

FIFA®

FIFA WOMEN'S
WORLD CUP 2027™
BID EVALUATION REPORT



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INTRODUCTION



FOREWORD BY THE MEMBERS OF THE BID EVALUATION TASK FORCE

Less than a year since Spain emerged triumphant at the FIFA Women's World Cup 2023™ in Australia and New Zealand, FIFA has already laid the groundwork for the FIFA Congress to select the host(s) of the FIFA Women's World Cup 2027™ in the form of this Bid Evaluation Report.

It was said of the FIFA Women's World Cup that "the sleeping giant has awoken" and the same can be said of women's football generally. Many teams eclipsed their best previous performance, with sides from five of the six confederations progressing to the knockout stage, and established giants of the game exiting the tournament early. Matches were faster-paced, the standard of coaching was higher, and players were fitter and tactically more astute. Women's football resoundingly proved that it has greater strength in depth than ever before. The month-long festival of football "down under" was a record-breaking tournament, with more countries competing than ever before, record ticket sales and two billion fans watching on television.

Now, as we begin our preparations for the landmark tenth edition of the FIFA Women's World Cup™, the challenge for FIFA and the host(s) is to do justice to the legacy created by the 2023 instalment by once again raising the women's game to even greater heights and inspiring the next generation of women and girls. This is a challenge that our two bids, whose strength reflects the burgeoning status of the women's game, are eager to take on. We would like to thank them for the warm welcome that they extended to us during our inspection visits to their countries and for their responsiveness in addressing our questions and requests for information.

We should always remember that FIFA is made up of national football associations representing 211 countries from around the world. Each of them has the same duty to preserve, protect and promote football, and each has an equal right to be respected for doing so, in ways that are appropriate to its environment. In keeping with that principle, FIFA has evolved the voting procedure for designating the host(s) of the FIFA Women's World Cup 2027. This foresees that the host(s) of the women's tournament will be designated by the FIFA Congress for the first time, and that the result of each ballot and the related votes will be made public.

The bidding process that we launched in March 2023 was the most thorough in the history of the FIFA Women's World Cup. It built on all of the key elements from the FIFA Women's World Cup 2023 bidding process, such as the publication of key content and documentation, the inclusion of robust rules of conduct and the implementation of a comprehensive evaluation model. Furthermore, the 2027 process was enhanced by additional integrity measures, including the requirement for each bidder to appoint a bid compliance and ethics officer to monitor its compliance and the establishment of the FIFA Bid Evaluation Task Force to evaluate all submitted bids.

It has been our privilege to be members of the task force. When the bidding process concludes in Bangkok on 17 May, we trust that you will find that the evaluations have been conducted in an open and objective manner, and that we have provided the details required for the FIFA Congress to make an informed decision on which of the bids offers the best conditions for the successful hosting of the FIFA Women's World Cup 2027.

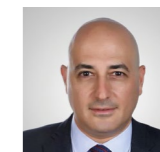
Yours faithfully,



Sarai Bareman
Task Force Member



Sun Wen
Task Force Member



Muhannad Hamad
Task Force Member





EXECUTIVE SUMMARIES

2.1 CONCLUSION AND KEY OBSERVATIONS

Introduction

Pursuant to section 5.4 of the Bidding Regulations, the Bid Evaluation Task Force, supported by 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 task force is to indicate in what manner and to what extent the bids fulfil the tournament 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 and the delegates of the FIFA Congress, it is the duty of the Bid Evaluation Task Force 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 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 both bids.

It should be noted that the bids are presented in alphabetical order (by country name, in English) throughout this report.

Key observations

Each of the bids submitted – by Belgium, the Netherlands and Germany; and Brazil – presents its own unique opportunities and challenges, which are worth highlighting.

The BNG 2027 bid proposes a compact tournament footprint with very good general infrastructure, including excellent connectivity and short distances between the proposed venues – all of which would be viewed in a positive light by the tournament stakeholders. Together with a solid commercial position and suitable football-specific sporting infrastructure, the bid presents a sound all-round bid. The stadiums proposed have relatively smaller capacities, which would mean that they would need to be at high occupancy if they were to eclipse the attendance records set for the 2023 edition of the tournament, though the bid is confident in achieving this with the ambitious plan it has put in place. It is important to highlight that while the bidder, their respective governments and other stakeholders have all shown clear and demonstrable support for the bid to host the FIFA Women's World Cup, a number of material changes were made to the hosting documentation, which would result in a more complex legal framework as the point of departure for planning the tournament if the bid were successful.

The Brazil 2027 bid offers good stadiums that are purpose-built and generally configured for the largest international football tournaments, having hosted the 2014 FIFA World Cup™. It also presents a strong commercial position, with a combination of competitive revenue potential and clear cost efficiencies. The Brazilian Football Association and the Brazilian government have shown support for the bid and a commitment to hosting the event, which is particularly important given that certain investments in infrastructure and services would be required to ensure the success of the tournament. Lastly, with respect to hosting opportunities, it is worth noting that, if the bid were successful, South America would be hosting the competition for the first time, which could have a tremendous impact on women's football in the region.

Taking all aspects into consideration, both bids have clearly demonstrated the capacity to successfully host the FIFA Women's World Cup 2027.

FIFA looks forward to working closely with the appointed host(s) to deliver a top-class and inspiring FIFA Women's World Cup in 2027, in furtherance of FIFA's Women's Football Strategy.

Conclusion

Based on the results of the technical evaluation, the Brazil bid received the highest overall average score of 4.0 out of 5, followed by the BNG bid with 3.7.

On the basis of the above results, as well as the full bid evaluations (as set out in detail in sections 5-6 of this report), the Bid Evaluation Task Force has determined that both bids qualify for consideration by the FIFA Council and the FIFA Congress, due to both having exceeded the minimum hosting requirements in the FIFA Women's World Cup 2027 technical evaluation.

Both bids may therefore be considered by the FIFA Council to be submitted to the FIFA Congress ahead of the final vote to select the host(s) of the FIFA Women's World Cup 2027.



Overview of key information

	BNG 2027	Brazil 2027
Host cities		
Number of host cities proposed	13	10
Stadiums		
Number of stadiums proposed	13	10
Stadium proposed for opening match	Johan Crujff ArenA, Amsterdam	Estádio do Maracanã, Rio de Janeiro
Stadium proposed for final	BVB Stadion, Dortmund	Estádio do Maracanã, Rio de Janeiro
Team facilities		
Number of venue-specific sites proposed*	51	39
Number of team base camp sites proposed	44	44
International Broadcast Centre (IBC) sites		
Cities proposed for hosting IBC	Amsterdam, Dortmund & Maastricht	Rio de Janeiro
Competition-related event sites		
Cities proposed for draw and Team Workshop	Brussels	Rio de Janeiro
Timing		
Event period proposed by bid	18 June – 18 July	24 June – 25 July
Time zone(s)	UTC+2	UTC-4 to UTC-3

* Please note that in some cases, team training sites have been proposed to serve as either venue-specific or base camp sites.

Overall risk assessment

The chart below presents the overall risk assessments that have been applied to each of the assessed criteria, ranging from low risk (green) to high risk (red). More information on these assessments can be found in the individual evaluation section for each bidder.

	BNG 2027	Brazil 2027
Infrastructure		
Stadiums	● Medium	● Low
Team and referee facilities	● Low	● Medium
Accommodation	● Low	● Low
IBC sites	● Low	● Medium
FIFA Fan Festival sites	● Low	● Low
Competition-related event sites	● Low	● Low
Commercial		
Commercial	● Low	● Low
Legal and compliance		
Legal: government support documents	● Medium	● Low
Legal: contractual framework	● High	● Low
Compliance	● Low	● Low
Event services		
Transport	● Low	● Low
Safety and security	● Low	● Low
Health, medical and anti-doping	● Low	● Low
IT&T	● Low	● Low
Human rights and sustainability		
Sustainability	● Low	● Low
Human rights	● Low	● Low
Environmental protection	● Low	● Medium
Event vision and key metrics		
Event timing	● Low	● Low

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 the requirements” and “5” represents “very good”), with the weightings for each component also indicated.

BNG 2027

Criterion	Overall score	Core minimum requirements met?	Weight (%)	Weighted average score
Infrastructure				
Stadiums	3.4	✓	35%	119.0
Team and referee facilities	3.5	✓	15%	52.5
Accommodation	4.5	✓	10%	45.0
IBC sites	4.0	N/A	5%	20.0
FIFA Fan Festival sites	3.3	N/A	5%	16.5
Commercial				
Commercial	4.0	N/A	30%	120.0
TOTAL (out of 500)				373.0
Overall average score (out of 5)				3.7

Brazil 2027

Criterion	Overall score	Core minimum requirements met?	Weight (%)	Weighted average score
Infrastructure				
Stadiums	3.7	✓	35%	129.5
Team and referee facilities	3.3	✓	15%	49.5
Accommodation	4.6	✓	10%	46.0
IBC sites	3.3	N/A	5%	16.5
FIFA Fan Festival sites	3.7	N/A	5%	18.5
Commercial				
Commercial	4.5	N/A	30%	135.0
TOTAL (out of 500)				395.0
Overall average score (out of 5)				4.0



2.2 BNG 2027 EXECUTIVE SUMMARY

The Bid Evaluation Task Force and the FIFA administration have carried out an extensive evaluation of the BNG 2027 bid as part of their assessment of both bidders that are seeking to host the FIFA Women’s World Cup 2027. The findings of the full evaluation are covered in section 5, while 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

The BNG 2027 bid states in its vision that it is ready to “Break New Ground” by further supporting the FIFA vision and Women’s Football Strategy for this and future editions of the tournament. The bidder aims to deliver a tournament that is: fan-focused, thanks to its compact footprint and diverse fan culture; commercially attractive, thanks to the proven commercial success in the three countries; and sustainable, with the bidder’s experience in sustainability, innovation and technology coming together to deliver solutions that can be replicated around the world.

The bidder has outlined its vision and the objectives for the hosting of the tournament in a clear and detailed manner, with an emphasis on the fan experience, sustainability and the hosting of a technically advanced and groundbreaking tournament. The strategy is innovative, aligned with FIFA’s objectives, and commits to supporting women’s football both on and off the field of play and the game’s development in all of FIFA’s member associations – whether they participate in the tournament or not.

Women’s football development and legacy

The BNG 2027 bid aims to host the most commercially successful FIFA Women’s World Cup ever, allowing it to further support the initiatives in the bidding countries to increase the number of fans, further professionalise their top domestic leagues, and optimise the structures of their national teams. In addition, the bidder sets out a programme of activities to promote stronger participation in and management and promotion of the women’s game across the globe. The bidder believes that the tournament offers the ideal platform for it to create synergies with the existing strategies in the bidding countries: The World at our Feet (Royal Belgian Football Association (RBFA)), the Women’s Football Strategy (Royal Netherlands Football Association (KNVB)) and Fast Forward FF27 (German Football Association (DFB)), while they also commit to three new common goals for the development and legacy of women’s football in alignment with FIFA’s strategy: increasing the number of players; enhancing female empowerment; and boosting commercial value.

The women’s football development and legacy objectives outlined in the BNG 2027 bid are detailed and carefully thought-through, with clear descriptions of the programmes that the bidder would put in place to accomplish each of the proposed objectives. 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 is viewed by the bidder as a catalyst to empower women both on and off the field of play. Furthermore, it would appear that the women’s football development and legacy objectives that have been set are attainable.

Map of bidding countries including proposed host cities



Communications and event promotion

The communications and event promotion plan proposed by the BNG 2027 bid sets out how it would maximise the reach of the FIFA Women’s World Cup 2027 through a blend of local, national and global interactions. The plan is structured into three phases covering the period from its potential selection as host to the tournament itself: a “Getting started” phase, a “Going above” phase and a “Going beyond” phase. The plan also foresees local promotion of the FIFA Women’s World Cup 2027 and of the bidder’s goals in each host city along three pillars: “activate”, “inspire” and “inform”. The proposals include developing an integrated storyline featuring local heroes and ambassadors, implementing an “always on” strategy by being present at different events, and collaborating with tourism offices to ensure everyone is informed and supported.

The BNG 2027 bid includes a strong promotional plan with the objective of ensuring awareness of the tournament throughout the various stages of tournament preparation and delivery, across the three countries. The promotional plan takes into account a wide variety of stakeholders, and presents detailed, high-quality and innovative activities.

Stadiums

The BNG 2027 bid proposes 13 stadiums, corresponding to one stadium for each of the bid’s 13 host cities: four in Belgium, five in the Netherlands and four in Germany. Twelve of the 13 stadiums are already built and in use. The number of stadiums is above the minimum number of ten that FIFA requires, allowing for ample flexibility in selection.

Based on FIFA’s analysis, these stadiums meet most of the key requirements, in particular when it comes to their general suitability, orientation, spaces and pitch-related infrastructure. Some of the stadium capacities are towards the lower limit of what is required for the tournament based on the proposed match categories. If the bid were selected, an important consideration in the planning of the tournament would be managing the presence of third-party tenants within the proposed site plans and its impact on overlay.

Host city	Host city population	Altitude (metres above sea level)	Time zone (in July-August)	Average temperature (°C) and humidity (%) in July							
				12:00		14:00		16:00		18:00	
				(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)
Amsterdam	882,000	2	UTC+2	18	50	22	40	25	40	26	45
Dortmund	586,000	86	UTC+2	23	50	25	47	25	44	24	46
Brussels	1,235,000	57	UTC+2	18	50	22	40	25	40	26	45
Charleroi	202,000	136	UTC+2	19	75	21	72	22	66	22	66
Cologne	1,073,000	53	UTC+2	24	57	24	52	24	50	24	51
Düsseldorf	619,000	38	UTC+2	22	59	23	53	24	51	24	52
Eindhoven	238,000	17	UTC+2	23	54	24	52	23	53	22	57
Entschede	160,000	42	UTC+2	22	56	23	54	23	54	22	60
Gelsenkirchen	270,000	48	UTC+2	22	55	24	50	24	48	23	47
Genk	67,000	80	UTC+2	23	55	24	53	24	53	23	57
Ghent	266,000	5	UTC+2	19	72	19	72	19	72	19	72
Heerenveen	51,000	1	UTC+2	20	65	21	64	20	66	19	71
Rotterdam	655,000	0	UTC+2	22	60	22	59	21	61	20	65

*Source: BNG 2027 bid book.

** The bidders were asked to provide climate data for the months of July and August based on the designated time window that applied to the 2023 edition of the FIFA Women’s World Cup. While the tentatively reserved time window for the 2027 edition is now expected to be June to July, as no final decision has yet been taken, we have maintained the information submitted by the bidder for the months of July and August.

Stadium orientation is generally compliant, although there are particular challenges in Dortmund and Rotterdam, where the main stands are located in the east. The stadiums are generally well located with good public access. Most have suitable surrounding space to accommodate the tournament operations (subject to the availability of such space), although the stadiums in Eindhoven and Rotterdam have some limiting factors in terms of footprint. With regard to roofing, all of the proposed stadiums offer good cover.

Seven stadiums have hybrid playing surfaces (with an eighth planned at Charleroi), while the remaining five have natural-grass pitches, which FIFA would look to reinforce if selected. All field-of-play dimensions are compliant. The wider pitch area dimensions are generally satisfactory, although solutions would need to be identified for a few stadiums that have limited grass run-off areas, tighter dimensions in the corners, changes in levels and/or moats that could potentially cause issues with auxiliary area circulation.

The information technology and telecommunications (IT&T) and technical installations are generally of a good standard at the proposed stadiums, with ten meeting FIFA’s lighting standard A or UEFA equivalent. Three stadiums (Enschede, Ghent and Genk) do not currently meet the minimum floodlighting requirements for a FIFA Women’s World Cup, meaning that upgrades and close monitoring would be needed at these and other stadiums if the bid were selected. It is also worth noting that two stadiums (Heerenveen and Brussels) currently source their power from a single grid, which would require augmentation by generators if these stadiums were selected.

All of the stadiums generally meet most of the sustainability requirements. From a legacy-use perspective, the existing stadiums all regularly host club matches with high attendances relative to their capacity, and some stadiums also host other events such as concerts. If the bid were selected, the stadium authorities would need to work together with FIFA to ensure that sustainable building and operations certification is obtained.

Host city	Host city population	Altitude (metres above sea level)	Time zone (in July-August)	Average temperature (°C) and humidity (%) in August															
				20:00		22:00		12:00		14:00		16:00		18:00		20:00		22:00	
				(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)
Amsterdam	882,000	2	UTC+2	23	65	21	75	19	50	22	40	26	40	28	45	25	65	22	75
Dortmund	586,000	86	UTC+2	22	53	20	64	24	45	27	43	28	41	27	42	24	49	21	61
Brussels	1,235,000	57	UTC+2	23	65	21	75	19	50	22	40	26	40	28	45	25	65	22	75
Charleroi	202,000	136	UTC+2	20	72	18	74	19	77	21	74	22	68	22	68	20	74	18	76
Cologne	1,073,000	53	UTC+2	23	55	21	65	22	60	24	53	24	51	24	53	22	59	20	69
Düsseldorf	619,000	38	UTC+2	23	55	20	66	22	61	23	55	24	52	23	53	22	59	19	70
Eindhoven	238,000	17	UTC+2	19	69	17	78	24	54	24	51	24	53	22	60	19	73	17	81
Entschede	160,000	42	UTC+2	18	73	16	81	23	54	24	53	24	53	22	60	18	76	16	84
Gelsenkirchen	270,000	48	UTC+2	21	56	20	63	23	50	25	46	25	44	24	48	23	50	21	56
Genk	67,000	80	UTC+2	19	70	17	82	23	59	24	57	24	58	22	65	19	80	17	87
Ghent	266,000	5	UTC+2	19	72	19	72	18	74	18	74	18	74	18	74	18	74	18	74
Heerenveen	51,000	1	UTC+2	17	80	16	84	22	65	22	65	21	67	19	75	17	84	16	86
Rotterdam	655,000	0	UTC+2	18	74	17	82	22	60	23	60	22	61	21	68	18	78	17	84

It is important to note that in the stadium agreements executed by the various stadium authorities, a number of substantial and material deviations have been made in terms of meeting tournament-related requirements, cost responsibility, liability, etc.

In conclusion, the BNG 2027 bid generally offers a variety of stadiums with different profiles, including a number of leading stadiums, which are mostly compliant with the hosting requirements for a FIFA Women's World Cup.

Team and referee facilities

The bidder's proposed hotel and training site pairings consist of 44 team base camp pairings, three referee base camp pairings and 51 venue-specific pairings.

The proposed team and referee facilities would appear, overall, to meet most of the tournament requirements. The standard of hotels generally appears to be good and the training sites currently meet most of the key requirements, although areas that would potentially need to be addressed, should the bid be successful, include upgrades to floodlighting and the provision of comprehensive fitness facilities.

Accommodation

The BNG 2027 bid proposes accommodation options for all 13 candidate host cities. Based on FIFA's assessment of these proposals, it would appear that 11 of these cities would be able to meet (and in the majority of cases exceed) the accommodation requirements relating to the FIFA core group. There may be limited capacity to host all constituent groups in Dortmund, which is proposed to host matches up to the final. The bidder has indicated that this could be mitigated by including inventory from Düsseldorf, which is located approximately one to 1.5 hours away by car or train. In Genk, there would appear to be a shortfall in capacity; therefore, further options would need to be explored should the bid be successful.

General public accommodation should also be plentiful in the majority of the cities, as all three countries are experienced in catering to tourists and offer a broad range of accommodation options of all types and standards.

In terms of the standard of accommodation available and its suitability for the tournament, the bid performs well, proposing a very good level of high-standard accommodation within a reasonable distance of the match venues.

International Broadcast Centre and competition-related event sites

The BNG 2027 bid proposes three options for hosting the International Broadcast Centre (IBC): one in greater Amsterdam (Netherlands), one in Maastricht (Netherlands) and one in Dortmund (Germany). While all three venues are assessed as having the potential to host the IBC successfully and could also meet most of the requirements of an IBC in terms of key infrastructure and most technical support facilities, discussions may be necessary regarding the length of the exclusive use period and, in the case of the proposed venue in Dortmund, the contracting of various key services.

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 located in Brussels. The first is the Brussels Expo, a long-standing hub for major events located next to the Atomium, one of Belgium's national symbols. The second is Tour & Taxis, an event location in the heart of Brussels offering views of the city and the local architecture. It is FIFA's assessment that both venues would meet FIFA's key requirements for hosting the competition-related events.

FIFA Fan Festival sites

The BNG 2027 bid has proposed two FIFA Fan Festival sites for each of its 13 candidate host cities, offering ample choice when it comes to planning the tournament. The sites would generally be suitable for hosting a FIFA Fan Festival at the FIFA Women's World Cup 2027 and meet most of the requirements and characteristics sought. In the event that the bid were successful, one area for further analysis would be whether the capacity of a few of the proposed sites affects their viability. Nevertheless, subject to their availability, the overall collection of proposals serves as a solid foundation for further planning.

Commercial

Overall, FIFA's costs were calculated to be slightly higher than the baseline figure from previous editions of the FIFA Women's World Cup (by approximately USD 10 million) if the tournament were hosted in Belgium, the Netherlands and Germany. Key cost drivers identified include workforce management (USD 68.9 million), TV operations, technical services and team services. Due to the geographic footprint of the tournament, costs relating to items such as event transport and workforce logistics are expected to be below the baseline (by approximately USD 3 million and USD 4 million respectively), whereas staffing costs (owing to a combination of local costs and co-hosting model) are estimated to be above the baseline (by approximately USD 7.8 million). The estimated costs of renting key sports facilities are considered substantial, amounting to approximately USD 40 million.

In terms of media and sponsorship revenues, based on FIFA and Nielsen Sport's analysis, it is expected that the BNG 2027 bid would perform strongly (slightly ahead of the Brazil bid) and would represent a significant uplift from previous editions of the FIFA Women's World Cup. Regarding the viewership basis, the analysis indicates that the BNG 2027 bid could generate the largest live audience reach, located primarily in Europe (58%) followed by Central/South America (15%) and North America (13%). When it comes to venue-related revenues, the BNG 2027 bid is projected to exceed 1.7 million tickets during the tournament, with strong ticketing (including hospitality ticket) revenue estimated at more than USD 63 million. While the total seating capacity – and therefore sellable inventory – is the smaller of the two bids (due to smaller stadium capacities), this is offset by the strong onsell rates. Other matchday revenue streams, such as food and beverage concessions and merchandising (which are assessed based on expected attendances and assumptions regarding per capita spend rates) are expected to be medium to high as a function of local market conditions; however, neither of these revenue streams have a heavy impact on the overall position.

Having taken both expected costs and forecast revenues into account, it is FIFA's assessment that, from a commercial point of view, the BNG 2027 bid presents a solid financial proposition.

Transport

The bid, aided by the compact geographic footprint, provides ample high-quality transport infrastructure across all key modes to serve the tournament in terms of international accessibility and both intercity and intra-city transport.

In terms of international accessibility, all three countries have several points of entry, with Amsterdam, Brussels and Düsseldorf likely serving as the main points. In terms of intercity travel, the bid would look to leverage its compact geographic footprint and short distances, together with each country's high-quality, modern and integrated multi-modal transport infrastructure, to encourage the use of various options (e.g. rail, bus) in place of only air travel. From an intra-city perspective, the host cities offer high-quality and multi-modal transport infrastructure and good connectivity to the proposed stadiums. Moreover, the bid's innovative approach to travel would provide comfort, convenience and choice to all stakeholders while minimising the environmental impact of the tournament.

Additionally, it is worth noting that the bid aims to offer free use of public transport in all host cities for ticket holders and accredited staff, although this remains a matter to be clarified with the legally competent stakeholders in each host city in Germany and the Netherlands.

Safety and security

The BNG 2027 bid provides a substantial level of detail on the safety and security arrangements that would be in place if the bid were selected. It is FIFA's assessment that the bidder has set out a solid foundation on which to develop and deliver a safety and security strategy for the competition.

There is a clear designation of the basic safety and security structures, including the roles and responsibilities that would apply across the relevant authorities in the three countries to cover matters such as civil security, public order and crisis management. Notably, the concept is based on the Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events ("Saint-Denis Convention"), which aims to strengthen the collaboration between the various stakeholders involved in managing sporting events.

Finally, the government guarantees on safety and security differ from the tournament requirements and across all three host countries. While further assurances have been made, further discussions with the competent authorities in each host country would be required should the bid be successful.

Health, medical and anti-doping

The BNG 2027 bid meets the tournament requirements in terms of the health, medical and anti-doping provisions, based on the information available.

All three countries have established public and private healthcare systems of sufficient capacity and standards to meet the health and medical needs of participating teams and visitors to the FIFA Women's World Cup 2027. These healthcare systems can be accessed as per the patient's preference. In Europe, holders of the European Health Insurance Card (valid in EU countries and some other European states) would benefit from free healthcare.

The standards of medical care overall, and of the providers and facilities available, are high. Emergency services and hospital capacities are sufficient, indicate surge capacity for mass emergencies and allow for contingency planning.

IT&T

In general, the IT&T infrastructure and services proposed by the BNG 2027 bid would be more than suitable for hosting the FIFA Women's World Cup 2027. The bidder describes a very good level of international connectivity in general, as well as host cities that are well connected to telecommunications services and generally have up-to-date mobile coverage.

One aspect that may need to be further analysed is the extent to which the same suite of IT&T services can be offered consistently to key stakeholders across all three host countries; however, this could be explored in detail if the bid were successful.

The governments of the three bidding countries have provided guarantees relating to IT&T, although it is worth noting that the guarantees submitted by the Netherlands deviated from the FIFA template and further clarification of some aspects of the guarantees would be required if the bid were successful.

Event timing

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2027 in Belgium, the Netherlands and Germany during the period that has been tentatively reserved for the competition. The bidder's preferred option would be to host the tournament from 18 June to 18 July.

The proposed event period would be ideal in terms of climatic conditions. Generally, Belgium, the Netherlands and Germany enjoy mild to warm temperatures with relatively low precipitation in June and July. The daily average temperatures in the host cities would be around 21°C in June and July.

The bid documentation indicates that there are no other major national football tournaments or other major or international sporting events scheduled to take place in the three bidding countries nor any other major international or continental football or events taking place in Europe during the proposed dates. Critically, the proposed event timing has been strategically aligned with the national women's and men's football competitions in the bidding countries, meaning that all stadiums would be available for exclusive use during the tournament.

Overall, FIFA believes that the conditions for hosting the FIFA Women's World Cup in Belgium, the Netherlands and Germany during the period that has been tentatively reserved for the competition are generally favourable.

Sustainability, human rights and environmental protection

The BNG 2027 bid demonstrates a strong and credible commitment to sustainability and provides a solid basis for further developing effective systems to address the potential human rights impact associated with the tournament across the three countries, as well as a solid foundation to ensure that environmental protection measures would be in place for the tournament.

The development of the human rights strategy is informed by an independent context assessment and extensive stakeholder engagement. The strategy contains a solid discussion of human rights risks and an initial set of relevant measures. Based on the documents submitted, there is general government support for these human rights measures. If the bid were successful, it would be important to further elaborate on the plans outlined in the strategy with the relevant local stakeholders. This would include specific measures relating to the protection of workers involved in the construction of the ZebrArena Charleroi.

In terms of sustainability and environmental protection, the bidder confirms that it adheres to internationally recognised sustainability standards, and would adhere to the FIFA Sustainable Sourcing Code and FIFA Climate Strategy. Furthermore, the bid aspires to contribute to the UN Sustainable Development Goals (SDGs) and specifically identifies the key SDGs to which it contributes. The bidder outlines measures to minimise the impact of the tournament on the environment and climate, and to mitigate the impact of stadium infrastructure, transport, accommodation, energy and waste. These include using existing stadiums which are already implementing sustainable operations initiatives; providing a variety of sustainable transport options both between and within the proposed host cities; using existing accommodation as well as prioritising and promoting accommodation that upholds sustainability standards; using renewable energy; and setting ambitious waste management targets.

Legal and compliance

The three member associations (the RBFA, the KNVB and the DFB) and the Belgian, Dutch and German governments have provided FIFA with an extensive contractual framework as part of the BNG 2027 bid.

However, a number of legal risks have been identified due to the material deviations from FIFA's template requirements in the government support documents submitted by the national government authorities. Despite committing to the broad obligations set out in the government guarantees, the respective governments have not fully guaranteed the legal enforceability of the documents within their jurisdictions or committed to enacting new legislation required to implement the requirements in relation to the tournament. In addition, substantial material changes were also made to the contractual hosting documentation that may have an impact on rights and the anticipated operational control during the delivery of the tournament and reallocate certain costs to FIFA.

Due to these material points, the overall legal assessment is that FIFA risks being exposed to substantive operational and financial issues. However, the risks arising from these overall uncertainties can be mitigated if the governments of the relevant countries, the member associations and the relevant stakeholders promptly and effectively implement their commitment to cooperate with FIFA to meet the tournament's requirements. Notably, the information and representations provided during the clarification process, in particular with regard to the governments, provide a degree of assurance.

When it comes to compliance with the bidding process, the bidder 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 three bidding countries. At the time of the publication of this report, there were no relevant international economic sanctions in place against Belgium, the Netherlands or Germany.

2.3 BRAZIL 2027 EXECUTIVE SUMMARY

The Bid Evaluation Task Force and the FIFA administration have carried out an extensive evaluation of the Brazil 2027 bid as part of their assessment of both bidders that are seeking to host the FIFA Women’s World Cup 2027. 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 Brazil 2027 bid, entitled “As natural as football”, uses the word “natural” in its vision to express that it is time to make the beautiful game a natural part of our lives and to emphasise the importance of sustainability. The strategy centres around enhancing Brazil’s reputation as a natural host by building on its recent “golden age” of hosting international events; leaving a lasting technical and human legacy by ensuring that women hold key positions in organising the tournament; increasing the participation of girls and women by setting targets for clubs; capitalising on the country’s current drive towards sustainability; connecting with the new generation of football fans via social media; and safeguarding women and their rights.

Overall, the bidder sets out a clear vision for its proposed hosting of the tournament and emphasises the country’s strong track record in the delivery of major international sporting events in recent years.

Women’s football development and legacy

The bidder believes that hosting the FIFA Women’s World Cup 2027 represents a unique opportunity to develop women’s football in Brazil, promote cultural change and build a lasting and sustainable legacy. The Brazilian Football Association (CBF) is rolling out the Legacy Programme in 2024 to increase the participation of girls and women in all aspects of the sport, heighten engagement around the game and make it financially sustainable. The CBF’s Women’s Football Development Strategy will focus on six pillars aimed at making football accessible to girls and women, strengthening the competitive pyramid, improving the path of national teams, promoting the talent ecosystem, achieving financial sustainability and shaping the identity of Brazilian women.

The women’s football development and legacy objectives outlined in the Brazil 2027 bid are detailed and carefully thought-through, with clear descriptions of the programmes that the bidder would put in place to accomplish each of the proposed objectives. It is clear from the initiatives that are already under way that the CBF is strongly committed to the development of women’s football and that hosting the FIFA Women’s World Cup 2027 would further catalyse the programmes and structures that are already in place to achieve a major cultural shift and mould a proud footballing identity among Brazilian women. The information outlined by the bidder appears to meet FIFA’s objectives with regard to women’s football development and the tournament’s legacy, and the objectives set out seem to be attainable if the programmes are properly implemented.

Map of bidding countries including proposed host cities



Communications and event promotion

The Brazil 2027 bid sets out an inclusive communications and event promotion plan with a broad scope. The proposed campaign aims to show how the bidder's hosting of the FIFA Women's World Cup 2027 would strengthen the ecosystem of women in sport generally and, rather than being a one-off occasion, represent a milestone on the way to new possibilities for future generations. Given Brazil's large population of young women, they represent the main target group of the activities. The bid would capitalise on the widespread use of social media in Brazil to create a sense of community. The bid book gives the example of the bid presentation video, which features the call to action "Vamos Juntas" (all women together) – a message that extends to the bidder's proposal to engage women not only in Brazil but across South America. The timeline for the communications and event promotion plan consists of three main phases: "Engage and Inform", "Excite and Celebrate" and post-tournament legacy activities culminating in a "Thank-You Tour".

