

August 2020

Guidance on Return to Play with Fans

Foreword from the Chairman

The incredible resilience of football has been apparent during these difficult months, as the European club game has done its part in lifting the spirits of fans all around the world in the face of adversity. As clubs embark upon the new season, ways must be sought to mitigate the impact of the pandemic on health, society and the football economy. As we move through these testing times, it is ECA's responsibility to ensure you, our members, are as prepared as possible to overcome the obstacles you are faced with.

In May of this year, we published Resuming Professional Football in Europe: A comparative analysis of European "Return to Play" protocols, which aggregated protocols on a pan-European level following the initial impact of the COVID-19 pandemic on the professional game, as we sought to help ECA Member Clubs return to play.

Returning to the pitch has been the first step in overcoming the unprecedented challenge of COVID-19. It was a hurdle meticulously and ethically managed by industry stakeholders coming together across Europe. The next step, one which has already been taken by several leagues across the continent, is the return of fans during the 2020/21 season.

Football has a unique power to lift spirits and to reconnect communities. With this power, clubs bear responsibility. The return of fans is essential to ensuring the financial sustainability of our ecosystem, but we must find ways that are both safe, socially responsible as well as economically viable.

The health and safety of everyone concerned with the game – players, staff, fans and the public at large – is of primary importance as we navigate our way through this. Opening stadium doors means taking all the necessary measures to mitigate risk through the development and strict following of protocols, ensuring that match days remain the incomparable experiences they always have been for our fans.

With this in mind, this document aims to provide you with insight on the protocols being put in place on the return of fans across the continent. Of course, the advice of your local governments, health authorities and competition organisers must take precedence; this work is to ensure that you are well informed on best practice in discussions with such authorities. The document was put together with the help of doctors and operational Staff from across our membership in the ECA Sustainable Return Task Force, whom I would like to thank for their invaluable input.

I sincerely hope this will assist you in bringing your fans home.



Andrea Agnelli, Chairman

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A) Introduction

The measures imposed by the various European governments to flatten the curve of persons infected by Covid-19 severely and necessarily limited social life and the holding of mass events such as football matches with fans. Governments and local authorities globally continue to battle against the virus, on a daily basis.

While hosting professional football in Europe may be permitted with fans in the near future, and already is in some countries, at the same time there is a fear that the relaxation of measures in general could lead to a new wave of infections. It is therefore important to remain aware that the virus is not eliminated and that we may see outbreaks of infections especially when celebrating major events. While we are hopeful that professional football matches with the attendance of fans will be permitted on a widespread basis again soon, it is important to prevent them from becoming sources of infection. The safety and health of players, fans, coaches, staff and all other persons involved must always come first. For this reason, stadiums, clubs and the organisers of football matches will have to implement health and safety concepts to mitigate infection risks while enabling the best fan experience possible under these special circumstances.

The European Club Association (ECA) is intent on assisting its members in the process of adapting to the "new normal". Accordingly, the ECA circulated a protocol analysis titled "Resuming Professional Football in Europe" on 7 June 2020, which covered "Best Practice" for the return to training and to play behind closed doors. This analysis can be found here: <https://www.ecaeurope.com/news/eca-develops-analysis-on-return-to-play-protocols/>.

It has to be recognized that the attraction of professional football relies heavily on the atmosphere in stadiums. Hence, the present document (hereinafter the "**Guidance**") provides a summary and recommendations of steps that may be considered so that professional football in Europe can be safely resumed and maintained **with fans** while keeping the focus on the health and safety of all people involved in the organisation of a football match, all the while in accordance with the rules of local authorities. This Guidance focuses on organising professional football matches when playing with full capacity of stadiums is not yet permitted. This Guidance should be read in connection with the Best Practice laid out in the ECA protocol analysis "Resuming Professional Football in Europe" and the "Return to Play Protocol" published by UEFA (<https://www.uefa.com/insideuefa/about-uefa/news/0260-100e86100861-0f897cbeff8f-1000--uefa-return-to-play-protocol/?iv=true>). Those documents should be considered in particular for persons involved in football activities and in the organisation of professional football matches (e.g. players, coaches, referees, staff members etc.), and provide additional information on hosting a professional football match. Finally, the organisers of professional football matches should remain prepared for possible developments concerning the coronavirus. For example, a scenario in which the coronavirus once again spreads rapidly and measures are scaled up, must be taken into account.

This document does not aim to set binding guidelines and does not take into account national legislation on health and safety of persons during the Covid-19 pandemic. However, this Guidance aggregates, as exhaustively as possible, the steps defined in existing protocols and other health recommendations that are being considered to be implemented prior to resuming professional football in Europe with fans. It should be noted that the circumstances and understanding of the pandemic are prone to frequent changes. Hence, to the best of ECA's knowledge this Guidance only represents best practices as of 14 August 2020.

ECA is committed to periodically reviewing and updating this Guidance to reflect substantial changes in practice or recommendations provided by the competent authorities.

Please keep in mind that the possibility that the competent authorities or national or local laws and regulations prohibit professional football matches with fans for reasons of their own always remains. Accordingly, it remains important to comply with applicable national regulations and/or the orders issued by the competent authorities in the respective jurisdiction.

The exact health and safety measures that can be adopted to resume professional football with fans depend greatly on the size, layout / set-up, infrastructure and level of digitalisation of the respective stadium, organisation and ticketing process, as well as national legislation.

We recommend to conduct a risk assessment with the Football-specific risk assessment tool, which was jointly established by FIFA, UEFA, ECA, FIFPRO, the World Leagues Forum and European Leagues, with support from the World Health Organization (WHO). The risk assessment tool can be found here <https://www.fifa.com/who-we-are/news/fifa-who-and-football-stakeholders-draft-medical-considerations-and-risk-assessm> in order to define the exact health and safety measures that each stadium should and wishes to implement prior to allowing fans to attend professional football matches again.

We recommend to consult and verify all steps that a national league, federation or competition organiser decides to take with local health authorities or other competent authorities before resuming professional football matches with fans¹.

¹ In particular, some national laws may require a certification or approval by the competent authorities of the health and safety protocols applied by the venue before professional football matches can be resumed with fans.

B) General rules

1) Cleanliness

As a rule, all organisers of matches that shall be resumed with fans, should ensure the compliance with current hygiene measures and other health and safety regulations in the facilities in which the match will be held. The facilities should be disinfected and cleaned regularly before, during and after the match.

2) Minimal contact / social distancing

Before, during and after the match, all organisers of matches should implement measures that assist in ensuring minimal contact and social distance between the fans and all other persons in the premises / facilities, at all times. All physical contact points should be reduced to a minimum. Depending on the infrastructure of the stadium, certain stadiums may consider implementing technologies that allow the detection of groups of more than five persons² or other movements. This would allow the organisers and staff to interfere where fans are not complying with the required minimal contact and social distancing measures, if necessary.

3) Hygiene measures

All organisers of matches should ensure that fans are equipped with masks, if they are recommended or required by law to wear them during the match, and that hand sanitisation stations / disinfection points are set up throughout the facility. Fans should be instructed to wash their hands regularly, cough and sneeze in their elbows and avoid crowds / congregating in groups, where possible. Medical checks such as the taking of the temperature of the fans upon entry to the stadium / facilities or the completing of short questionnaires, could be introduced as a further health and safety measure. However, depending on the characteristics of the stadium and the admitted number of fans, the health checks may slow down the entry process to the stadium; it may make sense to try and incentivise the fans for such checks. The organisers of the matches could consider appointing an officer to supervise the coordination and control of the introduced measures. The implementation of newly introduced technology to detect fever, such as thermal imaging cameras or similar, could speed up the process and should therefore be taken into consideration. Finally, stadiums could consider requiring fans to pre-test or provide a confirmation that they have not been tested positive for Covid-19 in the last 14 days.³ If such requirements are implemented by the organisers of the match, fans should be informed thereof prior to the purchasing of the ticket.

4) Warnings and behavioural notes

All match organisers should regularly display information on behaviour through the stadium speakers and screens or other media tools, such as their websites, social media accounts etc. Furthermore, the information could be provided through the online ticketing platforms used to sell tickets for the respective match (for further guidance please see below "Information email / letter / notifications") and respective announcements through speakers and TV screens could be made at various intervals during the match.

² Please note that the number of people permitted to congregate in groups will depend on local law and the recommendations and orders of the competent national authorities.

³ If the testing of the fans directly at the respective entry gate is technically possible and thus enforced or if the fans are required to provide confirmation that they have not been tested positive for Covid-19, the organizers of the match must comply with applicable data protection laws, as the results of the Covid-19 tests may qualify as health data and, in general, a fan or any other person cannot be required to provide such data against his or her own will. The 14 days are subject to local laws and the recommendations and orders of the competent national authorities.

