beside its co-hosting of the 2002 FIFA World Cup™. Japan has hosted the FIFA U-17 World cup (1993).

FIFA U-20 World cup (1979) and the FIFA U-20 Women's World cup (2012), as well as a record eight editions of the FIFA Club World Cup.

86

7.1.2 Hosting vision and strategy

Evaluation

The hosting vision for the Japan 2023 bid, entitled "Time to Fly", foresees a tournament that would symbolise diversity, attract a greater mix of spectators from around the world and further drive the development of women's football. The bid is aligned with the Japanese government's vision to make Japan a "society where all women shine"..

The bid is centred around three capabilities: "performance", "delivery", and "culture"

In terms of performance, the bidder highlights the fact that Japan is the only FIFA member association to have been crowned world champion in all three women's categories (FIFA Women's World Cup™, FIFA U-20 Women's World Cup™ and FIFA U-17 Women's World Cup™). The bid also refers to the high interest in, and understanding of, women's football in Japan — stating that this would result in a strong support base for all competing teams, including first-time participants.

The second capability focuses on Japan's proven track record of delivering large-scale events to the highest standard. Underpinning this delivery is the safety of the country and its strong infrastructure (including a relatively compact land area serviced by

efficient transport), alongside passionate volunteers, all of which would be used to create a welcoming atmosphere.

Finally, the bidder emphasises Japan's legendary hospitality and its unique culture as further strengths that would enhance the value of the FIFA Women's World Cup™ experience and of women's football in general.

Conclusion

The bid sets out a very clear and concise vision for its proposed hosting of the tournament, and emphasises the country's strong track record in the delivery of major sporting events. Further details would be required regarding the precise targets that the bidder would use to measure the successful realisation of its vision.

87

7.1.3 Women's football development and legacy

Evaluation

The Japan 2023 bid proposes a dual legacy for its hosting of the FIFA Women's World Cup™. The first would be a "sporting legacy" for women's football across Japan and Asia, while the second would be a "competition legacy" for the FIFA Women's World Cup™ itself.

In its description of the sporting legacy, the bid sets out a plan to use the tournament to drive the development of women's football from the grassroots level up to the women's professional football league (which is due to be established in 2021).

The plan foresees increased promotional activities and opportunities to play at school and more participation in general across Japan.

The bid aims to support FIFA's goal of having 60 million female football players worldwide by 2026 with a number of new initiatives. These include: the creation of new U-12 festivals; a focus on the U-13 and U-15 age groups to further increase the number of players; optimised competitions and support for the creation of new teams; female coach education; greater use of women's football coordinators in each prefecture; and an inspirational campaign for the next generation of players, capitalising on the power of Japanese animation, pop culture and fashion.

Within schools, the tournament would be used to enhance the Japan Football Association's existing Dream Class project, which invites current and former players to meet and inspire students.

Across the Asian continent, the bidder proposes using the tournament to establish a pan-Asian women's football movement, with Japan using its skills and leadership to develop other AFC members. This would be achieved through extensive knowledge-sharing activities including the sending of Japanese leaders overseas, the hosting of international tournaments, the organisation of football camps and opportunities for Asian youngsters to attend the FIFA Women's World cup 2023™.

The proposed competition legacy meanwhile highlights the bidder's stated desire to develop the FIFA Women's World Cup™ into a platform of entertainment open to everyone. The bidder envisions a barrier-free, accessible and eco-friendly tournament using stadiums that are built to the highest environmental standards.

The existing Nadeshiko Plaza programme, which stages women's football clinics across the length and breadth of Japan, would be expanded for the FIFA Women's World Cup™ through the provision of clinics across Asia and around the world. No details have been provided, however, on how this would be achieved.

88

Japan would also look to use its hosting of the FIFA Women's World Cup™ to help develop women's sport, and as a symbol for improving the status of women in general. This would be supported by the creation of a discussion panel involving leading female athletes from multiple sports around the world. In addition, the bidder would use women footballers and organisations to implement various women-in-football initiatives during both the preparatory and operational stages of the tournament.

Conclusion

The Japan 2023 bid presents its dual legacy plans in a concise and succinct manner, with clear descriptions of the programmes it would put in place to accomplish each of the proposed objectives. It is clear that the bidder envisages a tangible benefit from hosting the competition - not only for Japan, but also for the whole of Asia.

7.1.4 Communications and event promotion

Evaluation

The Japan 2023 bid's communications and event promotion plan has a modern and progressive feel, and includes original and innovative references to the planned use of football-specific anime content and the use of new video generation technologies — taking advantage of ultra-fast 5G data transmission.

The technology-based promotions would be launched ahead of the tournament at international friendly matches with a view to increasing awareness and excitement.