The Brazil 2027 bid includes a broad and robust communications and event promotion plan on how public support for the tournament can be generated, while supporting the long-term strategy for women's football in Brazil. It identifies a clear target group focus and is well structured into distinct event periods (including the legacy phase of the tournament) with associated activities.

Stadiums

The Brazil 2027 bid proposes ten stadiums spread across the ten candidate host cities. This meets the minimum requirement of ten stadiums. All ten stadiums already exist and were used to host the 2014 FIFA World Cup.

Based on FIFA's analysis, these stadiums meet many of the key requirements, in particular with respect to their general suitability, capacities, orientation, spaces, pitch-related infrastructure and ability to flexibly accommodate overlay. The current capacities of all the proposed stadiums exceed FIFA's requirements. Should the bid be successful, it would be important to consider upgrades to technical installations, such as floodlighting and information technology and telecommunications (IT&T) systems, when planning the tournament.

Host city	Host city population	Altitude (metres above sea level)	Time zone (in July-August)	Average temperature (°C) and humidity (%) in July							
				12:00		14:00		16:00		18:00	
				(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)
Belo Horizonte	2,315,560	854	UTC-3	23	43	24	39	23	41	22	49
Brasília	3,007,068	1,161	UTC-3	24	42	25	36	26	35	25	39
Cuiabá	650,912	165	UTC-4	29	33	30	29	30	29	29	39
Fortaleza	2,428,678	16	UTC-3	27	65	28	63	28	70	26	76
Manaus	2,063,547	48	UTC-4	28	66	28	64	28	61	28	74
Porto Alegre	1,333,000	41	UTC-3	16	81	17	71	18	73	17	85
Recife	1,488,920	11	UTC-3	25	75	25	78	25	77	24	82
Rio de Janeiro	6,200,000	25	UTC-3	22	69	23	67	24	80	22	76
Salvador	2,418,005	47	UTC-3	25	61	25	58	25	60	24	62
São Paulo	11,400,000	785	UTC-3	20	49	21	41	21	45	19	59

*Source: Brazil 2027 bid book.

** The bidders were asked to provide climate data for the months of July and August based on the designated time window that applied to the 2023 edition of the FIFA Women's World Cup. While the tentatively reserved time window for the 2027 edition is now expected to be June to July, as no final decision has yet been taken, we have maintained the information submitted by the bidder for the months of July and August.

All the proposed stadiums meet the tournament requirements in terms of orientation and space, subject to further clarification of matters such as space labelling and allocation. With regard to roofing, all the proposed stadiums provide good cover for the spectator seating areas.

The stadiums all have natural-grass pitches, which FIFA would look to reinforce if the bid were successful, and the pitch area dimensions comply with the requirements.

At two stadiums (the ones in Belo Horizonte and Brasília), the floodlighting has been upgraded to an LED system since the 2014 FIFA World Cup. The metal halide systems used in 2014 have been maintained at the other eight stadiums. Five of these eight stadiums appear to meet the minimum tournament requirements, while the other three (in Cuiabá, Manaus and Recife) do not currently appear to meet the requirements. As previously mentioned, upgrades would need to be explored at these and some other stadiums if the bid were successful.

All the proposed stadiums appear to meet the minimum requirements for accessibility. When it comes to sustainability, six of the stadiums appear to hold internationally recognised sustainable building certification, although further clarification is needed regarding the certification of stadium operations. From a legacy-use perspective, the stadiums all regularly host club football matches in the Brazilian national championship, and some stadiums also host other events, such as concerts. If Brazil were appointed to host the tournament, the stadium authorities would need to work with FIFA to ensure that sustainable building and operations certification is in place for all stadiums. Areas that may need to be addressed or that require further clarification include the provision of gender-neutral changing-room facilities and the commitment to FIFA's waste management and recycling policies.

In conclusion, the stadiums proposed by the Brazil 2027 bid are in a good condition and meet most of the requirements for hosting a FIFA Women's World Cup.

				Average temperature (°C) and humidity (%) in August											
20:00		22:00		12:00		14:00		16:00		18:00		20:00		22:00	
(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)	(°C)	(%)
21	66	20	69	23	43	24	38	24	39	22	49	21	58	20	61
23	48	21	55	25	34	27	30	28	29	27	35	25	44	22	47
27	56	25	64	31	35	33	32	33	31	32	41	30	49	28	59
26	79	25	81	28	51	28	56	28	61	26	75	25	81	25	80
27	88	27	93	30	62	30	61	30	61	30	70	29	84	28	90
15	89	14	93	18	71	19	65	20	64	19	74	17	81	16	88
24	85	24	89	25	60	25	63	25	63	24	66	24	69	24	74
20	72	18	77	23	71	24	63	25	65	24	74	21	76	19	73
24	61	23	62	25	67	25	70	24	68	24	72	23	72	23	74
17	64	16	68	21	59	22	51	22	63	20	70	17	76	16	79

Team and referee facilities

The bidder has proposed a total of 86 hotel and training site pairings, made up of 47 team/referee base camp pairings and 39 venue-specific pairings.

The proposed team and referee facilities would appear, overall, to meet most of the tournament requirements. The standard of hotels generally appears to be good and the training sites currently meet some or most of the key requirements, although areas that would potentially need to be addressed should the bid be successful include upgrades to pitches, floodlighting and the provision of comprehensive fitness facilities. In addition, it would be important to obtain the outstanding training site agreements in order to ensure the availability of all proposed sites.

Accommodation

The Brazil 2027 bid proposes accommodation options for all ten candidate host cities, each of which would provide one stadium for the tournament. Based on FIFA's assessment of these proposals, nine of the ten proposed host cities appear to exceed the accommodation requirements relating to the FIFA core group, while one city (Cuiabá) meets the minimum requirements.

General public accommodation should also be plentiful in the vast majority of the cities, as Brazil is experienced in catering to tourists and offers a broad range of accommodation options of all types and standards.

In terms of the standard of accommodation available and its suitability for the tournament, the bid also performs well, proposing a very good level of high-standard accommodation within a reasonable distance of the match venues.

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

The Brazil 2027 bid proposes two options in Rio de Janeiro for hosting the International Broadcast Centre (IBC): the Riocentro Convention & Event Center and the Rio 2016 IBC. The Riocentro would appear to meet most of the key requirements for hosting the IBC and has indicated its availability. In the light of the recent flooding and other damage that have affected the condition of the Rio 2016 IBC, it is difficult to fully assess the appropriateness of this venue.

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 for the draw and two venues for the Team Workshop, all located in Rio de Janeiro. The venues proposed for the draw are the Riocentro (pavilions 5 and 6, Convention Center and Amphitheater) and the Arenas Cariocas, while the venues proposed for the Team Workshop are the Riocentro (pavilion 3) and the IBC Olympic Park. Both proposed locations for the draw would appear to meet FIFA's key requirements, with the Riocentro as the preferred option, while the Riocentro (pavilion 3) would meet FIFA's requirements for the Team Workshop.

FIFA Fan Festival sites

The Brazil 2027 bid has proposed a strong collection of FIFA Fan Festival sites for each of its ten candidate host cities. The sites are well known and many already have experience in successfully hosting a FIFA Fan Fest™ during the 2014 FIFA World Cup. They would generally be suitable for hosting a FIFA Fan Festival at the FIFA Women's World Cup 2027 and meet most of the requirements and characteristics sought. Subject to their availability, this provides a strong foundation for further planning should the bid be successful.

Commercial

Overall, FIFA's costs were calculated to be considerably lower than the baseline figure from previous editions of the FIFA Women's World Cup (by approximately USD 50 million) if the tournament were hosted in Brazil. Key cost drivers identified include workforce management (USD 40.1 million), TV operations, technical services and team services. Lower local costs in Brazil are an influencing factor, with the costs relating to a number of line items such as staffing, overlay and team accommodation anticipated to be below the baseline (by USD 25.2 million, USD 6.7 million and USD 6.6 million respectively). One item that may be above the baseline is international travel for participating teams (by approximately USD 10 million). The estimated costs of renting key sports facilities are substantially below the benchmark figure, amounting to approximately USD 25.0 million.

In terms of media and sponsorship revenues, based on FIFA and Nielsen Sport's analysis, it is expected that the Brazil 2027 bid would perform strongly (although slightly behind the BNG bid). Regarding the viewership basis, the analysis indicates that Brazil could generate a significant uplift in the live audience reach from previous editions of the FIFA Women's World Cup, with a live audience located primarily in Europe (43%) and Central/South America (31%), followed by North America (15%). When it comes to venue-related revenues, the Brazil 2027 bid is projected to exceed 2.1 million tickets during the tournament aided by the large stadium capacities proposed, with strong ticketing (including hospitality ticket) revenue estimated at more than USD 59 million. Other matchday revenue streams, such as food and beverage concessions and merchandising (which are assessed based on expected attendances and assumptions regarding per capita spend rates) are expected to be low to medium as a function of local market conditions. However, neither of these revenue streams have a heavy impact on the overall position.

The commercial assessment also takes into account the CBF's commitment to providing a contribution (of USD 2.0 million) towards the costs of the tournament, which has a marginal (albeit positive) impact on the overall commercial assessment.

Having taken both expected costs and forecast revenues into account, it is FIFA's assessment that the Brazil 2027 bid presents a strong commercial position.

Transport

The footprint of the tournament in Brazil would involve long journey times between some of the proposed host cities, generally by air. However, Brazil has acquired considerable experience in hosting major international sporting events in recent years and its modern airport network has proven to be capable and successful at handling such events. Transport operations within each city (connectivity of key sites) would require careful planning to ensure the smooth movement of all stakeholders during the tournament.

In terms of international accessibility, Brazil has multiple points of entry, with Rio de Janeiro and São Paulo likely serving as the main points (for those arriving directly by air from other continents). In addition, there are regional airports that could serve those travelling from within the Americas. For intercity transport, the concept would rely heavily on air travel for connections due to the overall size of the country and distances between the proposed host cities – following a similar concept to that used by the hosts of the FIFA Women's World Cup 2023. Some routes between the cities would also involve connecting flights. In this respect, several airports have recently been upgraded and are capable of offering the required capacities and facilities to meet the demands of the tournament. From an intra-city perspective, it would appear that most of the proposed stadiums are served by bus, with only three of the ten stadiums being served by a metro station within close proximity. As the distances between competition sites are extensive in some cities, this may need to be supplemented by additional traffic management measures. Other areas where further clarification would be required include the current and planned parking capacities of each stadium in order to assess whether additional infrastructure would be needed for event transport operations.

Additionally, it is worth noting that the bidder commits to ensuring the provision of free public transport to and from the stadiums for all tournament stakeholders, including fans.

Safety and security

The Brazil 2027 bid has put forward a framework that would allow for the development and delivery of a safety and security strategy suitable for the requirements of the tournament. However, if the bid were selected, more information would be sought regarding the further development and refinement of the strategy.

There is a clear designation of the basic safety and security structures, including the roles and responsibilities that would apply across the relevant authorities in Brazil to cover matters such as civil security, public order and crisis management. In terms of safety measures at football matches, the country appears to have the necessary stadium safety arrangements in place.

While acknowledging that some concerns exist in terms of the potential impact of the crime rate in certain cities, the bidder cites the implementation of preventative social programmes to address this and provides assurances that government authorities and the Brazilian public security forces would cooperate to develop a robust operational plan, as well as pointing to its success in organising major international sporting events in recent years.

Importantly, the bidder has submitted a full government guarantee on safety and security, which helps to demonstrate that sufficient infrastructure and resources will be made available to ensure the security of the tournament.

Health, medical and anti-doping

The Brazil 2027 bid meets the tournament requirements in terms of the health, medical and anti-doping provisions, based on the information available. The bid book identifies a number of private hospitals in each proposed host city that would provide sufficient capacity and standards to meet the health and medical needs of participating teams and visitors to the FIFA Women's World Cup 2027.

The country has both public and private healthcare systems that can be accessed as per the patient's preference. The bidder recommends that visitors consider purchasing travel health insurance should they wish to access private care (as is the case in most countries).

The standards of medical care overall, and of the providers and facilities available, are suitable. Emergency services and hospital capacities are sufficient, indicate surge capacity for mass emergencies and allow for contingency planning.

IT&T

In general, the IT&T infrastructure and services proposed by the Brazil 2027 bid can meet the requirements for the FIFA Women's World Cup 2027, albeit with the potential need for upgrades to specific IT and technology installations at some of the proposed stadiums to ensure that they provide the latest available technology. The bidder describes a good level of international connectivity in general, as well as host cities that are well connected to telecommunications services and have a reasonable level of mobile coverage.

The Brazilian government has provided guarantees relating to IT&T, although it is worth noting that some aspects of the guarantees submitted deviate from the FIFA template and further clarification of those aspects would be required if the bid were successful.

Event timing

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2027 in Brazil during the period that has been tentatively reserved for the competition (June – July 2027), and has proposed staging the tournament between 24 June and 25 July 2027.

The bid documentation suggests that there would be considerable climatic advantages to staging the FIFA Women's World Cup 2027 during June and July, which fall during the Brazilian winter. Temperatures, usually of around 20°C, are generally mild during these months and would allow pleasant playing conditions in most of the proposed host cities.

The bid documentation also indicates that there are no other major competitions taking place in the country during the proposed dates. It should be noted that currently both the men's and women's domestic leagues coincide with the proposed dates. The bidder has committed that such leagues would be suspended to ensure attention is focused exclusively on the FIFA Women's World Cup 2027 and that all necessary infrastructure in connection with the tournament (e.g. stadiums, training sites, etc.) is fully available. Should the bid be successful, it is imperative that such availability cover the entirety of the exclusive use period of the respective facilities.

In view of the information provided by the bidder regarding the tournament window and the commitments to adjust the local league calendars, the conditions for hosting the FIFA Women's World Cup in Brazil during the proposed period are generally favourable.

Sustainability, human rights and environmental protection

The Brazil 2027 bid has articulated its commitment to sustainability in a meaningful manner and provides a solid foundation to ensure environmental protection measures would be in place for the tournament. In terms of human rights, the bidder identifies an initial list of the main risk areas and provides a basis for further developing effective systems to address the potential human rights impact associated with the tournament.

The bidder provides an explicit commitment to using internationally recognised human rights standards as a basis for its human rights work, and sets out an initial analysis of what it considers to be the more salient human rights risks that may occur in the country in relation to the hosting of the tournament. These risks are not informed by the independent human rights context assessment and the bidder recognises that the list is not exhaustive and would require additional analysis and stakeholder engagement. In this respect, additional risk areas may need to be assessed, among others in relation to safeguarding, and a more detailed action plan covering all risk areas would be developed as per the commitment made in the bid. The bid documentation also outlines the stakeholder engagement activities conducted to date and includes an explicit commitment to further expanding engagement in the coming years in accordance with the AA1000 Stakeholder Engagement Standard.

The human rights commitments in the government declaration and across the key hosting documents meet the tournament requirements and have been signed by the relevant authorities.

In terms of sustainability and environmental protection, the bidder outlines mitigation measures to reduce the environmental and climate impacts of the tournament and promises to build an adaptation plan with contingency actions to increase the tournament's climate resilience. The bidder recognises the importance of sustainable procurement with regard to climate action and affirms that it would comply with FIFA's sustainability requirements, which includes the implementation of FIFA's Sustainable Sourcing Code.

Measures to minimise the impact of the tournament on the environment and climate include using existing stadiums, the majority of which have achieved Leadership in Energy and Environmental Design (LEED) Silver certification for construction; working with the proposed stadiums and venues to find viable solutions to reduce energy and water use, as well as carbon emissions; using existing accommodation and sharing sustainability best practices with hotels; implementing a waste management strategy; and working with business partners and logistics providers to define sustainability standards for the movement of goods. Additionally, the bidder proposes to promote new green spaces and information on the biodiversity of local fauna and flora, thereby raising awareness of Brazil's natural resources and their great importance for environmental balance.

Legal and compliance

The CBF has provided FIFA with generally compliant government support documents and a generally comprehensive contractual framework for hosting the FIFA Women's World Cup 2027 in Brazil, thereby ensuring a suitable legal foundation in the event that the bid is successful.

FIFA considers that the risks arising from the uncertainties linked to any residual deviations or outstanding documentation can be mitigated if the Brazilian government, the CBF and the relevant stakeholders agree to cooperate with FIFA promptly to meet all of the tournament requirements.

When it comes to compliance with the bidding process, the bidder submitted the majority of the required bidding documents and no issues were identified by FIFA's compliance representative during the inspection visit to Brazil. At the time of the publication of this report, there were no relevant international economic sanctions in place against Brazil.





03

OVERVIEW OF THE BIDDING PROCESS

3.1 BACKGROUND

Strong pedigree of bidders reflects appeal of FIFA Women's World Cup

On 17 May 2024, the FIFA Congress is set to choose between two bids to host the FIFA Women's World Cup 2027, following initial expressions of interest from seven member associations. The bids come from member associations with a strong football tradition, thus confirming the consistent popularity of women's football across the world.

The bids comprise one joint-bid submission and one single-bid submission received from member associations representing two of the six continental confederations, and are listed below:

- The Royal Belgian Football Association, the Royal Netherlands Football Association and the German Football Association (joint submission)
- The Brazilian Football Association

The Mexican Football Association and U.S. Soccer Federation also submitted a joint bid, but withdrew before publication of this Bid Evaluation Report.

The bidding process for hosting the FIFA Women's World Cup 2027 was formally launched on 23 March 2023, with member associations given until 21 April 2023 to submit expressions of interest. Final bid books, signed hosting agreements and all other hosting documents then had to be submitted to FIFA by 8 December 2023, a deadline that was met by both bidders evaluated in this document.

Most robust bidding process

Recognising the scale and importance of the FIFA Women's World Cup as the flagship women's football tournament and arguably the largest women's single-sport event in the world, FIFA has introduced the most robust and comprehensive bidding process in the history of the FIFA Women's World Cup for the 2027 tournament.

Key objectives highlighted in the FIFA Women's Football Strategy are firmly entrenched in the bidding process for the FIFA Women's World Cup 2027, including the importance of optimising the sporting and commercial value of the tournament. Moreover, FIFA drew upon lessons learnt from the revamped and highly successful FIFA Women's World Cup 2023 bidding process, adopting important principles and mechanisms where appropriate.

Factoring in these elements, the following principles have been applied to this bidding process:



Objectivity

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



Integrity

All of the stakeholders involved in the bidding process for the FIFA Women’s World Cup – including the FIFA administration, the FIFA Bid Evaluation Task Force, the decision-making bodies and the bidding member associations – are subject to the FIFA Code of Ethics. Additionally, an independent auditor has been appointed to monitor the bidding process.



Transparency

The entire bidding process for the FIFA Women’s World Cup 2027 is being conducted with the utmost transparency, with all the main documents and guidelines related to the process being made publicly available online. An “Overview of the Bidding Process” document, detailing the high-level hosting requirements and evaluation method, was issued to prospective bidders in March 2023, as well as being published on FIFA.com. The Bid Evaluation Report (this document) and all of the bid books produced by the bidding member associations have also been made available on FIFA.com. The Bid Evaluation Report and individual bid books will be used by the FIFA Congress when it makes its decision as to which member association(s) will be appointed to host the FIFA Women’s World Cup 2027. Last but not least, the result of each ballot and the related votes with respect to the decision by the FIFA Congress will be open and made public.



Commitment to sustainability and human rights

The FIFA Women’s World Cup must be organised following sustainable event management principles and respecting internationally recognised human rights. FIFA is fully committed to conducting its activities in connection with the bidding for and hosting of the FIFA Women’s World Cup 2027 in accordance with sustainable event management standards and practices (in line with ISO 20121), as well as integrating safeguarding principles for the protection of children and adults at risk and respecting internationally recognised human rights in accordance with the United Nations Guiding Principles on Business and Human Rights.

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

Two-stage assessment

Each bid will have to pass two distinct stages in order to be selected to host the 2027 tournament.

Firstly, each bid’s hosting credentials will be assessed within this Bid Evaluation Report, which includes risk assessments, technical evaluations and expert appraisals for all of the key bid components. A material failure to comply with the minimum hosting requirements within the technical evaluation section will lead to the relevant bid(s) being excluded from the bidding process.

In the second stage, all bids that have met the minimum hosting requirements for the technical evaluations will be submitted to the FIFA Congress for the final selection decision. As already mentioned above, the result of each ballot will be made public.

Protecting the integrity of the bidding process

As well as enhancing the mechanisms by which bids to host the FIFA Women’s World Cup are assessed, FIFA has also taken major steps to safeguard the integrity of the process from start to finish. All of the stakeholders involved in the process, including the FIFA administration, the FIFA Bid Evaluation Task Force, the decision-making bodies and especially the bidding member associations, are governed by the rigorous Bid Rules of Conduct (see box).

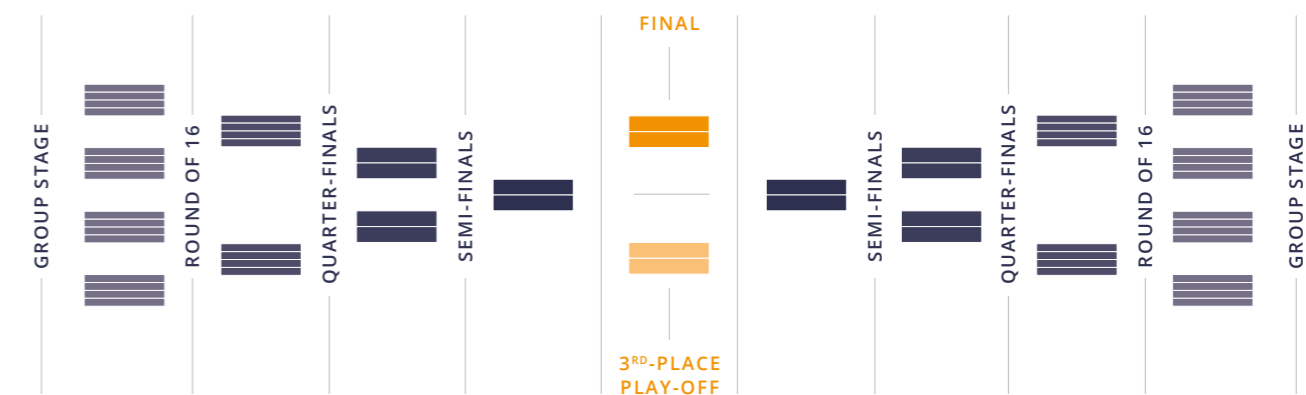
Among other measures, the Bid Rules of Conduct stipulate:

- the obligation to always apply core ethical principles;
- the prohibition of inappropriate gifts; and
- the prohibition of any form of unethical collaboration or collusion between member associations,
- as well as strict rules in relation to proposals for football development projects and the organisation of friendly matches.

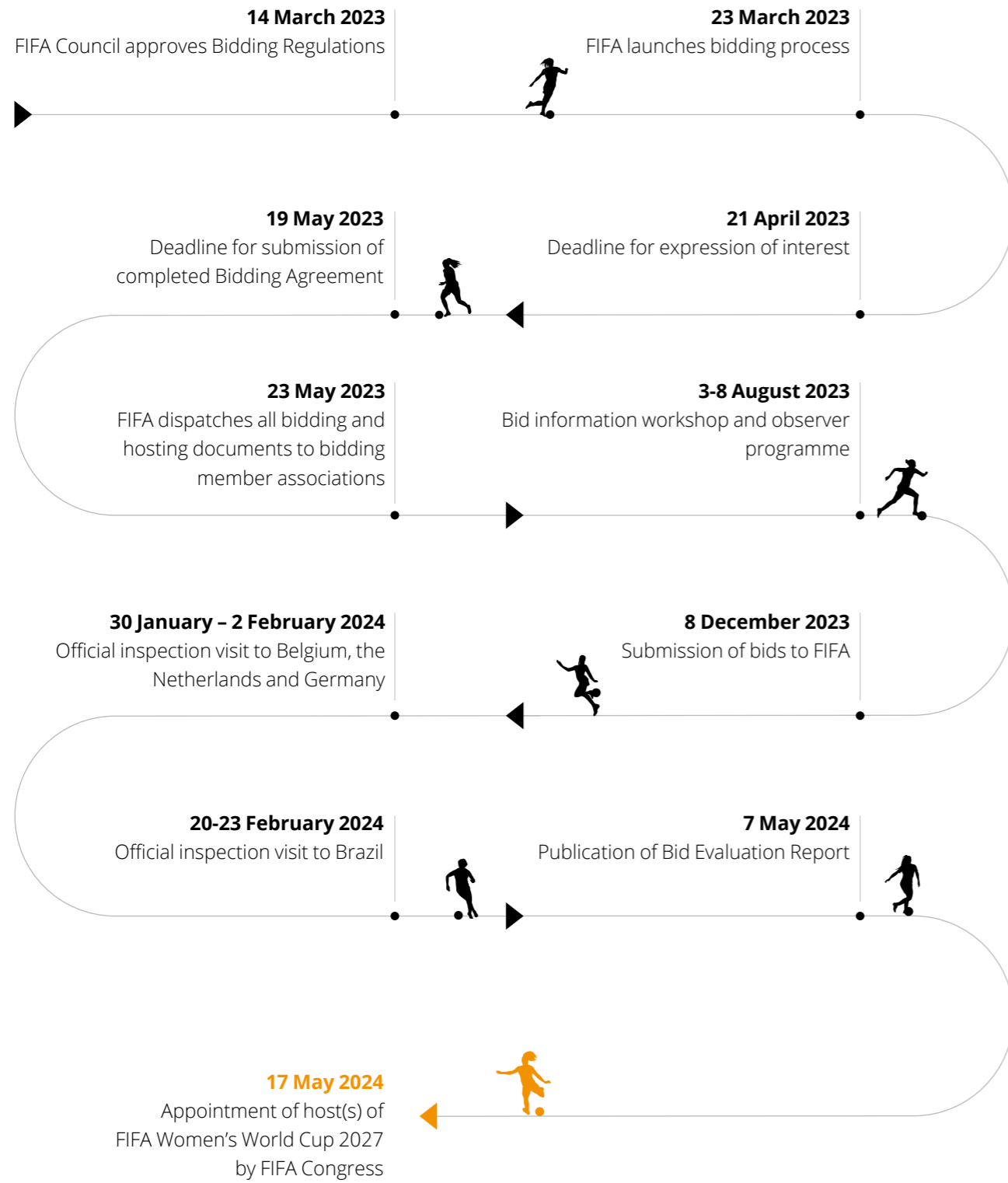
In addition to the Bid Rules of Conduct, all individuals involved in the bidding process must agree to be bound by the FIFA Code of Ethics (see article 6 of the Bidding Regulations). All promotional activities, including any meeting with members of the decision-making bodies, must be comprehensively reported.

3.2 COMPETITION FORMAT

The FIFA Women’s World Cup 2027 will maintain the format of the 2023 edition: a 32-team tournament with a group stage involving eight groups of four teams each, followed by a knockout stage commencing with the round of 16, making for a total of 64 matches. The format is represented visually below.



3.3 TIMELINE









BID EVALUATION METHODOLOGY

4.1 COMPONENTS

The assessment of both bids to host the FIFA Women's World Cup 2027 has been carried out by the 2027 Bid Evaluation Task Force as well as members of the FIFA administration with operational, legal and commercial expertise in the relevant areas.

As set out in Section 5.4 of the Bidding Regulations, the evaluation model for assessing each of the bids comprises three key components:

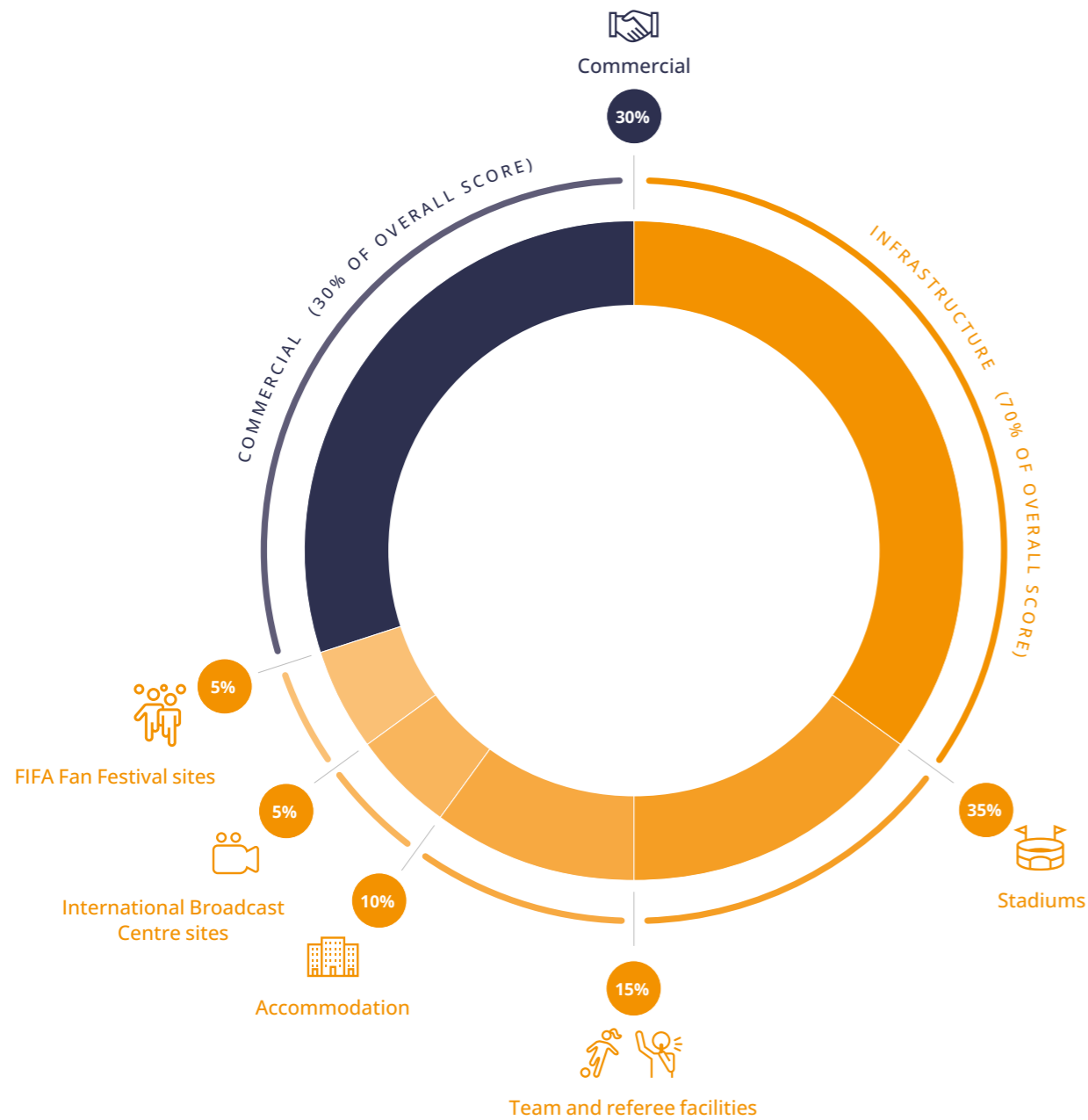
 <p>Risk assessment Detailed assessments of the risks associated with certain criteria along with the application of a risk rating (indicating "low", "medium" or "high" risk). Risk assessments have been carried out in all areas of the technical evaluation, as well as the following areas:</p> <ul style="list-style-type: none"> Competition-related event sites Transport Safety and security Health, medical and anti-doping IT&T Event timing Legal Compliance Sustainability Human rights Environmental protection 	 <p>Technical evaluation Technical assessments of the bid covering the main infrastructural and commercial components necessary to stage a successful FIFA Women's World Cup. Components that are subject to a technical evaluation have been given scores (from "0" to "5") and have also been subject to a risk assessment (see left).</p> <p>Technical evaluations have been carried out in the following areas:</p> <ul style="list-style-type: none"> Stadiums Team and referee facilities Accommodation International Broadcast Centre sites FIFA Fan Festival sites Commercial 	 <p>Description A series of assessments in text format, providing guidance on the qualities of each bid in the following areas:</p> <ul style="list-style-type: none"> Hosting vision and strategy Women's football development and legacy Local promotion General information – host country and host cities
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 In accordance with Section 1 of the Voting Procedure approved by the FIFA Council, all qualified bids will be submitted to the FIFA Congress and voted upon in order to select the host(s) of the FIFA Women's World Cup 2027.