5) Considerations regarding fans with disabilities

All organisers of professional football matches that shall be resumed with fans should ensure that their health and hygiene measures take into account the requirements of fans with disabilities. Considerations may include sufficient parking spaces in proximity to stadiums, barrier-free routing for wheelchair users, making information available in different formats to make them accessible to visually / hearing impaired fans and so on.

6) Air quality and ventilation measures

Ensuring a high level of air quality and ventilation throughout the stadium and the entire facilities during the match is of high importance. For stadiums where fans are seated outdoors or where the roof can be removed, this can be guaranteed more easily than for indoor stadiums. Good ventilation should especially be ensured in smaller spaces, such as toilets or retail shops, if accessible. Furthermore, organisers should consider leaving inner doors and windows open wherever possible (unless this contravenes laws and/or regulations) and avoid touching door handles.

7) Rules for informing fans and all other persons of positive cases

It is further recommended to implement a plan on how fans or other persons attending the match will be informed of any positive cases (occurring after the match), so as to provide them with a warning or recommendation to isolate / quarantine for the time required under national law.

For data protection reasons, it is important to keep the identity of persons who have tested positive for Covid-19 anonymous.

As it is recommended to only sell personalised tickets, the tracing and tracking should be fairly easy. All fans and other persons attending the match should be encouraged to report any positive cases diagnosed 14 days⁴ before and after the match.

Tracing and tracking could be further supported by recommending fans and other persons attending the match to register with approved contact tracing apps, if available.

8) Stadium

Prior to any match with or without fans, the stadium should be prepared in order to ensure social distancing, mitigate the risk of being infected and, to a certain extent, enforce hygiene and other safety measures while at the same time maximising stadium capacity and, especially, the fan experience during the entire match. Depending on the national regulations it is, nevertheless, to be expected that the maximum capacity of the stadium will need to be reduced. No two stadiums are the same and therefore no uniform percentage can be linked to attendance in the seating areas. It will be necessary to calculate locally how stadiums can meet the applicable guidelines in a safe and responsible manner. The details depend on the local situation, such as infrastructure, number of entrances and exits, number of sectors, and so on. It is, therefore, advisable to analyse the capacity of the stadium in connection with national legislation on minimum distance that needs to be kept between people and the maximum amount of people that are permitted to attend one single event.

Depending on the stadium layout, it is recommended to separate the stadium into different zones / areas, for example:

- Entrance
- Public Areas
- Office Area
- Media Area
- Mixed-Zones
- Press Conference Room
- Player Zone
- Food Stall Zone
- Retail Zone
- VIP Lounges / Boxes
- Toilets
- Elevators / Stairs
- Designated entrance / exit areas for the different groups of persons attending a match, e.g. fans, staff, health professionals, media, players, coaches, etc.

Moreover, since it is expected that the best way to ensure the health and safety of fans attending a match is to sell personalised tickets with clearly allocated seating, the seating area should be divided into different zones. Then, parking and entry into the stadium can be organised according to these zones.

See below an illustration of a stadium and the potential zoning of seats:

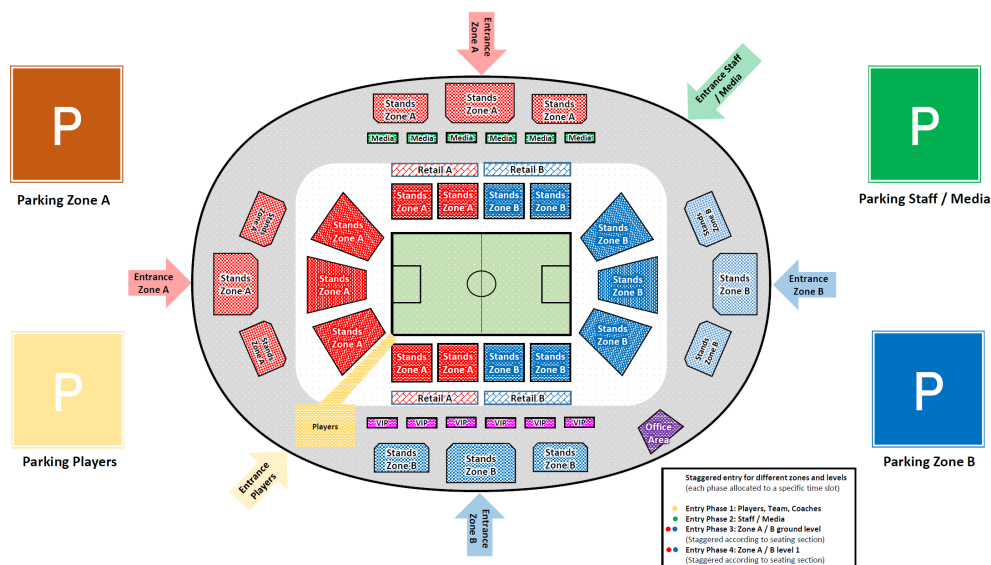


Image 1: Stadium with potential zoning of seats and corresponding entry and exit gates



Image 2: Different zones in parking lot

In order to determine the permitted capacity, it may also be important to determine the dimensions per seat in the various seating areas of each stadium. The question of how much distance is required between two seats and different rows depends on national laws and will thus determine the permissible capacity of a stadium (depending on the width of seats in a given stadium, as well as the width of the seating rows). Furthermore, rules may differ for family members or people living in the same household, as the distancing rules may not apply in such cases. The width of the stairs also plays a role. If there are fans walking on the stairs, this may affect the fans sitting on the adjacent seats.

In addition to defining the capacity of the stadium and the seating zones, it is important to determine how many people can be present at the same time on the landings and stairways as well as the other zones defined such as toilet or food stall zones.

In case the stadium or part of a stadium needs to be evacuated, due to an emergency during the match causing an acute danger to fans and other persons attending the match, the health and safety measures described in a club's or stadium's Protocol ("**Protocol**") would not need to be enforced. Everyone will have to be directed outside immediately, in accordance with the general evacuation plan of the respective stadium.

C) Pre-Match preparation

1) Ticket purchase

For the time being, permitting personalised online ticket purchases only is the safest way to ensure maximum hygiene and social distancing and effectively control the amount of fans who can attend a match according to national laws. For contact tracing purposes, it may, therefore, make sense to require the ticket purchaser to register all persons accompanying him / her to the match to ensure that all persons present at a match are registered properly. This allows the registration of all names and addresses of the fans attending a match, thus enabling the effective tracing or tracking of fans tested positive for Covid-19 after the match. All registered information must be deleted in a timely manner, e.g. at the latest, one month after the match. There should be no sale of adjacent seats (this could be done by blocking every second seat on seating map for online purchase). It may be necessary to work out a more flexible ticket refund policy (with the ticket sale operator) to take into account people unwell on the day of the match and who may be refused to attend the match. Finally, on the online ticket sale website / application, organisers should consider inserting a section that refers directly and clearly to the implemented measures, potential medical checks and applicable additional stadium rules (e.g. organisers should also send this information along with the tickets).

Although it is not generally recommended, ticket purchases on the match day itself can be permitted. In such cases, due care should be given to meet the required hygiene and social distancing measures and limit physical contact at all times during the ticket purchase.

Further considerations with regard to ticket sales may include the following:

- Recommendation that persons considered high-risk should be advised to take additional safety and health measures, if possible, or not attend the match
- From a safety management perspective, general rule that only fans of the home team can attend the match (reasons: easier to control "home fans"; away fans in some markets may be unfamiliar with local health and safety policies; possible aversion of away fans to comply to health and safety measure required and recommended by home stadium, tension between the fan groups, etc.). In the event of relaxation with regard to the permitted capacity of stadiums, the possibility of allowing away fans can be reconsidered for each stadium in a next step. In any case ECA understands the importance of both home and away support to football competition and culture and within the confines of safety guidance would look to allowing away fans as soon as it is safe and sensible to do so.
- Assessment on how stadium or organiser can enable families or persons living in the same household to buy tickets with adjacent seats, etc.

2) Information email / letter / notifications

Good and transparent communication is a prerequisite for achieving support among fans. It is important that all persons attending a match, including fans, understand, accept and embrace the implemented measures. Therefore, to ensure a smooth running of the match day including the health and safety of the fans and the fans' cooperation with the implemented measures, it is useful to provide fans with an information email or letter (e.g. upon purchase of the online ticket or a day before the match) summarising the required and recommended measures to attend a match. By doing so, the organisers may help

encourage the fans to take responsibility themselves and hopefully even correct each other, if necessary. Furthermore, these notifications could also be published on the respective websites of the teams playing, the organisers or the stadium itself or mobile and online applications used for the respective match and social media could be used to further disseminate this information.