The bidder also promises to create new spectators and fans via "sports tourism promotions and experience-based activities" - These would be aimed at the growing number of international visitors to Japan, as well as at the local market.

Other proposals include collaborations with the worlds of fashion and merchandising, and the specific targeting of potential national sponsors from the increasing number of Japanese companies who are showing new interest in the women's sports market.

While the proposals appear innovative and intriguing, there is limited information on the overall communications strategy and the precise nature of the planned activities. For instance, the bid does not specify its plans in regard to the key activity of media engagement. If Japan were appointed as host of the FIFA Women's World Cup 2023™, FIFA would look to work alongside the Japan Football Association to further define and develop the overall communications strategy for the tournament within the host country.

Conclusion

The communications and event promotion plan put forward by the Japan 2023 bid contains a number of innovative proposals, centred around the use of new technological applications. Information is limited, however, when it comes to explaining the overall communications strategy. Further details would therefore be needed in order to understand how key national and international audiences would be engaged.

All of the proposed stadiums in Japan meet the tournament requirements in terms of stadium orientation and space. The location of areas such as the hospitality villages and parking facilities for key stakeholders was not always clear in the stadium site plans which were provided by the bidder, but there appears to be sufficient space flexibility to accommodate these requirements in the majority of the stadiums. All of the proposed stadiums have natural-grass pitches and are generally compliant with the requisite field-of-play dimensions.

The dimensions of the pitch area (which includes the auxiliary space around the field of play) at some of the stadiums do not currently meet the requirements (in terms of length and/or width), which may present operational challenges if not addressed. In terms of roofing, all eight stadiums have full or partial roof coverage.

With regard to technical installations, the vast majority of the bid's eight stadiums already meet or exceed the requirements for floodlight performance, with Sapporo Dome appearing to be an exception based on the documentation provided in the bid. Some temporary overlay infrastructure would likely be needed at all stadiums in order to meet event needs, such as extended security perimeters and fencing, broadcast-compound facilities and back-up power provision. Finally, the majority of the stadiums do not yet have electronic access control, although during the FIFA inspection visit in February 2020, several stadium operators confirmed that these were due to be installed in the near future.

In relation to accessibility, all stadiums proposed in the Japan bid generally meet the minimum requirements. Further clarification would be needed in terms of the provision of spaces for wheelchair users and easy-access amenity seating. Most stadiums perform well in the area of sustainable stadium management, with strong signs of sustainable building practice, such as the inclusion of solar-power-generating facilities and existing policies relating to recycling.

Saitama: Saitama Stadium (final)

Saitama Stadium has been proposed by the bidder for the staging of the final of the FIFA Women's World Cup 2023™.

As its full name suggests, Saitama Stadium was built specifically for Japan's co-hosting of the 2002 FIFA World Cup Korea/Japan™, during which it staged four matches, including Japan's opening draw with Belgium and the semi-final match between Turkey and eventual champions Brazil. It is also due to be used for football matches at next year's Tokyo Summer Olympic Games, with scheduled matches including a quarter-final in the women's tournament and a semi-final and the bronze-medal match in the men's tournament.

Home to Japanese top-division side Urawa Red Diamonds, the ground is one of the largest football specific stadiums in Asia, with a gross capacity of 63,700. It has therefore received a positive assessment in terms of capacity and also in terms of its pitch.

During FIFA's inspection visit to Japan in February 2020, the delegation found the stadium to be very well maintained. Dressing rooms are of a good quality, and also of a size that could comfortably accommodate each team's coaching and technical staff. The areas that would be used for the broadcast compound also fulfil the tournament's space requirements and have existing cable routes leading directly to the stadium. Doping control and medical facilities are also in line with FIFA specifications.

The number of VIP seats already installed meets the requirements. as will the number of VVIP seats once a planned expansion has been completed. The stadium has also been assessed as satisfactory when it comes to accessibility.

The current press conference room and media tribune both fulfil the FIFA Women's World Cup™ requirements. The stadium media centre is smaller than the specified 3,000m², however, so it would need to be expanded or else relocated. Various proposals that would use temporary infrastructure to meet the tournament requirements were discussed with the FIFA delegation during the inspection visit.

Tokyo: National Stadium (opening match)

Opened in December 2019, Tokyo's new National Stadium is set to form the centrepiece of next year's rescheduled Tokyo Summer Olympic Games — hosting the opening and closing ceremonies as well as staging the track-and-field athletics events, and the final of the Women's Olympic Football Tournament. It was built on the site of the old National Stadium, which was itself used as the main stadium for the Tokyo 1964 Olympics.

The stadium has been proposed for the opening match of the FIFA Women's World Cup 2023™. It is a large (68,698 gross capacity), elite-level ground which meets or exceeds most of FIFA's tournament requirements.