More details on the scoring system and the weighting of the technical evaluation components are set out in the following section (4.2) of this report.

4.2 SCORING SYSTEM FOR THE TECHNICAL EVALUATION

As per Section 5.4 of the Bidding Regulations and clause 28.5.1 of the Bidding Agreement, the scoring system for the technical evaluation of the FIFA Women's World Cup 2027 bids includes six main criteria covering both infrastructural and commercial aspects and is weighted according to the diagram below.



The weighting for each of the six criteria was apportioned as a general reflection of the importance of each criterion in meeting FIFA's overriding objective of securing the best possible hosting conditions, delivering on the organisation's relevant statutory objectives, and further developing women's football in line with FIFA's Women's Football Strategy.

Scores are awarded based on a scale of "0" (does not meet minimum requirements) to "5" (very good). A minimum overall weighted score of "2" is needed for a bid to be deemed eligible for consideration by the FIFA Congress. In addition, bids will have to reach the minimum score of "2" in each of the following key infrastructural components:

- Stadiums
- Team and referee facilities
- Accommodation

If a bid fails to achieve the minimum required scores in any of the above individual criteria or in its overall score, the bid will not qualify for designation by the FIFA Council or selection by the FIFA Congress and the bid will be excluded from the remainder 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 2027 published on [FIFA.com](https://www.fifa.com).

4.3 SOURCES OF INFORMATION

4.3.1 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 to the 2027 Bid Evaluation Task Force and the FIFA administration conducting the evaluation of all bids received, as well as the decision-making bodies of FIFA, namely the FIFA Council and the delegates of the FIFA Congress.

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, providing 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 the official FIFA languages of English, Spanish and French.

Bid questionnaires

The bid questionnaires form part of the bid and contain, in a standardised manner, certain operational, technical and other detailed information. The main purpose of the bid questionnaires is to facilitate the evaluation of the bids by the 2027 Bid Evaluation Task Force and the FIFA administration 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 hosting and staging the tournament and defining in detail the respective rights and obligations of the involved parties.

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 these topics in the form of separate supplementary reports. Examples of this included human rights context assessments and human rights strategies explaining how to prevent and mitigate any human rights risks associated with the event. In the interest of transparency, these documents were published on FIFA.com shortly after their submission.

Other documents provided by the bidders

As well as providing specific documents requested by FIFA as part of the bidding requirements, the bidders have provided further documents and information – either voluntarily 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.

4.3.2 INSPECTIONS AND VERIFICATION OF INFORMATION

Official inspection visits

In addition to the information contained in the bidding documents, the 2027 Bid Evaluation Task Force and technical experts from the FIFA administration conducted official inspection visits in all of the bidding countries, the main purpose of which was to visit and analyse proposed sites included in each bid and to engage in discussions with the bid teams to clarify key aspects of their bids.

These official inspection visits took place on the following dates:

30 January – 2 February 2024 Official inspection visit to Belgium, the Netherlands and Germany

20-23 February 2024 Official inspection visit to Brazil

Requests for clarification and further information

During the January to April 2024 period, FIFA engaged closely with the two bid teams, requesting clarifications and further information in connection with the content of the bids. This information was taken into consideration by the 2027 Bid Evaluation Task Force and 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.





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INDIVIDUAL BID EVALUATION

BELGIUM / NETHERLANDS / GERMANY



5.1 DESCRIPTION

5.1.1 GENERAL INFORMATION - HOST COUNTRY AND HOST CITIES

General country information - Belgium

Belgium, the home of the European Union in Brussels, is the European political capital and a hub for Europe's international affairs. Despite its relatively small surface area of 30,528km², its strategic location within north-western Europe has made it a centre for international trade and logistics, serving as a gateway to the continent. Belgium has a population of 11.7 million and ranks as the 22nd most densely populated country in the world. It is culturally diverse, as reflected in its three official national languages: the Dutch-speaking Flemish community in the north, the French-speaking community in the southern Walloon region and the capital Brussels, and the small German-speaking minority in the eastern province of Liège. It is covered by a single time zone (UTC+2).

Belgium is a federal constitutional monarchy, divided into three regions – the Flemish Region, the Walloon Region and the Brussels-Capital Region. It has three levels of government – federal state, federal government and political parties. State power is divided into legislative, executive and judicial powers, with each power controlling and limiting the others.

In 2019, the tourism industry contributed 9.1% to Belgium's GDP and 9.5% to its total employment. Despite the challenges posed by the COVID-19 pandemic in 2020, the country still managed to welcome more than 20 million overnight stays.

General country information - the Netherlands

The Netherlands is situated in north-western Europe, with overseas territories in the Caribbean. It is the 16th most densely populated country in the world and the second-most in the European Union, with 17.7 million people living on a surface area spanning 41,545km², much of which lies close to or below sea level. A vibrant and dynamic country, the Netherlands plays host to several intergovernmental organisations and international courts. In particular, the Dutch city of The Hague is referred to as the world's legal capital. The country is covered by a single time zone (UTC+2) and Dutch is the official language.

The Netherlands is a constitutional democracy, with a political structure based on a parliamentary democracy, constitutional monarchy and a decentralised unitary state. The state is divided into 12 provinces and 342 municipalities. Legal power rests with the judiciary, which operates with complete independence from the government.

The Netherlands has a vibrant start-up ecosystem and is known as a leader in high-tech industries and innovation. It is also known for its strong logistics and transportation sectors, agriculture sector and robust financial sector. The Netherlands saw tourists spend almost EUR 90 billion in the country in 2019. Some 20 million foreign guests visited the Netherlands that year and the Dutch spent some 26 million room nights in their own country. Overall, the tourism industry employs approximately 780,000 people and generates about 4.4% of the country's GDP.

General country information – Germany

Germany's size and location, spanning an area of 357,592km² at the heart of Europe, lend it a pivotal role in the continent's affairs. In addition to Belgium and the Netherlands, it also neighbours Austria, Czechia, Denmark, France, Luxembourg, Poland and Switzerland. Germany is a country of incredible variety and diversity in terms of its landscape but also of its inhabitants. Its population is currently at approximately 84 million, it is covered by a single time zone (UTC+2) and German is the official language.

Germany is a democratic and federal parliamentary republic consisting of 16 federal states, including 13 states and three city states. On both the federal and state levels, power is divided into the executive, the legislative and the judiciary, as assigned to it in the constitution.

Germany is the largest economy in Europe and is known as a global economic powerhouse. Home to several world-leading companies, it is renowned for its manufacturing sector. Germany is also known for its skilled and educated workforce that contributes to its innovating and technically advanced society. Germany is one of the ten most visited countries in the world, with 40 million international tourists per year. Until 2020, tourism generated annual revenues of approximately EUR 50 billion, which corresponded to 1.5% of GDP. Around 9% of all employees were working directly or indirectly in the tourism industry.

Proposed host cities

Belgium, the Netherlands and Germany's joint bid to host the FIFA Women's World Cup 2027 has put forward 13 potential host cities, with four cities in Belgium, five cities in the Netherlands and four cities in Germany. The four proposed cities in Germany are located in the western part of the country, close to the country's borders with Belgium and the Netherlands.

The 13 cities are all located within a radius of 300 kilometres. With a focus on environmental sustainability and seamless travel, the BNG 2027 bid looks to put connectivity, accessibility and efficiency centre stage, while promoting the use of public transport and green alternatives. It is proposed that flights between host cities be replaced with rail or road travel with a view to achieving the environmental goal of reducing negative air transport impacts. Although flights are not recommended as the first choice for inter-host-city travel, all proposed host cities can be reached within a maximum of 50 minutes' flying time.

During the proposed event period (mid-June to end-July), Belgium, the Netherlands and Germany generally enjoy mild to warm temperatures with relatively low precipitation. Based on the information provided, the daily average temperatures in the proposed host cities are expected to be around 21°C in June and July.

National teams

Women's football has a 70-year history within the BNG 2027 bid host countries. Germany has regularly featured in the latter stages of the FIFA Women's World Cup and the IOC Summer Olympic Games, winning the former on two occasions (in 2003 and 2007) and the latter in 2016. The Netherlands finished runners-up at the FIFA Women's World Cup 2019™ and were crowned UEFA Women's EURO 2017 champions in 2017. Although Belgium has not yet qualified for a FIFA Women's World Cup, the team has shown a steady improvement in its FIFA world ranking over the last decade and achieved its best performance by reaching the quarter-finals of the UEFA Women's EURO 2022.

Previous sporting events

Belgium, the Netherlands and Germany are all experienced major sporting event hosts, with each country having successfully delivered a wide range of events. For example, Belgium and the Netherlands jointly hosted the UEFA EURO 2000, the Netherlands hosted the UEFA Women's EURO 2017, and Germany hosted both the FIFA World Cup Germany 2006™ and the FIFA Women's World Cup Germany 2011™. From a co-hosting perspective, the bidder indicates that the experience of hosting major sporting events together has always been positive with successful collaboration between the countries, citing the 2019 Men's European Volleyball Championship – which was hosted by Belgium and the Netherlands (together with France and Slovenia) – as an example, as well as in 2023 when Belgium and Germany co-hosted the Women's European Volleyball Championship (together with Estonia and Italy).



5.1.2 HOSTING VISION AND STRATEGY

Evaluation

In its vision for the FIFA Women's World Cup 2027, BNG is ready to "Break New Ground" from local to global by further supporting the FIFA Strategic Objectives for the Global Game: 2023-2027 and the FIFA Women's Football Strategy for this and future editions of the tournament. The bidder aims to deliver a fan-focused, commercially attractive and sustainable event that will be a catalyst for the further growth of women's football.

The vision is for a tournament that is fan-focused, thanks to its compact footprint and diverse fan culture; commercially attractive, thanks to the proven commercial success in the three countries; and sustainable, with the bidder's experience in sustainability, innovation and technology coming together to deliver solutions that can be replicated around the world. The bid book states that the BNG 2027 bid would lead to stronger participation through the sharing of resources, tools and experiences; stronger management through the development by their three strong football associations of global management capacities; and stronger promotion based on the bidder's experience in positioning women's football.

The strategy for turning this vision into action is based on implementing new ideas that can be used for future tournaments. These include an AI-based "Personal Coach" app for every fan; "United World Cup Walks" where fans come together in a sustainable, healthy and fun way to walk to the stadium; centralised, eco-friendly new Fan Base Camps; Fan Game Day Passes allowing fans to take in multiple matches at different venues on the same day; and a Global Youth Innovation Challenge in which young fans around the globe participate actively in making the tournament more sustainable.

The bidder would support the further growth of women's football in FIFA member associations by offering a global programme (KickstartHER) that promotes empowerment, a healthy lifestyle and a more sustainable world; a NextGen programme that invites young talents from interested member associations to gain work experience in the bidding countries ahead of the tournament; and BNG Unite, a dynamic and education programme of virtual and on-site learning and sharing events. The bid book details how these and other ideas could deliver a technically advanced and groundbreaking tournament.

The bidder believes that the tenth edition of the FIFA Women's World Cup is the perfect stage to launch a new era, and that three strong and experienced football associations joining forces would make BNG the perfect partner to support FIFA with the next steps of its vision and the Women's Football Strategy on and off the pitch.

Conclusion

The bidder has outlined its vision and the objectives for the hosting of the tournament in a clear and detailed manner, with an emphasis on the fan experience, sustainability and the hosting of a technically advanced and groundbreaking tournament. The strategy is innovative, aligned with FIFA's objectives, and commits to supporting women's football both on and off the field of play and the game's development in all of FIFA's member associations – whether they participate in the tournament or not.

5.1.3 WOMEN'S FOOTBALL: DEVELOPMENT AND LEGACY

Evaluation

The BNG 2027 bid book states that the bidder aims to host the most commercially successful FIFA Women's World Cup ever, allowing it to further support the initiatives in the bidding countries to increase the number of fans, further professionalise their top domestic leagues, and optimise the structures of their national teams. In addition, the bidder sets out a programme of activities to promote stronger participation in and management and promotion of the women's game across the globe. The bidder believes that the tournament offers the ideal platform for it to create synergies with the existing strategies in the bidding countries: The World at our Feet (Royal Belgian Football Association (RBFA)), the Women's Football Strategy (Royal Netherlands Football Association (KNVB)) and Fast Forward FF27 (German Football Association (DFB)). The bidder also commits to three new common goals for the development of and legacy for women's football in alignment with FIFA's strategy:

Goal 1: Increase the number of players

The BNG 2027 bid intends to be a catalyst for increasing the number of female players, who currently account for 10-15% of the total players in the respective bidding countries. The RBFA aims to increase the number of female players by 10% every year until 2027, the KNVB aims to achieve a 15% rise in the number of female players (to 155,000) within four years, and the DFB aims to increase female participation (including referees and coaches) by 25% by 2027.

Goal 2: Enhance female empowerment

BNG 2027 seeks to further enhance female empowerment by supporting women in coaching, refereeing and administration, involving more women in national and regional boards, and offering education programmes and networks. Each of the three bidding members will provide education programmes for coaches in professional leagues and at grassroots level, raise awareness of their education programmes for current and former top female players, run campaigns to attract female referees, enhance the visibility of role models, create networking opportunities for women in football and sport, and implement diversity strategies to further push female empowerment.

Goal 3: Boost commercial value

The bidder has set itself new goals to further boost the commercial value of women's football in the bidding member associations. The RBFA wants its national-team players to be fully professional and will work to increase the visibility of women's football. The KNVB, after establishing financial compensation parity for its men's and women's national teams in 2023, will focus on professionalising the Vrouwen Eredivisie and achieving a structurally high level. The DFB aims to professionalise the Frauen-Bundesliga and increase its visibility and attendances by 200%.

Infrastructure

The BNG 2027 bidding members aim to make their already well-developed infrastructure equally accessible to women's and men's football teams. New training and competition facilities will be opened in the coming years across the three associations to cope with the growth in the number of players. Moreover, existing facilities will be modernised and upgraded to ensure that the best possible training conditions are maintained in the future. They will focus on developing new infrastructure that is as sustainable and accessible as possible.

Global activities

The bidder would use the opportunity of hosting the tournament to further develop women's football across all FIFA member associations. The bidder intends to promote stronger participation in and management and promotion of the women's game across the globe by connecting FIFA member associations, particularly those in the early stages of their women's football journey, and delivering innovative programmes linked to the hosting of the tournament. FIFA member associations will be able to access three bespoke programmes in the lead-up to the 2027 tournament (KickstartHER, NextGen and BNG Unite).

Conclusion

The women's football development and legacy objectives outlined in the BNG 2027 bid are detailed and carefully thought-through, with clear descriptions of the programmes that the bidder would put in place to accomplish each of the proposed objectives. 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 is viewed by the bidder as a catalyst to empower women both on and off the field of play. Furthermore, it would appear that the women's football development and legacy objectives that have been set are attainable.

5.1.4 COMMUNICATIONS AND EVENT PROMOTION

Evaluation

The communications and event promotion plan proposed by the BNG 2027 bid sets out how it would maximise the reach of the FIFA Women's World Cup 2027 through a blend of local, national and global interactions.

The overall plan is structured into three phases covering the period from BNG's potential selection as hosts to the tournament itself. This would begin in 2024 with a "Getting started" phase in which the bidder would create a promotion strategy that builds on the strong interest in women's football generated through the bidding countries' hosting of previous international football tournaments. This would also include engagement with governments, businesses, schools, and grassroots and professional football clubs, as well as fan networks to build awareness and enthusiasm.

During a second "Going above" phase throughout 2025, the bidder proposes to launch a diverse and inclusive promotion campaign to advocate the tournament narrative locally and globally. This would include activities such as providing all stakeholders with tailor-made content and toolkits to maximise their promotion and communications; leveraging international media partnerships in collaboration with FIFA; partnering with ambassadors and influencers; developing a strong brand and logo; and engaging schools, universities and grassroots clubs to create awareness among youth and young adults.

In the final "Going beyond" phase leading up to the tournament in 2026 and 2027, as well as during the tournament, the bidder proposes an elaborate programme of advertising, activations and content. This includes the use of artificial intelligence in a "Personal Coach" tournament assistant application, available 24/7 via smartphone, to maximise awareness and interest in the tournament towards its kick-off and create a unique and accessible experience for everyone.

The plan also foresees local promotion of the FIFA Women's World Cup 2027 and of the bidder's goals in each host city along the three dimensions "activate", "inspire" and "inform". The proposals include developing an integrated storyline featuring local heroes and ambassadors, implementing an "always on" strategy by being present at different events, and collaborating with tourism offices to ensure everyone is informed and supported. The plan also lists a wide range of owned, earned and paid channels and ambassadors inside and outside football that the bidder would use to promote the event.

Conclusion

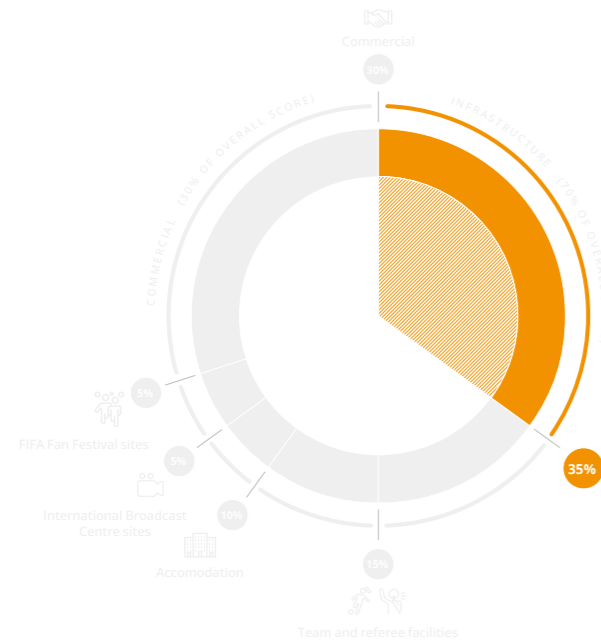
The BNG 2027 bid includes a strong promotional plan with the objective of ensuring awareness of the tournament throughout the various stages of tournament preparation and delivery, across the three countries. The promotional plan takes into account a wide variety of stakeholders, and presents detailed, high-quality and innovative activities.





5.2 TECHNICAL EVALUATION

5.2.1 STADIUMS



Stadiums

Sub-criterion	Weighting
Suitability	20%
Stadium capacity	20%
Stadium orientation and space requirements	15%
Pitch	15%
Technical installations	15%
Overlay	7.5%
Sustainability	7.5%

Evaluation

Overview

The BNG 2027 bid proposes 13 stadiums, corresponding to one stadium for each of the bid's 13 host cities: four in Belgium, five in the Netherlands and four in Germany. The number of stadiums is above the minimum number of ten that FIFA requires, allowing for ample flexibility in selection.

Twelve of the 13 stadiums are already built and in use, with the exception of the ZebrArena in Charleroi, which has yet to be constructed (see further details below).

As a general remark, based on FIFA's analysis, these stadiums meet most of the key requirements, in particular when it comes to their general suitability, orientation, spaces and pitch-related infrastructure. Some of the stadium capacities (both generally and in terms of hospitality capacity) are towards the lower limit of (or in some cases below) what is required for the tournament based on the proposed match categories indicated in the bid. If the bid were selected, an important consideration in the planning of the tournament would be managing the presence of third-party tenants within the proposed site plans and its impact on overlay.

As mentioned above, the overall capacities of some of the stadiums (in particular in Belgium) are at the lower end of the requirements. The Johan Crujff Arena in Amsterdam is technically below the minimum requirement of 65,000 seats needed to host an opening match or final (the match categories for which it is proposed in the bid), but it meets the requirements for other match categories (i.e. up to a semi-final). The average seating capacity of the stadiums is 38,049. In terms of hospitality capacity, seven of the stadiums do not appear to meet the suite capacity requirements in relation to the match categories for which they are proposed, and solutions may need to be identified to address this.

Stadium orientation is generally compliant, although there are particular challenges in Dortmund and Rotterdam, where the main stands are located in the east. The stadiums are generally well located with good public access. Most have suitable surrounding space to accommodate the tournament operations (subject to the availability of such space), although the stadiums in Eindhoven and Rotterdam have some limiting factors in terms of footprint. With regard to roofing, all of the proposed stadiums offer good cover.

Seven stadiums have hybrid playing surfaces (with an eighth planned at Charleroi), while the remaining five have natural-grass pitches, which FIFA would look to reinforce if selected. All field-of-play dimensions are compliant. The wider pitch area dimensions are generally satisfactory, although solutions would need to be identified for a few stadiums that have limited grass run-off areas, tighter dimensions in the corners, changes in levels and/or moats that could potentially cause issues with auxiliary area circulation.

The information technology and telecommunications (IT&T) and technical installations are generally of a good standard at the proposed stadiums, with ten meeting FIFA's lighting standard A or UEFA equivalent. Three stadiums (Enschede, Ghent and Genk) do not currently meet the minimum floodlighting requirements for a FIFA Women's World Cup, meaning that upgrades and close monitoring would be needed at these and other stadiums if the bid were selected. It is also worth noting that two stadiums (Heerenveen and Brussels) currently source their power from a single grid, which would require augmentation by generators if these stadiums were selected.

When it comes to sustainability, all of the stadiums generally meet most of the requirements. From a legacy-use perspective, the existing stadiums all regularly host club matches with high attendances relative to their capacity, and some stadiums also host other events such as concerts. If the bid were selected, the stadium authorities would need to work together with FIFA to ensure that sustainable building and operations certification is obtained.

As a final point, it is important to note that in the stadium agreements executed by the various stadium authorities, a number of substantial and material deviations have been made in terms of meeting tournament-related requirements, costs responsibility, liability, etc. These are not specifically addressed in the individual stadium descriptions below but are noted in the risk assessment at the end of the section.



BNG 2027 BID STADIUM PROPOSALS*

1		<table border="1"> <tr><td>Host city:</td><td>Amsterdam</td></tr> <tr><td>Stadium:</td><td>Johan Cruijff ArenA</td></tr> <tr><td>Highest proposed match category:</td><td>Opening match/final</td></tr> <tr><td>Capacity:</td><td>55,445</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Amsterdam	Stadium:	Johan Cruijff ArenA	Highest proposed match category:	Opening match/final	Capacity:	55,445	Current pitch type:	Hybrid	Status:	Existing
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2		<table border="1"> <tr><td>Host city:</td><td>Dortmund</td></tr> <tr><td>Stadium:</td><td>BVB Stadion</td></tr> <tr><td>Highest proposed match category:</td><td>Opening match/final</td></tr> <tr><td>Capacity:</td><td>66,099</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Dortmund	Stadium:	BVB Stadion	Highest proposed match category:	Opening match/final	Capacity:	66,099	Current pitch type:	Hybrid	Status:	Existing
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4		<table border="1"> <tr><td>Host city:</td><td>Charleroi</td></tr> <tr><td>Stadium:</td><td>ZebrArena Charleroi</td></tr> <tr><td>Highest proposed match category:</td><td>Quarter-final / 3rd place play-off</td></tr> <tr><td>Capacity:</td><td>20,219</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Non-existing</td></tr> </table>	Host city:	Charleroi	Stadium:	ZebrArena Charleroi	Highest proposed match category:	Quarter-final / 3rd place play-off	Capacity:	20,219	Current pitch type:	Hybrid	Status:	Non-existing
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Highest proposed match category:	Quarter-final / 3rd place play-off													
Capacity:	20,219													
Current pitch type:	Hybrid													
Status:	Non-existing													
5		<table border="1"> <tr><td>Host city:</td><td>Cologne</td></tr> <tr><td>Stadium:</td><td>Cologne Stadium</td></tr> <tr><td>Highest proposed match category:</td><td>Semi-final</td></tr> <tr><td>Capacity:</td><td>45,987</td></tr> <tr><td>Current pitch type:</td><td>Natural grass</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Cologne	Stadium:	Cologne Stadium	Highest proposed match category:	Semi-final	Capacity:	45,987	Current pitch type:	Natural grass	Status:	Existing
Host city:	Cologne													
Stadium:	Cologne Stadium													
Highest proposed match category:	Semi-final													
Capacity:	45,987													
Current pitch type:	Natural grass													
Status:	Existing													
6		<table border="1"> <tr><td>Host city:</td><td>Düsseldorf</td></tr> <tr><td>Stadium:</td><td>Düsseldorf Arena</td></tr> <tr><td>Highest proposed match category:</td><td>Semi-final</td></tr> <tr><td>Capacity:</td><td>50,040</td></tr> <tr><td>Current pitch type:</td><td>Natural grass</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Düsseldorf	Stadium:	Düsseldorf Arena	Highest proposed match category:	Semi-final	Capacity:	50,040	Current pitch type:	Natural grass	Status:	Existing
Host city:	Düsseldorf													
Stadium:	Düsseldorf Arena													
Highest proposed match category:	Semi-final													
Capacity:	50,040													
Current pitch type:	Natural grass													
Status:	Existing													
7		<table border="1"> <tr><td>Host city:</td><td>Eindhoven</td></tr> <tr><td>Stadium:</td><td>PSV Stadium</td></tr> <tr><td>Highest proposed match category:</td><td>Third-place play-off</td></tr> <tr><td>Capacity:</td><td>35,200</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Eindhoven	Stadium:	PSV Stadium	Highest proposed match category:	Third-place play-off	Capacity:	35,200	Current pitch type:	Hybrid	Status:	Existing
Host city:	Eindhoven													
Stadium:	PSV Stadium													
Highest proposed match category:	Third-place play-off													
Capacity:	35,200													
Current pitch type:	Hybrid													
Status:	Existing													

8		<table border="1"> <tr><td>Host city:</td><td>Enschede</td></tr> <tr><td>Stadium:</td><td>FC Twente Stadium</td></tr> <tr><td>Highest proposed match category:</td><td>Third-place play-off</td></tr> <tr><td>Capacity:</td><td>30,250</td></tr> <tr><td>Current pitch type:</td><td>Natural grass</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Enschede	Stadium:	FC Twente Stadium	Highest proposed match category:	Third-place play-off	Capacity:	30,250	Current pitch type:	Natural grass	Status:	Existing
Host city:	Enschede													
Stadium:	FC Twente Stadium													
Highest proposed match category:	Third-place play-off													
Capacity:	30,250													
Current pitch type:	Natural grass													
Status:	Existing													
9		<table border="1"> <tr><td>Host city:</td><td>Gelsenkirchen</td></tr> <tr><td>Stadium:</td><td>Arena AufSchalke</td></tr> <tr><td>Highest proposed match category:</td><td>Semi-final</td></tr> <tr><td>Capacity:</td><td>54,442</td></tr> <tr><td>Current pitch type:</td><td>Natural grass</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Gelsenkirchen	Stadium:	Arena AufSchalke	Highest proposed match category:	Semi-final	Capacity:	54,442	Current pitch type:	Natural grass	Status:	Existing
Host city:	Gelsenkirchen													
Stadium:	Arena AufSchalke													
Highest proposed match category:	Semi-final													
Capacity:	54,442													
Current pitch type:	Natural grass													
Status:	Existing													
10		<table border="1"> <tr><td>Host city:</td><td>Genk</td></tr> <tr><td>Stadium:</td><td>KRC Genk Arena</td></tr> <tr><td>Highest proposed match category:</td><td>Third-place play-off</td></tr> <tr><td>Capacity:</td><td>20,040</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Genk	Stadium:	KRC Genk Arena	Highest proposed match category:	Third-place play-off	Capacity:	20,040	Current pitch type:	Hybrid	Status:	Existing
Host city:	Genk													
Stadium:	KRC Genk Arena													
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Capacity:	20,040													
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11		<table border="1"> <tr><td>Host city:</td><td>Ghent</td></tr> <tr><td>Stadium:</td><td>KA A Gent Arena</td></tr> <tr><td>Highest proposed match category:</td><td>Third-place play-off</td></tr> <tr><td>Capacity:</td><td>20,185</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Ghent	Stadium:	KA A Gent Arena	Highest proposed match category:	Third-place play-off	Capacity:	20,185	Current pitch type:	Hybrid	Status:	Existing
Host city:	Ghent													
Stadium:	KA A Gent Arena													
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Capacity:	20,185													
Current pitch type:	Hybrid													
Status:	Existing													
12		<table border="1"> <tr><td>Host city:</td><td>Heerenveen</td></tr> <tr><td>Stadium:</td><td>Abe Lenstra Stadium</td></tr> <tr><td>Highest proposed match category:</td><td>Third-place play-off</td></tr> <tr><td>Capacity:</td><td>26,742</td></tr> <tr><td>Current pitch type:</td><td>Hybrid</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Heerenveen	Stadium:	Abe Lenstra Stadium	Highest proposed match category:	Third-place play-off	Capacity:	26,742	Current pitch type:	Hybrid	Status:	Existing
Host city:	Heerenveen													
Stadium:	Abe Lenstra Stadium													
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Capacity:	26,742													
Current pitch type:	Hybrid													
Status:	Existing													
13		<table border="1"> <tr><td>Host city:</td><td>Rotterdam</td></tr> <tr><td>Stadium:</td><td>Stadium Feijenoord</td></tr> <tr><td>Highest proposed match category:</td><td>Semi-final</td></tr> <tr><td>Capacity (by 2027):</td><td>49,850</td></tr> <tr><td>Current pitch type:</td><td>Natural grass</td></tr> <tr><td>Status:</td><td>Existing</td></tr> </table>	Host city:	Rotterdam	Stadium:	Stadium Feijenoord	Highest proposed match category:	Semi-final	Capacity (by 2027):	49,850	Current pitch type:	Natural grass	Status:	Existing
Host city:	Rotterdam													
Stadium:	Stadium Feijenoord													
Highest proposed match category:	Semi-final													
Capacity (by 2027):	49,850													
Current pitch type:	Natural grass													
Status:	Existing													

*All capacity figures are based on information provided in the bid book.



1 Amsterdam: Johan Crujff Arena (opening match/final)

The Johan Crujff Arena, which opened in 1996 and was extended in 2022, is the largest stadium in the Netherlands. It is a multi-purpose stadium with a retractable roof, which facilitates the regular hosting of concerts and other events. As well as being home to the club Ajax, the stadium has hosted matches at UEFA EURO 2000 (including a semi-final) and UEFA EURO 2020, as well as finals of UEFA's club competitions.

The stadium has been proposed as a possible venue for the opening match and/or final, although as previously noted, its seating capacity of 55,445 does not meet FIFA's minimum capacity requirement of 65,000 for an opening match and/or final venue, which slightly impacts its capacity assessment.

In general, the Johan Crujff Arena is considered to be a very good and well-equipped stadium. During the FIFA inspection visit, the delegation observed the high quality of internal spaces within the stadium, including a significant number of hospitality spaces as well as food and beverage concessions for spectators. The potential to renovate and upgrade the main entrance, the turnstiles in the west stand and the press conference room was also discussed.

Space planning both inside and outside the stadium requires further consideration, including the provision of outdoor hospitality space and the location of the VIP lounge (currently shown as located in the opposite stand). Moreover, ensuring a clean site will be a complex exercise given the high number of third parties operating in and around the vicinity of the stadium precinct.

A hybrid pitch is in place and well maintained using on-site pitch management equipment and LED grow lights. However, the grass run-off area would currently appear to be narrower than the tournament requirements, and solutions would need to be considered in the corners to provide the circulation space needed for operations around the surrounding auxiliary area.

The stadium's technical installations are modern and generally strong, in particular its floodlighting, IT&T systems and power supply.

In terms of sustainability, the stadium has a reputation for innovation and sustainable practices. It holds Green Key Gold certification and has ambitions to be net positive in terms of emissions.

2 Dortmund: BVB Stadion (opening match/final)

The iconic BVB Stadion, which was purpose-built ahead of the 2006 FIFA World Cup, is one of the largest and most atmospheric club stadiums in Europe thanks to its famous "yellow wall". The stadium's club capacity of 81,365 is reduced to 66,099 when its standing areas are converted to seating areas. As well as being home to the club Borussia Dortmund, it hosted six matches during the 2006 FIFA World Cup, including the semi-final between Germany and Italy, and will host matches at UEFA EURO 2024, including a semi-final.