This information could also include a description of what health and safety precautions are taken prior to the match (e.g. the disinfection of entire stadium, the shutting down of the stadium 24h before the match, the education of the staff, the provision of protective equipment to the staff, the installation of a health area, etc.). Furthermore, it should stress the personal responsibility and cooperation of the fans to help mitigate the risk of infection before, during and after the match day. Cleanliness and proper preparation of the stadium before the match could be a unique selling point for the respective stadium and generate trust and, in effect, increase cooperation of the fans on the match day. Finally, where travel is required for fans of the home team or in cases where away fans may also attend the match, the information provided to the fans should include references to the travel and immigration policy of the host country. It should however remain the fan's responsibility to check such information and ensure that he or she can travel to the host country to attend the match and back to his or her home country and what health and safety measures have to be followed.

The following are possible (non-exhaustive) measures that could be implemented and, therefore, of which fans could be informed prior to the match:

- Fans who have tested positive for Covid-19 in the past 14 days⁵ or who show symptoms such as a cold, runny nose, sneezing, sore throat, coughing, shortness of breath, fever and / or sudden loss of smell or taste, should not attend the match
- Tickets will only be sold online; for tracking purposes, only personalised tickets will be available and if possible fans will have to register on an adequate digital platform previous to the acquisition of tickets
- Information on whether fans will be required or only recommended to wear a mask throughout the entire match or only during the entrance procedure until they are seated in their allocated seat or whenever they are not seated in their allocated seat⁶
- The seating area is limited and fans are expected to stay in their allocated seats during the entire match (except for necessary breaks, such as restroom breaks)
- Fans are generally required to sit in the seat that was allocated to them upon purchase of the ticket and should not sit directly next to each other (this will make it easier for the stewards / staff to ensure that fans are keeping the required social distance between each other)
- In general, it is recommended not to provide standing areas for any fans as it is much more difficult to ensure social distancing when fans are standing rather than when they are seated. However, depending on the infrastructure of the stadium, it may be possible to provide standing areas. In that

⁵ The number of days are subject to local laws and recommendations of the competent national authorities.

⁶ Please note that the requirement to wear a mask or not will depend on local law and the recommendations and orders of the competent national authorities.

case, fans should stay in the clearly marked designated standing area (1m by 1m)⁷ during the match to ensure social distance to other fans

- Information on whether food stalls and retail will be open or not and how fans can purchase food / retail (e.g. only by pre-order or also prior or during the match). In general, it is recommended that food stalls and retail should not be open before, during or after the match. However, it could be possible to either allow pre-orders that can be picked up before kick-off or to have staff / stewards walking around in the different seating zones and offering food and beverage as well as retail upon contactless payment. Finally, fans should be informed whether alcohol will be served on premise. It is recommended not to sell alcohol before, during or after the match, as alcohol consumption may have a negative effect on cooperation with and awareness of the required health and safety measures
- Entry to the stadium will open [x] hours⁸ in advance to ensure staggered entry while meeting the social distancing requirements according to national laws
- Fans will only be let in one at a time and temperature checks will be conducted upon entry to the stadium; fans with a temperature over 36.5 degrees Celsius or who show other flu symptoms will not be allowed to enter the premises⁹
- Fans / staff with temperature over 36.5 degrees or flu symptoms will be escorted to health areas in a way to avoid contact with other persons or directly escorted out of the stadium¹⁰
- Fans are requested to comply with the hygiene measures recommended by the respective national health authorities and adhere to the social distancing rules throughout the entire match
- Departure from the stadium will be organised in groups according seating areas and may take significantly longer than usual
- Entering and exiting the stadium is only permitted through designated entrances / exits
- For the safety of all and to ensure the required social distance between fans, fans should be asked not to congregate in groups of more than five persons inside the stadium and also outside in the vicinity of the stadium¹¹
- It is recommended to download and use contact tracing apps permitted in the jurisdiction of the match

The stadium management and match organiser should ensure that fans and other persons attending the match are constantly informed of health risks and health and safety measures of the stadium (e.g. via posters, signage, screens, announcements, social media, etc.).

⁷ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

⁸ Please note that the opening hours of the stadium for the staggered entry can defer depending on the infrastructure of the respective stadium.

⁹ The exact temperature must be in compliance with the recommendations and orders of the competent national authorities of the respective jurisdiction.

¹⁰ The exact temperature must be in compliance with the recommendations and orders of the competent national authorities of the respective jurisdiction.

¹¹ Please note that the number of people permitted to congregate in groups will depend on local law and the recommendations and orders of the competent national authorities.

3) Staff

It goes without saying that the health and safety of all staff and volunteers attending the match is of high importance, too. In order to ensure this, a Protocol may include but is not limited to the following:

- Rules on the arrival and departure of the staff (e.g. before any fans; through separate gates; staggered)
- Taking temperature and other health checks of staff upon arrival
- Briefing of all staff and volunteers on the clinical features and protocols for suspect Covid-19 cases, on infection prevention and control measures, cleaning and disinfection requirements and on where to find more information
- Training of all staff on the safe usage of appropriate personal protection equipment (masks, face shields, gloves, etc.)
- Provision of all staff with protective equipment such as masks, face shields, gloves, etc.
- Instruction that all staff stay at home if they do not feel well and to check their temperature before entry to the premises / facilities / stadium on the match day
- Clear instructions that staff should avoid any physical contact with fans and other persons on the premises / in the facilities / stadium (no handshakes, hugs, fan pictures, etc.)
- Staff / volunteers will have access to predefined areas of the stadium

Finally, it should be considered how much extra staff / stewards will be required for controlling social distancing, for cleaning / disinfecting the stadium and all facilities according to cleaning schedule and for controlling entry and exiting of the stadium. It is likely that more staff than usual will be necessary depending on the measures implemented on the match day.

4) Stadium / other facilities

Cleanliness, hygiene and the implementation of social distancing measures will help promote fan experience. In order to guarantee health and safety of the fans, a Protocol should therefore include a precisely defined procedure addressing the pre-cleaning and disinfection of all facilities before, during and after the match.

Depending on the structure, the Protocol of each stadium should include a clear definition of the maximum spectator allowance (incl. teams, staff, media, etc.), which would allow to adjust the ticketing accordingly.

The following are possible (non-exhaustive) measures to be taken into account during the preparation phase of the stadium and all facilities used during the match:

4.1) Stadium

- Complete lock-down of stadium 24 hours before the match¹²
- Hand sanitisers at the entrance of the stadium and in front of the seating zone and restrooms, food stalls or retail shops, etc.

¹²

Please note that this timeframe may differ depending on local law and the recommendations and orders of the competent national authorities.

- Putting up of visual and audio messages (on screen, posters, etc.) that describe hygiene measures and other measures (such as mask requirement, hand sanitisers, contactless payment, temperature checks, etc.)
- Implementation of clear markings for one-way walkways and waiting areas to ensure social distance. In general, circles work better for this, as it is clearer where one should stand and when the next circle is free, the fans can move on to it. Ensure that facilities to be used are disinfected prior to the match day (including door handles, toilet handles, bathroom faucet handles, etc.)
- Periodic cleaning of surfaces; define cleaning schedule and procedures; regular changing / replenishing of disinfectant hand soap
- Periodic cleaning of sanitary facilities (e.g. prior to match, during first half, after half-time, after match, etc.)
- Leave doors open / ensure good ventilation
- Setting up trash cans with lids to securely dispose masks, gloves and anything else

4.2) Seating areas / zones

In order to guarantee the health and safety of the fans, a Protocol should include rules regarding the:

- Disinfection of all seats / entire seating area / zone prior to the match, during half-time and after the match
- Definition of a clear entrance and exit way of each seating area or zone; such passages should be clearly marked and designated
- Clear marking of permitted seating area / zones to ensure social distancing (e.g. by cordoning off, covering or even removing [x] numbers of seats¹³ between permitted seating places, alternating seating arrangements between different rows, leaving every second row empty so fans can easily access designated seats while keeping social distance, etc.)
- Provision of seating areas only to more easily control and implement social distancing requirements. However, depending on the infrastructure of the stadium, it may be possible to provide standing areas. In that case, fans should stay in the clearly marked designated standing area (1m by 1m)¹⁴ during the match to ensure social distance to other fans
- Requirement that fans should stay in their designated seats during the entire match (except for using the restroom, buying food or beverages or retail, if permitted)
- Rules on whether fans are required or recommended to wear their masks while seated¹⁵

¹³ Please note that the number of seats that may be occupied will defer depending on local law and the recommendations and orders of the competent national authorities as well as the infrastructure of the respective stadium.

¹⁴ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

¹⁵ Please note that the requirement to wear a mask or not will depend on local law and the recommendations and orders of the competent national authorities.