FIFA's delegation visited the stadium just a few weeks after its opening and found it to be an excellent venue. Competition areas, team and referee dressing rooms and medical facilities are all top quality. The doping control areas and broadcast-camera positions would need to be relocated following the Olympic Games, due to the different requirements for football as opposed to athletics, but this would be easily achieved.

The media centre is located about 200 metres away from the stadium building and is a top-class site with plenty of space. The media tribune is due to be expanded after the Olympics and would therefore also meet the tournament requirements. The VIP and WIP areas both exceed the specifications for the FIFA Women's World Cup™, both in terms of capacity and the very high quality of the seats and lounges.

The stadium also boasts a state-of-the-art fully equipped control room, as well as a full PA and infotainment system, including top-quality giant screens.

There is a slight shortage when it comes to general hospitality boxes at the stadium, but solutions to this were already proposed during the FIFA inspection visit and would continue to be explored in the event that the bid was successful.

Kobe: Kobe Misaki Stadium

Opened in 1970, when it was known as Kobe Central Football Stadium. this ground provided the setting for the Japanese women's football team's first-ever international A match, played against England back in 1981. It underwent major refurbishment (including an increase in capacity and the installation of a sliding roof) and a change of name ahead of its use as a host venue for the 2002 FIFA World Cup Korea/Japan™ — when it staged three matches, including a 2-0 win over Belgium for eventual champions Brazil during the round of 16.

Kobe Misaki Stadium is home to Japanese top-division side Vissel Kobe as well as women's top-division team INAC Kobe Leonessa. It is also used by rugby union side Kobelco Steelers, and was one of the venues for last year's Rugby World Cup.

Proposed by the bidder for use up until the third-place play-off, Kobe Misaki Stadium has a gross capacity of 30, 130, and has received a positive assessment in terms of both its capacity and its pitch. It should be noted, however, that the size of the total pitch area is below FIFA's minimum requirements and this would need to be looked into.

The stadium received a USD 4.5 million refurbishment ahead of its use at the Rugby World Cup, which involved the extension and upgrading of stands, hospitality lounges,

skyboxes and the doping control area. Further renovations are planned to other sections of the stadium before 2023, Facilities and systems are therefore expected to be of a very high quality by the time that the FIFA Women's World Cup 2023™ is scheduled to take place.

93

There would appear to be little room for flexibility when it comes to the allocation of space for tournament operations, so this would need to be examined more closely if the bidder were selected to host the tournament. The provision of wheelchair spaces is also below FIFA's minimum requirements, and would need to be addressed.

Kyoto: Kyoto Stadium

Kyoto Stadium is a brand-new ground which was officially opened in February of this year as the new home of top-division side Kyoto Sanga.

Proposed by the bidder as a quarter-final venue, it has a gross capacity of 21,623, and appears to be generally compliant with the FIFA Women's World Cup™ space requirements.

FIFA's delegation visited the stadium shortly after its opening and assessed it as being an elite-level facility. Team and referee dressing rooms are in excellent condition and well sized. The broadcast areas also fulfil the tournament requirements, with everything from the broadcast compound space to the media tribune and TV/flash-interview positions already existing. The press conference room is also set up and fully functional.

The stadium has been given an "A" rating (the second-highest rating) under Japan's CASBEE sustainable building assessment system and boasts solar-power-generating and storage facilities.

Floodlight performance at the stadium is slightly below the tournament requirements, but the delegation was assured that this would be addressed via the installation of additional bulbs. Some temporary installation work would also be needed to increase the size of the stadium media centre and to bring the VIP/VVIP tribunes and lounges up to FIFA Women's World Cup™ specifications.

Sapporo: Sapporo Dome

Built ahead of the 2002 FIFA World Cup™, where it hosted three group-stage matches, Sapporo Dome is a high-tech indoor stadium that can switch between artificial turf and natural grass thanks to a sliding pitch that can be moved in and out of the building.

Home to Japanese top-division football club Hokkaido Consadole Sapporo and to baseball team Hokkaido Nippon-Ham Fighters, the stadium was also used for two matches at the 2019 Rugby World Cup and is due to stage women's and men's group-stage matches at next year's Olympic Football Tournaments.

The ground has a gross capacity of 42,065 and has been proposed by the bidder as a FIFA Women's World Cup™ quarter-final venue.

94

The stadium's fixed roof means that stadium orientation and sun position were not factors for consideration during FIFA's assessment of the Japan 2023 bid proposals. While the sliding pitch design and flexible seating configurations may generally help mitigate the negative impacts that can otherwise occur when organising football matches at indoor stadiums, it is unlikely that the sliding pitch would be used during the FIFA Women's World Cup™ — due to the extended nature of the tournament. The continued health and robustness of the pitch would, therefore, require careful management. The length of the total pitch area is also below FIFA's minimum requirements, which could cause operational challenges that would need to be effectively mitigated.