The stadium has been proposed as a possible venue for the opening match and/or final. It has also been proposed as a potential venue for other matches throughout the tournament. The seated capacity of 66,099 meets (but is close to) FIFA's minimum capacity requirement of 65,000 for an opening match and/or final venue. During the FIFA inspection visit in January 2024, the venue confirmed that the stadium owns temporary seats that can be used to replace the standing areas in the north and south stands and that these can be installed in approximately two days.

The provision of hospitality capacity (in particular suites) within the stadium is relatively limited in comparison to the requirements for hosting the opening match or final, as confirmed during the FIFA inspection visit. The easily accessible congress centre to the north of the site has been proposed as a potential location for hospitality villages, although it is separately owned and operated.

The stadium is modern and capable of accommodating most of the tournament-related requirements. The location of the main stand in the east would require further assessment, particularly in relation to the impact of the sun on key areas. During the FIFA inspection visit, the inspection team confirmed that there should be sufficient surrounding area to meet FIFA's space requirements, which could alternatively be provided at the congress centre (subject to availability). It was noted that upgrades would be needed to the team and match officials' dressing rooms to better accommodate a women's sporting event.

The pitch and technical installations meet FIFA's key requirements and would be suitable for a final venue. During the inspection visit, it was noted that pitch maintenance equipment and pitch grow lights are available on-site to ensure that the pitch is well maintained.

In terms of technical installations, it was confirmed during the FIFA inspection visit that the stadium floodlights were upgraded to LED in 2019, while the LED boards, the LED ribbons on the tiers, and the giant screens were upgraded in 2023. Further planned stadium upgrades include the installation of a new kitchen tower on the west side of the stadium and 5G connectivity upgrades, both of which are due for completion in 2024.

Whilst the stadium does not appear to hold any sustainable building or operations certification, sustainable stadium management is a priority to the venue. The stadium authority cited its recent upgrading of the heating system to a more sustainable solution as an example.

3 Brussels: RSC Anderlecht Stadium

RSC Anderlecht Stadium, which opened in 1991 and was updated in 2012, is a traditional club stadium with experience of hosting UEFA club competitions.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Its overall capacity of 20,144 meets (but is very close to) FIFA's minimum capacity requirement of 20,000. The provision of accessible seating would also need further evaluation and possible augmentation. Space planning inside and outside the stadium appears to be strong, subject to the availability of such spaces and the cooperation of the relevant third-party operators.

With its hybrid surface as well as its pitch maintenance equipment and on-site grow lights to preserve surface quality, the stadium appears to meet the tournament's pitch requirements very well. The area around the pitch is generally suitable, although the circulation space in the corners would need to be assessed for operations.

In terms of technical installations, the recently upgraded floodlights meet the tournament requirements, and the IT systems appear to be suitable. FIFA's delegation visited the stadium as part of the inspection visit and confirmed that the stadium authority had recently invested in upgrading technical aspects of the stadium, such as LED floodlights, LED screens and the stadium's audio system. Based on FIFA's analysis, it would appear that the stadium is currently only served by a single source of grid power, which would need to be addressed in terms of redundancy. Moreover, the stadium currently only has one giant video screen instead of the two requested.

During the inspection visit, the delegation noted that, due to the compact nature of the facility, considerable overlay would be required to ensure the stadium's readiness to host the tournament.

4 Charleroi: ZebrArena

The ZebrArena, which is due to be completed between 2024 and 2026, will be a modern, permanently enclosed club stadium with a translucent roof.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Similar to RSC Anderlecht Stadium, its planned capacity of 20,219 meets (but is very close to) the minimum capacity requirement of 20,000. The planned provision of accessible seating would also need further evaluation and possible augmentation.

The hybrid pitch surface, floodlights and giant video screens would all meet the tournament requirements if implemented as planned. The other technical installations and systems are still under review and therefore cannot be assessed in detail.

Despite being a new build, the stadium does not appear to have commitments in place with respect to sustainable building certification. If the bid were selected, this would need to be explored.

5 Cologne: Cologne Stadium

The Cologne Stadium is a large multi-purpose stadium which was built for the 2006 FIFA World Cup. As well as being home to the club FC Köln, it will also host matches at UEFA EURO 2024.

The stadium has also been proposed as a semi-final venue and for other matches throughout the tournament. Its seated capacity of 45,987 meets the minimum capacity requirement of 40,000 for a semi-final venue (although the hospitality capacity may need to be addressed if hosting such a match category). The stadium is modern and well-configured for tournament operations.

The pitch is natural grass and FIFA would look to reinforce the surface. The grass area around the pitch has a run-off of 1.5 metres, which is on the narrow side. In general, the technical installations are of a good standard, however the stadium currently only has one giant video screen instead of the two requested.

In terms of renovations, the bid book stipulates that upgrades to the media tribune and VIP areas are foreseen in 2024.

6 Düsseldorf: Düsseldorf Arena

Düsseldorf Arena is a large multi-purpose stadium which opened in 2004. As well as being home to the club Fortuna Düsseldorf, it will host matches at UEFA EURO 2024. It has a retractable roof.

The stadium has been proposed as a semi-final venue and for other matches throughout the tournament. The seated capacity of 50,040 comfortably meets the minimum capacity requirement of 40,000 for a semi-final venue (although the hospitality capacity may need to be addressed if hosting such a match category). The stadium is in very good condition and well prepared for hosting a major tournament.

The pitch is natural grass and FIFA would look to reinforce the surface. Similar to Cologne Stadium, it would appear that the grass area around the pitch has a run-off of 1.5 metres, which is on the narrow side.

FIFA's delegation visited Düsseldorf Arena as part of the inspection visit in January 2024 and confirmed that ample space is available in the vicinity of the stadium for temporary infrastructure, subject to availability and the cooperation of third parties. It was noted that the stadium's standing areas currently provide capacity for approximately 8,000 spectators, which is then reduced to 5,000 when seats are installed. The delegation was also informed that the stadium authority looks to carry out renovations and make improvements annually, with the installation of LED floodlighting and upgrades to the VIP and hospitality areas undertaken in 2023. Further renovations are planned ahead of UEFA EURO 2024, including to the media facilities, inter alia.

7 Eindhoven: PSV Stadium

PSV Stadium, which opened in 1913 and was expanded in 2002, is home to the club PSV Eindhoven and has hosted matches at UEFA EURO 2000 and most recently the final of the 2022-23 UEFA Women's Champions League.

The stadium has been proposed as a potential venue for matches up to a semi-final (and the third-place play-off). Its overall capacity of 35,200 comfortably meets the minimum capacity requirement of 20,000 and it would appear to have ample space for VIP and hospitality. The stadium has a standing area for spectators, but this can also be converted into seats.

FIFA's delegation confirmed the quality of the spaces within the stadium during its inspection visit in February 2024. The delegation noted that there have been substantial upgrades to the stadium facilities in recent years, including to the audio system, WiFi and electronic access turnstiles. Further upgrades are scheduled in 2024, including to the giant screen, the VIP and hospitality tribunes, the venue operations centre and the pitch-side cable pathways.

With its hybrid surface and sufficient surrounding area, the stadium appears to meet the tournament's pitch requirements very well, although the circulation space in front of the opposite stand would need to be assessed for operations. In general, the technical installations are of a good standard.

The stadium is centrally located and easily accessible from the train station adjacent to the stadium, while existing traffic management systems are in place for major matches. One potential challenge of such a centrally located stadium would be the availability of spaces around the stadium footprint. If the bid were selected, this would need to be explored together with the stadium authority.

8 Enschede: FC Twente Stadium

FC Twente Stadium, which opened in 1998 and was expanded in 2008 and 2011, is a traditional club stadium. As well as being home to the club FC Twente, it hosted matches at UEFA Women's EURO 2017, including the final.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Its capacity of 30,250 comfortably meets FIFA's minimum capacity requirement of 20,000. When it comes to space allocation, if the bid were selected, further analysis would be needed to identify viable locations for the brand activation area, stadium media centre, etc.

The pitch is natural grass and FIFA would look to reinforce the surface. Based on the information provided in the bid, it would appear that the floodlights do not meet the minimum requirements for the tournament and would therefore require upgrading. Otherwise, the technical installations and IT systems are generally considered to be in good condition.

If the bid were selected, discussions may be required to ensure that the presence of third-party tenants within the proposed site plans would not affect planning operations.

9 Gelsenkirchen: Arena AufSchalke

The Arena AufSchalke is a large multi-purpose stadium which opened in 2001 and hosted matches during the 2006 FIFA World Cup (including the quarter-final between England and Portugal). It has a retractable roof, and the pitch can slide outside the stadium if required. As well as being home to the club FC Schalke 04, the stadium will also host matches at UEFA EURO 2024.

The stadium has been proposed as a semi-final venue and for other matches throughout the tournament. Its seated capacity of 55,442 comfortably exceeds the minimum capacity requirement of 40,000 for a semi-final venue (although the hospitality capacity may need to be addressed if hosting such a match category). The stadium is modern and capable of accommodating most of the requirements necessary to organise the tournament. In general, the technical installations are also of a good standard. The provision of internet services may require some augmentation.

The pitch is natural grass and FIFA would look to reinforce the surface. The moat around the pitch may present some challenges for tournament operations due to the change in levels, although this could certainly be managed.

10 Genk: KRC Genk Arena

KRC Genk Arena, which opened in 1990 and was renovated in 2002 and 2007, is a traditional club stadium with experience of hosting UEFA club competitions.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Similar to RSC Anderlecht Stadium and ZebrArena, its overall capacity of 20,040 only just meets the minimum capacity requirement of 20,000. Space planning inside and outside the stadium appears to be strong, subject to the availability of such spaces and the cooperation of the relevant third-party operators.

With its hybrid surface and sufficient surrounding area, the stadium appears to meet the tournament's pitch requirements very well. The floodlights do not currently meet the minimum requirements for the tournament (e.g. lux capacity) and would require upgrading. The provision of internet services may also require some augmentation.

While the stadium does not appear to currently hold any sustainable building or operations certification, sustainable stadium management is a priority to the venue. The stadium authority cited as an example the modern cooling and heating systems as well as the photovoltaic system, featuring 400 solar modules on the stadium roof. It was reportedly the first CO2-neutral stadium in Belgium.



11 Ghent: KAA Gent Arena

KAA Gent Arena, which opened in 2013, is a modern club stadium with experience of hosting UEFA club competitions.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Similar to RSC Anderlecht Stadium, ZebrArena and KRC Genk Arena, its overall capacity of 20,185 meets (but is very close to) FIFA's minimum capacity requirement of 20,000. Space planning inside and outside the stadium appears to be strong, subject to the availability of such spaces and the cooperation of the relevant third-party operators.

With its hybrid surface and sufficient surrounding area, the stadium appears to meet the tournament's pitch requirements very well. While the stadium boasts LED-illuminated facades, the floodlights do not currently meet the minimum requirements for the tournament and would require upgrading. Otherwise, the technical installations and IT systems generally appear to be suitable.

If the bid were selected, discussions may be required to ensure that the presence of third-party tenants within the compact proposed site plans would not affect planning operations.

12 Heerenveen: Abe Lenstra Stadium

Abe Lenstra Stadium, which opened in 1994 and was expanded in 2008, is a traditional club stadium. As well as being home to the club sc Heerenveen, it has hosted the Netherlands women's team's qualifying matches for both the FIFA Women's World Cup and UEFA Women's EURO.

The stadium has been proposed as a potential venue for matches up to the third-place play-off. Its capacity of 26,742 meets FIFA's minimum capacity requirement of 20,000 and would be suitable for earlier stages of the competition. Further clarification would be needed in relation to the spaces planned outside the stadium. For example, as currently presented, the broadcast compound and media areas do not appear to be conveniently located in relation to the main stand.

With its hybrid surface and sufficient surrounding area, the stadium appears to meet the tournament's pitch requirements very well. In terms of technical installations, the recently upgraded floodlights meet the tournament requirements and, while the IT systems also appear to be suitable, it was noted that the stadium is currently only served by a single source of grid power, which would need to be addressed in terms of redundancy.

13 Rotterdam: Stadium Feijenoord

Stadium Feijenoord, which was opened in 1937 and has since undergone a number of refurbishments, is a traditional football stadium that is steeped in history. As well as being home to the club Feyenoord Rotterdam, it has hosted matches at UEFA EURO 2000 (including the final) and finals of UEFA's club competitions.

The stadium has been proposed as a potential semi-final venue and, while its capacity of 49,850 comfortably meets FIFA's minimum capacity requirement of 40,000 for a semi-final venue, both the VIP/VVIP and the hospitality capacity would need to be addressed if hosting such a match category.


The location of the main stand in the east would require further assessment, particularly in relation to the impact of the sun on key areas (such as the main camera position).

The pitch is natural grass and FIFA would look to reinforce the surface. The area around the pitch is generally suitable, though the circulation space in the corners would need to be assessed for operations. The recently upgraded floodlights meet the tournament requirements and the IT systems appear to be in good condition. The giant screens do not currently meet the requirements, and the bidder has indicated that temporary screens would need to be explored as part of the overlay.

Conclusion

As detailed above, the BNG 2027 bid generally offers a variety of stadiums with different profiles, including a number of leading stadiums, which are mostly compliant with the hosting requirements for a FIFA Women's World Cup. The substantial and material deviations to the stadium agreements have been factored into the risk assessment.

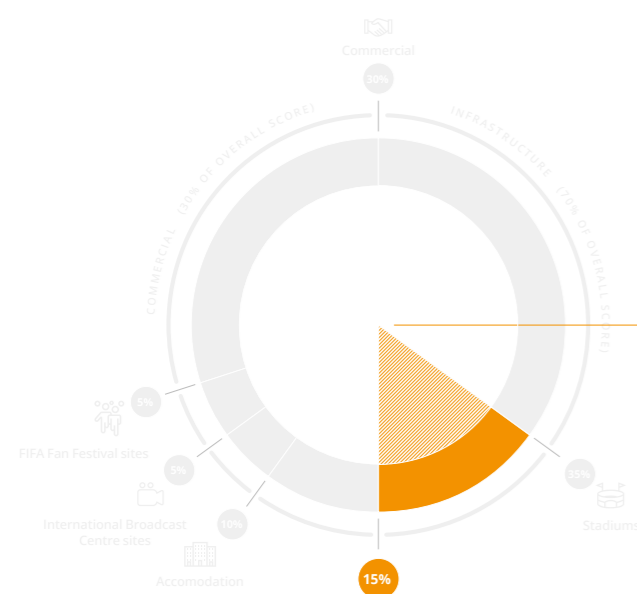
Risk assessment

Criterion	Level of risk	Observations / comments
Stadiums	 Medium	<p>The bid provides 13 stadiums (including one new build), which exceeds the minimum number required and offers some flexibility in selection.</p> <hr/> <p>Overall, these stadiums generally meet most of the tournament requirements.</p> <hr/> <p>Based on the highest match categories proposed by the bid, most of the stadiums are on the lower limit of the required capacities.</p> <hr/> <p>Should the bid be successful, a key consideration in planning the event would be securing the availability and cooperation of third parties in and around the stadiums and the respective site plans.</p> <hr/> <p>The stadium authorities have made a number of material deviations to the stadium agreement (see Legal section), which may give rise to operational, financial and legal risks in connection with use of the stadiums for the tournament. If the bid were selected, FIFA, the host member associations and the respective stadium authorities would need to address these matters in the tournament planning phase.</p>





5.2.2 TEAM AND REFEREE FACILITIES



Team and referee facilities

Team/referee hotel (50%)	
Sub-criterion	Weighting
Suitability	30%
Distance to training site	20%
Distance to airport	10%
Room inventory	15%
Function rooms	15%
Additional facilities	10%

Training site (50%)	
Sub-criterion	Weighting
Suitability	30%
Pitches	20%
Dressing rooms	10%
Press area	10%
Floodlights	10%
Stands	10%
Fitness facilities	5%
Recovery facilities	5%

Evaluation

Team and referee hotels

The BNG 2027 bid has proposed 44 team base camp hotels, three referee base camp hotels and 51 venue-specific team hotels spread across the three bidding countries. All the hotels are paired with a training site. Three of these pairings have been proposed as both team base camp and venue-specific team facilities. In total, the bid therefore contains 95 hotels and 95 training sites.

The proposed team base camp hotels would appear to be of a good standard and generally meet most of the tournament requirements. In terms of their location, almost all of the team base camp hotels are within a 20-minute drive of their paired training site and around half are within a 40-minute drive of an airport.

Based on the bid documentation, many of the proposed team base camp hotels are of a size that would enable them to be used exclusively, while in many others, the teams would take up a significant proportion of the total rooms available, even if full exclusivity could not be guaranteed. However, a few of the hotels are rather large and measures would have to be taken to ensure the privacy of any teams staying at these properties. Most of the hotels appear to offer sufficient functional space. Although many of them have a swimming pool and/or spa, only around a third would appear to have fitness facilities at the levels likely to be expected by the participating teams, although this can be further explored.

When it comes to the referee base camp hotels, two of the three appear to meet the requirements in terms of the standard and availability of their facilities and the distance from their paired training site. Further clarification as to the sufficiency of the functional space at the third proposed hotel (Radisson Hotel & Suites Amsterdam South) may be required as, based on the bid documentation, it would appear to be limited compared to what is generally needed by the referees for the tournament.

The proposed venue-specific team hotels appear to be of a good standard and generally meet most of the tournament requirements. In terms of their location, most of them are within a 20-minute drive of their paired training site and more than half are within a 40-minute drive of an airport.

Based on the bid documentation, there is considerable variation in the size of the venue-specific team hotels, with roughly half of a size that would enable them to be used exclusively. Most of the proposed hotels appear to provide sufficient functional space, although six may not meet the minimum requirements in this respect; therefore, solutions would need to be identified if these hotels were selected. Many of the hotels have a swimming pool and/or spa. However, few would currently appear to offer the requisite fitness facilities; therefore, this would need to be further reviewed.

FIFA's inspection visit to a sample of hotels in January and February 2024 confirmed the assessment that the proposed team and referee hotels are of a good standard and that the bidder would be able to provide appropriate options if the bid were successful.



Training sites

Most of the training sites proposed as pairings for the team base camp and venue-specific hotels appear to meet most of the tournament requirements. Based on the information available, most of the training sites, including all those paired with a team base camp, have more than one training pitch, all of which have natural-grass playing surfaces that measure at least 105m x 68m, as required. The majority of sites appear to have a sufficient number of adequately sized dressing rooms, while a good proportion provide sufficient press areas and viewing tribunes. Most of the sites reportedly also provide the necessary level of privacy for the resident team, although this would be further analysed if the bid were successful.

In terms of technical installations, across the three countries, just under half of the training sites would appear to currently meet the floodlighting requirements and a similar proportion provide the requisite fitness facilities for teams. Therefore, these are both matters that would likely need to be addressed, with an appropriate funding strategy in place, to ensure that the requirements can be met by the time of the tournament in 2027.

FIFA's inspection visit to a sample of training sites in January and February 2024 confirmed the impression that the proposed training sites are generally of a good standard, consistent with the assessment of the bid documentation.

Conclusion

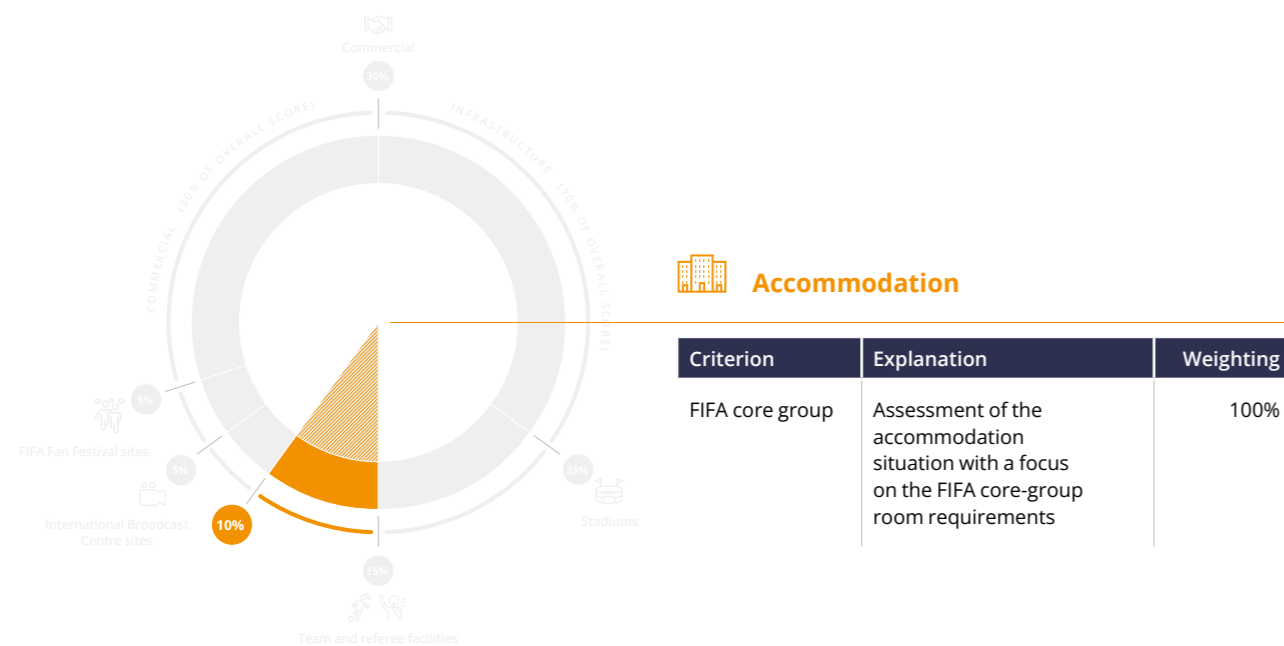
The team and referee facilities proposed in the BNG 2027 bid would appear, overall, to meet most of the tournament requirements. The standard of hotels generally appears to be good and the training sites currently meet most of the key requirements, although areas that would potentially need to be addressed should the bid be successful include upgrades to floodlighting and the provision of comprehensive fitness facilities.

Risk assessment

Criterion	Level of risk	Observations / comments
Team and referee facilities	● Low	<p>The standard and location of the proposed team and referee facilities appear to be generally good and meet most of the tournament requirements.</p> <p>To ensure the highest possible quality of facilities for participating teams and referees, if the bid were successful, further detailed analysis would be required to determine where upgrades may be needed at each training site. Areas already identified at a broader level include upgrades to floodlighting and the provision of comprehensive fitness facilities.</p>



5.2.3 ACCOMMODATION



Evaluation

The BNG 2027 bid proposes accommodation options for all 13 candidate host cities, each of which would provide one stadium for the tournament.

Based on FIFA's assessment of these proposals, it would appear that 11 of the 13 proposed host cities would be able to meet (and in the majority of cases exceed) the accommodation requirements relating to the FIFA core group¹. With respect to Dortmund, which is proposed to host matches up to the final, for which the demand is very high, there may be limited capacity to serve all constituent groups. The bidder has indicated that this could be mitigated by including inventory from Düsseldorf, which, however, is located approximately one to 1.5 hours away by car or train. In the case of Genk, there would appear to be a shortfall in capacity; therefore, further options would need to be explored should the bid be successful.

In terms of the standard of accommodation available and its suitability for the tournament, the bid performs well, proposing a very good level of high-standard accommodation within a reasonable distance of the match venues. Most candidate host cities have clearly identifiable 5-star and 4-star hotel properties that could serve the wide range of constituent groups, although Dortmund would appear to have limited capacity suitable for a VIP hotel. Based on the information available, the average guest room rates range from USD 154 (Charleroi) to USD 590 (Düsseldorf), averaging out at USD 269 across all the cities².

For the FIFA headquarters, the bidder has proposed five hotels: two in Amsterdam and three in Düsseldorf (but none in Dortmund). All five hotels are of 4-star standard, are located within a convenient distance of the city centre and offer direct access to public transport. Four of the five hotels exceed the minimum capacity of 350 guest rooms and offer sufficient meeting rooms, restaurants and fitness facilities to meet FIFA's requirements.

For the FIFA venue hotels, a variety of suitable hotels have been proposed that are centrally located and offer direct access to the venues by public transport or by private vehicle. Although some of these hotels have limited capacity (the smallest has 60 rooms), they appear to meet FIFA's requirements.

Conclusion

Eleven of the 13 proposed host cities appear to meet (and in the majority of cases exceed) FIFA's requirements for the core group's accommodation. The cities of Dortmund and Genk have limited and insufficient capacity respectively and therefore solutions would need to be explored should these venues be selected to host matches of the highest categories proposed in the bid.

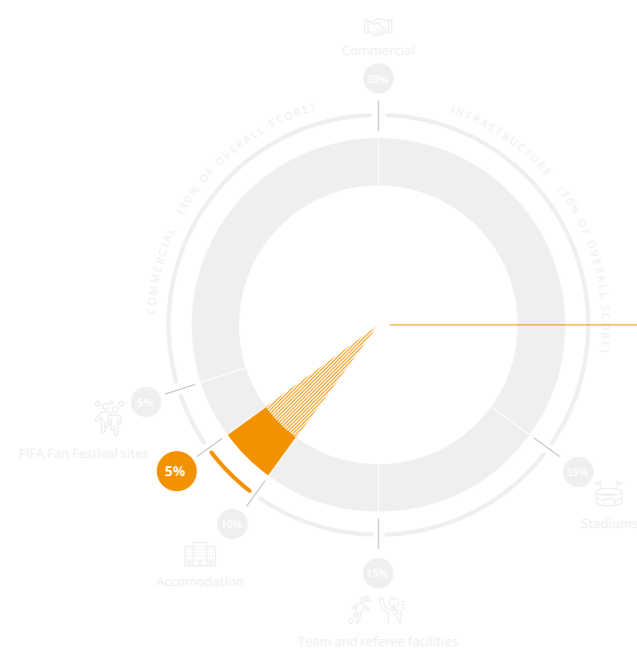
Risk assessment

Criterion	Level of risk	Observations / comments
Accommodation	Low	<p>The BNG 2027 bid has proposed 13 candidate host cities, the majority of which meet or exceed the accommodation requirements for the FIFA core group.</p> <p>General public accommodation should also be plentiful in the majority of the cities, as all three countries are experienced in catering to tourists and offer a broad range of accommodation options of all types and standards.</p> <p>Should it be selected to host the final, Dortmund may present some challenges in terms of suitable accommodation inventory for a number of constituent groups.</p>

¹ The FIFA core group comprises FIFA staff, VIPs and other key stakeholders (including Commercial Affiliates, host broadcaster staff and media/media rights personnel). The core group also includes the participating teams and referees, whose accommodation arrangements are separately assessed under 5.2.2 ("Team and referee facilities").

² Room rates converted from EUR to USD based on the exchange rate (EUR 1 = USD 1.09) at the time of writing.

5.2.4 IBC SITE



International Broadcast Centre (IBC)

Sub-criterion	Weighting
Suitability	25%
Size	28%
Accessibility	10%
Infrastructure	12%
Support facilities	10%
Exclusive use period	15%

Evaluation

The BNG 2027 bid proposes three options for hosting the International Broadcast Centre (IBC): one in greater Amsterdam (Netherlands), one in Maastricht (Netherlands) and one in Dortmund (Germany).

The EXPO Greater Amsterdam has hosted several major events in the past, including the IBC for the UEFA EURO 2020. It has a total indoor space of 24,000m² (though the intent would be to focus on hall 1, hall 2 and the foyer, which provide a combined space of just over 10,000m²) and a total outdoor space of 21,000m², which exceeds the requirements in terms of the spaces needed. Regarding exclusivity, the venue has also confirmed its availability for the duration of the exclusive use period, although it is noted that another event (Libelle Zomerweek) is currently planned during the final stage of the set-up period. As this event has a large audience, this will require further clarification. Based on the information received, it would appear that the facility could also meet most of the requirements of an IBC in terms of key infrastructure (e.g. lighting, cabling, etc.) and most technical support facilities (e.g. power, connectivity, etc.), although further information is required regarding the venue's air conditioning system. In terms of location, the venue is reasonably well connected to the city, Schiphol Airport and the accommodation options.

The MECC Maastricht was renovated in 2022 and is the most centrally located IBC venue proposed by the three host countries, offering quick and easy connections to all the proposed tournament sites. It has a total indoor space of 30,000m² (though the intent would be to focus on the northern hall, which spans approximately 10,000m²) and a total outdoor space of 14,000m², which exceeds the requirements in terms of the spaces needed. Based on the information received, the site would only be available from the end of April 2027 (i.e. six weeks prior to the event timing proposed by the bidder, which is two weeks less than the minimum requirement of approximately two months). Further consultation would therefore be required should the bid be successful. Similar to the EXPO Greater Amsterdam, it is anticipated that the facility could also meet most of the requirements of an IBC in terms of key infrastructure and most technical support facilities. In terms of location, whilst the venue is close to the centre of Maastricht and central in terms of the overall tournament footprint, it should be noted that it is not located in a host city per se and presents a novel approach for FIFA Women's World Cup operations.

The Messe Dortmund is located directly adjacent to BVB Stadion Dortmund (the venue proposed to potentially host the opening match and/or final). It offers a total indoor space of 60,000m² (though the intent would be to focus on hall 3, which spans approximately 10,000m²) and a total outdoor space of 21,000m², which again exceeds the requirements in terms of the spaces needed. Like the MECC Maastricht, based on the information received, the site would appear to be available only from the beginning of May 2027 (i.e. five to six weeks prior to the event timing proposed by the bidder) and further consultation would therefore be required should the bid be successful. The overall site may also be used to support operations for the BVB Stadion Dortmund, in which case the space allocation/segregation would need to be carefully considered. It is expected that the facility could also meet most of the requirements of an IBC in terms of key infrastructure and most technical support facilities. However, the information would appear to suggest that various key services (e.g. medical, security and cleaning) would have to be contracted from the Messe Dortmund and/or its service partners. In terms of location, the site is arguably the most attractive option of the three proposals.

Conclusion

Based on an assessment of the three proposed sites and the information provided by the bidder, all three would appear to meet most of the key requirements for hosting the IBC.

Risk assessment

Criterion	Level of risk	Observations / comments
IBC site	Low	<p>Based on the information available, all three proposals have the potential to host the IBC successfully.</p> <p>All three options have indicated their availability. However, discussions may be necessary regarding the length of the exclusive use period.</p> <p>Should the bid be successful, more detailed technical visits and analysis would be conducted to determine the best and most viable option.</p>



5.2.5 FIFA FAN FESTIVAL SITES



Evaluation

The BNG 2027 bid has proposed two FIFA Fan Festival sites for each of its 13 candidate host cities, offering ample choice when it comes to planning the tournament.

When it comes to the capacities of the proposed sites, while some meet the requirements of 10,000 spectators per venue, others appear to be on the small side (e.g. those in Düsseldorf, Enschede and Rotterdam, as well as Dortmund if Friedensplatz is preferred (although the alternative option of Westfalenpark has a reportedly larger capacity and is being used for UEFA EURO 2024)). If the bid were successful, further analysis would be required to determine the suitability and operational configuration of such venues, although it is FIFA’s assessment that solutions could be identified if necessary. In terms of locations, most of the sites generally appear to meet the requirements (i.e. iconic, central and well connected). The locations include the iconic Museumplein in Amsterdam, which regularly hosts events including the annual King’s Day Festival.

All sites would generally appear to have experience in hosting other major events (concerts, conventions, fairs, etc.), with some venues having more direct experience with a similar type of configuration for fan zones and/or public viewing (e.g. Amsterdam, Rotterdam, Dortmund, Düsseldorf, etc.). The fact that these sites, as highlighted by the bid, have extensive experience in welcoming crowds for major events, taking into consideration best practice sustainability standards, is viewed favourably.

A couple of additional aspects of the bid that are worth highlighting in terms of the fan experience are the bid’s compact nature and the possibility for fans to move easily between venues (as discussed in the Transport section), including the FIFA Fan Festival sites. Moreover, the bid introduces the novel concept of a United World Cup Walk as a sustainable, healthy and enjoyable way for fans to congregate and walk between FIFA Fan Festival sites or other specified sites to the stadium.