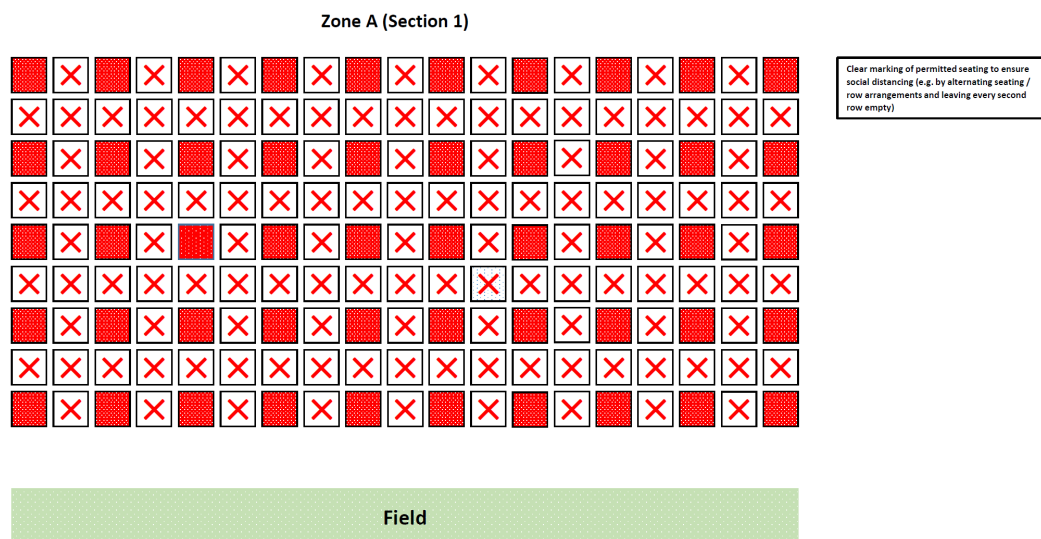


Image 3: Seating plan with different seating zones and sections within zones with one-way walking system for entering and exiting

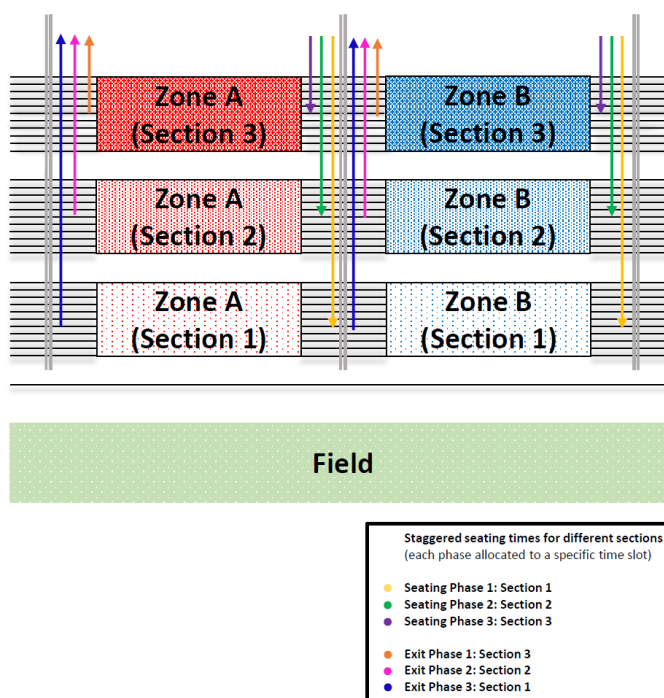


Image 4: Example of permitted seating within Zone A Section 1

4.3) Restrooms

Restrooms are zones with a high potential risk of transmission of Covid-19. Therefore, a Protocol should establish clear guidelines under which conditions these facilities may be used. For example, the following guidelines could be implemented:

- Queuing with at least [2]m distance (should be clearly marked)¹⁶
- If possible, establish a clear marked walkthrough to prevent crowds
- Number of people allowed (e.g. max. two persons per restroom)
- Use of masks / gloves / protective glasses mandatory or not¹⁷
- Cleaning / disinfecting of toilet and door handles, bathroom faucet handles, etc. after each use
- Hygiene standards to be fulfilled (wash hands with soap for 20-30 seconds, only use paper towels to dry hands)
- General cleaning / disinfection plan
- Good ventilation

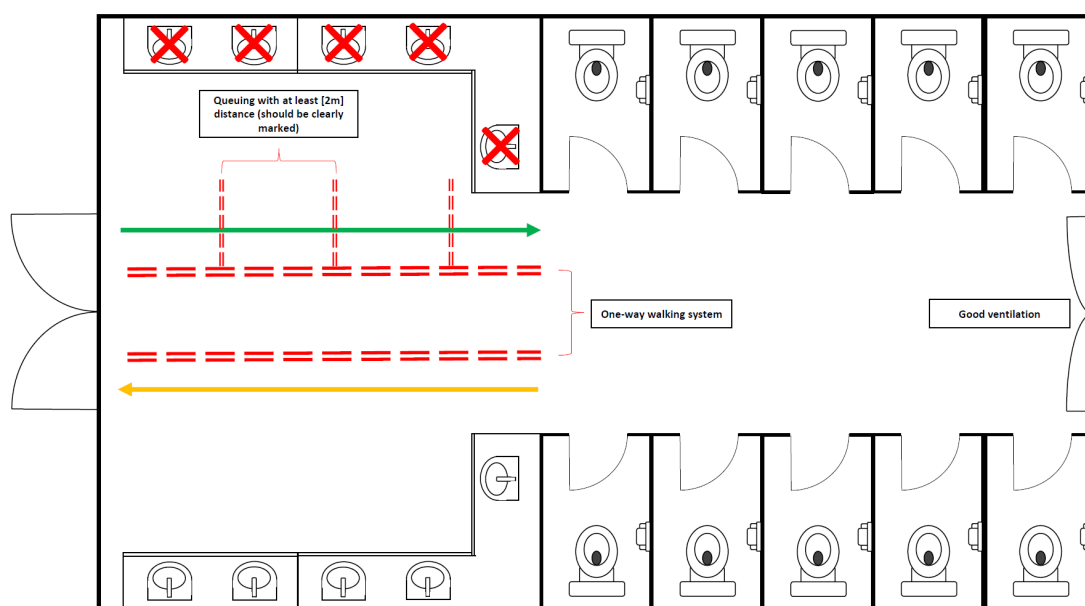


Image 5: Restroom plan with one-way walking system for entering and exiting

4.4) Parking lot / zones

To ensure the health and safety of fans, including hygiene and social distancing measures, parking lots / parking zones should be prepared accordingly. This could be done by pre-allocating parking spaces to fans when they purchase their ticket, encouraging contactless payment or providing free-parking, marking clear entry and exit ways for cars and fans alike, staggering entrance to parking lot according to seating zones and

¹⁶ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

¹⁷ Please note that the requirement to wear a mask or not will depend on local law and the recommendations and orders of the competent national authorities.

ensuring enough distance (depending on national laws) between the parking spaces.
For more details, please see below "Arrival by Car".

4.5) Food stalls and retail

In general, it is recommended not to open food stalls or retail before, during or after the match, so as to best ensure the health and safety of the fans and all other persons attending the match, especially, the staff. And instead to find alternative means of managing these important revenue streams if allowed to do so, for example, it could be possible in certain stadia to have staff / stewards walking around in the different seating zones and offering food and beverage as well as retail upon contactless payment. Finally, it is recommended not to sell alcohol before, during or after the match, as alcohol consumption may have a negative effect on cooperation with and awareness of the required health and safety measures.

In case the operation of food stalls and retail shops are permitted under local law and the national health authorities' recommendations and orders and the organizers of the stadium decide to open food stalls and retail, Protocols may include the following rules in order to further protect the health and safety of the fans:

- Food stalls and retail shops only accept contactless payment
- Retail shops only allow a maximum of five persons in the shop at any given time¹⁸
- When queuing, keep distance of [2]m¹⁹
- If possible, establish a clear marked walkthrough to prevent crowds
- Masks should be / are recommended to be worn at all times while queuing up at food stalls and in retail shops²⁰
- Separation / installation of plexiglass between staff and fans
- Food and beverages should be placed on the counter and not in the hand of the fans to ensure no contact between staff and fans. If possible / practical, food stalls and retail shops could only accept prior orders and payments, and all orders must be picked up before the match starts. This would make buying food / beverages and retail more efficient; queues could be avoided; however, fans would have to arrive earlier and it would be detrimental to spontaneous decisions
- Catering via app / delivery or contactless

4.6) Health areas

Further, a Protocol may consider:

- Installing a dedicated and isolated "health area" for persons with symptoms unless they are turned away at the entrance
- Defining a dedicated medical post and designated personnel on site to help assess Covid-19 suspected cases and potential other illnesses / accidents

¹⁸ Please note that the number of people permitted to enter retail shops will depend on local law and the recommendations and orders of the competent national authorities.

¹⁹ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

²⁰ Please note that the requirement to wear a mask or not will depend on local law and the recommendations and orders of the competent national authorities.