The floodlight performance documented for this stadium by the bidder is below the minimum requirements for FIFA Women's World Cup™ matches, and would therefore need upgrading or replacing.

Sendai: Sendai Stadium

Built in 1997 as a football-specific ground, Sendai Stadium is home to Japanese top-division club Vegalta Sendai and the Mynavi Vegalta Sendai women's football team.

The stadium was severely damaged by the immense earthquake that struck eastern Japan in March 2011, but became a symbol of renewal for the entire city of Sendai after it was repaired and restored within approximately a month of the disaster. In 2012, it played host to a women's international friendly between Japan and the USA, which helped to raise funds for further post-earthquake recovery.

At 19,964, the gross capacity of the stadium is currently slightly below the net-capacity requirement for grounds hosting matches up to the quarter-finals of the FIFA Women's World Cup™. The bidder has indicated that the stadium capacity could be extended, if Japan were selected to host the tournament, but this would require official confirmation.

In addition to the stadium capacity issue, it is expected that Sendai Stadium would require some temporary installations and upgrades to bring it up to the standards required for hosting FIFA Women's World Cup™ matches.

Suita: Suita City Football Stadium

Completed in 2016 as the new home of Japanese top-division side Gamba Osaka, Suita City Football Stadium was one of two stadiums used for the hosting of that year's FIFA Club World Cup — staging the tournament's quarter-finals as well as Kashima Antlers' shock 3-0 semi-final win over South American champions Atlético Nacional.

With a gross capacity of 40,000, Suita City Football Stadium is the largest football-specific stadium in western Japan and has been proposed by the bidder as a semi-final venue for the FIFA Women's World Cup™. The stadium has received a positive assessment in terms of stadium capacity and pitch requirements. Similarly to some of the other stadiums mentioned above, the total pitch area is currently below FIFA's minimum requirements, although workable solutions should be achievable.

95

During the FIFA inspection visit, the delegation saw a stadium that was well maintained and generally compliant with the tournament requirements. Dressing rooms are in an excellent condition and well equipped, and medical facilities are also very good.

Broadcast platforms are already in place for a large number of camera positions, and a good amount of space is available for setting up the broadcast compound. The media conference room is also well sized and equipped with an existing stage and raised camera platforms, while the media tribune has a sufficient number of desks complete with power sockets.

There would be a need to increase the number of VVIP seats and lounges at the stadium, but facilities for VIPs and hospitality guests are already up to the standards required.

Toyota: Toyota Stadium

Built as part of the celebrations to mark the 50th anniversary of Toyota acquiring city status, Toyota Stadium was completed in 2001 and is regularly used by Japanese top-division side Nagoya Grampus, it is also used to welcoming the world's leading clubs, having been used as a match venue for six of the eight FIFA Club World Cups™ held to date in Japan.

As a result of the major renovation and upgrade work carried out at the stadium in advance of the 2019 Rugby World Cup, Toyota Stadium is considered to be a well-maintained ground capable of hosting FIFA Women's World Cup™ matches.

Proposed by the bidder as a FIFA Women's World Cup™ semi-final venue, it has a gross capacity of 44,692.

The stadium would appear to meet the main tournament requirements relating to capacity, field-of-play dimensions and operational space, including a sufficiently large area set aside for the broadcast compound. As with other stadiums, the total pitch area is below FIFA's minimum requirements, but options appear to be available to minimise any operational challenges.

Temporary expansions would be needed, however, to boost the number of VIP and VVIP seats, which are currently below the FIFA Women's World Cup™ specifications.

96

When it comes to the venue-specific team hotels, the proposed properties are generally of a good to very good standard and should provide a comfortable and pleasant environment for players and team officials. All but one of the 32 hotels are located within an hour's drive of the nearest airport, but distances between some of the hotels and their training sites are often longer than would ideally be the case. Only eight of the proposed properties are within a 20-minute drive of their respective training sites, while another seven would require a drive of up to 40 minutes.

As with the team base camps, the venue-specific team hotels are generally large properties, in some cases offering more than 300 guest rooms. It would appear, based on the bid documentation, that only four of the hotels proposed would be suitable for exclusive booking by teams. Sufficient levels of functional space would be available at all of the hotels. The situation when it comes to fitness facilities is similar to that at the proposed team base camps: roughly half of the properties appear to offer the requisite gym facilities, whilst the other half may need to be improved.

During FIFA's inspection visit to Japan in February 2020, the delegation saw a number of proposed team hotels, all of which were of a high standard and had previous experience of accommodating professional football teams. The properties inspected were all on the large side (with the number of rooms ranging from 160 to 825 rooms), reinforcing the observations above regarding the need to protect team privacy at some of the bigger hotels put forward by the bidder — especially when it comes to determining team base camps. Bedrooms were of a good size at all the inspected hotels and there were also plenty of options when it came to function spaces. Most of the hotels had fitness facilities, although these varied in terms of their size and the equipment available.