Conclusion

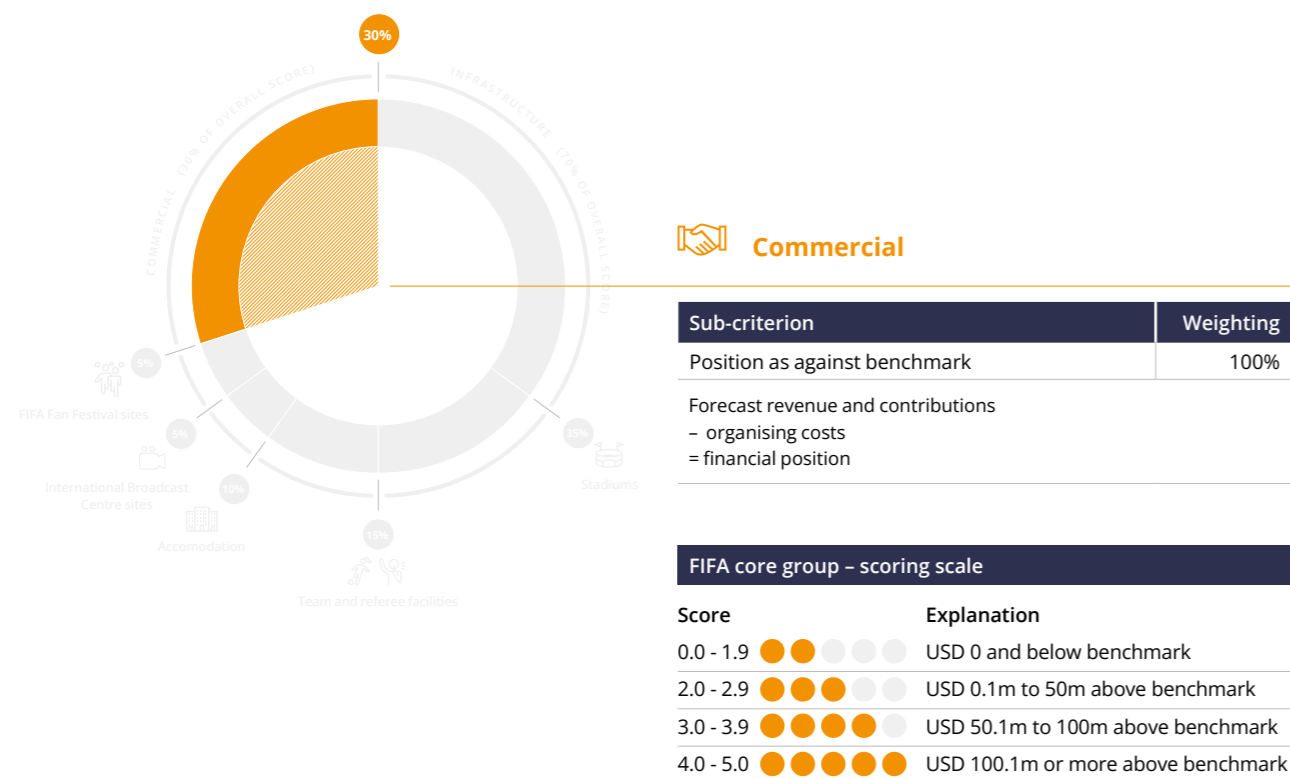
The BNG 2027 bid has proposed a good variety of potential sites which would generally be suitable for hosting a FIFA Fan Festival at the FIFA Women’s World Cup 2027 and meet most of the requirements and characteristics sought. If the bid were successful, one area for further analysis would be whether the capacity of a few of the proposed sites affect their viability. Nevertheless, subject to their availability, the overall collection of proposals serves as a strong foundation for further planning.

Risk assessment

Criterion	Level of risk	Observations / comments
FIFA Fan Festival sites	Low	<p>The BNG 2027 bid has proposed a good variety of potential sites that would generally be suitable for hosting a FIFA Fan Festival, providing for ample choice.</p> <p>In the case of the few cities that have proposed options of a smaller capacity, further analysis would be undertaken and solutions identified should those cities be selected.</p>



5.2.6 COMMERCIAL



Evaluation

Costs

FIFA has conducted a holistic assessment of the direct organising costs potentially related to the BNG 2027 bid (i.e. FIFA's potential tournament budget). This was calculated using an adjusted baseline figure from previous editions of the FIFA Women's World Cup, which also accounted for inflation. The baseline also assumes, for consistency purposes only, a ten-venue scenario across both bids. These baseline costs were also adjusted to account for circumstances specific to the two bids (such as local costs and wages). For the avoidance of doubt, the assessment does not include prize money, team, team participation costs and club benefits, as these are not affected by the location of the tournament.

Overall, FIFA's costs were calculated to be slightly higher than the baseline (by approximately USD 10 million) if the tournament were hosted in Belgium, the Netherlands and Germany. Key cost drivers identified include workforce management (USD 68.9 million), TV operations, technical services and team services. Due to the geographic footprint of the tournament, costs relating to items such as event transport and workforce logistics are expected to be below the baseline (by approximately USD 3 million and USD 4 million respectively), whereas staffing costs (owing to a combination of local costs and co-hosting model) are estimated to be above the baseline (by approximately USD 7.8 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, including both the rental fees and variable matchday/non-matchday costs. In the case of the BNG 2027 bid, the estimated fees (considering the exclusive-use periods of the various sites) are considered substantial, amounting to approximately USD 40 million.

Revenue

In addition to evaluating the potential costs, FIFA has also evaluated the potential tournament-related revenues associated with the bid.

With respect to revenue generated from media and marketing rights, FIFA partnered with Nielsen Sports – the world's leading research and consulting company in the sports, gaming and entertainment industry and an organisation with extensive experience in assessing and valuing rights for sports properties – to help develop a forecast for such potential revenue streams derived from the tournament if organised in the bidding countries. A range was developed, the average from which FIFA used as the basis for its forecast. Based on this analysis, it is expected that the BNG 2027 bid would perform strongly (slightly ahead of the Brazil bid¹) and would represent a significant uplift from previous editions of the FIFA Women's World Cup. Regarding the viewership basis, the analysis indicates that the BNG 2027 bid could generate the largest live audience reach, located primarily in Europe (58%) followed by Central/South America (15%) and North America (13%).

When it comes to venue-related revenues, the BNG 2027 bid is projected to exceed 1.7 million tickets during the tournament, with strong ticketing (including hospitality ticket) revenue estimated at more than USD 63 million. While the total seating capacity – and therefore sellable inventory – is the smallest of the two bids (due to smaller stadium capacities), this is offset by the strong on-sell rates. Other matchday revenue streams, such as food and beverage concessions and merchandising (which are assessed based on expected attendances and assumptions regarding per-capita spend rates) are expected to be medium to high as a function of local market conditions, however neither of these revenue streams have a heavy impact on the overall position.


Finally, it should be noted that whilst the bid has indicated that its stakeholders intend to contribute towards the costs of the tournament, the lack of a formally confirmed and quantified funding commitment meant that this could not be taken directly into account in offsetting the tournament budget (as it was for the FIFA Women's World Cup 2023 in Australia and New Zealand) at this point in time. The bidder has explained, however, that funding opportunities would be explored should the bid be successful.



Conclusion

Overall, FIFA believes that the BNG 2027 bid presents a solid financial proposition, with good forecasts for media and marketing rights as well as venue-related revenues (ticketing, hospitality, etc.). Whilst these are partly offset by the overall costs associated with the tournament (in particular the substantial venue-related costs that have been identified), the bid nonetheless provides a sound commercial foundation.

Risk assessment

Criterion	Level of risk	Observations / comments
Commercial	 Low	The bid provides a sound commercial foundation, with good revenues across all main revenue streams (media, marketing, ticketing, hospitality, etc.) Organising costs, mainly attributable to local costs and venue-related costs, are slightly above the baseline.

¹ It should be noted that the relative average revenue delta between the two bids was assessed as being within a USD 30 million range, indicating that both bids would perform strongly from a media and marketing rights perspective and only marginally above/below each other in relative terms.

5.3 RISK ASSESSMENTS

5.3.1 COMPETITION-RELATED EVENT SITES

Evaluation

The BNG 2027 bid has proposed two locations, both in Brussels, for the staging of the FIFA Women’s World Cup draw and the Team Workshop.

Both venues are centrally located and within easy reach of accommodation options and Brussels Airport and have experience in hosting major international events.

The Brussels Expo, built in 1935, is a long-standing hub for major events, hosting a wide range of trade shows, conventions, concerts and public gatherings. It is located next to one of the symbols of Belgium, the Atomium, is easily accessible by various modes of transport (e.g. within 12 minutes from Brussels Airport) and is also situated in close proximity to key amenities and accommodation options. It features several halls, state-of-the-art technology and on-site parking. The site provides 115,000m² of indoor space and 20,000m² of outdoor space and has previously held major events for up to 32,000 attendees.


Tour & Taxis, built in 1907, is an event venue in the heart of Brussels. Its central location offers views of the city and local architecture, which enhances the site’s appeal. The venue is easily accessible by various modes of transport (e.g. within 18 minutes from Brussels Airport) and is also located in close proximity to key amenities and accommodation options. It features various modular spaces, state-of-the-art technology and on-site parking. The site provides 21,000m² of indoor space and 52,500m² of outdoor space and has previously held major events for up to 150,000 attendees.

Based on the documentation submitted by the bidder, both venues would meet FIFA’s requirements in terms of the amount of indoor and outdoor space available and the capacity of their function areas.

Conclusion

The city of Brussels is highly experienced in the organisation of high-quality international events. Both proposed venues are expected to meet or exceed FIFA’s requirements for hosting the draw and the Team Workshop, in terms of the amount of indoor and outdoor space available, the capacity of their function areas and the existing technology. If the BNG 2027 bid were to be selected to host the FIFA Women’s World Cup 2027, a final, detailed assessment of both venues would be conducted.

Risk assessment

Criterion	Level of risk	Observations / comments
Competition-related event sites	 Low	Both proposed venues (the Brussels Expo and Tour & Taxis) would appear to meet FIFA’s key requirements for hosting the competition-related events.





5.3.2 TRANSPORT

Evaluation

In terms of international accessibility, all three countries have several points of entry, with Amsterdam, Brussels and Düsseldorf likely serving as the main points (from those arriving directly by air from other continents). In addition, there are several regional airports and train stations that routinely serve those travelling from within Europe.

In terms of inter-city travel, the bid would look to leverage its compact geographic footprint and short distances (all candidate host cities are located within a 300km radius of one other), together with each country's high-quality, modern and integrated multi-modal transport infrastructure, to encourage the use of various options (e.g. rail, bus) in place of only air travel. The bid book highlights that this innovative approach to travel would provide comfort, convenience and choice to all stakeholders while minimising the environmental impact of the tournament.

FIFA's assessment can confirm the high quality of such proposed transport infrastructure across all modes, be it rail, road or air. The proposed train stations and lines offer frequent and convenient connections between all the proposed host cities, whilst the international train stations across the proposed host cities, most notably in Brussels and Amsterdam, also offer good connectivity to other European countries. The nine proposed airports are also well placed to reach the proposed competition sites and offer a high level of facilities, services and connections. This mix of inter-city rail and air travel would provide sufficient options and capacity for the tournament. With respect to team travel, the bid proposes rail (reserved compartments), air (charter flights) and road (dedicated cars, vans and coaches) options. Should the bid be successful, the precise travel times and service levels would be considered in further detail to identify the optimal approach.



From an intra-city perspective, the host cities offer high-quality and multi-modal transport infrastructure and good connectivity to the proposed stadiums. The relevant public transport operators are reportedly renewing their fleets to introduce low- or zero-emission vehicles as standard, completely or to a large extent, by 2027. Cycling and walking are other viable green options for getting around. Parking capacities at the stadiums appear to be generally adequate.

In terms of stakeholder collaboration and support, it is favourable to note that, following discussions with the bidder, the rail companies involved have already committed to tailoring their services to meet the tournament requirements, for example to providing exclusive-use train carriages for teams to travel between host cities. The bid book also aims to offer free use of public transport in all host cities for ticket holders and accredited staff, although this remains a matter to be clarified with the legally competent stakeholders in each host city in Germany and the Netherlands.

In terms of expertise, all three countries and most of the host cities have extensive experience in organising major sporting, entertainment and cultural events and developing high-quality and efficient transport plans to serve such events.

Conclusion

The bid, aided by the compact geographic footprint, provides ample high-quality transport infrastructure across all key modes to serve the tournament in terms of international accessibility and both inter-city and intra-city transport. The bid's proposed transport concept would also look to minimise the environmental impact of the travel associated with the tournament.

Risk assessment

Criterion	Level of risk	Observations / comments
Transport	Low	<p>There are several points of entry into the three countries.</p> <p>The quality of the proposed transport infrastructure for both inter-city and intra-city mobility during the tournament is generally high across all modes, be it rail, road or air.</p> <p>The tournament's compact geographic footprint brings a number of environmental benefits.</p> <p>The bid cites an aim to offer free use of public transport in all host cities for ticket holders and accredited staff, although this remains a matter to be clarified with the legally competent stakeholders in each host city in Germany and the Netherlands.</p>



5.3.3 SAFETY AND SECURITY

Evaluation

The BNG 2027 bid provides a substantial level of detail on the safety and security arrangements that would be in place in the host countries if the bid were selected to host the FIFA Women’s World Cup 2027.

There is a clear designation of the basic safety and security structures, including the roles and responsibilities that would apply across the relevant authorities in the three countries to cover matters such as civil security, public order and crisis management. In terms of safety measures at football matches, all three countries appear to have the necessary stadium safety arrangements in place. It is also reassuring that the bid makes mention of the existing training activities aimed at controlling and enforcing stadium regulations and the organiser’s rights.


The specific security and safety concept proposed by the bidder for the FIFA Women’s World Cup 2027 would appear to comply with the tournament requirements. Notably, the concept is based on the Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events (“Saint-Denis Convention”), which aims to strengthen the collaboration between the various stakeholders involved in managing sporting events.

Critically, it should be noted that the government guarantees on safety and security differ with respect to tournament requirements and across all three host countries, notably in terms of the delivery timeline for the safety and security concept and the provision of certain services. Following clarification by FIFA, the bidder reaffirmed that all three governments are committed to doing all that is necessary to ensure the tournament is as safe as possible, as well as ensuring their full contribution to providing public safety and security. Notwithstanding, further discussions with the competent authorities in each host country would be required should the bid be successful.

Conclusion

The BNG 2027 bid has put forward a clear framework that would allow for the development and delivery of a safety and security strategy suitable for the requirements of a FIFA Women’s World Cup. Notably, the government guarantees on security differ from the tournament requirements.

Risk assessment

Criterion	Level of risk	Observations / comments
Safety and security	 Low	<p>The bidder has set out a solid foundation on which to develop and deliver a safety and security strategy for the FIFA Women’s World Cup 2027.</p> <hr/> <p>The countries have robust arrangements in place for ensuring integrated security, the competence of safety and security personnel, and safe stadium infrastructure.</p> <hr/> <p>The proposal to have an integrated approach based around an international safety and security steering group is an important and reassuring feature of the bid.</p> <hr/> <p>The government guarantees on safety and security differ from the tournament requirements and across all three host countries. While it is important to highlight that further assurances have been made, which is viewed favourably, further discussions with the competent authorities in each host country would be required should the bid be successful.</p>



5.3.4 HEALTH, MEDICAL AND ANTI-DOPING

Evaluation

Based on the information provided by the bid and additional information gathered by FIFA, there are clear indications that all three countries involved in the BNG 2027 bid can provide the level of medical infrastructure required to host the tournament successfully.

All three countries have established public and private healthcare systems of sufficient capacity and standards to meet the health and medical needs of participating teams and visitors to the FIFA Women's World Cup 2027. These healthcare systems can be accessed as per the patient's preference. In Europe, holders of the European Health Insurance Card (valid in EU countries and some other European states) would benefit from free healthcare.

There is adequate hospital care capacity to cover serious conditions and mass emergencies in all candidate host cities. Emergency care, trauma units, neurosurgery, cardiology (including interventional) and orthopaedic surgery are also available in various facilities in each candidate host city. The hospital lists for each city are comprehensive. From a governance perspective, the concentration of all the proposed German host cities in one federal state avoids complications arising from different local laws and regulations. In Belgium and the Netherlands, the responsibility of the federal government for public health and emergency services helps to ensure alignment of laws, regulations and procedures between the different candidate host cities.

No major infectious diseases or other public health threats exist at this point (however, this is a situation that will have to be monitored in all bidding countries in the lead-up to the tournament in 2027). There are no specific vaccination requirements beyond the usual recommendations for travellers.


With the tournament due to take place during the three countries' summer months, temperatures are likely to be mild to high in the proposed host cities (although weather conditions are difficult to predict) but are unlikely to affect the health of players or other participants. As in all cases, the situation would have to be monitored.

Finally, regarding anti-doping measures, the bid confirmed its compliance with the requirements set by the World Anti-Doping Agency.

Conclusion

Based on the information currently available, the bid meets the tournament requirements in terms of the health, medical and anti-doping provisions. As the global, regional or local epidemiological situation is always subject to change, this is a matter that requires ongoing monitoring.

Risk assessment

Criterion	Level of risk	Observations / comments
Health, medical and anti-doping	 Low	<p>The standards of medical care overall, and of the providers and facilities available, are high. Emergency services and hospital capacities are sufficient, indicate surge capacity for mass emergencies and allow for contingency planning.</p> <hr/> <p>No infectious diseases, specific vaccination requirements or critical environmental conditions have been identified.</p> <hr/> <p>Public and private healthcare is available as per the patient's preference.</p>

5.3.5 IT&T

Evaluation

Telecommunications

The BNG 2027 bid describes a very good level of international connectivity in general, as well as host cities that are well connected to telecommunications services and generally have up-to-date mobile coverage.

In terms of the mobile telecommunications services that would be available, it is worth noting that, while coverage is generally very good, there are differences between the bidding countries. Based on the bid documentation, Germany and the Netherlands both have widespread 5G coverage, while Belgium currently relies to a larger extent on 4G coverage.

The bidding countries also have varying degrees of experience among their telecommunications service providers when it comes to the live broadcasting of high-profile international sporting events. The providers in Germany have extensive experience in this regard, boosted in particular by the country's hosting of the 2006 FIFA World Cup, FIFA Women's World Cup 2011 and upcoming UEFA EURO 2024, and the providers in the Netherlands also have very good experience based on their broadcasting of the UEFA Women's EURO 2017 and UEFA EURO 2020, as well as international football leagues and other events. Belgium's providers rely primarily on their experience of broadcasting sporting events at national level.

The governments of the three bidding countries have provided guarantees relating to IT&T, although it is worth noting that the guarantees submitted by the Netherlands deviated from the FIFA template and further clarification of some aspects of the guarantees would be required if the bid were successful.


Stadium infrastructure

Based on the information provided by the bidder and the stadium inspection visits that took place in January and February 2024, it would appear that the stadium infrastructure set out in the BNG 2027 bid generally meets the tournament requirements. Further information is provided in section 5.2.1 of this report, "Stadiums".

Conclusion

In general, the IT&T infrastructure and services proposed by the BNG 2027 bid would be more than suitable for hosting the FIFA Women's World Cup 2027. One aspect that may need to be further analysed is the extent to which the same suite of IT&T services can be offered consistently to key stakeholders across all three host countries; however, this could be explored in detail if the bid were successful.

Risk assessment

Criterion	Level of risk	Observations / comments
IT&T	 Low	<p>Generally, Belgium, the Netherlands and Germany offer a very good level of international connectivity and well-connected host cities.</p> <hr/> <p>The IT&T infrastructure and services provided within the stadiums should generally meet the tournament requirements.</p>



5.3.6 EVENT TIMING

Evaluation

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women’s World Cup 2027 in Belgium, the Netherlands and Germany during the period that has been tentatively reserved for the competition (June – July 2027). The bid documentation includes a proposal to host the tournament between mid-June to end of July 2027, with a preference for the dates: 18 June to 18 July 2027 (though the final dates are to be determined by FIFA).

The bid documentation suggests that the proposed event period would be ideal in terms of climatic conditions. Generally, Belgium, the Netherlands and Germany enjoy mild to warm temperatures with relatively low precipitation in June and July. The daily average temperatures in the host cities would be around 21°C in June and July.

The proposed tournament time window is at the beginning of summer in the three bidding countries, which means that the tournament would benefit from tourists. No public holidays would fall during the period in which the bidder would prefer to stage the competition.

The bid documentation indicates that there are no other major national football tournaments or other major or international sporting events scheduled to take place in the three bidding countries nor any other major international or continental football or events taking place in Europe during the proposed dates.

Critically, the proposed event timing has been strategically aligned with the national women’s and men’s football competitions in the bidding countries, meaning that all stadiums would be available for exclusive use during the tournament. Should, however, the dates of the competition fall later in the summer period (i.e. August 2027), this would present challenges in terms of site availability.

Conclusion

Given the confirmation provided by the bidder regarding the tournament window, the absence of national and regional competitions and the typical climatic conditions at that time of year, the conditions for hosting the FIFA Women’s World Cup in Belgium, the Netherlands and Germany during the period that has been tentatively reserved for the competition are generally favourable. Should the dates of the competition fall in August 2027, however, this would present a challenge.

Risk assessment

Criterion	Level of risk	Observations / comments
Event timing	● Low	Provided that the tournament does not take place later than June and/or July, no other particular timing-related issues have been identified that would interfere with the hosting of the FIFA Women’s World Cup.



5.3.7 SUSTAINABILITY, HUMAN RIGHTS AND ENVIRONMENTAL PROTECTION

Sustainability

The BNG 2027 bid pledges its “unwavering commitment to sustainability and human rights” and aspires “to organise the most sustainable FIFA Women’s World Cup ever, in alignment with the FIFA tournament and sustainability requirements”. The bidders also confirm that they adhere to internationally recognised sustainability and human rights standards, and would adhere to the FIFA Sustainable Sourcing Code and FIFA Climate Strategy.

Sustainability is mentioned as part of the vision and strategy and is extensively woven into the bid book, with a view to demonstrating the bid’s full commitment in these areas and to ensuring the tournament requirements are met or exceeded. Furthermore, the bid aspires to contribute to the UN Sustainable Development Goals (SDGs) and specifically identifies the key SDGs to which it contributes. The bid demonstrates its support for the UN Sports for Climate Action Framework and/or Football for the Goals across the three host countries.

Human rights

The bid demonstrates a very good understanding of human and labour rights as well as safeguarding requirements and includes an explicit commitment to respecting human rights and adhering to FIFA’s Human Rights Policy.

The bid documentation clearly outlines the stakeholder engagement activities that have been conducted by the bidders to date, including information on the stakeholders engaged and the format of the engagements. The explanation of how stakeholders’ feedback has been incorporated into the development of the human rights strategy is extensive, and there is an explicit commitment to further expanding engagement in the coming years in accordance with the AA1000 Stakeholder Engagement Standard.

The bidders’ human rights strategy provides a very good overview of the most salient human rights and safeguarding risks across the three countries, particularly in connection with the hosting of the competition. The human rights strategy takes into account the findings of the independent human rights context assessment, identifying the following priority areas:

- Labour rights
- Security
- Diversity and anti-discrimination
- Accessibility
- Safeguarding and children’s rights
- Freedom of speech and peaceful assembly
- Rights to health (in connection with tobacco control).

The action plan proposed and committed to by the bidders for each of the above areas is considered to be a robust and relatively comprehensive initial set of measures that is commensurate to the risk level.

If the bid were successful, it would be important to further elaborate on the plans outlined in the strategy with the relevant local stakeholders. This would include specific measures relating to the protection of workers involved in the construction of the ZebrArena Charleroi.

Finally, the human rights commitments in the government declaration generally meet the tournament requirements and have been signed by the relevant authorities.

Environmental protection

The bidder demonstrates a clear understanding of the main environmental and climate impacts of hosting the tournament and how the tournament may be affected by climate change. It aims to create the lowest carbon footprint of any FIFA World Cup and to contribute to the UN SDGs. In the bid documentation, a number of measures are outlined to minimise the impact of the tournament on the environment and climate, and to mitigate the impact of stadium infrastructure, transport, accommodation, energy and waste.

These measures include using existing stadiums which are already implementing sustainable operations initiatives. Moreover, half of the stadiums proposed have achieved sustainability certification for certain aspects of their operations. Each stadium would need to achieve sustainable building certification for its operations by the time of the tournament in order to meet the tournament’s sustainability requirements. If the bid were successful, sustainable building certification would also need to be obtained for the design and construction of the ZebrArena Charleroi and for its operations.

Another mitigation measure is to provide a variety of sustainable transport options both between and within the proposed host cities, as well as aim to provide free public transport in all proposed host cities for ticket holders and accredited staff on matchdays. With regard to the provision of free public transport, please refer to section 5.3.2 of this report, “Transport”, regarding the need both for commitments and further clarification from the legally competent stakeholders in each host city in Germany and the Netherlands.

Other measures to minimise the impact of the tournament on the environment and climate include using existing accommodation as well as prioritising and promoting accommodation that upholds sustainability standards (e.g. EMAS, Green Key), using renewable energy, and setting ambitious waste management targets.

Awareness-raising and knowledge transfer are also key elements of the bid, as expressed in the desire to work with stakeholders, including stadiums, accommodation and energy providers, to enhance the sustainability of the tournament. The bidder’s vision and strategy also include sharing the experience gained with regard to sustainability, innovation and technology to deliver solutions that can be replicated around the world as a true and lasting legacy for football.



Conclusion

The BNG 2027 bid demonstrates a strong and credible commitment to sustainability. In terms of human rights, it provides a solid basis for further developing effective systems to address the potential human rights impact associated with the tournament across the three countries. The bid also provides a solid foundation to ensure environmental protection measures would be in place for the tournament.

Risk assessment

Criterion	Level of risk	Observations / comments
Sustainability	● Low	<p>The bidder makes an explicit commitment to sustainability, human rights, sustainable procurement and climate action.</p> <p>The bidder declares its support for the UN Sports for Climate Action Framework and/or Football for the Goals.</p> <p>The bidder aspires to contribute to the achievement of the UN SDGs and identifies the key SDGs to which it would contribute.</p>
Human rights	● Low	<p>The bidder demonstrates a very good understanding of FIFA's human rights requirements.</p> <p>The development of the human rights strategy is informed by an independent context assessment and extensive stakeholder engagement. The strategy contains a solid discussion of human rights risks and an initial set of relevant measures.</p> <p>Based on the documents submitted, there is general government support for these human rights measures.</p>
Environmental protection	● Low	<p>The bidder demonstrates a good understanding of the impact of the tournament on the environment and climate, and outlines a number of measures to mitigate this impact.</p> <p>Based on the compact footprint concept, all proposed host cities can be reached by public transport within five hours, with no need for carbon-intensive air travel.</p> <p>The existing stadiums proposed by the bidder would need to obtain sustainable building certification for operations before the tournament. The new stadium proposed, ZebrArena Charleroi, would need to obtain sustainable building certification for design, construction and operations.</p> <p>The bidder's aim to provide free public transport on matchdays is a matter to be clarified with the legally competent stakeholders in each host city in Germany and the Netherlands.</p>



5.3.8 LEGAL

The following assessment of the legal risks associated with the BNG 2027 bid is a consolidation of the individual legal risks of each member association's respective portion of the joint bid, comprising two components:

- government support documents; and
- the contractual legal framework.

This assessment has been carried out in accordance with the methodology described in section 7 of this report.

Since this is a joint bid, involving three member associations (the Royal Belgian Football Association – RBFA, the Royal Netherlands Football Association – KNVB and the German Football Association – DFB), separate legal assessments have been carried out for each bidding association. The main findings are set out below, followed by a joint risk assessment for the bid as a whole.

Evaluation – Belgium

Government support documents

The RBFA has submitted to FIFA a government declaration and each of the seven government guarantees, all of which are executed but contain numerous material deviations from the templates, including general limitations and conditions attached to the validity and enforceability of the various guarantees provided. Specific areas in which the level of commitment required by FIFA has not been met include taxes, immigration procedures, labour law, and safety and security. As a result, FIFA is exposed to potential unanticipated financial liabilities and operational delivery risks.

The RBFA has also provided a government legal statement submitted by the Prime Minister of Belgium.

During the clarification process, the RBFA, together with its co-bidders, provided written general reassurances, including from its head of government, regarding the concerns raised by FIFA, highlighting the Belgian government's commitment to discussing the specifics of the tournament and making additional arrangements wherever necessary. Moreover, the RBFA has also liaised with the Belgian Ministry of Finance and indicated that local legislation could potentially be adapted with a view to avoiding players' taxation in Belgium and that prioritised and administrative support and transparent processing would be ensured.

In view of the level of deviation in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.

Contractual legal framework

The RBFA has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women's World Cup 2027 in Belgium, including the following core agreements:

- a hosting agreement, co-signed with the KNVB and the DFB;
- four unilaterally executed host city agreements; and
- four unilaterally executed stadium agreements.

However, FIFA has identified some material deviations in the agreements submitted, in particular in the stadium and host city agreements. Such deviations will result in increased cost obligations, a significant dilution of rights (including a limit on the stadium authorities' liability) and a loss of operational control (including in relation to the tournament's hosting requirements and budget).

During the clarification process, the RBFA, together with its co-bidders, explained that in the spirit of transparency, it had discussed at length with the various stakeholders and amended the agreements wherever deemed necessary in order to fully disclose to FIFA the foreseeable challenges and additional cost-related matters. Moreover, the RBFA indicated its willingness to discuss changes to the submitted Hosting Agreement should the bid be successful.

Notwithstanding, given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.

Conclusion – Belgium

The RBFA has provided a comprehensive contractual framework to host the FIFA Women's World Cup 2027 in Belgium.

However, the commitments in the government support documents remain subject to the material deviations proposed by the Belgian government and existing applicable laws, which present limitations to the practical implementation of the government declaration and government guarantees.

Such risks considered together with the material deviations identified in the contractual legal framework means that operational and financial uncertainties remain that would need to be addressed and/or mitigated if the bid is successful.

Risk assessment

Criterion	Level of risk	Observations / comments
Legal: government support documents (Belgium)	Medium	<p>The RBFA has submitted to FIFA a government declaration; each of the seven government guarantees, all of which are executed but contain numerous material deviations from the templates; and a government legal statement submitted by the Prime Minister of Belgium.</p> <p>During the clarification process, the RBFA provided written general reassurances regarding the concerns raised by FIFA.</p> <p>In view of the level of deviation in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.</p>
Legal: contractual legal framework (Belgium)	High	<p>The RBFA has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women's World Cup 2027 in Belgium.</p> <p>However, FIFA has identified some material deviations in the agreements submitted, in particular in the stadium and host city agreements.</p> <p>Given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.</p>



Evaluation – the Netherlands

Government support documents

The KNVB has submitted to FIFA a government declaration and each of the seven government guarantees. FIFA has identified several material deviations in the documentation submitted. Although the government authorities provided general guarantees to FIFA, they do not undertake to comply with all of the conditions contained in the documents, in particular in the areas of taxes, immigration, safety and security, and commercial rights. Therefore, FIFA may be exposed to potential unanticipated financial liabilities and operational delivery risks.

The KNVB has also provided a government legal statement submitted by the Minister for Long-term Care and Sport of the Netherlands.

During the clarification process, the KNVB, together with its co-bidders, provided written general reassurances, including from its head of government, regarding the concerns raised by FIFA, highlighting that the guarantees are comprehensively binding for the government and remain fully enforceable, although the enactment of laws lies within the competence of the parliament. Moreover, the KNVB has also liaised with the Dutch Ministry of Finance who provided confirmation that player payments in connection with the tournament would not be subject to Dutch income or wage tax unless the player is a resident of the Netherlands.

In view of the level of deviation in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.

Contractual legal framework

The KNVB has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women’s World Cup 2027 in the Netherlands, including the following core agreements:

- a hosting agreement, co-signed with the RBFA and the DFB;
- five unilaterally executed host city agreements; and
- five unilaterally executed stadium agreements.

However, FIFA has identified some material changes in the agreements submitted, in particular in the stadium and host city agreements. Such deviations will result in increased cost obligations, a significant dilution of rights (including a limit on the stadium authorities’ liability) and a loss of operational control under these agreements.

During the clarification process, the KNVB, together with its co-bidders, amongst other explanations, indicated its willingness to elaborate room for additional approaches and potential cost savings for FIFA. Moreover, the KNVB indicated its willingness to discuss changes to the submitted Hosting Agreement should the bid be successful.