- Providing information on how to get medical aid in case of symptoms (suddenly) arising during the match (hotline, location of another dedicated medical post / medical isolation room, etc.)
- Requiring or recommending fans to wear a mask before entering a medical post and keeping a box of masks at the entrance

4.7) Media area

In addition to the rules set out for the fans in general, a specific plan for media / TV should be established in a Protocol. While the focus of this Guidance is on fans, a Protocol should follow the same key principles for the media area (social distancing, one-way walkways, disinfection of areas prior during and after the match, staggered entry and exit times, use of masks and hand sanitisers, etc.). For more detailed guidance regarding media areas, please refer to the ECA Protocol analysis "Resuming Professional Football in Europe" (<https://www.ecaeurope.com/news/eca-develops-analysis-on-return-to-play-protocols/>) and the "Return to Play Protocol" published by UEFA (<https://www.uefa.com/insideuefa/about-uefa/news/0260-100e86100861-0f897cbeff8f-1000--uefa-return-to-play-protocol/?iv=true>).

4.8) Locker room area

Areas like locker rooms are zones with a higher risk of transmission of the Covid-19 virus. Therefore, a Protocol should establish clear guidelines under which conditions these facilities may be used. While the focus of this Guidance is on fans, a Protocol should follow the same key principles for the locker room area (social distancing, one-way walkways, disinfection of areas, staggered entry and exit times for the teams, limit number of persons at a given time in the locker rooms, etc.). For more detailed guidance regarding locker room areas, please refer to the ECA Protocol analysis "Resuming Professional Football in Europe" (<https://www.ecaeurope.com/news/eca-develops-analysis-on-return-to-play-protocols/>) and the "Return to Play Protocol" published by UEFA (<https://www.uefa.com/insideuefa/about-uefa/news/0260-100e86100861-0f897cbeff8f-1000--uefa-return-to-play-protocol/?iv=true>).

5) Security

A Protocol may, in compliance with the respective national laws, establish a security plan in order to guarantee that access to the stadium and to the defined seating zones is only granted to authorised people, e.g. only fans with pre-purchased online tickets, required staff, players and other persons involved in the organisation or reporting of the match.

The security plan may also include monitoring and control measures to ensure compliance with the rules of conduct (e.g. seating arrangements, social distancing, mask requirements, etc.) as well as to identify fans showing symptoms during the match.

D) Arrival of fans

In general, fans are expected to arrive by car, by foot or by public transport. A Protocol should, therefore, address the different arrival possibilities and ensure a good balance between such arrival options to ensure the health and safety of the fans and all other persons attending the match. Due to the fact that fans or other persons attending the match are more likely to be infected by Covid-19 when using public transport or car-pooling, the organisers of the match should preferably encourage fans to arrive with their personal car or by foot. However, if fans decide to travel by public transport for environmental reasons the organisers of the match should inform fans and other persons arriving by public transport of the health and safety measures required when using public transport.

1) Arrival by car

A Protocol should address the arrival of the fans by car at the stadium / facilities. The following aspects may be included for such cases:

- Definition of parking spots according to ticket number / seat number
- Segregation of parking lot; staggered entrance of cars to parking lot according to ticket number / seat number
- Distance between parking spots, e.g. leave one space free between each parking space alternating between rows
- Definition of arrival slots for certain areas in parking lot
- Definition of one-way system into and out of parking lot with visible physical distancing measure, e.g. floor markings, signs, arrows, etc.
- Ask fans to avoid car-pooling unless they are family or live in the same household
- Provision of clearly defined parking passes
- Contactless payment of parking space / no physical contact with staff
- Pre-booking of designated parking space

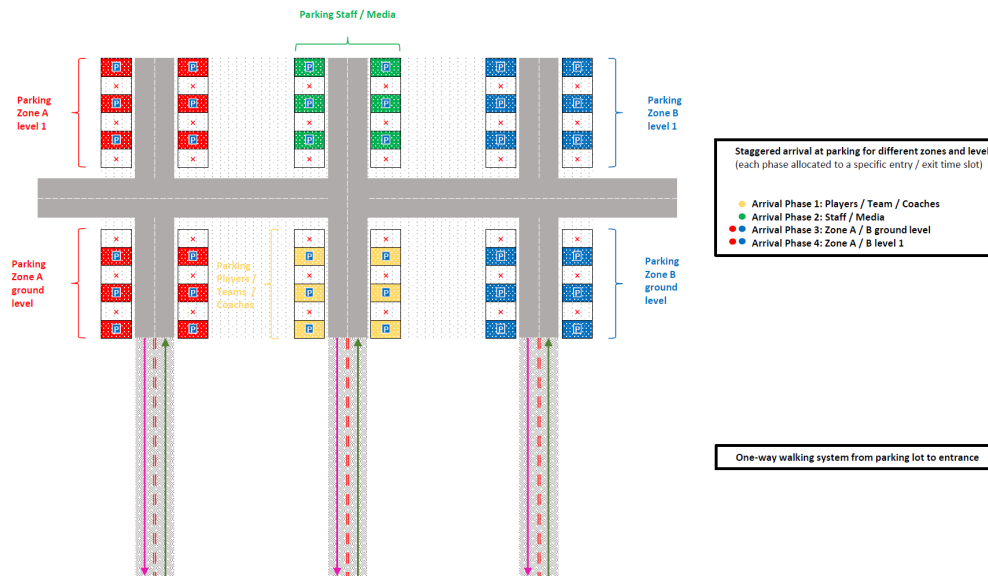


Image 6: Parking lot with zones according to seating zones and one-way walking system into and out of parking lot

2) Arrival by public transport

A Protocol should further address the arrival of the fans by public transport at the stadium / facilities. The following aspects may be included for such cases:

- Agreement of dedicated fan transportation policy to the stadium / facilities in cooperation with the host city
- Inform fans that public transport should be avoided if possible and provide recommendations for public transportation health requirements e.g. wearing masks, gloves, leaving one space between each passenger, no standing in public transport, etc.²¹
- Implement clear one-way walkways between public transport stops to and from stadium with visible physical distancing measure, e.g. floor markings, signs, arrows etc.
- Ensure social distancing from and to public transport stops

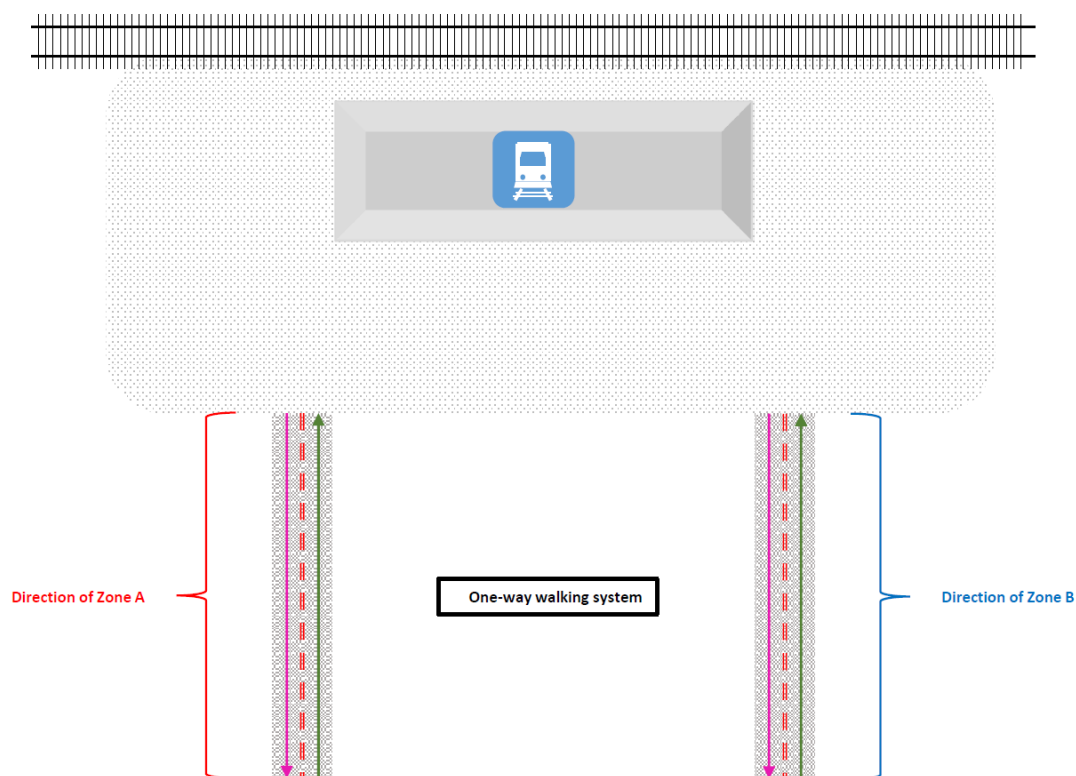


Image 7: One-way walking system between public transport stops to and from stadium

3) Fans without tickets

A Protocol should consider the topic of fans or fan groups (e.g. risk groups, etc.) who gather in front of the stadium during the match day without having purchased online tickets prior to the match. This situation will likely also have to be addressed together with local authorities, law enforcement, etc.