Training sites

The training site proposals, both for the team base camps and the venue-specific locations, would generally appear to meet the standard necessary for the hosting of a FIFA Women's World Cup™. All of the pitches have natural-grass playing surfaces and dimensions of at least 105x65m, with many sites also offering a second training pitch.

Based on the bid documentation, most of the sites appear to offer the necessary levels of privacy and security, and all feature dressing rooms of a reasonable size. All but three of the 72 sites already meet the minimum requirements for viewing stands (at least 90 seats), with most offering stands that can seat over 500 people. Twenty of the sites are already equipped with floodlights of 500 lux or more — with the bid documentation suggesting that the remaining sites would be upgraded to meet this requirement should Japan be selected to host the tournament. The majority of the sites do not appear to include on-site gyms, but do have existing press areas (or sufficient space to install temporary press facilities).

97

In its assessment of the overall organising costs, FIFA has also taken into consideration the potential costs of renting key sports facilities used for the tournament, with proposed stadiums and training sites required to provide initial rental fee proposals. In the case of the Japan 2023 bid, the estimated fees (taking into account the exclusive use periods of the various sites) are considered very high, at approximately USD 27.4 million.

Finally, FIFA considered the potential taxation costs in connection with organising the tournament. Relevant to this assessment was whether the bidder submitted the requested government guarantee. In Japan's case, the bid was assessed (using external advice from tax experts) on the basis of no formal government guarantee having been received in

respect of tax exemption. However, due to the existing regulatory environment in Japan with regard to withholding taxes on certain revenue categories, this is expected to result in a negligible impact on the overall organising costs.

Revenue

As part of their bid submissions, the bidders were requested to provide projections of certain local revenue streams anticipated for the tournament. After an initial review of those figures, FIFA had the discretion to adjust revenue streams where bidder projections deviated significantly (by more than 10%) from FIFA's own estimates.

When it comes to the Japan 2023 bid, the initial ticket sales projections supplied by the bidder were considered to be very conservative — causing a detrimental effect on the bidder's overall revenue forecasts. In its assessment of the bid, FIFA has therefore adjusted the projections for ticketing and hospitality ticketing revenue to bring them into line with FIFA's own forecasts for the bid. This has resulted in a combined figure of approximately USD 35 million being calculated. Conversely, the bidder's forecasts for traditional matchday revenues (such as food and beverage concessions income) were assessed as being slightly overestimated, and were adjusted downwards to reflect FIFA's own anticipated figures — using the FIFA Women's World Cup France 2019™ as a baseline.

The bidder has also projected very strong revenue (of USD 9.3 million) from sponsorship at the National Supporter level. This is considered consistent with the prevailing market conditions for this form of revenue stream in Japan.

With respect to TV potential, and based on FIFA's analysis of the time zones involved, the Japan bid would be expected to appeal most to the Asian markets (as well as provide opportunities for additional domestic media sales), although a relative fall in audiences is likely to be experienced in Europe. Taking all of this into account, along with the strong conditions in Japan for generating international marketing revenues (e.g. audiences, GDP, tournament appeal and sponsorship landscape), FIFA's final assessment concluded that there would likely be a positive material impact on the overall TV-related revenue.

No government contributions or subsidies were confirmed by the bidder, which has had a negative impact on the bid's financial position. The bidder has explained, however, that no funding confirmation could be provided by the government of Japan prior to the appointment of a host but that, if the Japan 2023 bid were successful, the Japan Football Association would apply for funding that is made available for major international sports events held in the country.

7.3.2 Safety and security

Evaluation

The Japan 2023 bid provides a high level of detail concerning the safety and security measures that would be put in place if the country were selected to host the FIFA Women's World Cup™.

The responsibilities of key stakeholders are already clearly designated in Japan's legislation, and cooperation between public and private security agencies is standard practice. The bidder's responses to the safety- and security-related information requested as part of the bid show a good understanding of the requirements for planning and successfully delivering a FIFA Women's World Cup™.

Key elements of safety and security planning — including stadium safety inspections, training and certification programmes for private security staff, and matchday operation details — are all clearly set out in the bid documentation. The information provided focuses more on security issues than on general safety, however, and the qualifications for stadium safety and security management are also more geared towards security measures.

Similarly, the police training, as described in the bid documentation, would appear to be more focused on traffic management and anti-terrorism procedures than on event and crowd management more generally. Further information on safety-related aspects would therefore be sought if Japan were chosen as tournament host. FIFA would also seek more details on Japan's previous experience in preparing risk assessments for major sports events, as this is not fully set out within the bid documentation.