Notwithstanding, given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.

Conclusion – the Netherlands

The KNVB has provided a comprehensive contractual framework to host the FIFA Women’s World Cup 2027 in the Netherlands.

However, the commitments to FIFA’s requirements in the government support documents remain subject to material deviations proposed by the Dutch government and existing applicable laws, which present limitations to the practical implementation of the government declaration and government guarantees. In the documentation submitted, the Dutch government has not explicitly agreed to enact all new legislation required to implement the tournament requirements.

Such risks considered together with the material deviations identified in the contractual hosting documentation indicate that operational and financial uncertainties remain that would need to be addressed and/or mitigated if the bid is successful.

Risk assessment

Criterion	Level of risk	Observations / comments
Legal: government support documents (the Netherlands)	Medium	<p>The KNVB has submitted to FIFA a government declaration; each of the seven government guarantees; and a government legal statement submitted by the Minister for Long-term Care and Sport of the Netherlands. FIFA has identified several material deviations in the documentation submitted. Although the government authorities provided general guarantees to FIFA, they do not undertake to comply with all of the conditions contained in the documents.</p> <p>During the clarification process, the KNVB provided written general reassurances regarding the concerns raised by FIFA.</p> <p>In view of the level of deviation in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.</p>
Legal: contractual legal framework (the Netherlands)	High	<p>The KNVB has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women’s World Cup 2027 in the Netherlands.</p> <p>However, FIFA has identified some material changes in the agreements submitted, in particular in the stadium and host city agreements.</p> <p>Given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.</p>



Evaluation – Germany

Government support documents

The DFB has submitted to FIFA a government declaration and each of the seven government guarantees, all of which are executed but contain several material deviations from FIFA’s template requirements, including a failure to provide warranties relating to the enforceability of the government support documents.

The scope of the government support documents has been limited by the German government and several changes were made, in particular in respect of the taxes, as well as visas and work permit procedures.

The DFB has also provided a government legal statement submitted by the Minister of the Interior and Community of Germany.

During the clarification process, the DFB provided written reassurances, including from its head of government, regarding the various concerns raised by FIFA, highlighting the government’s commitment to discussing the specifics of the tournament and making additional arrangements wherever necessary. Moreover, the DFB has also liaised with the German tax authorities and is confident that identical or similar players tax exemptions to that applicable for the UEFA EURO 2024 may also apply for the FIFA Women’s World Cup 2027.

In view of the deviations in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.

Contractual legal framework

The DFB has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women’s World Cup 2027 in Germany, including the following core documents:

- a hosting agreement, co-signed with the RBFA and the KNVB;
- four unilaterally executed host city agreements; and
- four unilaterally executed stadium agreements.

However, FIFA has identified some material deviations from its templates in the contractual documentation provided by the DFB. In particular, amendments made to the stadium and host city agreements will likely result in increased cost obligations, a significant dilution of rights (including a limit on the stadium authorities’ liability) and a loss of operational control under these agreements (including in relation to FIFA’s right to determine the tournament’s hosting requirements and tournament budget).

During the clarification process, the DFB and the host city and stadium authorities confirmed their strong commitment to cooperating closely and in partnership with FIFA to achieve the best possible results in terms of cost efficiencies. Moreover, the DFB indicated its willingness to discuss changes to the submitted Hosting Agreement should the bid be successful.

Notwithstanding, given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.



Conclusion – Germany

The DFB has provided a comprehensive contractual framework to host the FIFA Women’s World Cup 2027 in Germany.

However, the commitments made in the government support documents remain subject to material deviations proposed by the German government, and its own governmental ability, as well as existing applicable laws, which present limitations to the practical implementation of the government declaration and government guarantees.

Such risks considered together with the material deviations identified in the contract legal framework means that operational and financial uncertainties remain that would need to be addressed and/or mitigated if the bid is successful.


Risk assessment


Criterion	Level of risk	Observations / comments
Legal: government support documents (Germany)	 Medium	<p>The DFB has submitted to FIFA a government declaration; each of the seven government guarantees, all of which are executed but contain several material deviations from FIFA’s template requirements; and a government legal statement submitted by the Minister of the Interior and Community of Germany.</p> <hr/> <p>During the clarification process, the DFB provided written assurances regarding the various concerns raised by FIFA.</p> <hr/> <p>In view of the deviations in the submitted government support documents and the additional assurances provided during the clarification process, the risk in relation to the government support documents has been assessed as medium.</p>
Legal: contractual legal framework (Germany)	 High	<p>The DFB has submitted a comprehensive set of contracts that provide FIFA with a good legal framework to host the FIFA Women’s World Cup 2027 in Germany.</p> <hr/> <p>However, FIFA has identified some material deviations from its templates in the contractual documentation provided by the DFB, in particular in the stadium and host city agreements.</p> <hr/> <p>Given the extent and scale of the deviations, the risk in relation to the contractual documentation has been assessed as high.</p>



The following assessment of the legal risks in connection with the BNG 2027 joint bid represents a consolidation of the individual legal risks of the portions relating to Belgium, the Netherlands and Germany highlighted previously.

Risk assessment

Criterion	Level of risk	Observations / comments
Legal: government support documents (overall bid)	 Medium	<p>Each member association has provided government support documents that demonstrate support from the respective national government to host and stage the FIFA Women's World Cup 2027 in Belgium, the Netherlands and Germany. However, the level of deviation in each set of government support documents risks exposing FIFA to operational and financial uncertainties.</p> <hr/> <p>FIFA has identified that several government support documents substantially deviate from the original templates provided by FIFA. The extent of the changes made to FIFA's documentation may have a significant impact on the validity, scope and enforceability of the government guarantees, as well as various implications in relation but not limited to:</p> <ul style="list-style-type: none"> • taxes; • work permits and labour law; • safety and security; • the enactment of special laws; and • governing law and jurisdiction. <hr/> <p>During the clarification process, the member associations provided written general reassurances regarding the concerns raised by FIFA, including from the respective heads of government, highlighting the governments' commitment to discussing the specifics of the tournament and making additional arrangements wherever necessary. The member associations have also liaised with their respective governments and obtained additional assurances in relation to tax exemptions for players and support on the coordination between the three jurisdictions.</p> <hr/> <p>In consideration of the risks identified in each member association's government support documents and the additional assurances provided during the clarification process, the overall risk has been assessed as medium.</p>

Criterion	Level of risk	Observations / comments
Legal: contractual legal framework (overall bid)	 High	<p>The member associations have provided a comprehensive contractual framework to host the FIFA Women's World Cup 2027.</p> <hr/> <p>However, FIFA has identified numerous material deviations in the majority of the agreements submitted, in particular in the core contractual hosting documents (i.e. hosting agreement, host city agreements and stadium agreements). Such deficiencies potentially expose FIFA to significant risks, including increased cost obligations, significant dilution of its rights (including the stadium authorities' liability capped to the stadium rental fee) and a loss of operational control (including the limitation to determine the hosting requirements and budget).</p> <hr/> <p>The contractual hosting documentation remains subject to numerous material deviations proposed by each of the member associations, as well as existing applicable laws, which present limitations to the practical implementation of the tournament requirements.</p> <hr/> <p>During the clarification process, the member associations highlighted that, in the spirit of transparency, the agreements had been amended wherever deemed necessary in order to fully and proactively disclose to FIFA the foreseeable challenges and additional cost-related matters. In addition, the host city and stadium authorities confirmed their strong commitment to cooperating closely in partnership with FIFA, the member associations and other stakeholders to achieve the best possible result in terms of cost efficiencies and a high quality outcome in the hosting and staging of the tournament. The member associations have also indicated their willingness to discuss changes to the submitted Hosting Agreement and submission of a modified version should their bid be successful.</p> <hr/> <p>Notwithstanding the foregoing, given the extent and the scale of the deviations, the overall risk for the contractual legal framework has been assessed as high.</p>



5.3.9 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 Agreement) that each bidder provide various bidding documents including the bid book, bid questionnaires and hosting documents for the organisation of the FIFA Women’s World Cup 2027.

The bidder submitted the required bidding documents by 8 December 2023 in the proper form as per the applicable regulations and guidelines.

- Originals were delivered in person to the Home of FIFA, Zurich on 7 December 2023.
- Soft copies were received and uploaded onto the FIFA Bidding Platform.

Further documents were also received as part of the clarification process that 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 24 March 2023;
- the completed Bidding Agreement (including any ancillary documents) on 17 May 2023; and
- several other documents (including relating to 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 comprehensive reports in relation to the bidder’s promotional activities, provided consistently and in good time. In addition, FIFA received a written report of the Bid Compliance and Ethics Officer, appointed by the bidder for the duration of the participation in the bidding process, which addressed the integrity of the bidder’s involvement in the bidding process and the compliance with the Bid Rules of Conduct and generally recognised rules of good governance.

In the course of the inspection visits to Belgium, the Netherlands and Germany 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 Royal Belgian Football Association, the Royal Netherlands Football Association and the German Football Association are considered to have closely followed the strict rules and guidelines set out in the Bidding Agreement.

In relation to the second component of the compliance assessment, FIFA examined whether any relevant international economic sanctions or export controls applied to the bidding country. For context, economic sanctions and export controls cover a wide range of political and/or economic measures, which are put in place by international, regional or state bodies with the aim of influencing the behaviour of a particular country’s regime, as well as individuals or organisations suspected of involvement in terrorism, organised crime or internal repression. The types of relevant measures put in place can vary widely, including financial restrictions, import-export restrictions and travel bans. In the event that any international economic sanctions or export controls apply to the bidding country, FIFA would face challenges with regard to the provision and movement of funds or goods, which are essential to deliver an international tournament.

At the time that this report was finalised, there were no relevant international economic sanctions in place against Belgium, the Netherlands or Germany. FIFA will work closely with the appointed host(s) to develop and implement a robust compliance programme to ensure mitigation of all relevant compliance risks and to support the protection of the tournament’s integrity.

Risk assessment

Criterion	Level of risk	Observations / comments
Compliance	 Low	At the time that this report was finalised, the bidder was assessed as having complied with the bidding process. There are currently no relevant sanctions in place against Belgium, the Netherlands or Germany.







INDIVIDUAL BID EVALUATION

BRAZIL



6.1 DESCRIPTION

6.1.1 GENERAL INFORMATION – HOST COUNTRY AND HOST CITIES

General country information

Brazil occupies most of the eastern part of the South American continent, bordering the Atlantic Ocean. It ranks both as the fifth-largest country in the world in terms of surface area, with a total area of 8,515,767km², and as the longest country in the world, spanning 4,395km from north to south. Its topography is varied and includes mountains, plains, highlands, savannahs, rainforests and coastline. The country's population of 230 million is ethnically diverse, made up of a confluence of people of Indigenous, European, African and Asian descent. The proposed tournament footprint on the Brazilian mainland covers two time zones (UTC-4 to UTC-3), and Portuguese is the country's official language. Brazil is a presidential and federative republic comprising 26 states and one federal district (Brasília). The states are semi-autonomous entities with relative financial independence and are subdivided into municipalities.

According to the bidder, an October 2023 report by the International Monetary Fund on the performance of the world economy highlighted Brazil as a country with higher-than-expected GDP growth for the year (3.1 % in 2023), with such performance expected to position Brazil as the ninth-largest economy in the world. Tourism is said to be a significant contributor to the Brazilian economy, representing upwards of 8% of total employment. Hosting global sporting events such as the FIFA Women's World Cup would therefore give a significant boost to national trade. According to Brazil's Ministry of Tourism, more than three million people visited Brazil in the first half of 2023.

Proposed host cities

Brazil has included ten proposed host cities in its bid for the FIFA Women's World Cup 2027, covering all five regions of Brazil and ensuring that as many Brazilians as possible can take part in the tournament. All ten cities served as venues during Brazil's hosting of the 2014 FIFA World Cup.

Given the scale of the country, it will be necessary to fly between the ten proposed host cities, as airports are the main transport hubs. All of Brazil's airports have been upgraded over the last decade and the country has advanced and efficient large-scale airports.

In terms of climate, June and July (the event timing proposed by the bid) fall during the Brazilian winter, the coolest season of the year, resulting in generally milder temperatures. In most of the proposed host cities, visitors will encounter mild temperatures, usually around 20 °C.

National team

Brazil's national women's football team have qualified for eight of the nine editions of the FIFA Women's World Cup since the inaugural edition in 1991. After finishing in third place in 1999 following a penalty shoot-out victory over Norway, the team achieved their best performance in 2007 when they made it through to the final in Shanghai. Brazil have also claimed the silver medal twice (2004 and 2008) at the Summer Olympic Games.

Previous sporting events

Brazil has successfully hosted a number of major sporting events over the last decade, including most notably the FIFA Confederations Cup 2013, the 2014 FIFA World Cup, the Rio 2016 Summer Olympics, the Rio 2016 Paralympics, the FIFA U-17 World Cup Brazil 2019™ and the CONMEBOL Copa América 2021 (at short notice). This has enabled the country to build up a sporting and infrastructure legacy – as well as a considerable amount of experience and know-how when it comes to organising successful global sporting competitions.

6.1.2 HOSTING VISION AND STRATEGY

Evaluation

The Brazil 2027 bid, entitled “As natural as football”, uses the word “natural” in its vision to express that it is time to make the beautiful game a natural part of our lives and to emphasise the importance of sustainability. Natural also refers to the vital resource of water, the inspiration for the bid brand, which symbolises the essence of women through its fluidity, unstoppable power and the ability to generate life.

Brazil's bid aims to provide an environmentally, financially and socially sustainable FIFA Women's World Cup. To accomplish this, its strategy centres around six cornerstones. These begin with enhancing Brazil's reputation as a natural host by building on its recent “golden age” of hosting international events and its proven sports and hospitality infrastructure. The bid proposes to leave a lasting technical and human legacy by ensuring that women hold key positions in organising the tournament as well as by expanding the opportunities for women volunteers, broadcasters and journalists.

The bid commits to increasing the participation of girls and women in sport by setting targets, in collaboration with CONMEBOL, to increase the number of clubs throughout Brazil that have women's teams and grassroots projects. The measures include obligatory women's team structures for all clubs seeking to participate in high-level competitions, new tournaments, as well as ticketing and broadcasting initiatives.

The bidder sets out reasons why Brazil 2027 would benefit from the country's current drive towards sustainability, including the fact that the tournament would take place precisely as Brazil's collaboration with the UN to accelerate the Sustainable Development Goals culminates. This timeframe provides a unique opportunity for the FIFA Women's World Cup to be seen as a platform to draw attention to climate and biodiversity protection. The tournament would also be hosted at existing venues.

The strategy includes establishing a connection with the new generation of football fans. Brazil has 100 million inhabitants under 35 – a demographic that typically consumes sports content via social networks. Brazil, which ranks third in social media consumption worldwide, is at the forefront of online streaming and intends to use its experience to engage with this audience and keep them on board beyond 2027.

Brazil would also embrace the safeguarding of women and their rights as a main pillar of its strategy and legacy programme. It would use the tournament to raise awareness of women's rights and promote actions that integrate the values of safe sport based on respect and understanding.

Conclusion

The bidder sets out a clear strategy with the vision “As natural as football” at its heart. The strategy is in line with the FIFA Women's Football Strategy with regard to developing the women's game, empowering women in leadership positions and optimising communication opportunities with the new generation of football fans. Sustainability and promoting safe sport and protecting women's rights is clearly underlined as an important element of the strategy. Overall, the bidder sets out a clear vision for its proposed hosting of the tournament and emphasises the country's strong track record in the delivery of major international sporting events in recent years.

6.1.3 WOMEN'S FOOTBALL: DEVELOPMENT AND LEGACY

Evaluation

The bidder believes that hosting the FIFA Women's World Cup 2027 represents a unique opportunity to develop women's football in Brazil, promote cultural change and build a lasting and sustainable legacy. The Brazilian Football Association (CBF) is rolling out the Legacy Programme in 2024, funded by the FIFA Forward, CONMEBOL Evolución and CBF Transforma development programmes, to increase the participation of girls and women in all aspects of the sport, heighten engagement around the game and make it financially sustainable.

The CBF's Women's Football Development Strategy will focus on six pillars aimed at making football accessible to girls and women, strengthening the competitive pyramid, improving the path of national teams, promoting the talent ecosystem, achieving financial sustainability and shaping the identity of Brazilian women.

As evidence of its commitment to developing women's football, the bidder cites initiatives such as the CBF's introduction of mixed-football regulations, the inclusion of a progressive age waiver policy to compensate for biological differences, and the launch of the Joga Mina! initiative in 2024 to promote training activities, football festivals and talent scouting. As part of FIFA Forward 3.0, the CBF intends to strengthen the competitive pyramid by establishing 54 regional competitions for the U-15 and U-17 categories in collaboration with 27 regional associations. The CBF has also relaunched the U-15 women's national team as part of its restructuring plan and made significant investments in its women's national-team programme, with regular training camps, friendlies and competitions for the senior and youth teams (U-20s and U-17s).

Funding from the FIFA Talent Development Scheme will be fully invested in women's football and initiatives such as the Women in the Game incentive policy and new programmes such as Black Leadership (scholarships for black female coaches and managers) and Women's Leadership Training in Football will be introduced from 2024 onwards to promote opportunities for women. The bidder also highlights the CBF initiatives to celebrate the history, resilience, talent and strength of Brazilian women in football, such as recognising the pioneers of the women's national team and the statue of Marta, recently incorporated into the Brazilian national-team museum. The bidder believes that hosting the tournament would provide an opportunity for a major cultural shift, giving women pride and prominence in Brazilian and Latin American societies.

In terms of the commercial legacy, the bidder anticipates that, due to its wide coverage, the FIFA Women's World Cup 2027 would play a pivotal role in attracting more commercial and media partners, furthering the financial sustainability of women's football in Brazil and securing an even greater future for the sport.

Conclusion

The women's football development and legacy objectives outlined in the Brazil 2027 bid are detailed and carefully thought-through, with clear descriptions of the programmes that the bidder would put in place to accomplish each of the proposed objectives. It is clear from the initiatives that are already under way that the CBF is strongly committed to the development of women's football and that hosting the FIFA Women's World Cup 2027 would further catalyse the programmes and structures that are already in place to achieve a major cultural shift and mould a proud footballing identity among Brazilian women. The information outlined by the bidder appears to meet FIFA's objectives with regard to women's football development and the tournament's legacy, and the objectives set out seem to be attainable if the programmes are properly implemented.

6.1.4 COMMUNICATIONS AND EVENT PROMOTION

Evaluation

The Brazil 2027 bid sets out an inclusive communications and event promotion plan with a broad scope. The proposed campaign aims to show how the bidder's hosting of the FIFA Women's World Cup 2027 would strengthen the ecosystem of women in sport generally and, rather than being a one-off occasion, represent a milestone on the way to new possibilities for future generations.

Given Brazil's large population of young women, they represent the main target group of the activities. The bid would capitalise on the widespread use of social media in Brazil to create a sense of community. The bid book gives the example of the bid presentation video, which was produced using footage submitted by women from Brazil and South America via social media and featured the call to action "Vamos Juntas" (all women together).

The message of inclusivity extends to the bidder's proposal to engage women not only in Brazil but across South America. If the bid were to be successful, Brazil would be the first South American country to host the FIFA Women's World Cup. The communications plan reflects this continent-wide approach, with a plan to subtitle social networks in Spanish and feature content created by women across South America. The bidder also outlines intentions to establish a platform dedicated to paving a better future for women in sport and society, including campaigns against racism and violence against women.

The timeline for the communications and event promotion plan consists of three main phases. During the "Engage and inform" phase from 2023 to 2026, the bidder proposes a comprehensive ambassador programme, led by women, in which footballers and people from all walks of life in Brazil and South America promote the tournament during media visits, interviews and information sessions. The bidder will use social media platforms to keep the public up to date with developments.

The "Excite and celebrate" phase from 2026 to 2027 foresees a ticket promotion strategy as well as a volunteer programme that replicates the successful strategy adopted for the 2014 FIFA World Cup. The tournament slogan and mascot would be launched during this phase. Other milestones would include a Trophy Tour, the promotion of FIFA Fan Festivals and pre-tournament media tours.

The final phase "2027: legacy" sets out post-tournament legacy activities, including the sharing of the tournament results in terms of tickets and technical aspects. A "Thank-You Tour" would also be organised to acknowledge the contribution of the host cities and commercial partners.

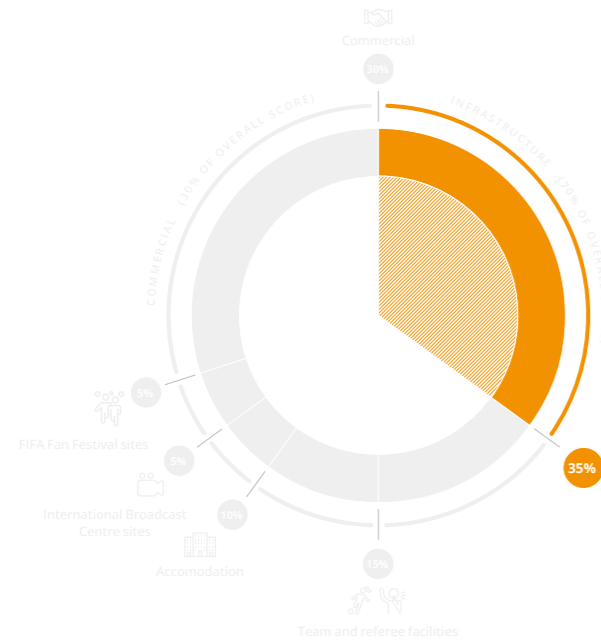
Conclusion

The Brazil 2027 bid includes a broad and robust communications and event promotion plan on how public support for the tournament can be generated, whilst supporting the long-term strategy for women's football in Brazil. The objectives outline the inclusive vision to involve stakeholders not only from Brazil but also from the South American region, and a core message that is not centred around a one-off occasion but aims to pave the way for new possibilities for future generations. It identifies a clear target group focus and is well structured into distinct event periods (including the legacy phase of the tournament) with associated activities.



6.2 TECHNICAL EVALUATION

6.2.1 STADIUMS



Stadiums

Sub-criterion	Weighting
Suitability	20%
Stadium capacity	20%
Stadium orientation and space requirements	15%
Pitch	15%
Technical installations	15%
Overlay	7.5%
Sustainability	7.5%

Evaluation

Overview

The Brazil 2027 bid proposes ten stadiums spread across the ten candidate host cities, thus meeting the minimum requirement in terms of the number of stadiums. All ten stadiums already exist and were used to host the 2014 FIFA World Cup.

As a general remark, based on FIFA's analysis, these stadiums meet many of the key requirements, in particular with respect to their general suitability, capacities, orientation, spaces, pitch-related infrastructure and ability to flexibly accommodate overlay. Should the bid be successful, it would be important to consider upgrades to technical installations, such as floodlighting and information technology and telecommunications (IT&T) systems, when planning the tournament.

The current capacities of all the proposed stadiums exceed FIFA's requirements. The average existing seating capacity of the stadiums is 54,296.

All the proposed stadiums meet the tournament requirements in terms of orientation and space, subject to further clarification of matters such as space labelling and allocation. With regard to roofing, all of the proposed stadiums provide good cover for the spectator seating areas.


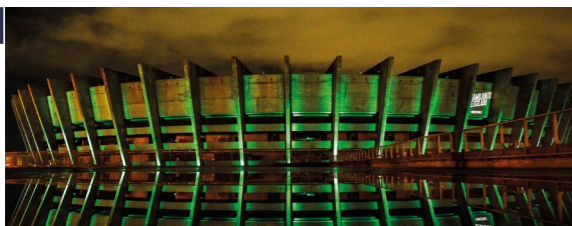




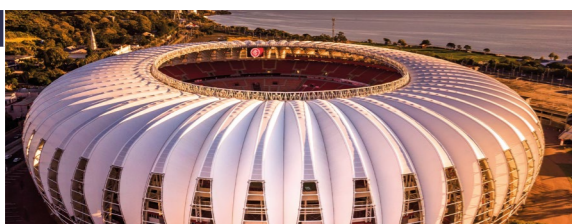
The stadiums all have natural-grass pitches, which FIFA would look to reinforce if the bid were successful, and the pitch area dimensions comply with the requirements.


At two stadiums (the ones in Belo Horizonte and Brasília), the floodlighting has been upgraded to an LED system since the 2014 FIFA World Cup. The metal halide systems used in 2014 have been maintained at the other eight stadiums. Five of these eight stadiums appear to meet the minimum tournament requirements, while the other three (in Cuiabá, Manaus and Recife) do not currently appear to meet the requirements. As previously mentioned, upgrades would need to be explored at these and some other stadiums if the bid were successful.

All the proposed stadiums appear to meet the minimum requirements for accessibility. When it comes to sustainability, six of the stadiums appear to hold internationally recognised sustainable building certification, although further clarification is needed regarding the certification of stadium operations. From a legacy-use perspective, the stadiums all regularly host club football matches in the Brazilian national championship, and some stadiums also host other events, such as concerts. If Brazil were appointed to host the tournament, the stadium authorities would need to work with FIFA to ensure that sustainable building and operations certification is in place for all stadiums. Areas that may need to be addressed or that require further clarification include the provision of gender-neutral changing-room facilities and the commitment to FIFA's waste management and recycling policies.



BRAZIL 2027 BID STADIUM PROPOSALS*

1		<p>Host city: Rio de Janeiro</p> <p>Stadium: Estádio do Maracanã</p> <p>Highest proposed match category: Opening match/final</p> <p>Capacity: 73,139</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
2		<p>Host city: Belo Horizonte</p> <p>Stadium: Estádio Mineirão</p> <p>Highest proposed match category: Third-place play-off</p> <p>Capacity: 66,658</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
3		<p>Host city: Brasília</p> <p>Stadium: Estádio Mané Garrincha</p> <p>Highest proposed match category: Semi-final</p> <p>Capacity: 69,910</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
4		<p>Host city: Cuiabá</p> <p>Stadium: Arena Pantanal</p> <p>Highest proposed match category: Group stage</p> <p>Capacity: 42,788</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
5		<p>Host city: Fortaleza</p> <p>Stadium: Arena Castelão</p> <p>Highest proposed match category: Round of 16</p> <p>Existing capacity: 57,876</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
6		<p>Host city: Manaus</p> <p>Stadium: Arena da Amazônia</p> <p>Highest proposed match category: Group stage</p> <p>Capacity: 42,924</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
7		<p>Host city: Porto Alegre</p> <p>Stadium: Estádio Beira-Rio</p> <p>Highest proposed match category: Round of 16</p> <p>Capacity: 49,055</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>

8		<p>Host city: Recife</p> <p>Stadium: Arena de Pernambuco</p> <p>Highest proposed match category: Quarter-final</p> <p>Capacity: 45,440</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
9		<p>Host city: Salvador</p> <p>Stadium: Arena Fonte Nova</p> <p>Highest proposed match category: Round of 16</p> <p>Capacity: 47,915</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>
10		<p>Host city: São Paulo</p> <p>Stadium: Arena Corinthians</p> <p>Highest proposed match category: Semi-final</p> <p>Capacity: 47,252</p> <p>Current pitch type: Natural grass</p> <p>Status: Existing</p>

*All capacity figures are based on information provided in the bid book.

1 Rio de Janeiro: Estádio do Maracanã (opening match/final)

The iconic Estádio do Maracanã is one of the most well-known stadiums in the world and has a special place in football history. It hosted the decisive match of the 1950 FIFA World Cup, which set a tournament attendance record of 173,850, and then again, after substantial refurbishment, the final of the 2014 edition, when 74,738 spectators watched Argentina take on Germany.

The stadium has been proposed as the venue for the opening match and the final, as well as other matches throughout the tournament. Its existing capacity of 73,139 comfortably meets the minimum capacity requirement of 65,000 for an opening match and final venue. In terms of hospitality, based on the information provided, the existing hospitality lounges appear to have limited capacity; therefore, additional lounges could be built by means of temporary overlay within the stadium concourse (however, the seats would be facing the goal line).

The stadium is modern and capable of accommodating most of the tournament-related requirements. During the FIFA inspection visit in February 2024, the inspection team also confirmed that the existing spaces for media and broadcast facilities largely meet the tournament requirements, with some renovations of the media area and extensions to the media tribune planned, while there should also be sufficient surrounding space to meet FIFA's requirements.

The pitch infrastructure meets FIFA's key requirements and would be suitable for the final. The current pitch is partially natural grass and partially hybrid. As is the case with other stadiums, FIFA would look to reinforce the surface.

In terms of technical installations, during the FIFA inspection visit, the stadium authority committed to making several upgrades in the next three years, including to the roof, LED floodlights, giant screens and electrical/power installations and the LED ribbons in the west stand.

The stadium holds LEED Silver sustainable building certification.

2 Belo Horizonte: Estádio Mineirão

The Estádio Mineirão opened in 1965 and was redeveloped for the 2014 FIFA World Cup. It subsequently hosted matches during the CONMEBOL Copa América in 2019.

The stadium has been proposed as the venue for the third-place play-off, as well as for a quarter-final and group-stage matches. Its existing capacity of 66,658 comfortably meets the minimum capacity requirement of 20,000 for a quarter-final and the third-place play-off venue.

In general, the Estádio Mineirão is considered to be a very good and well-equipped stadium. Its technical installations appear to be in a good condition, with some facilities such as floodlighting having recently been replaced. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface.

Based on the information available, the stadium does not appear to hold any sustainable building or operations certification. This would therefore need to be obtained prior to the tournament should the bid be successful.

3 Brasília: Estádio Mané Garrincha

The Estádio Mané Garrincha is the second-largest stadium in Brazil by capacity and is located close to the heart of the nation's capital. Opened in 1974, it was significantly renovated for the 2014 FIFA World Cup, when it hosted the third-place play-off. The stadium has also held other major events, including matches during the Olympic Football Tournaments Rio 2016.

The stadium has been proposed as a venue for matches up to a semi-final. Its existing capacity of 69,910 comfortably meets the minimum capacity requirement of 40,000 for a semi-final venue.

FIFA's delegation visited the Estádio Mané Garrincha during its inspection visit in February 2024. The stadium authority is considering several upgrades over the course of the next three years, including installing solar panels on the stadium roof, upgrading the floodlights to LEDs and introducing a system of facial recognition at the electronic turnstiles, as well as renovating the hospitality suites and the artificial-turf run-off next to the pitch. The existing hospitality lounges do not meet the requirements for a FIFA Women's World Cup. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. In general, however, the Estádio Mané Garrincha is considered to be an excellent and well-equipped stadium.

As with the Estádio Mineirão, based on the information available, the stadium does not appear to hold any sustainable building or operations certification. This would need to be obtained prior to the tournament should the bid be successful.

4 Cuiabá: Arena Pantanal

The Arena Pantanal was built for the 2014 FIFA World Cup and subsequently hosted matches during the CONMEBOL Copa América in 2021.

The stadium has been proposed as a venue for group-stage matches. Its existing capacity of 42,788 comfortably meets the minimum capacity requirement of 20,000 for a group-stage venue.

In terms of technical installations, the stadium's floodlighting would need to be upgraded for the tournament, either by replacing the existing lights or by installing extra towers or hanging positions. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. Otherwise, the stadium is generally in a good condition and its location close to the centre of Cuiabá facilitates spectator access.

The stadium holds LEED Silver sustainable building certification.



5 Fortaleza: Arena Castelão

The Arena Castelão opened in 1973 and was redeveloped for the 2014 FIFA World Cup, where it hosted matches up to the quarter-finals.

The stadium has been proposed as a venue for the group stage and a round-of-16 match. Its existing capacity of 57,876 comfortably meets the minimum capacity requirement of 20,000 for a round-of-16 venue.

The bid documentation indicates that the spaces available for tournament-related operations would meet FIFA's requirements for matches up to the round of 16. A full site plan would be required to assess the stadium's wider footprint and access. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. The technical installations appear to generally meet most of the tournament requirements.

The stadium holds LEED Silver sustainable building certification.

6 Manaus: Arena da Amazônia

The Arena da Amazônia, built for the 2014 FIFA World Cup, is a striking stadium with a unique location on the edge of the Amazon rainforest.

The stadium has been proposed as a venue for group-stage matches. Its existing capacity of 42,924 comfortably meets the minimum capacity requirement of 20,000 for a group-stage venue.