E) Entry of fans

1) Line-Up / queuing at the stadium gates

For the health and safety of the fans, a Protocol should establish the following rules for the entry of the fans to the stadium. However, the best way to organise entry may vary according to stadium layout (e.g. by block or sector or tier):

- Automated scanning of tickets by fans themselves is recommend, where possible (no physical contact between staff and fans)
- In case guest fans are admitted, separation of the arrival of the various fan groups
- Staggered / scheduled arrival of fans (time slots of 15-20 minutes may be considered for each zone) according to their ticket or seating number
- Allocate more stewards to manage queues outside and after entering
- Restriction of number of fans permitted to enter through one entrance / gate
- Potential closing of adjacent turnstiles so that a distance of [2]m can be maintained between the turnstiles in use upon entry and exit²²
- Definition of different access rights for different stadium zones
- Assignment of entry gate according to parking or seat number
- Separation of the stadium / facilities into different zones, which can be accessed by fans only according to the zone allocated to them on their ticket
- Clear one-way walkways and markings for fans to maintain distance ([2]m) at entry²³
- Minimisation of physical contact, e.g. digital scanning of tickets
- Provision of masks at entrance
- Hand sanitisation stations at entrance / each gate
- Possibility to provide a health and safety kit (as incentive to arrive early) which includes, sanitation wipes, hand sanitiser, soap, masks, gloves; water bottle; (pre-ordered) snacks; laminated info sheet with information on all measures implemented to ensure the health and safety of the fans and maximise their experience
- Policy to refuse fans if considered a personal and / or public health risk to attend the match
- Clearly mark social distancing measures to help manage numbers and avoid congregation

²² Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

²³ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

- Recommendation to avoid any congregation at any time during entrance to the stadium / facilities and taking the seats
- Set-up signs and arrange regular announcements reminding fans of hygiene, safety and social distancing measures
- Doors to specific levels could open at certain time intervals to create additional distance between fans

The staggered / timed entry of the fans may require fans to arrive at different time slots and earlier than usual. To incentivise fans to respect the plan – as entry will likely not be refused even if they do not arrive at the designated times – competitions, incentives or other entertainment could be organised.

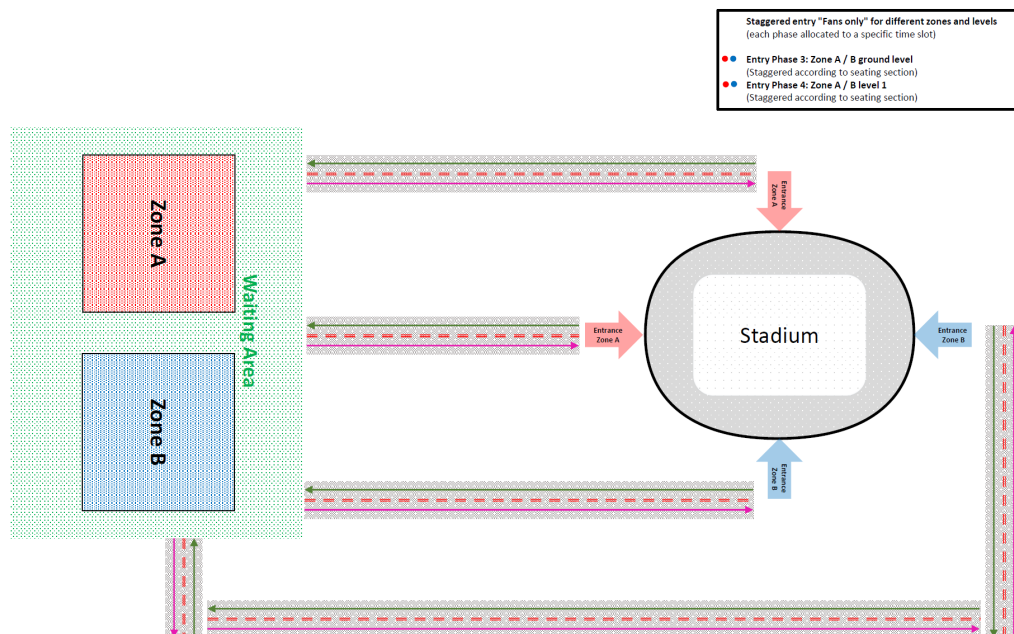


Image 8: Staggered entry "Fans only" for different zones and levels

Finally, a Protocol should define waiting places, as it is possible that fans will arrive earlier than necessary and may not be able to enter the stadium directly due to the implemented health and safety measures. It is important to have a space available where they can wait until the stadium can be entered.

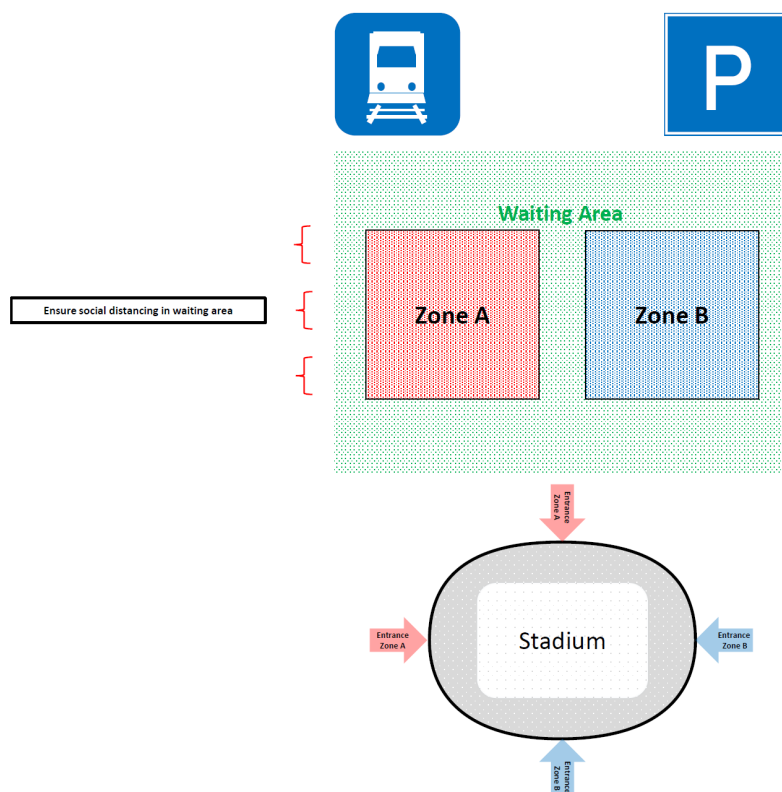


Image 9: Waiting Area

2) Medical checks / taking of temperature at the stadium gates

A Protocol may provide that the fans' temperatures are checked at the entrance or other medical checks will be conducted before they are admitted to the stadium / facilities, if permitted under applicable laws and regulations. Furthermore, it may provide that fans with elevated temperature (above e.g. 36.5 degrees Celsius) are not allowed on to the premises²⁴ and are therefore escorted to a separate health zone and then exit. The ticket refund policy may need to be adapted accordingly.

3) How to proceed after entry

A Protocol may provide guidelines on how and in what order fans should proceed from the entrance to their designated seating zone and seat. However, the best way to organize entry may vary according to stadium layout (e.g. by block or sector or tier). This may include:

- Markings / arrows from the entrance to the different seating zones according to the order of entry
- Clearly marked one-way walkways to enter the different seating zones
- Clearly marked one-way walkways to exit the different seating zones

- Recommendation not to congregate in groups of more than five persons²⁵ in the vicinity of or after entry to the stadium and to proceed directly to the designated seating zone and seat
- Follow the instructions of the stewards at all times
- Clear rules on whether coat and bag checks will be possible or not and under what conditions, e.g. according to entrance schedule, pre-booked, contactless payment, socially distanced queuing, etc.
- Set-up signs and arrange regular announcements reminding fans of hygiene, safety and social distancing measures

Bag checks / searches will likely still be necessary even with a reduced capacity of the stadium. Thus, it is necessary to ensure minimum contact during the search, provide the staff who is conducting the bag checks and searches with protective equipment such as masks, glove, safety glasses, plexiglass shields, hand sanitizer, etc. and ensure social distancing as far as possible in the queues to the bag checks and searches.

F) Match / half-time / post-match

1) Seating area / fan behaviour

A Protocol should address the segregation of the seating areas / zones into different zones, implementation of social distancing measures between the fans by cordoning off, covering or removing seats and in total reducing capacity of each seating area (how many seats and how much space is required between the seats and the rows depends on national laws and regulations). During and after the match, as well as during half time, a Protocol may further include rules on the entire fan experience, for example:

- That they are requested to remain seated during the match
- That they are required / requested to wear masks during the match or not²⁶
- That it is recommend not to change seats with others or sit closer to other persons unless they are family or live in the same household and their ticket permits them to sit directly next to each other
- That no standing areas will be provided or depending on the infrastructure of the stadium only designated (1m by 1m)²⁷ standing areas will be provided upon purchase of a ticket but fans are requested to remain within the defined area to ensure social distance to other fans
- That they are requested to enter and exit their seating area according to the clearly marked one-way walkway and the instructions of the stewards to increase efficiency and avoid contact / keep social distance
- That they are requested to avoid physical contact to other fans (no hugging, shaking hands, kissing, etc.)