The bid does, however, highlight the relevant experience that Japan's safety and security agencies have acquired from the planning and delivery of several major international sporting events, including the Rugby World Cup in 2019, next year's Summer Olympics in Tokyo, and a number of FIFA tournaments.

It should be noted that, at the time of finalising this report, the government guarantee relating to safety and security had not been provided. Instead, a short letter was provided containing some commitments but no information on the topic of costs.

Japan has a low crime rate and additional security measures for public transport are planned.

The risk of disruption to the tournament as a result of a natural disaster remains a possibility (as seen during the 2019 Rugby World Cup), though this is mitigated in part by Japan's advanced emergency response and disaster management structures, which include early warning and evacuation systems.

7.3.4 IT&T

Evaluation

Telecommunications

The Japan 2023 bid describes an excellent level of international connectivity as well as host cities that are well connected to telecommunication services and have up-to-date mobile coverage.

There are plans to implement 5G mobile services across the country, although the FIFA Women's World Cup 2023™ would fall somewhere in the middle of the roll-out schedule. Further clarification would therefore be required on the likely start of 5G service availability in each of the proposed host cities.

The bidder has documented a high level of experience among its telecom service providers when it comes to the live broadcasting of high-profile international sporting events, boosted in particular by last year's hosting of the Rugby World Cup and preparations for next year's rescheduled Summer Olympic Games in Tokyo.

The telecommunication requirements for the FIFA Women's World Cup™ should be comfortably met in Japan.

It should be noted that, at the time of finalising this report, the government guarantee relating to IT&T had not been submitted by Japan. A short letter was provided containing some commitments but it does not address the full scope of the FIFA IT requirements and, as such, there is some risk when it comes to the management and funding of any necessary upgrades.

Stadium infrastructure

From the information that was provided by the bidder, it would appear that some investment would be necessary to bring the IT infrastructure at some stadiums up to the standards required for the FIFA Women's World Cup™.

Lack of redundancy is a concern. and it would appear that wired and wireless network services at certain stadiums would need to be upgraded - either through permanent

works or a temporary overlay build. This applies, in particular, to the stadiums in Suita and Sendai.

Conclusion

In general, the Japan 2023 bid would meet the IT&T requirements for the FIFA Women's World Cup™. Based on the documentation provided in the bid, it would appear that there is a need to upgrade some of the IT infrastructure at some of the proposed stadiums. and the feasibility of this would require further assessment.

100

7.3.5 Event timing

Evaluation

The Japan 2023 bid has formally confirmed that the FIFA Women's World Cup 2023™ could be staged within the period blocked for the competition (10 July — 20 August). That said, it does point out that this would coincide with the hottest and most humid part of the year in Japan, and that measures would need to be taken to mitigate against the likely conditions at that time — for example, by playing the majority of matches during evening hours (although this would still present an organisational challenge, due to the fact that Japan has only one time zone).

The bidder's preferred option would be to host the competition between early June and early July. when the climate would be much more favourable to playing (and watching) football.

The bidder also suggests that an earlier start to the tournament would be beneficial to teams, as it would allow them to begin their FIFA Women's World Cup™ preparations immediately after the conclusion of most countries' domestic league programmes in May.

It is worth pointing out that such a move would require amendments to the women's international match calendar, which was drawn up to help drive the professionalisation of women's football and protect the health and well-being of players. During the consultation process that helped to define the match calendar, many stakeholders expressed support for a "structured break" between the end of the domestic season and the start of international tournament preparations.

Japan has two public holidays (Marine Day on 17 July and Mountain Day on 11 August) that could coincide with the FIFA Women's World Cup™ if the tournament

were to be staged during the currently blocked period. No national holidays would fall during the period in which the bidder would prefer to stage the competition.

Conclusion

The bidder has proposed staging the tournament from early June to early July (one month prior to the period blocked in the women's international match calendar) due to the better conditions for watching and playing football that generally prevail at that time.

101

7.3.6 Legal

FIFA's assessment of the legal risks associated with the Japan 2023 bid comprises an evaluation of the following two components:

- government support documents
- contractual legal framework

and has been carried out in accordance with the methodology described in Annexe D of this report.

Evaluation

Government support documents

The bidder has submitted government support documents that demonstrate the Japanese government's willingness to support the hosting of the FIFA Women's World Cup 2023™. However, the bidder has not submitted the government declaration or the government guarantees in FIFA's template form. Instead, the bidder has submitted government support letters, entitled "Government Guarantees", which generally cover the respective subject matter of FIFA's government guarantee template nos 1 to 6, along with a government support letter entitled "Government Declaration ". These government support letters are less comprehensive than FIFA's template requirements. Although some of the letters contain commitments that may extend beyond confirming existing Japanese laws, they are predominately limited in scope to confirming that certain rights and benefits are available to FIFA under these existing laws — rather than specifically guaranteeing to FIFA the rights and benefits contained in FIFA's government guarantee templates. Notably, the bidder has not submitted any government guarantee that addresses the subject matter of FIFA's government guarantee no. 7 (waiver, indemnification and other legal issues). The bidder has also submitted eight compliant host city declarations and eight compliant host city agreements.