In terms of technical installations, the stadium's floodlighting would need to be upgraded for the tournament either by replacing the existing lights or by installing extra towers or hanging positions. Further consideration of the space planning would also be required to address issues such as the proposed VIP lounge space. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. Otherwise, the stadium is generally in a good condition and a nearby sports hall previously used for the 2014 FIFA World Cup affords good opportunities to accommodate key competition spaces.

The stadium holds LEED Silver sustainable building certification.

7 Porto Alegre: Estádio Beira-Rio

The Estádio Beira-Rio opened in 1969 and was redeveloped for the 2014 FIFA World Cup. It regularly hosts matches in the Brazilian national championship.

The stadium has been proposed as a venue for the group stage and a round-of-16 match. Its existing capacity of 49,055 comfortably exceeds the minimum capacity requirement of 20,000 for a round-of-16 venue.

The bid documentation indicates that the spaces available for tournament-related operations would meet the tournament requirements for matches up to the round of 16. The stadium is well located close to downtown areas. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. Otherwise, the stadium's technical systems appear to be in a good condition.

Based on the information made available, the stadium does not appear to hold any sustainable building or operations certification. This would therefore need to be obtained prior to the tournament should the bid be successful.

8 Recife: Arena de Pernambuco

The Arena de Pernambuco was built for the 2014 FIFA World Cup and regularly hosts matches in the Brazilian national championship.

The stadium has been proposed as a venue for a quarter-final and other matches earlier in the tournament. Its existing capacity of 45,440 comfortably meets the minimum capacity requirement of 20,000 for a quarter-final venue.

When the FIFA inspection team visited the stadium in February 2024, the stadium authority confirmed that the floodlights will be upgraded to LEDs, solar panels will be installed and upgrades will be made to the giant screens, pitch, 5G technology, audio system and hospitality seats. The stadium has ample and flexible space in the surrounding area for temporary structures to be built as required. It also has a pitch vacuum and ventilation system. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface.

The stadium holds LEED Silver sustainable building certification.

9 Salvador: Arena Fonte Nova

The Arena Fonte Nova was constructed for the 2014 FIFA World Cup and subsequently hosted matches during the CONMEBOL Copa América in 2019.

The stadium has been proposed as a venue for the group stage and a round-of-16 match. Its existing capacity of 47,915 comfortably meets the minimum capacity requirement of 20,000 for a round-of-16 venue.

During the FIFA inspection visit to the stadium in February 2024, the inspection team observed that the spaces available for tournament-related operations would meet the requirements for matches up to the round of 16. The stadium appeared to be well presented and maintained. The stadium authority confirmed that it will focus on enhancing the spectator experience in the next three years. Upgrades are planned to the CCTV system, the artificial turf surrounding the field of play will be replaced, and the number of premium seats and hospitality lounges will be increased. It has not yet been confirmed whether there will be upgrades to the floodlights, giant screens, audio system and 5G technology. The stadium has good access links, including for public transport, although further information would be required regarding the parking areas. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface.

The stadium holds LEED Silver sustainable building certification.

10 São Paulo: Arena Corinthians

The Arena Corinthians is a modern stadium that hosted the opening match and ceremony at the 2014 FIFA World Cup and various matches during the Olympic Football Tournaments Rio 2016.


The stadium has been proposed for matches up to a semi-final. Its existing capacity of 47,252 comfortably meets the minimum capacity requirement of 40,000 for a semi-final venue.

In general, the Arena Corinthians is considered to be an excellent and well-equipped stadium. The pitch is natural grass and, as is the case with the other stadiums, FIFA would look to reinforce the surface. Floodlighting upgrades may also be required, especially given the high match category for which the stadium has been proposed. The other technical installations appear to be in an excellent condition and would offer a suitable foundation for the addition of any temporary tournament-specific upgrades.

Based on the information available, the stadium does not appear to hold any sustainable building or operations certification. This would therefore need to be obtained prior to the tournament should the bid be successful.

Conclusion

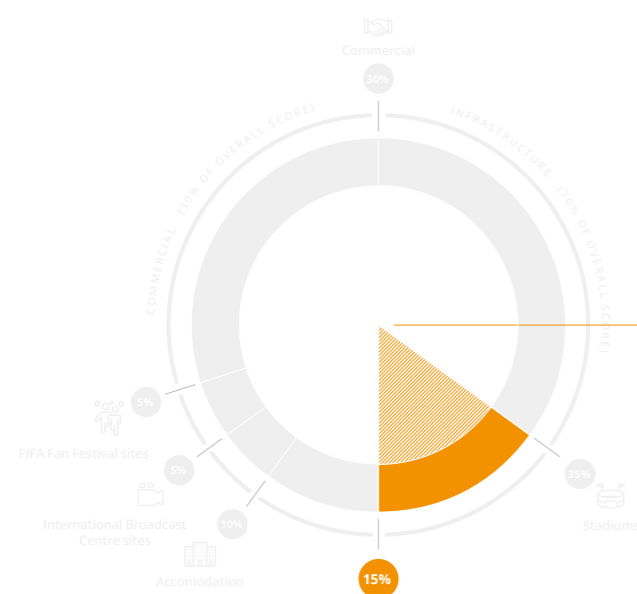
As detailed above, the stadiums proposed by the Brazil 2027 bid are in a good condition and meet most of the requirements for hosting a FIFA Women’s World Cup.

Criterion	Level of risk	Observations / comments
Stadiums	 Low	<p>The bid provides the minimum number of stadiums required; however, these all generally meet most of the tournament requirements.</p> <hr/> <p>No new stadiums have been proposed.</p> <hr/> <p>All of the proposed stadiums were successfully operated to host the 2014 FIFA World Cup.</p> <hr/> <p>A pitch reinforcement programme and some upgrades to floodlighting and other technical installations are likely to be required; however, these do not pose a significant risk.</p>





6.2.2 TEAM AND REFEREE FACILITIES



Team and referee facilities

Team/referee hotel (50%)	
Sub-criterion	Weighting
Suitability	30%
Distance to training site	20%
Distance to airport	10%
Room inventory	15%
Function rooms	15%
Additional facilities	10%

Training site (50%)	
Sub-criterion	Weighting
Suitability	30%
Pitches	20%
Dressing rooms	10%
Press area	10%
Floodlights	10%
Stands	10%
Fitness facilities	5%
Recovery facilities	5%

Evaluation

Team and referee hotels

The Brazil 2027 bid has proposed 44 team base camp hotels spread across all regions of the country, three referee base camp hotels and 39 venue-specific team hotels in the ten proposed host cities. All the hotels are paired with a training site. In total, the bid therefore contains 86 hotels and 86 training sites.

The proposed team base camp hotels would appear to be of a good standard and generally meet most of the requirements. In terms of their location, most of the 44 team base camp hotels are within a 20-minute drive of their paired training site, although two are reportedly over a 50-minute drive away. More than half of the team base camp hotels are within a 40-minute drive of an airport.

Based on the bid documentation, around a third of the proposed team base camp hotels are of a size that would enable them to be used exclusively, while a further third would take up a significant proportion of the total rooms available, even if full exclusivity could not be guaranteed. The remaining third of the hotels are very large and measures would have to be taken to ensure the privacy of any teams staying at these properties. Most of the hotels appear to offer ample functional space, although some may need to convert guest rooms into functional areas to meet the requirements. Although most of the hotels have a swimming pool and/or spa, fewer than half seem to currently have fitness facilities at the levels likely to be expected by the participating teams, although this can be further explored.

When it comes to the referee base camp hotels, all three appear to meet or possibly exceed the requirements in terms of the standard and availability of their facilities and the distance from their paired training site.

The proposed venue-specific team hotels generally seem to be of a good standard. In terms of their location, over half are within a 20-minute drive of their paired training site and the vast majority are within a 45-minute range, while the majority are also within a 50-minute drive of an airport.

Based on the bid documentation, the venue-specific team hotels seem to range from medium-sized properties to large hotel complexes. Therefore, further consideration would be required to ensure a sufficient level of exclusivity if the bid were successful. Most of the proposed hotels appear to provide sufficient functional space, although, like the team base camp hotels, a few may require the conversion of guest rooms. Most of the hotels have a swimming pool and/or spa; however, the current fitness facilities would likely need to be enhanced at some of the hotels prior to the tournament if the bid were successful.

FIFA's inspection visit in February 2024 confirmed the assessment that the proposed team and referee hotels are of a good standard and that the bidder would be able to provide appropriate options if the bid were successful.

Training sites

The training sites proposed as pairings for the team base camp and venue-specific hotels appear to meet some of the requirements. Based on the information available, many of them appear to meet the minimum requirements for dressing rooms and spectator tribunes. While all except one of the proposed venue-specific training sites have at least one natural-grass pitch, thus meeting the tournament requirements, more than half of the team base camp training sites reportedly have only one natural-grass pitch with dimensions of at least 105m x 68m (when teams would typically expect two). Nevertheless, the quality of the pitches generally appears to be high. Most of the sites also reportedly provide the necessary level of privacy for the resident team, although this would be analysed further should the bid be successful.

In terms of technical installations, over half of the training sites are reportedly equipped with floodlighting of Grade 2 standard (500 lux) or more. However, fewer than half of the sites provide the requisite fitness facilities for teams or have existing/planned press areas. These are matters that, along with the pitch requirements, would likely need to be addressed, with an appropriate funding strategy in place, to ensure that the requirements can be met by the time of the tournament in 2027.


FIFA's inspection visit to a sample of training sites in February 2024 indicated that, while some training sites would meet the tournament requirements, others would need varying degrees of upgrading if the bid were successful.

Finally, it is worth noting that, at the time of the publication of this report, some of the agreements relating to the proposed training sites had not yet been submitted by the bidder. While a number of these were provided during the clarification process, a risk remains regarding the availability of sites for which the agreements remain outstanding, and this has therefore been reflected in the risk assessment.

Conclusion

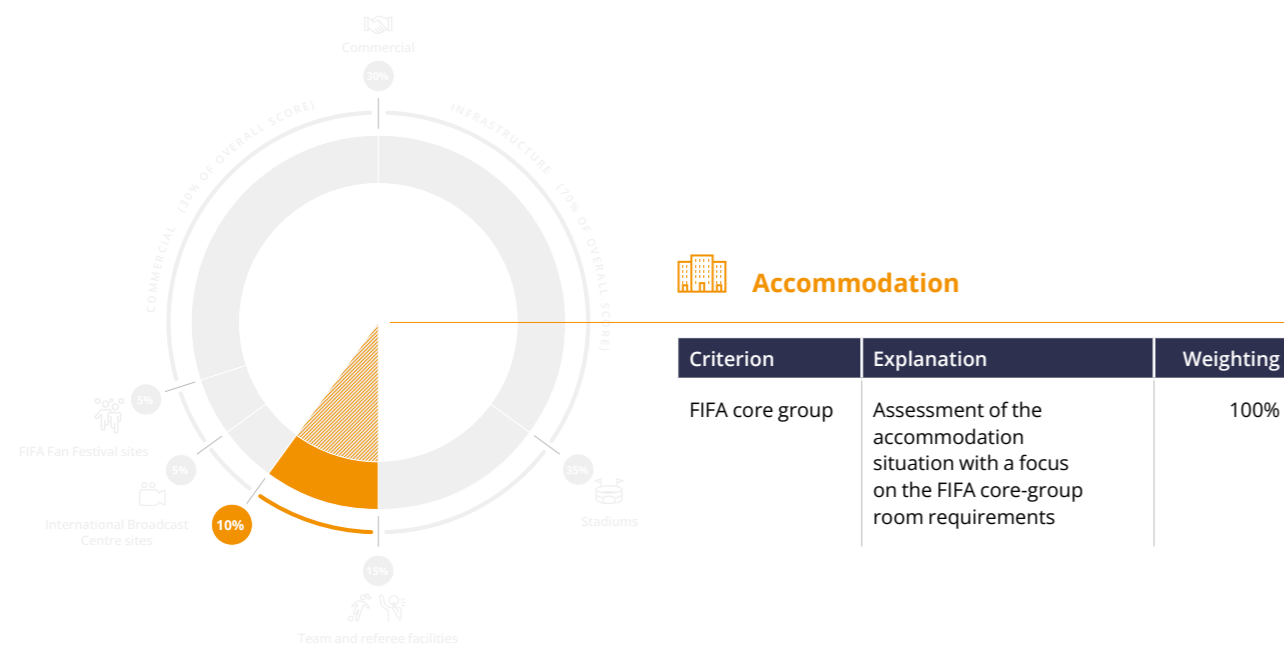
The team and referee facilities proposed in the Brazil 2027 bid would appear, overall, to meet most of the tournament requirements. The standard of hotels generally appears to be good and the training sites currently meet some or most of the key requirements, although areas that would potentially need to be addressed should the bid be successful include upgrades to pitches, floodlighting and the provision of comprehensive fitness facilities. In addition, it would be important to obtain the outstanding training site agreements in order to ensure the availability of all proposed sites.

Risk assessment

Criterion	Level of risk	Observations/comments
Team and referee facilities	 Medium	<p>The standard and location of the proposed team and referee facilities appear to be generally good and meet some or most of the tournament requirements.</p> <hr/> <p>To ensure the highest possible quality of facilities for participating teams and referees, should the bid be successful, further detailed analysis would be required to determine where upgrades may be needed at each training site. Areas already identified at a broader level include upgrades to pitches, floodlighting and the provision of comprehensive fitness facilities.</p> <hr/> <p>This risk assessment reflects the fact that some training site agreements remain outstanding.</p>



6.2.3 ACCOMMODATION



Accommodation

Criterion	Explanation	Weighting
FIFA core group	Assessment of the accommodation situation with a focus on the FIFA core-group room requirements	100%

Evaluation

The Brazil 2027 bid proposes accommodation options for all ten candidate host cities, each of which would provide one stadium for the tournament.

Based on FIFA’s assessment of these proposals, nine of the ten proposed host cities appear to exceed the accommodation requirements relating to the FIFA core group¹, with the exception of one city (Cuiabá), which nevertheless meets the minimum requirements.

In terms of the standard of accommodation available and its suitability for the tournament, the bid also performs well, proposing a very good level of high-standard accommodation within a reasonable distance of the match venues. For instance, most candidate host cities have clearly identifiable 5-star and 4-star hotel properties that could serve the wide range of constituent groups. Based on the information available, the average guest room rates range from USD 105 (Cuiabá) to USD 356 (Rio de Janeiro), averaging out at USD 168 across all the cities.

For the FIFA headquarters, the bidder has proposed the Fairmont Rio de Janeiro Copacabana. This hotel was previously used for the same purpose during the 2014 FIFA World Cup, so it has a proven track record. It has a sufficient number of both guest rooms (375) and office/functional spaces and has undergone renovation since the 2014 tournament. In terms of the facilities and services available, it is considered to be a high-quality property, and it is also located a relatively short distance from the Estádio do Maracanã and other official sites. Based on FIFA’s assessment, this hotel and the Hilton Rio de Janeiro Copacabana could both serve as potential options, thus providing variety of choice.

For the FIFA venue hotels, a variety of suitable hotels have been proposed that are centrally located and within a reasonable distance of the stadium. Further consideration may need to be given to identifying the best options in Manaus, Porto Alegre and São Paulo due to the locations of some of the proposals made in the bid.

Conclusion

Nine of the ten proposed host cities appear to exceed the accommodation requirements relating to the FIFA core group, with the exception of one city (Cuiabá), which nevertheless meets the minimum requirements. The proposed options for the FIFA headquarters and for most constituent groups generally appear to meet the requirements.

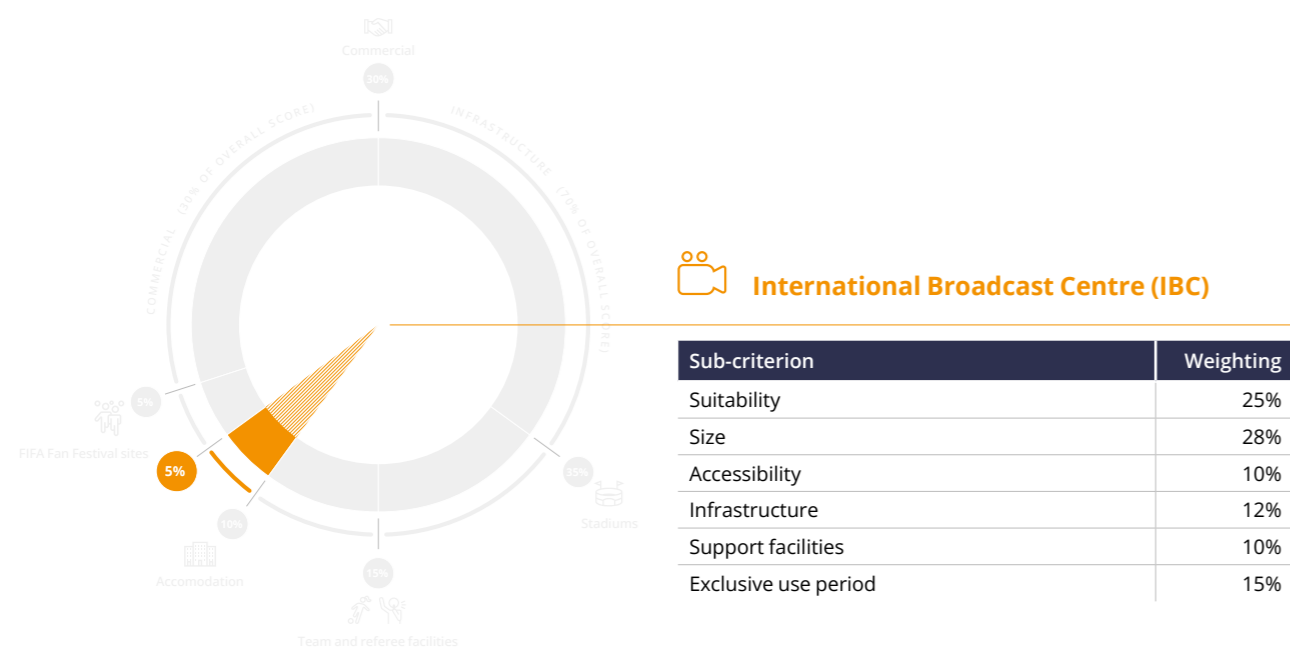
Risk assessment

Criterion	Level of risk	Observations / comments
Accommodation	Low	<p>The Brazil 2027 bid has proposed ten candidate host cities, the majority of which exceed the accommodation requirements for the FIFA core group.</p> <p>General public accommodation should also be plentiful in the vast majority of the cities, as Brazil is experienced in catering to tourists and offers a broad range of accommodation options of all types and standards.</p> <p>Suitable options are provided for the FIFA headquarters.</p> <p>If the bid is successful, further analysis will be required regarding the optimal allocation of the respective stakeholders to hotels, and the availability of these hotels will have to be reconfirmed for the tournament.</p>

¹The FIFA core group comprises FIFA staff, VIPs and other key stakeholders (including Commercial Affiliates, host broadcaster staff and media/media rights personnel). The core group also includes the participating teams and referees, whose accommodation arrangements are separately assessed under 6.2.2 (“Team and referee facilities”).



6.2.4 IBC SITE



Evaluation

The Brazil 2027 bid proposes two options in Rio de Janeiro for hosting the International Broadcast Centre (IBC): the Rio Centro Complex and the Rio 2016 IBC.

Both proposed sites have already been used for major events: the Rio Centro Complex housed the IBC for the 2014 FIFA World Cup and the Rio 2016 IBC fulfilled the same role during the city's hosting of the 2016 Summer Olympic Games.

The Rio Centro Complex consists of six pavilions with a total indoor space of 98,000m² (with a free height of over 8m for more than 10,000m²) and a total outdoor space of almost 21,000m². The site comfortably exceeds the requirements in terms of the spaces needed. The venue has also confirmed its availability for the duration of the exclusive use period. Based on the information received, it would appear that the facility could also meet most of the requirements of an IBC in terms of key infrastructure (e.g. lighting, HVAC, cabling, etc.) and most technical support facilities (e.g. power, connectivity, etc.).

In terms of accessibility, the bid book notes that there is a 4-star hotel in the vicinity which could be convenient for those based on-site. Beyond this, the Barra da Tijuca district is known as a modern and expanding neighbourhood that would boast ample services for those working at the IBC, as well as several hotels within a 12km radius. However, the venue is located some distance from the city centre and airports, and travel times can be long.

The Rio 2016 IBC provides a total indoor space of approximately 8,500m² (all of which reportedly has a free height of over 8m) and a total outdoor space of almost 20,000m². It, too, exceeds the requirements in terms of the spaces needed. In terms of location, the venue is in the same neighbourhood as the Rio Centro Complex (Barra da Tijuca) and therefore has the same profile in terms of accessibility, i.e. it is convenient in terms of accommodation but far from the city centre and airports.

Notably, during the evaluation process, the Brazil 2027 bid confirmed that, due to heavy rains experienced in February 2024, the Rio 2016 IBC was subject to flooding and damage. The Brazil 2027 bid confirmed that the operator of the venue had committed to ensuring the successful and full completion of all recovery works. Notwithstanding, these circumstances have meant that FIFA is not in a position to fully assess the condition of the site (including the infrastructure and technical support services), and this has naturally impacted the assessment of the site.

Conclusion

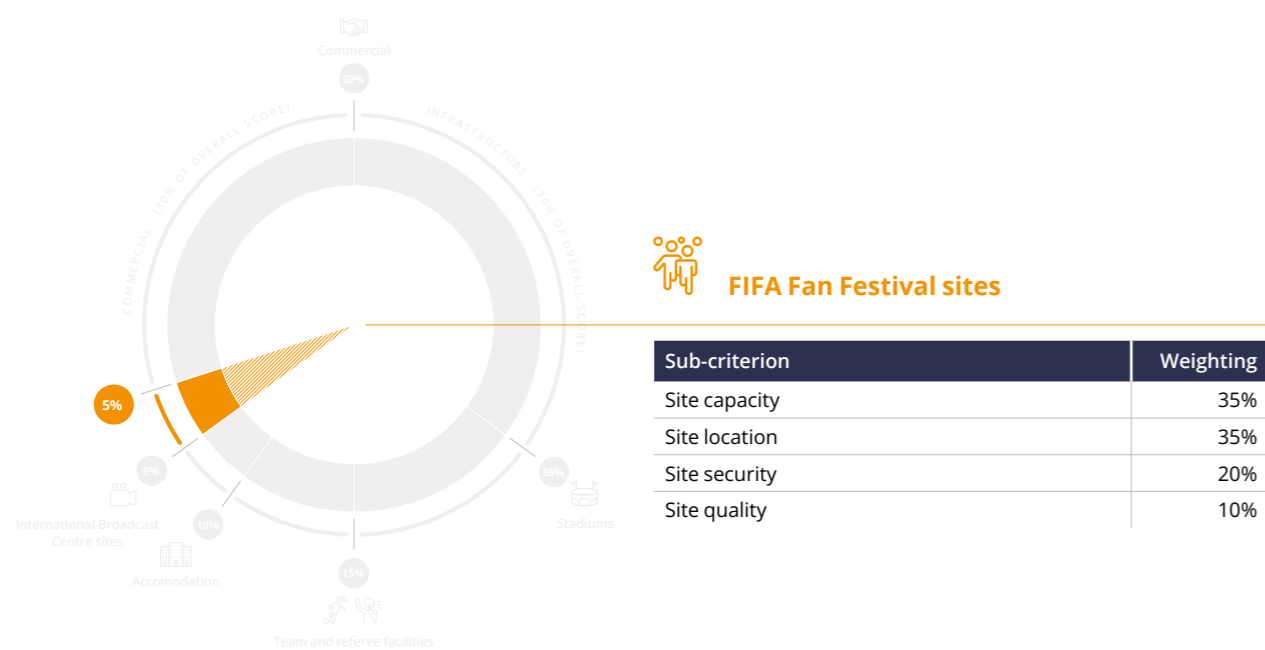
Based on an assessment of the two proposed sites and the information provided by the bidder, the Rio Centro Complex would appear to meet most of the key requirements for hosting the IBC. In light of recent circumstances that have affected the condition of the Rio 2016 IBC, it is difficult to fully assess the appropriateness of this venue.

Risk assessment

Criterion	Level of risk	Observations / comments
IBC site	Medium	<p>Based on the information available, both proposals would appear to be suitable options for hosting the IBC.</p> <p>Rio Centro Complex would appear to meet most of the key requirements for hosting the IBC and has indicated its availability.</p> <p>Based on the information provided by the bidder, the Rio 2016 IBC location could meet some of the core requirements, but it is difficult to fully assess this in the light of recent events.</p>



6.2.5 FIFA FAN FESTIVAL SITES



Evaluation

The Brazil 2027 bid has proposed FIFA Fan Festival sites for each of its ten candidate host cities, although it should be noted that for most cities (Brasília, Fortaleza, Manaus, Recife, Rio de Janeiro, Salvador and São Paulo) the bid has focused on one proposed site.

All of the sites proposed by the bid would meet the minimum capacity requirements of 10,000 spectators per venue (the city proposed to host the final, Rio de Janeiro, has capacity for 20,000) and generally appear to be in suitable locations (i.e. iconic, central and easily accessible). These include the iconic Praia de Copacabana in Rio de Janeiro, which hosted the FIFA Fan Fest™ (now known as the FIFA Fan Festival) during the 2014 FIFA World Cup, and more recently the Fan Zone of the CONMEBOL Copa Libertadores final in 2023.

Notably, a number of the sites proposed (i.e. Rio de Janeiro, Cuiabá, Manaus, Recife, Salvador and São Paulo) have first-hand experience in successfully hosting a FIFA Fan Fest as part of the 2014 FIFA World Cup, while all generally have experience in hosting other major events (concerts, conventions, fairs, etc.). The fact that the sites have this experience is likely to help minimise operational issues (e.g. security, commercial, etc.).

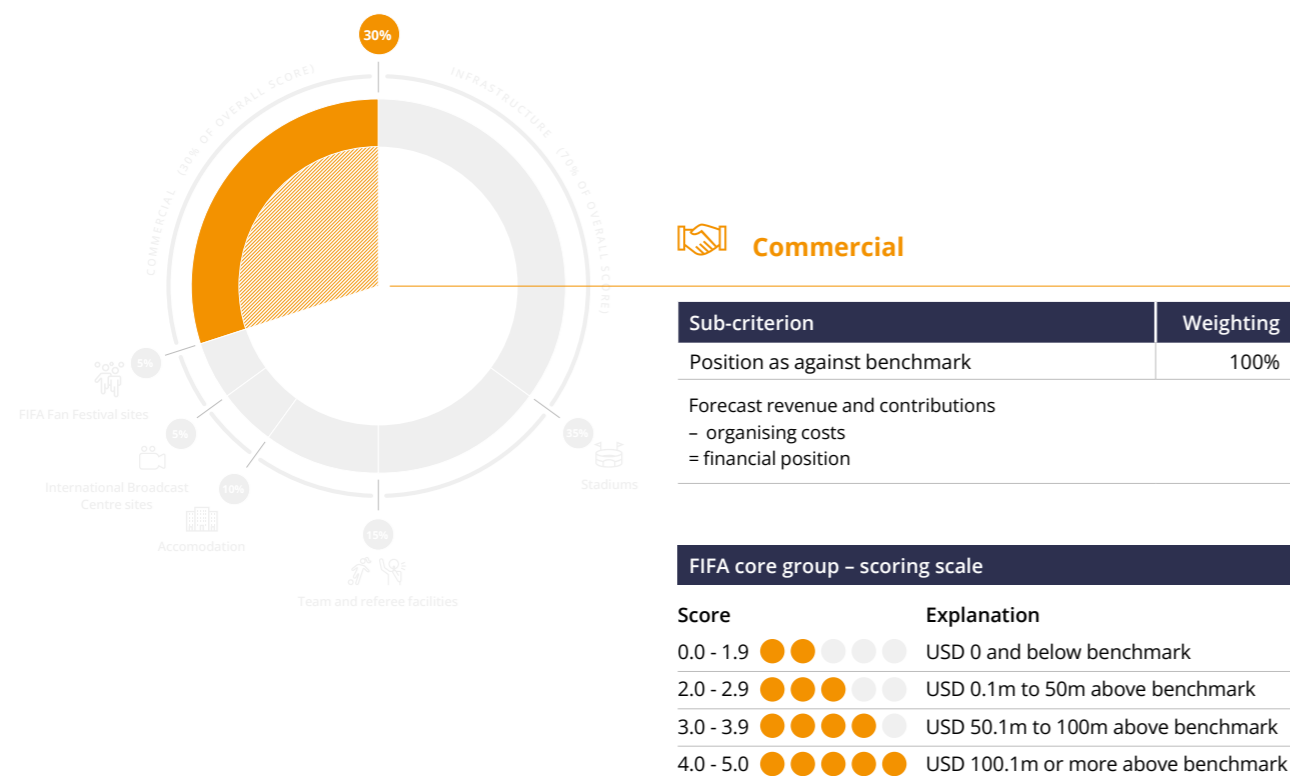
Conclusion

The Brazil 2027 bid has proposed a strong collection of sites that would generally be suitable for hosting a FIFA Fan Festival at the FIFA Women's World Cup 2027 and meet most of the requirements and characteristics sought. The sites are well known and many already have experience in hosting a FIFA Fan Fest successfully during the 2014 FIFA World Cup. Subject to their availability, this proves a strong foundation for further planning should the bid be successful.

Risk assessment

Criterion	Level of risk	Observations / comments
FIFA Fan Festival sites	Low	<p>The Brazil 2027 bid has proposed a strong collection of sites that would generally be suitable for hosting a FIFA Fan Festival.</p> <p>The sites selected are well-established event sites, several of which already hosted FIFA Fan Festivals in the 2014 FIFA World Cup.</p>

6.2.6 COMMERCIAL



Evaluation

Costs

FIFA has conducted a holistic assessment of the direct organising costs potentially related to the Brazil 2027 bid (i.e. FIFA's potential tournament budget). This was calculated using an adjusted baseline figure from previous editions of the FIFA Women's World Cup, which also accounted for inflation. The baseline also assumes, for consistency purposes only, a ten-venue scenario across both bids. These baseline costs were also adjusted to account for circumstances specific to the two bids (such as local costs and wages). For the avoidance of doubt, the assessment does not include prize money, team, team participation costs and club benefits as these are not affected by the location of the tournament.

Overall, FIFA's costs were calculated to be considerably lower than the baseline (by approximately USD 50 million) if the tournament were hosted in Brazil. Key cost drivers identified include workforce management (USD 40.1 million), TV operations, technical services and team services. Lower local costs in Brazil are an influencing factor, with the costs relating to a number of line items such as staffing, overlay and team accommodation anticipated to be below the baseline (by USD 25.2 million, USD 6.7 million and USD 6.6 million respectively). One item which may be above the baseline is international and local travel for participating teams (by approximately USD 10 million) owing in part to the potential scale of the footprint.

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, including both the rental fees and variable matchday/non-matchday costs. In the case of the Brazil 2027 bid, the estimated fees (considering the exclusive-use periods of the various sites) are substantially below the benchmark, amounting to approximately USD 22.5 million.

Revenue

In addition to evaluating the potential costs, FIFA has also evaluated the potential tournament-related revenues associated with the bid.

With respect to revenue generated from media and marketing rights, FIFA partnered with Nielsen Sports – the world's leading research and consulting company in the sports, gaming and entertainment industry and an organisation with extensive experience in assessing and valuing rights for sports properties – to help develop a forecast for such potential revenue streams derived from the tournament if organised in the bidding countries. A range was developed, the average from which FIFA used as the basis for its forecast. Based on this analysis, it is expected that the Brazil 2027 bid would perform strongly (although slightly behind the BNG bid¹). Regarding the viewership basis, the analysis indicates that Brazil could generate a significant uplift in the live audience reach from previous editions of the FIFA Women's World Cup, with a live audience located primarily in Europe (43%) and Central/South America (31%), followed by North America (15%).

When it comes to venue-related revenues, the Brazil 2027 bid is projected to exceed 2.1 million tickets during the tournament aided by the large stadium capacities proposed, with strong ticketing (including hospitality ticket) revenue estimated at more than USD 59 million. Other matchday revenue streams, such as food and beverage concessions and merchandising (which are assessed based on expected attendances and assumptions regarding per-capita spend rates) are expected to be low to medium as a function of local market conditions. However, neither of these revenue streams have a heavy impact on the overall position.