²⁶ Please note that the requirement to wear a mask or not will depend on local law and the recommendations and orders of the competent national authorities.

²⁷ Please note that the required social distance between two persons will depend on local law and the recommendations and orders of the competent national authorities.

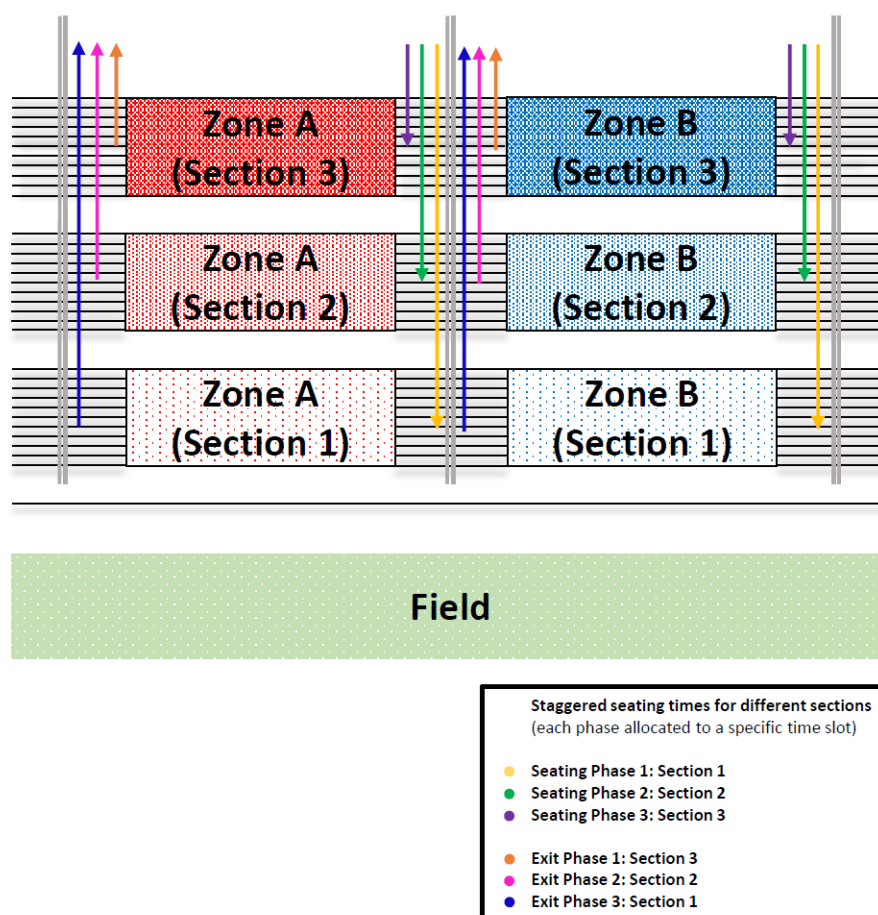


Image 10: Seating area / Fan behaviour before the match, at half-time and post-match with one-way walking system to and from seating section

2) Suites / VIP-lounges

A Protocol may include rules for the booking and use of Suites and VIP-Lounges. In general, it is expected that such rules will be similar to normal seating arrangements and entrance and exiting of the stadium for any fans. However, this will mostly depend on the structure and layout of each single stadium.

It may thus include rules on the following:

- Reduced capacity of the Suites / VIP-Lounges
- Food and beverages offered in the Suites and VIP-Lounges should only be provided in accordance to the rules that apply to restaurants in the respective jurisdiction as well as the general rules set out for food stalls described above (e.g. only upon pre-order, set menu, contactless payment, no self-service)
- Seating arrangements within the Suites / VIP-Lounges (no sitting next to each other; and recommendation not to stand)

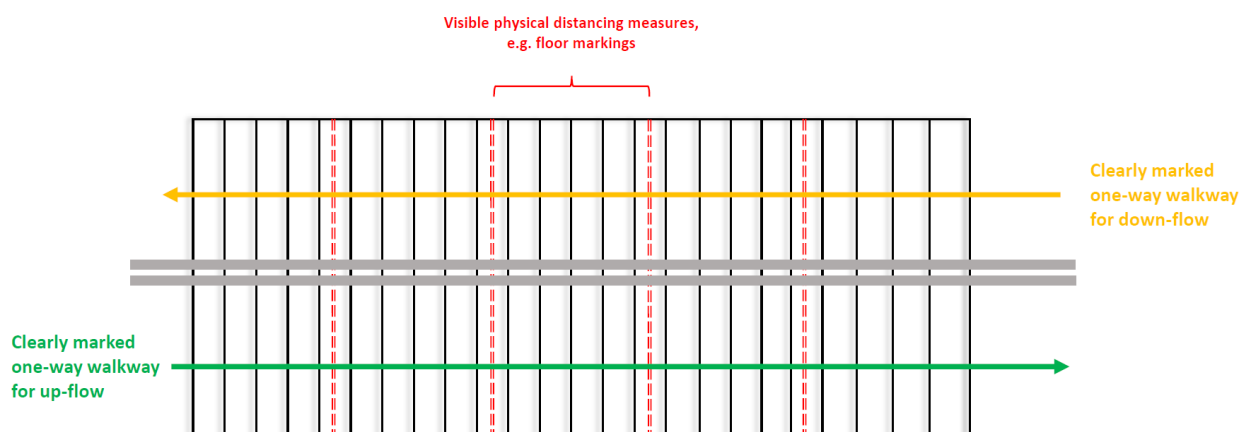
- Wearing masks²⁸ or gloves, the recommendation to regularly disinfect hands etc.
- Staggered entry and exiting of the Suites / VIP-Lounges
- Use of the restrooms

3) Stairs / escalators / elevators

In case a stadium has stairs, escalators and elevators the hygiene and social distancing measures need to be analysed and implemented as far as possible there too:

- In general, stairways will likely have sufficient capacity to ensure social distancing. Arrows or clearly marked walkways could be installed / implemented to ensure that up- and down-flow are on either side of the stairway or it could be possible to clearly mark certain stairways which shall only be used for going up and for going down
- Railings of stairways and escalators should be disinfected regularly before, during and after the match (according to a pre-defined cleaning schedule)
- The capacity of elevators is rather limited compared to stairways and depending on the layout and set-up of the respective stadium it should be decided whether it will be generally permitted to use elevators or whether elevators should only be accessible for persons with disabilities, persons in wheelchairs or other vulnerable persons. Buttons and railings should also be disinfected regularly (according to a pre-defined cleaning schedule) and it is also possible to limit the number of persons permitted for one ride, e.g. by implementing a two-person limit. Fans should be advised to allow other persons to get out before entering the elevator, to keep [2]m apart, not to use the handrail, not to lean against doors and walls and to press the buttons with their elbows, using a tissue or wearing a thin rubber glove.

Image 11: Stairs with one-way walking system



4) Food stalls / retail

As described above (in chapter 4.5), it is recommended not to open food stalls or retail before, during or after the match. It is also recommended not to sell alcohol before, during or after the match, as this will increase cooperation with and awareness of the required health and safety measures. However, it could be possible to have staff / stewards walking around in the different seating zones and offering food and beverage as well as retail upon contactless payment.