In response to clarification questions from FIFA, the bidder has stated that the government of Japan is legally restricted from executing the government guarantees in the template form provided by FIFA. This ultimately results in a body of government support documents that risks exposing FIFA to indeterminate liabilities and operational uncertainties.

Mitigating factors relating to deficiencies in the government support documents may apply. The bidder has stated that Japan's current laws are conducive to the successful hosting of the FIFA Women's World Cup 2023™, evidenced by recent and ongoing major international sporting events organised in Japan. It should also be noted that the Japanese government has expressed an intention to cooperate with FIFA in the delivery of matters covered by the government guarantees.

However, despite these potentially mitigating factors, Japan's current laws (as described in the contents of the bid's government support documents, in a legal statement submitted by an independent legal adviser outlining the legislative framework of Japan, and in responses to FIFA's clarification questions) present a less favourable environment for hosting the tournament than would have been the case if FIFA's government guarantees had been executed and submitted.

102

Contractual legal framework

The bidder has submitted a comprehensive set of contracts that provide FIFA with a good legal framework for hosting the FIFA Women's World Cup 2023™ in Japan. Although there are some deficiencies in these contracts, there is a reasonable chance that these deficiencies would be mitigated by close coordination between FIFA, the bidder and the relevant stakeholders.

The bidder has submitted the following documents:

- a unilaterally executed hosting agreement in compliance with FIFA's template requirements;
- eight unilaterally executed host city agreements in compliance with FIFA's template requirements;
- eight host city declarations in compliance with FIFA's template requirements;
- seven unilaterally executed stadium agreements in compliance with FIFA's template requirements;

- one unilaterally executed stadium agreement that identifies a deficiency in seating and hospitality-box capacity compared to FIFA's template requirements;
- seventy unilaterally executed training site agreements without major deficiencies, although FIFA would require clarification on some minor matters in the event the Japan 2023 bid were successful, prior to the formal appointment of the training sites;
- one training site confirmation letter, in relation to a training site owned and operated by the Japan Football Association. in compliance with FIFA's template requirements.

However, the bidder has not submitted any airport undertakings. Instead, the bidder has submitted a single letter of government support from the Ministry of Land, Infrastructure, Transport and Tourism (the competent ministry overseeing airport operations in Japan). This letter states that the ministry will cooperate with FIFA within the laws and regulations of Japan, but does not provide any assurances in relation to the various airport service levels required by FIFA — risking potential shortcomings when it comes to FIFA's operational requirements. During the bid clarification process, the bidder confirmed that comparable airport service levels were delivered for the Rugby World Cup 2019 and will be delivered for next year's rescheduled Summer Olympic Games in Tokyo. However, the relevant government ministry has not provided such assurances to FIFA.

7.3.7 Compliance

Evaluation

By way of introduction, the compliance assessment comprises two components: the first assessing the bidder's compliance with the bidding process and the second evaluating the potential compliance risks associated with delivering the tournament in the bidding country.

With regard to the first component, as part of the bidding process, FIFA requested (pursuant to the formal requirements and other terms of the bidding registration) that each bidder provide various bidding documents including the bid book, bid information templates and hosting documents for the organisation of the FIFA Women's World Cup 2023™.

The bidder submitted the required bidding documents by 13 December 2019 in the proper form as per the applicable regulations and guidelines:

- Originals were delivered in person to the Home of FIFA, Zurich.
- Soft copies were received on mass-storage devices and uploaded onto the bidding extranet.

Further documents were also received as part of the clarification process which took place during the evaluation phase of the bidding process.

Alongside the bidding documents, the bidder submitted further required documents on time and in the proper form, including:

- the declaration of interest on 12 March 2019;
- the bidding registration (including any ancillary documents) on 11 April 2019;
- reconfirmation of involvement in the bidding process (following the expansion of the FIFA Women's World Cup™) on 28 August 2019;
- other documents (including the bid mark, clip licence and point of contact).

Declarations of compliance in relation to the bidder's personnel involved in any activities relating to the bidding process were also submitted to FIFA.

FIFA received reports relating to the bidder's promotional activities as required in order to prevent any undue influence on the bidding process in violation of the bid rules of conduct. The reports were generally submitted in good time.