Finally, the assessment also takes into account the Brazilian Football Association's commitment to provide a contribution (of USD 2.0 million) towards the costs of the tournament, which has a marginal (albeit positive) impact on the overall commercial assessment.

Conclusion

Overall, FIFA believes that the Brazil 2027 bid presents a strong commercial position, owing to a combination of both solid forecasts across all revenue streams combined with costs that are estimated to be substantially lower than the baseline.

Risk assessment

Criterion	Level of risk	Observations / comments
Commercial	Low	<p>The bid presents a strong commercial position, with solid revenues across all main revenue streams (media, marketing, ticketing, hospitality, etc.)</p> <p>Organising costs are forecast to be substantially lower than the baseline.</p>

¹ It should be noted that the relative average revenue delta between the two bids was assessed as being within a USD 30 million range, indicating that both bids would perform strongly from a media and marketing rights perspective and only marginally above/below each other in relative terms.



6.3 RISK ASSESSMENTS

6.3.1 COMPETITION-RELATED EVENT SITES

Evaluation

The Brazil 2027 bid has proposed two locations for the Draw for the FIFA Women’s World Cup and two locations for the Team Workshop. All venues are located in Rio de Janeiro due to it being a vital transport hub for the whole country.

The venues proposed for the draw are the Riocentro Convention & Event Center (Pavilions 5 and 6, Convention Center and Amphitheater) and the Arenas Cariocas. The Riocentro Convention & Event Center, built in 1977, provides total floor space of 18,000m² and a maximum capacity of 3,000. The Arenas Cariocas, built in 2016, provides total indoor floor space of 17,000m² and a maximum capacity of 3,000.

The venues proposed for the Team Workshop are the Riocentro Convention & Event Center (Pavilion 3) and the IBC Olympic Park. The Riocentro Convention & Event Center (Pavilion 3) (built in 1977, at the same time as Pavilions 5 and 6 mentioned above), provides total floor space of 1,724m² and a maximum capacity of 900. The IBC Olympic Park, built in 2016, provides total floor space of 8,442m² and a maximum capacity of 600.

Based on the documentation submitted by the bidder, all venues would meet FIFA’s requirements in terms of the size of the indoor and outdoor space available and the capacity of their function areas. In terms of transportation connectivity, it should be noted that the venues are located between 33 and 37km from the city centre and between 30 and 40km from Rio’s international airport.

Conclusion

The city of Rio de Janeiro is highly experienced in the organisation of high-quality international events. The proposed venues are expected to meet or exceed FIFA’s requirements for hosting the draw and the Team Workshop, however it would appear as if the IBC Olympic Park is permanently closed. Moreover, the proposals are located some distance from the city centre and international airport. If the Brazil 2027 bid were to be selected to host the FIFA Women’s World Cup 2027, a final detailed assessment of the venues would be conducted.

Risk assessment

Criterion	Level of risk	Observations / comments
Competition-related event sites	● Low	<p>Both proposed locations for the draw would appear to meet FIFA’s key requirements. Based on the current information available, Rio Centro (Pavilion 6 – Amphitheatre) would be the preferred option as the Arenas Cariocas are sports hall venues and might be too large.</p> <p>In terms of proposed locations for the Team Workshop, Rio Centro (Pavilion 3) would meet FIFA’s requirements.</p>



6.3.2 TRANSPORT

Evaluation

In terms of international accessibility, Brazil has multiple points of entry, with Rio de Janeiro and São Paulo likely serving as the main points (from those arriving directly by air from other continents). In addition, there are regional airports that could serve those travelling from within the Americas.

As the bid attests, the inter-city transport concept would rely heavily on air travel for connections due to the overall size of the country and distances between proposed host cities – following a similar concept to that used by the hosts of the FIFA Women’s World Cup 2023. Some routes between the cities would also involve connecting flights. In this respect, several airports have recently been upgraded and are capable of offering the required capacities and facilities to meet the demands of the tournament.

From an intra-city perspective, based on the information available, it would appear that most of the proposed stadiums are served by bus, with only three of the ten stadiums being served by a metro station within close proximity (i.e. a 15-minute walk) of the respective stadium. As the distances between competition sites are extensive in some cities (e.g. São Paulo), this may need to be supplemented by additional traffic management measures. Other areas where further clarification would be required include the current and planned parking capacities of each stadium in order to assess whether additional infrastructure would be needed for event transport operations.



It is also relevant to note that the bidder commits to ensuring the provision of free public transport to and from the stadiums for all tournament stakeholders, including fans.



In terms of expertise, the experience of planning and delivering transport for the 2014 FIFA World Cup and the Rio 2016 Summer Olympics, as well as several other major events, would prove valuable in informing any preparations for the FIFA Women’s World Cup 2027. In addition, the bid book cites the plan to adopt innovative transport solutions such as Mobility as a Service, a tool that reportedly integrates public and private transport options so that journeys can be purchased “door to door”.

Conclusion

The footprint of the tournament in Brazil would involve long journey times between some of the proposed host cities, generally by air. However, Brazil has acquired considerable experience in hosting major international sporting events in recent years and its modern airport network has proven to be capable and successful at handling such events. Transport operations within each city (connectivity of key sites) would require careful planning to ensure the smooth movement of all stakeholders during the tournament.

Risk assessment

Criterion	Level of risk	Observations / comments
Transport	Low	<p>There are multiple points of entry into Brazil (principally by air).</p> <p>Brazil has acquired vast experience in the hosting of major international sporting events over the past ten to 15 years without encountering any major transport operation issues.</p> <p>Inter-city mobility between the host cities would involve air travel and, in some cases, long journey times. In this respect, Brazil has modern airport infrastructure and experience of successfully managing large-scale events across the whole country.</p> <p>Intra-city mobility within each host city would require careful planning. This would also, importantly, include a greater understanding of the public transport and parking infrastructure.</p> <p>The bid commits to ensuring the provision of free public transport to and from the stadiums for all tournament stakeholders, including fans.</p>

6.3.3 SAFETY AND SECURITY

Evaluation

The Brazil 2027 bid provides a reasonable level of detail on the safety and security arrangements that would be in place if Brazil were selected to host the FIFA Women's World Cup 2027.

There is a clear designation of the basic safety and security structures, including the roles and responsibilities that would apply across the relevant authorities in Brazil to cover matters such as civil security, public order and crisis management. In terms of safety measures at football matches, the country appears to have the necessary stadium safety arrangements in place.

The bid includes only very high-level information about the specific safety and security strategy that has been developed for the FIFA Women's World Cup 2027. If the bid were selected, more information would be sought regarding the further development and refinement of the strategy.


While acknowledging that some concerns exist in terms of the potential impact of the crime rate in certain cities, the bidder cites the implementation of preventative social programmes to address this and provides assurances that government authorities and the Brazilian public security forces would cooperate to develop a robust operational plan, as well as pointing to its success in organising major international sporting events in recent years, such as the 2014 FIFA World Cup, the Rio 2016 Summer Olympics and the CONMEBOL Copa América 2019. It is reassuring to note that Brazil's safety and security agencies have acquired considerable experience from the planning and delivering of these events.

Notably, the bidder has submitted a full government guarantee on safety and security committing to such deliverables and requirements, which helps to demonstrate that sufficient infrastructure and resources will be made available to ensure the security of the tournament.

Conclusion

The Brazil 2027 bid has put forward a framework that would allow for the development and delivery of a safety and security strategy suitable for the requirements of the tournament. The potential impact of crime on all tournament stakeholders would need to be taken into consideration when further developing the strategy. However, the bidder has a strong track record in planning and delivering a safety and security concept for major international sporting events.

Risk assessment

Criterion	Level of risk	Observations / comments
Safety and security	 Low	<p>The bidder has provided a foundation on which to develop and deliver a safety and security strategy suitable for the FIFA Women's World Cup 2027.</p> <hr/> <p>As the bidder cites, crime rates in some cities is a matter that would need to be taken into consideration. However, this is generally being addressed and plans are in place to develop a robust operational plan to further mitigate this risk during the tournament.</p>



6.3.4 HEALTH, MEDICAL AND ANTI-DOPING

Evaluation

Based on the information provided by the bid and additional information gathered by FIFA, there are clear indications that Brazil can provide the level of medical infrastructure required to host the tournament successfully.

Brazil has an established healthcare system that has delivered at previous major sports events, such as the 2014 FIFA World Cup and the Olympic Games Rio 2016. The bid book identifies a number of private hospitals in each proposed host city that would provide sufficient capacity and standards to meet the health and medical needs of participating teams and visitors to the FIFA Women's World Cup 2027.

The country has both public and private healthcare systems that can be accessed as per the patient's preference. The bidder acknowledges that using the public health services might result in waiting times and therefore recommends that visitors consider purchasing travel health insurance should they wish to access private care (as is the case in most countries).

There is adequate hospital care capacity to cover serious conditions in all candidate host cities. Emergency departments and trauma units at some hospitals reportedly run their own advanced life support ambulances. Dedicated cubicles and wards will be set up for tournament stakeholders. The bid book describes one designated hospital per candidate host city that covers most of the critical specialties needed, such as cardiology (including interventional) and orthopaedic surgery. Further hospitals are also listed separately for each candidate host city. From a governance perspective, the responsibility of the federal government for public health and emergency services helps to ensure the alignment of laws, regulations and procedures between the different host cities.

No major infectious diseases or other public health threats exist at this point (however, this is a situation that will have to be monitored in all bidding countries in the lead-up to the tournament in 2027). There are no specific vaccination requirements beyond the usual recommendations for travellers. According to the bid book, certain regions of Brazil are considered endemic for diseases such as dengue, Zika and chikungunya. In such cases, it is important to take precautions against mosquito bites, for example by using repellents and wearing suitable clothing. Although a yellow fever vaccination may be required in some areas of the country, this is not the case in the proposed host cities.

With the tournament due to take place during Brazil's winter months, temperatures are expected to be mild in the proposed host cities (although weather conditions are difficult to predict) and unlikely to affect the health of players or other participants. As in all cases, the situation would have to be monitored.

Finally, regarding anti-doping measures, the bid confirmed its compliance with the requirements set by the World Anti-Doping Agency.

Conclusion

Based on the information currently available, the bid meets the tournament requirements in terms of the health, medical and anti-doping provisions. As the global, regional or local epidemiological situation is always subject to change, this is a matter that requires ongoing monitoring.

Risk assessment

Criterion	Level of risk	Observations / comments
Health, medical and anti-doping	 Low	<p>The standards of medical care overall, and of the providers and facilities available, are suitable. Emergency services and hospital capacities are sufficient, indicate surge capacity for mass emergencies and allow for contingency planning.</p> <hr/> <p>No infectious diseases, specific vaccination requirements or critical environmental conditions have been identified; while the bidder indicates mosquito-borne diseases in some regions of the country, these are not prevalent in the proposed host cities.</p> <hr/> <p>Public and private healthcare is available as per the patient's preference.</p>



6.3.5 IT&T

Evaluation

Telecommunications

The Brazil 2027 bid describes a good level of international connectivity in general, as well as host cities that are well connected to telecommunications services and have a reasonable level of mobile coverage.

In terms of the mobile telecommunications services that would be available, based on the bid documentation and FIFA's own research, Brazil is in the process of ramping up its implementation of 5G mobile services across the country. A reasonable level of 5G coverage is currently available across its regions and this is expected to grow rapidly in the years leading up to 2027.

The bidder has documented a high level of experience among its telecommunications service providers when it comes to the live broadcasting of high-profile international sporting events, boosted in particular by Brazil's hosting of the 2014 FIFA World Cup and the Rio 2016 Summer Olympics.

The Brazilian government has provided guarantees relating to IT&T, although it is worth noting that some aspects of the guarantees submitted deviate from the FIFA template and further clarification of those aspects would be required if the bid were successful.

Stadium infrastructure


Based on the information provided by the bidder and the stadium inspection visits that took place in February 2024, it would appear that the stadium infrastructure set out in the Brazil 2027 bid generally meets FIFA's requirements, pending upgrades to specific IT and other technology installations at some stadiums. While some stadiums offer modern installations, others continue to rely on the infrastructure put in place for the 2014 FIFA World Cup and upgrades would be required to fully meet all the tournament requirements. Further information is provided in section 6.2.1 of this report, "Stadiums".

It is worth noting that the network of fibre optics and the infrastructure connecting the ten stadiums would be available for immediate use.

Conclusion

In general, the IT&T infrastructure and services proposed by the Brazil 2027 bid meet the requirements for the FIFA Women's World Cup 2027. Should the bid be successful, upgrades to specific IT and technology installations at some of the proposed stadiums should be explored to ensure that they provide the latest available technology.

Risk assessment

Criterion	Level of risk	Observations / comments
IT&T	 Low	<p>Generally, Brazil offers a good level of international connectivity and well-connected host cities.</p> <hr/> <p>Brazil's telecommunications service providers have a high level of experience of broadcasting high-profile international sporting events.</p> <hr/> <p>The IT and other technology infrastructure at the proposed stadiums generally meets FIFA's requirements, pending some upgrades to specific installations at some stadiums.</p>





6.3.6 EVENT TIMING

Evaluation

The bidder has stated that there are no significant timing-related risks in organising the FIFA Women's World Cup 2027 in Brazil during the period that has been tentatively reserved for the competition (June – July 2027). The bidder has proposed staging the tournament between 24 June and 25 July 2027 (though the final dates are to be determined by FIFA).

The bid documentation suggests that there would be considerable climatic advantages to staging the FIFA Women's World Cup 2027 during June and July, which fall during the Brazilian winter. Temperatures, usually of around 20°C, are generally mild during these months and would allow pleasant playing conditions in most of the proposed host cities.

The bidder also notes that the proposed dates align with the Brazilian school holidays. The bidder believes that holding the event when Brazil's youth – in particular young women – has time to engage with the event will maximise the opportunity to inspire a generation of potential athletes to take an interest in the sport. Based on the information available, it would appear that no main public holidays fall within the proposed time window.


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

With regard to the major domestic competitions, it should be noted that currently both the men's and women's leagues coincide with the proposed dates. The bidder has committed that such leagues would be suspended to ensure attention is focused exclusively on the FIFA Women's World Cup 2027 and that all necessary infrastructure in connection with the tournament (e.g. stadiums, training sites, etc.) are fully available. Should the bid be successful, it is imperative that such availability covers the entirety of the exclusive use period of the respective facilities.

Conclusion

In view of the information provided by the bidder regarding the tournament window and the commitments to adjust the local league calendars, the conditions for hosting the FIFA Women's World Cup in Brazil during the proposed period are generally favourable. Should the bid be successful, it would be important to ensure that all necessary facilities are available for the entirety of the operational period.

Risk assessment

Criterion	Level of risk	Observations / comments
Event timing	 Low	Provided that the national leagues adjust their calendars to factor in the tournament, no other particular timing-related issues have been identified that would interfere with the hosting of the FIFA Women's World Cup.



6.3.7 SUSTAINABILITY, HUMAN RIGHTS AND ENVIRONMENTAL PROTECTION

Sustainability

The Brazil 2027 bid states in its vision and strategy for the tournament that its aim is “to provide the world and Brazilians with an environmentally, financially and socially sustainable World Cup™” and affirms that it is “fully committed to working with FIFA to conduct its activities related to the hosting of the FIFA Women’s World Cup 2027 in accordance with sustainable event management principles and respect for international human rights and labour standards, in conformity with the United Nations Guiding Principles on Business and Human Rights (“UNGPs”).” Furthermore, the Brazilian government has demonstrated its commitment by signing a collaboration agreement with the UN to accelerate progress towards the Sustainable Development Goals (SDGs).

The bid book outlines mitigation measures to reduce the environmental and climate impacts of the tournament and promises to build an adaptation plan with contingency actions to increase the tournament’s climate resilience. The bidder also recognises the importance of sustainable procurement in terms of climate action and affirms that it would comply with FIFA’s sustainability requirements, which includes the implementation of FIFA’s Sustainable Sourcing Code.

Human rights

Overall, the bid demonstrates a solid understanding of FIFA’s Human Rights Policy and safeguarding principles, albeit these requirements have not been integrated fully into its initial tournament plan.

The bid documentation includes an explicit commitment to using internationally recognised human rights standards as a basis for the bidder’s human rights work, mentioning throughout the UN Guiding Principles, the International Labour Organization’s Tripartite Declaration, the UN Convention on the Elimination of All Forms of Discrimination against Women, and the UN Convention on the Rights of Persons with Disabilities.

In particular, the bidder provides an initial analysis of what it considers to be the more salient human rights risks that may occur in the country in relation to the hosting of the tournament, including the following:

- Labour rights, e.g. in the supply chain
- Informal workers and traders
- Equality and inclusivity
- Freedom of expression, press and assembly
- Property rights
- Safety and security
- Discrimination and violence against the LGBTQI+ community and gender-based violence against vulnerable populations perpetrated by the police or security personnel.

These risks are not informed by the independent human rights context assessment and the bid recognises that the above list is not exhaustive and would require additional analysis and stakeholder engagement. In this respect, additional risk areas may need to be assessed, among others in relation to safeguarding, and a more detailed action plan covering all risk areas would be developed as per the commitment made by the bid.

The bid documentation outlines the stakeholder engagement activities conducted to date. There is an explicit commitment to further expanding engagement in the coming years in accordance with the AA1000 Stakeholder Engagement Standard, including suggested stakeholders to engage, examples of initiatives, the intention to use engagement for risk validation, and a strong focus on vulnerable and marginalised groups.

The analysis of the bidder’s national legislation and legal practices, which highlights some challenges when it comes to ensuring the protection of certain human rights in practice, is also noted.

Critically, the human rights commitments in the government declaration and across the key hosting documents meet the tournament requirements and have been signed by the relevant authorities.

Environmental protection

The bidder acknowledges that it has a responsibility to the environment as a result of hosting the tournament and recognises the need to include sustainability in the planning and staging of the event. The bidder is determined to adopt measures and work with and support key stakeholders to reduce the environmental impact and compensate for the impact that cannot be mitigated. It also intends to use the lessons learned from previous major sporting events held in Brazil to inform the environmental plans for the FIFA Women’s World Cup 2027.

In the bid documentation, a number of measures are outlined to minimise the impact of the tournament on the environment and climate, and to mitigate the impact of stadium infrastructure, transport, accommodation, energy and waste. These measures include using existing stadiums, the majority of which have achieved Leadership in Energy and Environmental Design (LEED) Silver certification for construction. The bid confirms that it would work with the proposed stadiums and venues to find viable solutions to reduce energy and water use as well as carbon emissions. Each stadium would also need to achieve sustainable building certification for its operations by the time of the tournament in order to meet the tournament’s sustainability requirements.

The main mode of transport between the proposed host cities is air travel, which is carbon-intensive. However, it is acknowledged that this is a consequence of the tournament footprint and the proposal to use the suitable legacy infrastructure that exists in the proposed host cities. Within the proposed host cities, the bidder commits to providing free public transport to and from all stadiums for tournament stakeholders, including all spectators.

Other measures to minimise the impact of the tournament on the environment and climate include using existing accommodation and sharing sustainability best practices with hotels, e.g. to reduce waste as well as water and energy consumption; implementing a waste management strategy; and working with business partners and logistics providers to define sustainability standards for the movement of goods. Additionally, the bidder proposes to promote new green spaces and information on the biodiversity of local fauna and flora, thereby raising awareness of Brazil’s natural resources and their great importance for environmental balance.

Conclusion

The Brazil 2027 bid has articulated its commitment to sustainability in a meaningful manner. In terms of human rights, the bid identifies an initial list of the main risk areas and provides a basis for further developing effective systems to address the potential human rights impact associated with the tournament, although further analysis of safeguarding and human rights risks and stakeholder engagement activities would have been welcomed. The bid also provides a solid foundation to ensure environmental protection measures would be in place for the tournament, in particular through elements such as the use of existing stadiums that have pre-existing LEED construction certification and the provision of free public transport. Notably, the reliance on air travel between the proposed host cities would likely elevate the tournament's carbon footprint and mitigation measures would need to be explored in this regard. This is therefore reflected in the risk assessment.

Risk assessment

Criterion	Level of risk	Observations / comments
Sustainability	● Low	<p>The bid makes an explicit commitment to sustainability and human rights, and an implicit commitment to sustainable procurement and climate action.</p> <p>The bid demonstrates a commitment to accelerating progress towards the UN SDGs.</p>
Human rights	● Low	<p>Overall, the bid demonstrates a solid understanding of FIFA's human rights requirements.</p> <p>The bid identifies an initial list of potential risk areas and measures that would require further elaboration.</p> <p>Based on the documents submitted, there is general government support to ensure human rights are protected in the context of the tournament.</p>
Environmental protection	● Medium	<p>The bid demonstrates a good understanding of the impact of the tournament on the environment and climate and outlines a number of measures to minimise this impact.</p> <p>The bid proposes the use of existing stadiums, some of which already hold sustainability certification for construction. All stadiums would need to hold sustainable building certification for operations before the tournament.</p> <p>The bid commits to providing free public transport to and from all stadiums for all stakeholders.</p> <p>The main mode of transport between the proposed host cities is air travel, which would likely impact the tournament's carbon footprint. Mitigation measures would need to be explored in this regard.</p>



6.3.8 LEGAL

The following assessment of the legal risks associated with the Brazil 2027 bid comprises an evaluation of the following two components:

- the government support documents; and
- the contractual legal framework

This assessment has been carried out in accordance with the methodology described in section 7 of this report.

Evaluation

Government support documents

The member association (the Brazilian Football Association – CBF) has provided government support documents that demonstrate support from the relevant national governmental authorities to host and stage the FIFA Women’s World Cup 2027 in Brazil.

As part of its bid submission, the CBF has submitted a government legal declaration executed by the President of Brazil, and the required seven government guarantees. The content of the submitted government support documents generally complies with the FIFA templates, although FIFA has identified some material deviations, including in relation to taxes and the general enforceability of the guarantees provided. In addition, the government legal statement flagged possible challenges regarding the potential implementation of tax exemptions.

As part of the clarification process, the CBF has provided further assurances that its bid is fully supported by the Brazilian government and that legislation identical or similar to the event law put in place in respect of the 2014 FIFA World Cup would be adopted and implemented should the FIFA Women’s World Cup 2027 be hosted and organised in Brazil.

Contractual legal framework

The CBF has submitted the majority of the contractual hosting documents required by FIFA, including a comprehensive set of all core agreements, namely:

- a hosting agreement;
- ten unilaterally executed host city agreements; and
- ten unilaterally executed stadium agreements.

Some of the documents required remediation due to various predominating technical aspects, and this matter was largely addressed by the CBF during the clarification process.

Although some hosting documentation remains outstanding (more in relation to other sites; see, for example, the “Team and referee facilities” or “IBC sites” sections of this report), should the bid be successful, there is a degree of confidence, based on the clarification process, that such open points can be addressed and that the related risks can be mitigated through close coordination between FIFA, the CBF and the relevant stakeholders.

Conclusion

Despite some deviations from FIFA’s standard terms, FIFA’s overall legal evaluation is that the CBF has provided government support documents that generally meet the tournament requirements.

The legal and financial uncertainties arising out of the identified deviations are mitigated by the assurances given by the CBF during the clarification process, in particular the local authorities’ willingness, in the event that the bid is successful, to cooperate in meeting the tournament requirements and to make the FIFA Women’s World Cup 2027 as successful as or more successful than the 2014 FIFA World Cup Brazil, among other things by implementing a similar event law.

FIFA’s overall legal evaluation is that the CBF has submitted a generally comprehensive set of contractual hosting documents that provide FIFA with a suitable legal framework to host the FIFA Women’s World Cup 2027 in Brazil.

Risk assessment

Criterion	Level of risk	Observations / comments
Legal: government support documents	Low	<p>Despite some deviations from FIFA’s standard terms, FIFA’s overall legal evaluation is that the CBF has provided government support documents that generally meet the tournament requirements.</p> <p>The legal and financial uncertainties arising out of the identified deviations are mitigated by the assurances given by the CBF during the clarification process.</p> <p>FIFA therefore considers that the matters outlined above are reasonably capable of being mitigated and has assessed the risk in relation to the government support documents as low.</p>
Legal: contractual legal framework	Low	<p>FIFA’s overall legal evaluation is that the CBF has submitted a generally comprehensive set of contractual hosting documents that provide FIFA with a suitable legal framework to host the FIFA Women’s World Cup 2027 in Brazil.</p> <p>FIFA is reasonably confident that practical remediation of the remaining open points would be achievable.</p> <p>In view of the foregoing, the risk in relation to the contractual legal framework has been assessed as low.</p>



6.3.9 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 Agreement) that each bidder provide various bidding documents including the bid book, bid questionnaires and hosting documents for the organisation of the FIFA Women’s World Cup 2027.

The bidder submitted the majority of the required bidding documents by 8 December 2023 in the proper form as per the applicable regulations and guidelines.

- Originals were delivered in person to the Home of FIFA, Zurich, on 7 December 2023.
- Soft copies were received and uploaded onto the FIFA Bidding Platform.

Further documents were also received as part of the clarification process that 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 14 April 2023;
- the completed Bidding Agreement on 17 May 2023; and
- several other documents (including relating to 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 a report in relation to the bidder’s promotional activities. In addition, following clarification, FIFA received a written report of the Bid Compliance and Ethics Officer, appointed by the bidder for the duration of the participation in the bidding process, which addressed the integrity of the bidder’s involvement in the bidding process and the compliance with the Bid Rules of Conduct and generally recognised rules of good governance.

In the course of the inspection visit to Brazil 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 Brazilian Football Association is considered to have closely followed the strict rules and guidelines set out in the Bidding Agreement.

In relation to the second component of the compliance assessment, FIFA examined whether any relevant international economic sanctions or export controls applied to the bidding country. For context, economic sanctions and export controls cover a wide range of political and/or economic measures, which are put in place by international, regional or state bodies with the aim of influencing the behaviour of a particular country’s regime, as well as individuals or organisations suspected of involvement in terrorism, organised crime or internal repression. The types of relevant measures put in place can vary widely, including financial restrictions, import-export restrictions and travel bans. In the event that any international economic sanctions or export controls apply to the bidding country, FIFA would face challenges with regard to the provision and movement of funds or goods, which are essential to deliver an international tournament.

At the time that this report was finalised, there were no relevant international economic sanctions in place against Brazil. FIFA will work closely with the appointed host(s) to develop and implement a robust compliance programme to ensure mitigation of all relevant compliance risks and to support the protection of the tournament’s integrity.

Risk assessment

Criterion	Level of risk	Observations / comments
Compliance	 Low	At the time that this report was finalised, the bidder was assessed as having complied with the bidding process. There are currently no relevant sanctions in place against Brazil.





07

ANNEXES

A. BELGIUM / NETHERLANDS / GERMANY

TECHNICAL EVALUATION SCORES

A1 Stadiums

Proposed stadium	Score	Meeting minimum requirements	Existing	Adjusted scores	Overall score
Johan Cruyff Arena, Amsterdam (opening match)	3.4	✓	✓	6.8*	3.4
BVB Stadion, Dortmund (final)	3.6	✓	✓	7.2*	
RSC Anderlecht Stadium, Brussels	3.3	✓	✓	3.3	
ZebrArena Charleroi, Charleroi	2.8	✓	⊗	2.6**	
Cologne Stadium, Cologne	3.8	✓	✓	3.8	
Düsseldorf Arena, Düsseldorf	3.9	✓	✓	3.9	
PSV Stadium, Eindhoven	3.6	✓	✓	3.6	
FC Twente Stadium, Enschede	3.6	✓	✓	3.6	
Arena AufSchalke, Gelsenkirchen	3.9	✓	✓	3.9	
KRC Genk Arena, Genk	2.9	✓	✓	2.9	
KAA Gent Arena, Ghent	3.3	✓	✓	3.3	
Abe Lenstra Stadium, Heerenveen	3.5	✓	✓	3.5	
Stadium Feijenoord, Rotterdam	3.1	✓	✓	3.1	

* In accordance with the approved scoring system for the technical evaluation of bids, stadiums proposed to host the opening match and/or final are double-weighted.

** In accordance with the approved scoring system for the technical evaluation of bids, a delivery risk multiplier of 0.92 is applied to any stadium that is designated as "non-existing".

A2 Team and referee facilities

	Technical score	Overall score
Training sites	3.2	3.5
Hotels	3.8	

A3 Accommodation

Proposed host city	FIFA core group
Amsterdam	5.0
Dortmund	3.0
Brussels	5.0
Charleroi	5.0
Cologne	5.0
Düsseldorf	5.0
Eindhoven	5.0
Enschede	4.7
Gelsenkirchen	5.0
Genk	1.0
Ghent	5.0
Heerenveen	5.0
Rotterdam	5.0

Overall score calculated by adding host city scores and dividing the result by the number of host cities

4.5

A4 IBC site scores

Proposed IBC site	Score	Overall score
Proposal 1 (EXPO Greater Amsterdam)	4.1	4.0
Proposal 2 (MECC Maastricht)	4.1	
Proposal 3 (Messe Dortmund)	3.7	

A5 FIFA Fan Festival sites

Proposed site*	Score	Overall score
Amsterdam	4.4	3.3
Dortmund	3.5	
Brussels	2.9	
Charleroi	3.4	
Cologne	2.9	
Düsseldorf	4.0	
Eindhoven	3.1	
Enschede	3.9	
Gelsenkirchen	3.5	
Genk	2.2	
Ghent	3.4	
Heerenveen	2.6	
Rotterdam	3.4	

* In accordance with the scoring system for the technical evaluation, the score for the best-ranked proposed site per host city is taken before an overall average score is calculated.

B. BRAZIL

TECHNICAL EVALUATION SCORES

B1 Stadiums

Proposed stadium	Score	Meeting minimum requirements	Existing	Adjusted scores	Overall score
Estádio do Maracanã, Rio de Janeiro (opening match and final)	3.7	✓	✓	11.1*	3.7
Estádio Mineirão, Belo Horizonte	3.7	✓	✓	3.7	
Estádio Mané Garrincha, Brasília	3.9	✓	✓	3.9	
Arena Pantanal, Cuiabá	3.4	✓	✓	3.4	
Arena Castelão, Fortaleza	3.7	✓	✓	3.7	
Arena de Amazônia, Manaus	3.7	✓	✓	3.7	
Estádio Beira-Rio, Porto Alegre	3.9	✓	✓	3.9	
Arena de Pernambuco, Recife	3.8	✓	✓	3.8	
Arena Corinthians, São Paulo	3.8	✓	✓	3.8	
Arena Fonte Nova, Salvador	3.9	✓	✓	3.9	

* In accordance with the approved scoring system for the technical evaluation of bids, stadiums proposed to host the opening match and/or final are double-weighted. Since this stadium serves as both the proposal for opening and final matches, it is triple-weighted.

B2 Team and referee facilities

	Technical score	Overall score
Training sites	3.0	3.3
Hotels	3.5	

B3 Accommodation

Proposed host city	FIFA core group
Rio de Janeiro	4.4
Belo Horizonte	5.0
Brasília	5.0
Cuiabá	2.3
Fortaleza	5.0
Manaus	4.3
Porto Alegre	5.0
Recife	5.0
São Paulo	5.0
Salvador	5.0

Overall score calculated by adding host city scores and dividing the result by the number of host cities

4.6

B4 IBC site scores

Proposed IBC site	Score	Overall score
Proposal 1 (Riocentro Complex)	4.1	3.3
Proposal 2 (Rio 2016 Olympic Park)	2.5	

B5 FIFA Fan Festival sites

Proposed site*	Score	Overall score
Rio de Janeiro	4.4	3.7
Belo Horizonte	2.9	
Brasília	4.0	
Cuiabá	3.0	
Fortaleza	4.1	
Manaus	3.7	
Porto Alegre	3.6	
Recife	3.8	
São Paulo	3.7	
Salvador	4.0	

* In accordance with the scoring system for the technical evaluation, the score for the best-ranked proposed site per host city is taken before an overall average score is calculated.



C. 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 2027 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 2027. 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 reviews 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 additional materials provided by the member association at the time of submission of its bid; and
- 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 in a form that was not compliant with FIFA's requirements.

Further, when 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 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.

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