If food stalls and retail will be open during the match as well, the following measures should be considered in addition to the ones provided above in chapter 4.5:

- Marking where people may stand while queuing (to keep social distance)
- Arranging the flow of people in such way that traffic goes in one direction at the register line
- Staff will be using protective equipment (masks, plastic gloves)
- Recommendation that food and beverages shall be consumed at fans' seats and not in the food stall areas (removal of tables and chairs etc. possible for implementation)
- Contactless payment
- Selling everything in plastic / disposable dishes / cups

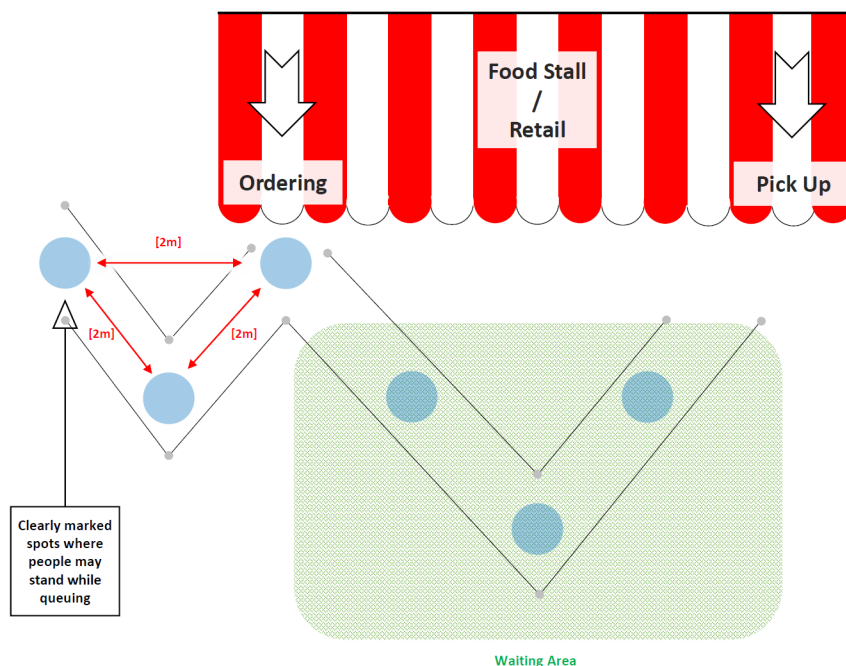


Image 12: Food stalls / retail with one-way walking system

G) Exiting of fans

As stated above ("Arrival of Fans"), fans are expected to arrive by car, by foot or by public transport. A Protocol should, therefore, address the different departure possibilities and ensure a good balance between such options to ensure the health and safety of the fans and all other persons who attended the match.

1) Staggered release of fans

Similar to the entry of fans to the stadium / facilities a Protocol should also include rules on how fans should exit the stadium including the strict separation of fans exiting their seating areas and the stadium / facilities as well as the staggered exiting of the fans. However, the best way to organise exit may vary according to stadium layout (e.g. by block or sector or tier), for example:

- The Release plan could be provided prior to the match and shown on the screens throughout the stadium for the different seating areas / zones
- Fans could be released by row or according to their seat / parking number
- Stewards should be positioned to control and execute the staggered release of the fans
- Recommendation or requirement to wear a mask until stadium and facilities have been fully exited
- Assignment of exit gate according to parking or seat number
- Clear one-way walkways and markings for fans to maintain distance while exiting
- Prohibition of congregating in groups of more than five persons²⁹ during exit and outside in the vicinity of the stadium / facilities
- Hand sanitisation stations at exits

The longer stay in the stadium due to the staggered release of fans could be included in the stadium programme and announced online and at the ticket purchase. To incentivise fans to cooperate with exit plans, a competition or other form of incentive / entertainment could be held.

²⁹

Please note that the number of people permitted to congregate in groups will depend on local law and the recommendations and orders of the competent national authorities.

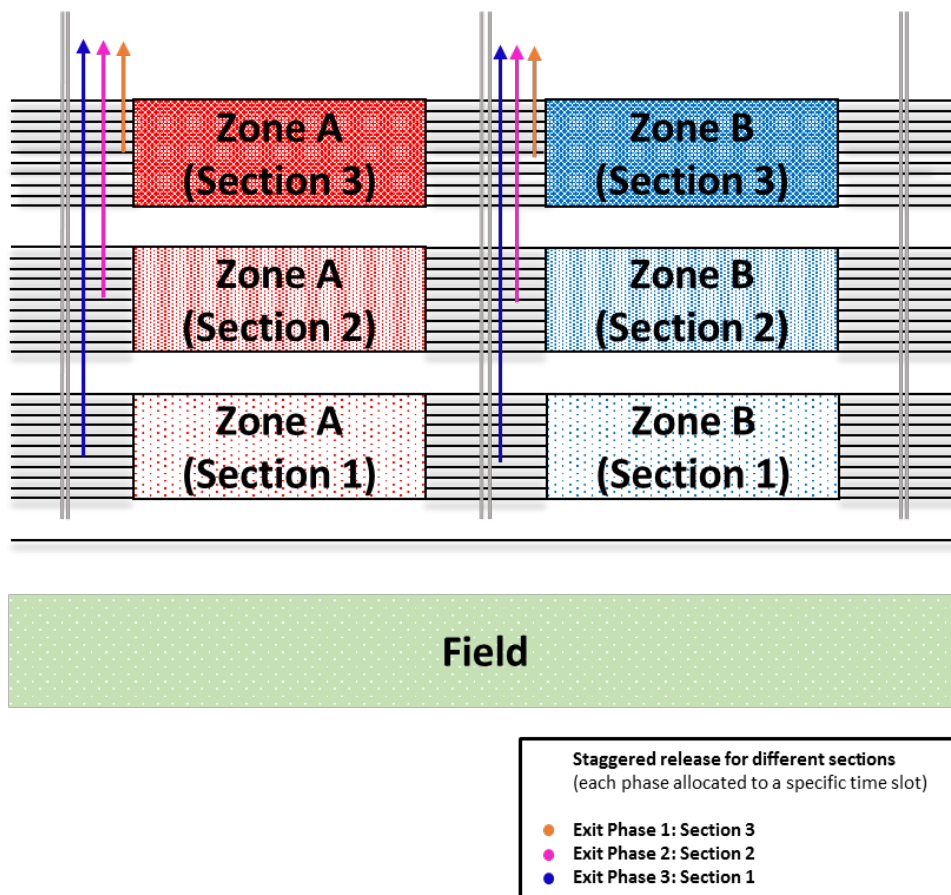


Image 13: Staggered Release of Fans

2) Departure by car

Similar to arrival, once all fans exit the stadium a clear one-way system into and out of parking lot with visible physical distancing measures should be ensured, e.g. floor markings, signs, arrows, etc.

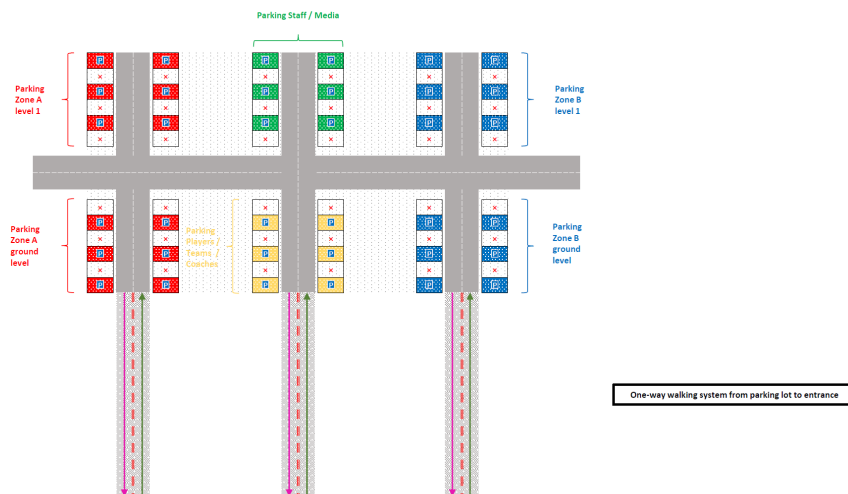


Image 14: Departure by Car

3) Departure by public transport

Similar to arrival with public transport, the following should be ensured once fans exit the stadium too:

- Implement clear one-way walkways between public transport stops to and from stadium with visible physical distancing measure, e.g. floor markings, signs, arrows, etc.
- Ensure social distancing from stadium to public transport stops

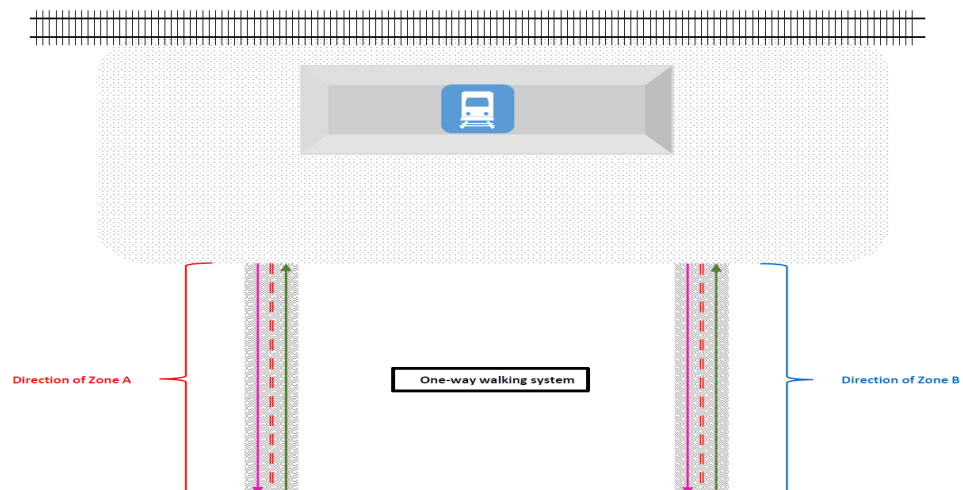


Image 15: Staggered Release of Fans



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