In the course of the inspection visit to Japan as part of the evaluation process, a compliance representative from FIFA attended as an observer to ensure adherence to the bid rules of conduct. No issues were observed. At the time that this report was finalised, no unethical behaviour during the entire process was observed by FIFA nor were any issues raised by the Ethics Committee in respect of the bidder. When it comes to the provision of gifts, the Japan Football Association is considered to have closely followed the strict rules and guidelines set out in the bid registration.

104

Overall, the strategy and commitments submitted by the bidder provide a solid basis for the development of effective systems and procedures to ensure respect for human rights in accordance with the relevant FIFA requirements and international standards.

Environmental protection

The bid demonstrates a good understanding of the environmental aspects of preparing and staging the competition. The approach to environmental protection draws mainly from the bidder's experience in waste management and international agreements on climate change.

The bid includes the required public commitment to environmental protection.

The bidder's proposed climate action plan includes emission reduction measures and a climate literacy programme, but does not give details as to how carbon emissions would be measured, nor how they would be offset. The bid describes a number of low-impact transport projects which are already in operation. These low-impact forms of transport would cover all of the tournament's transport needs, with the exception of air travel.

The bidder has proposed the use of the international ISO 14001 standard for the certification of its stadiums. A standard for monitoring social and economic issues relating to the stadiums would also be needed if Japan were awarded the tournament.

In terms of waste management. Japan's legal framework, recycling systems and facilities are advanced and offer many options to reduce the amount of waste that goes to landfill. In relation to protecting biodiversity, the bidder has presented a clear plan to address potential impact based on the Aichi Biodiversity Targets, with specific attention given to water and green spaces.

Conclusion

The Japan 2023 bid provides a solid basis to address human rights risks and a very good basis for addressing environmental issues in accordance with FIFA requirements. If the bid were successful, further details would be sought on the bidder's provisions for sustainable event management, plans to align with the ISO 20121 international standard for sustainable event management and the application of accessibility legislation.

LEGAL BID EVALUATION METHODOLOGY

Purpose Of the legal bid evaluation

The purpose of the legal bid evaluation is to provide a legal assessment of the contractual agreements and other documentation of a predominately legal nature that each bidder has submitted to FIFA as part of the bidding process, such as the government support documents and the various hosting-related agreements.

FIFA requested that each of the bidding member associations complete and submit these documents in the form provided to give FIFA a sufficient degree of assurance that the FIFA Women's World Cup 2023™ could be hosted and staged in the prospective host country (or countries) in the manner desired by FIFA. FIFA has allocated legal risk ratings to each bid based on the evaluation of this documentation and other applicable materials as described below.

This legal evaluation is not intended to be a comprehensive report on the overall legal environment of a prospective host country as it relates to the potential hosting of the FIFA Women's World Cup 2023™. Accordingly, the risk ratings may not reflect all legal considerations applicable to each bid.

Scope of the legal bid evaluation

To prepare this legal evaluation, FIFA reviewed the following materials:

- i. the documents submitted by the member association during the bidding process that were based on the templates provided by FIFA ("bidding documents");
- ii. any supplemental materials provided by the member association at the time of submission of its bid;
- iii. any information or materials provided by the member association after the submission of its bid in response to questions raised by FIFA during the bidding clarification process.

FIFA has also taken into account those occasions when the member association either did not submit one or more of the bidding documents required by FIFA, or submitted one or more of the bidding documents to FIFA in a form that was not compliant with FIFA's requirements.

Further, where FIFA considered it appropriate for its legal evaluation, it reviewed publicly available resources to gather additional information about a prospective host country and its legal environment.

Risk assessment criteria

FIFA has allocated legal risk ratings to each bid based on the number and degree of legal risks identified by FIFA. These legal risks generally fall within the following categories:

- *Liability risks*

The bidding documents and associated materials submitted by the member association potentially expose FIFA to unanticipated liabilities. This may be the result of the member association failing to submit certain bidding documents (or failing to submit them in the form required by FIFA), or the member association submitting supplemental materials that attempt to alter the terms of the bidding documents and/or impose legal obligations on FIFA. Please note that the legal evaluation does not attempt to assess the potential financial impact of these liabilities.

- *Enforceability risks*

Based on the materials submitted (or not submitted) by the member association as part of its bid, FIFA may not be able to fully enforce or rely on the contractual terms of the bidding documents.

- *Operational delivery risks*

The materials submitted (or not submitted) by the member association as part of its bid impair FIFA's operational delivery model and requirements for the competition. This may be due to the member association submitting certain bidding documents with changes made to the terms required by FIFA. Please note that the legal evaluation does not attempt to assess the potential operational impact.

FIFA's allocated risk ratings may result from a single identified risk that FIFA considers particularly significant, or from the accumulation of a number of identified risks. Where FIFA considers that any such risks are reasonably capable of being mitigated, these potential mitigating factors are described and should be read in conjunction with the corresponding risk rating.

